



# DEPARTMENT OF MANAGEMENT STUDIES

Islamic University of Science and Technology

1 – University Avenue, Awantipora, Pulwama, J&K, 192122.

## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Human Resource Management

<b>Course Code:</b> MBI-CC-601	<b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>To develop the learners' understanding of the principles, concepts, and practices involved in effectively managing an organization's human resource.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Develop an understanding of the nature and significance of human resource management as an organizational function.</i></li> <li>• <i>Understand the dynamics of developing and executing effective human resource plans.</i></li> <li>• <i>Design training and performance appraisal programmes tailored to the unique requirements of the organisation and its workforce.</i></li> <li>• <i>Understand of the role of industrial relations in human resource management function.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Nature, Objectives, Significance and evolution of HRM; personnel management and HRM, Challenges facing HRM; Functions of HRM- Managerial and Operative functions. Changing role of HRM, human resources information systems (HRIS), HR accounting and audit	
<b>Unit II:</b> Nature, role, need and process of Human Resource Planning, Succession planning, Job Analysis, Job description and Job Specification. Steps in Job Analysis. Technique of Job analysis, Work-flow analysis, business process re-engineering, job enlargement and job enrichment. Nature and Methods of job evaluation, Sources and methods of Recruitment, Selection Process and errors in selection process.	
<b>Unit III:</b> Training and Development –Concept and objectives; Need for Training. Methods of training. Performance Appraisal System-Concept and Needs. Performance Appraisal Methods. Sources of Employee Appraisal System. Psychometric Errors in Employee Performance Ratings. Employee satisfaction, loyalty and commitment. Employee stress, turnover and burnout intentions.	
<b>Unit IV:</b> Industrial Relations, Role of Trade Union. Collective Bargaining. Industrial disputes and grievance mechanisms Management-concept and procedure. Termination of employment- retirement, resignation, and termination of contract: Quality of work life and work life balance, employee participation, talent management and employee branding	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Case Studies: This can improve the critical thinking and problem-solving skills of students through case studies and simulations.</li> <li>2. Mock Interviews and Resume Workshops: Students can develop the communication, presentation, and interview skills by participating in mock interviews and workshops focusing on resume writing.</li> </ol>	



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### **Suggested Readings:**

1. Dessler, G. (2020), *Human Resource Management*, Pearsons India
2. Durai, P. (2019), *Human Resource Management*, Pearsons India
3. Mello, J.A, (2015), *Strategic Human Resource Management*, Cengage
4. Armstrong, M. and Taylor, S. (2019), *Handbook of Human Resource Management*, Kogan Page

**Note:** *The schedule for case discussion shall be announced by the concerned faculty in the class*



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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Financial Management

<b>Course Code:</b> MBI-CC-602	<b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>Equip students with financial management knowledge and skills to make informed decisions and manage resources effectively in modern business organizations.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Understand financial management fundamentals and evaluate shareholder value with sustainable finance principles and ESG integration.</i></li> <li>• <i>Utilize cash flow analysis and evaluation techniques for investment decisions and risk management.</i></li> <li>• <i>Analyse cost of capital, optimize capital structure, and formulate dividend policies with behavioural finance and investor sentiment in mind.</i></li> <li>• <i>Efficiently manage financing options, working capital, and leverage supply chain finance and fintech solutions.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Introduction to Financial Management: Conceptual Framework, Scope, and Functions. Objectives of Financial Management: Profit maximisation and wealth maximisation, Shareholder Value Analysis: Economic Value Added (EVA) and Market Value Added (MVA), Time Value of Money: Techniques for Compounding and Discounting (Discrete and continuous).	
<b>Unit II:</b> Capital Budgeting, Methods of Capital Budgeting: Traditional Techniques - Payback Period (PBP), Profitability Index (PI), and Accounting Rate of Return (ARR), Discounted Cash Flow Techniques - Discounted Payback Period (DPB), Net Present Value (NPV), and Internal Rate of Return (IRR), Risk Analysis in Capital Budgeting.	
<b>Unit III:</b> The Cost of Capital: Conceptual Understanding and Significance. Determination of Cost of Capital: Component Cost and Weighted Average Cost of Capital (WACC). Capital Structure: Concept and its Importance. Determinants of Capital Structure: Net Income approach and Traditional approach; NOI and MM Hypothesis Approaches; EBIT-EPS analysis, Trade-off Theory and Pecking Order Theory.	
<b>Unit IV:</b> Dividend Theory and Policy: Conceptual Overview and Dividend Forms. Relevance of Dividends: Walter and Gordon Models, Dividend Irrelevance: MM Hypothesis, Long-term Financing: Equities, Debentures, and Term Loans. Asset-based Financing: Leasing and Hire Purchase, Short-term Financing: Working Capital Finance, Sources of Working Capital Finance: Trade Credit, Bank Finance, Commercial Paper, Factoring. Working Capital Management: Concept and Significance. Determinants of working capital.	



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### Skill Development Activities:

1. Role-play - Analyze financial statements and calculate shareholder value metrics for assigned companies.
2. Case study analysis - Evaluate investment options using different techniques and justify decisions.
3. Capital structure analysis - Analyze different companies' capital structures as case studies and discuss determinants and theories.
4. Pitch presentation - Develop business plans for start-ups and present pitches for venture capital financing.

### Suggested Readings:

1. Ross, S. A., Westerfield, R. W., Jordan, B. D., & Jaffe, J. F. (2022). *Corporate Finance: Core Principles and Applications* (5th ed.). McGraw-Hill Education.
2. Brealey, R. A., Myers, S. C., & Allen, F. (2021). *Principles of Corporate Finance* (14th ed.). McGraw-Hill Education.
3. Gitman, L. J., Juchau, R., & Flanagan, J. (2022). *Principles of Managerial Finance* (8th ed.). Pearson.
4. Pandey, I. M. (Latest Edition). *Financial Management*. New Delhi: Vikas Publishing House.
5. Khan, M. Y., & Jain, P. K. (Latest Edition). *Financial Management*. New Delhi: Tata McGraw Hill.

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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Marketing Management

<b>Course Code:</b> MBI-CC-603	<b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>To equip students with the knowledge, skills, and strategic mindset necessary to understand, analyse, and effectively manage marketing activities within an organization.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Develop a comprehensive understanding of fundamental marketing principles and concepts.</i></li> <li>• <i>Acquire knowledge and skills to effectively plan, implement, and evaluate segmentation, targeting and positioning strategies.</i></li> <li>• <i>Create and manage marketing plans, considering factors such as product development, pricing, distribution channels, and promotion strategies.</i></li> <li>• <i>Cultivate skills in designing and executing marketing communications campaigns, utilizing both traditional and digital marketing channels.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Introduction to Marketing and Marketing Management - Emerging trends in marketing - Marketing Concepts - Marketing Process - Marketing mix - Marketing environment. Online marketing and emergence of e-commerce and social commerce. Marketing Information System and Marketing Research.	
<b>Unit II:</b> Consumer Markets and buying behaviour - Market segmentation and targeting and positioning - Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle- Packaging decisions.	
<b>Unit III:</b> Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy. Integrated marketing Communication- Advertising, Sales Promotion, Personal selling and Direct marketing.	
<b>Unit IV:</b> Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Group discussion on key contemporary marketing principles and concepts.</li> <li>2. Instruct student group to conduct a marketing audit of a product/service offering.</li> <li>3. Marketing plan simulation: Each team must develop a comprehensive marketing plan, including product development strategies, pricing strategies, distribution and promotional strategies.</li> <li>4. Student groups to develop Integrated marketing communications (IMC) campaigns.</li> </ol>	



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Islamic University of Science and Technology

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### Suggested Readings:

1. Kotler, P., Keller, K., Koshy, A. & Jha, M. (2022) *Marketing Management—A South Asian Perspective*. (13<sup>th</sup> Eds). Pearson. UK.
2. Grewal, D. & Levy, M. (2010). *Marketing*. 5th ed. Boston: McGraw-Hill Irwin.
3. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management Indian context, Global Perspective*. SAGE Texts.
4. Kotler, P., Armstrong, G., Balasubramanian, S., & Kotler, P. (2023). *Principles of Marketing*. Pearson.

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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Production and Operations Management

<b>Course Code:</b> MBI-CC-604	<b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>To advance learners' understanding of the concepts and theories of planning, organizing and controlling of manufacturing and service organizations.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>To develop an understanding of the basic concepts and models of production and operations management.</i></li> <li>• <i>To understand the various planning and control tools used in manufacturing and service industry.</i></li> <li>• <i>To demonstrate an ability to use various inventory management tools and techniques.</i></li> <li>• <i>To develop a firm understanding of various statistical quality control tools and techniques</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Nature, Evolution and scope of Production & Operations Management; Operations as a competitive strategy; Facility location: Factors affecting plant location, Models of plant location; Layout of facilities: principles of good layout, layout factors, basic types of manufacturing & service layouts-Product, Process, cellular & service facility.	
<b>Unit II:</b> Production Planning Controls – Aggregate Planning: –Scheduling: Flow shop and job shop-Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP–II; Elements and objectives of Supply Chain Management; Capacity Requirements Planning.	
<b>Unit III:</b> Statistical Quality Control: Introduction, Construction of various types of control charts. Just in Time & Lean Operations, Bottlenecks in implementing JIT in Indian industries, Kanban System, Six sigma approach, Basic inventory models-ABC Analysis, Economic Order Quantity, Purchasing function-Selection of materials and vendors.	
<b>Unit IV:</b> Maintenance Planning & Management: Corrective, Preventive & Predictive maintenance; Total Productive Maintenance (TPM), Principles of material handling- various materials handling equipment, Concept and Framework of a TQM System: - ISO 9000 and ISO 14000 Quality Systems.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Selection of a location for setting up a manufacturing unit.</li> <li>2. Designing a layout in a service organization.</li> <li>3. Use of control charts in identifying quality issues</li> </ol>	
<b>Suggested Readings</b> <ol style="list-style-type: none"> <li>1. Heizer, J. &amp; Render, B (2017). <i>Operations Management</i>, Pearson Publication, 10th Ed.</li> <li>2. Stevenson, W.J. (2022). <i>Operations Management</i>, Tata McGraw Hill, 9th Ed. ‘</li> <li>3. Krajewski &amp; Ritzman. (2019). <i>Operations Management</i>, Pearson Education, 7thth Ed.</li> <li>4. Bozarth, C. C., &amp; Handfield, R. B. (2020) <i>Introduction to operation and supply chain management</i>. New Delhi: Pearson Education.</li> </ol>	
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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Management Information System

<b>Course Code:</b> MBI-CC-605	<b>Max. Marks</b> = 100 (Mid-term=50; End-term=50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>To provide students with a solid foundation in understanding, designing, and managing information systems to support business processes and decision-making within organizations.</i>	
<b>Course Outcomes:</b> <b>After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Understand the fundamental concepts and principles of management information systems.</i></li> <li>• <i>Analyse and evaluate the role of information systems in supporting business operations and decision-making processes.</i></li> <li>• <i>Apply various tools and techniques to design, develop, and implement effective information systems.</i></li> <li>• <i>Critically assess the ethical and legal implications of information systems and make informed decisions to ensure data security and privacy.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> MIS need and concepts, characteristics, Structure of MIS. Planning for MIS, System Development Methodologies, Conceptual and detailed designs of MIS, System Implementation strategies and process, System Evaluation and Maintenance.	
<b>Unit II:</b> Advanced Concepts in Information Systems: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Data, Warehousing and Data Mining. Information Systems & society; information System & Organization, Management Information System, Types of information system for different levels of management.	
<b>Unit III:</b> Statistical Quality control: Introduction, Construction of various types of Control Charts. Just in Time. Basic inventory models- EOQ, EBQ, Reorder point- Safety stock. classification and codification of stock. Decision Making Process, Problem Solving Techniques, Computerized Decision support and the Supporting technologies. Data mining, Data warehousing, Business intelligence, OLAP, CASE Decision Support Systems; Characteristics of DSS. Capabilities of DSS; DSS Hardware, DSS classification, Alters output classification, Hollsopple and whinstone’s Classification, Simons Model of information.	
<b>Unit IV:</b> Security and Ethical challenges: Ethical responsibilities of Business Professionals –Business, technology; Computer crime Hacking, cybertheft, unauthorized use at work; Piracy software and intellectual property; Privacy Issues and the Internet Privacy; Challenges working condition, individuals; Health and Social Issues, Ergonomics and cyber terrorism.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Database Management Workshop.</li> <li>2. Business Intelligence and Analytics Training.</li> </ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Laudon, K. C., &amp; Laudon, J. P. (2021). <i>Management Information Systems: Managing the Digital Firm</i>. Pearson.</li> </ol>	





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Islamic University of Science and Technology

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2. Turban, E., Volonino, L., & Wood, G. R. (2019). *Information Technology for Management: Digital Strategies for Insight, Action, and Sustainable Performance*. Wiley.
3. Haag, S., & Cummings, M. (2022). *Management Information Systems: For the Information Age*. McGraw-Hill Education.
4. Bhagavath, R. (2015). *Management Information Systems: Managing the Digital Firm*, Pearson Education India.
5. Jawadekar, W. S. (2014). *Management Information Systems* Tata McGraw-Hill Education.

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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Tourism Management

<b>Course Code:</b> MBI-CC-606	<b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>To provide a comprehensive understanding of the fundamental concepts and the dynamics of tourism management.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• Understand the basic concepts and components of tourism industry.</li> <li>• Understand the historical evolution and development of travel and tourism.</li> <li>• Identify and evaluate the existing tourism infrastructure and its economic facets.</li> <li>• Understand the legal aspects of tourism and the policy measures for tourism growth</li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Meaning, nature and scope tourism, Tourist, traveller, visitor, transit visitor and excursionist, recreational, leisure, business, intermediaries, such as travel agents, tour operators, and online booking platforms- definition and differentiation, Components- Primary and secondary components and elements of tourism: Suppliers of tourism.	
<b>Unit II:</b> Travel and tourism through the Ages: Ancient Times: early Exploration, Medieval and Renaissance Era’ and ‘Age of Grand Tours’; Colonial Era: Exploration and Expansion, Industrial Revolution and Modern Era. Emergence of modern tourism, concept of “Paid holiday” Factors affecting growth and development of international and national Tourism.	
<b>Unit III:</b> Tourism Infrastructure and Impacts - Types, Forms and Significance, Accommodation: Forms and types, Transport Sectors: Modes and relative significance, other support Infrastructures required for tourism. Impact of Tourism-Analysis- Revenue Generation, Employment generation, Multiplier Effect, Foreign exchange earnings, Leakage, cost analysis	
<b>Unit IV:</b> Tourism as an industry, place of tourism in Indian Constitution, tourism as state Subject, Industrial perspective consequences of industry. Incentives for tourism promotion in India, Fiscal and non-fiscal incentives for tourism, Concessions extended by state Government. Growth and development of tourism industry-Tourist in flow	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Various tourism destinations are visited by students to gain knowledge about their components, structure and workings.</li> <li>2. Students are sent to a travel agency or tour operator companies to learn Practical Aspect of travel Business.</li> <li>3. Students are assigned to learning practical aspects of preparation of itineraries, Travel Packaging, Bookings etc.</li> <li>4. Students will be assessed through various methods such as case studies, presentations; They will be evaluated based on their understanding of the course content, critical thinking, analysis, and effective communication of their ideas.</li> </ol>	
<b>Suggested Readings:</b>	



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1. Morrison, R. C., & Mill, R. C. (2021). *Tourism system: A study of travel, tourism and hospitality*. Routledge.
2. Buhalis, D., & Costa, C. (Eds.). (2018). *Tourism Management Dynamics: Trends, Management, and Tools* (2nd ed.). Butterworth-Heinemann.
3. Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2005). *Tourism principles and practices*. Pitman.
4. Koul, R. N. (2013). *Dynamics of tourism: A trilogy*. Sterling Publishers.
5. Chand, M. (2005). *Travel agency management*. Anmol Publications.

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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Intellectual Property Rights

<b>Course Code:</b> MBI-CC-607	<b>Max. Marks</b> = 50(Mid-term = 25, End-term = 25) <b>Credits:</b> 2 (L = 2, P = 0, T = 0)
<b>Course Objective:</b> <i>To provide an in depth understanding of various forms of intellectual property and their role in fostering innovation and creativity.</i>	
<b>Course Outcomes:</b> <b>After attending the course, students will be able to:</b> <ul style="list-style-type: none"><li>• <i>Develop an understanding of various forms of intellectual property and the laws and regulations governing intellectual property rights.</i></li><li>• <i>Demonstrate an understanding of copyrights, trademarks, and industrial designs as means of intellectual property rights.</i></li></ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Introduction and the need for intellectual property right (IPR) - Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design –Genetic Resources and Traditional Knowledge – Trade Secret - IPR in India : Genesis and development – IPR in abroad - Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883, the Berne Convention, 1886, the Universal Copyright Convention, 1952, the WIPO Convention, 1967,the Patent Co-operation Treaty, 1970, the TRIPS Agreement, 1994	
<b>Unit II:</b> Copyright and its coverage, related rights, Distinction between related rights and copyright, Rights covered by copyright. Trademark- types, rights, and functions. Registered and protected trademark, domain name and registration. Industrial design and its protection, Infringement of intellectual property rights, Enforcement Measures, Licensing and Enforcing Intellectual Property.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"><li>1. Case Study Analysis: Engage students in analysing real-life case studies related to intellectual property disputes, infringement, or successful IP strategies.</li><li>2. Guest Speakers and Workshops: Invite guest speakers from the industry, such as IP lawyers, patent examiners, or entrepreneurs, to share their expertise and experiences.</li></ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Nithyananda, K V. (2019). <i>Intellectual Property Rights: Protection and Management</i>. India, IN: Cengage Learning India Private Limited.</li><li>2. Neeraj, P., &amp; Khusdeep, D. (2014). <i>Intellectual Property Rights</i>. India, IN: PHI learning Private Limited.</li><li>3. Ahuja, V K. (2017). <i>Law relating to Intellectual Property Rights</i>. India, IN: Lexis Nexis.</li><li>4. Ajit Parulekar and Sarita D' Souza, <i>Indian Patents Law – Legal &amp; Business Implications</i>; Macmillan India Ltd. 2006.</li></ol>	
<b>Note:</b> <i>The schedule for case discussion shall be announced by the concerned faculty in the class</i>	