

**DEPARTMENT OF MANAGEMENT  
BIT, MESRA, RANCHI-835215 (JHARKHAND)**

**MBA SYLLABUS - 2013**

**MBA SYLLABUS - 2013**

**SEMESTER-1**

# **MBA 1001 MANAGEMENT PRINCIPLES & PRACTICES**

Credits: 3

L-T-P: 3-0-0

Contact Hours 36-40

## **Course Outline**

*The need to understand the core management principles which applies to individuals, medium and large organizations. The students are expected to learn the basics of management functions and realize the ideal characteristics of a manager. The impetus of this subject is to make the students familiarize with the professional skills required to be an effective manager.*

### **Module 1**

#### **Introduction**

Concepts, Function or Process, Management Discipline, as Arts or Science, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management.

### **Module2**

#### **Development of Management Thought**

Early Classical Approaches- Scientific Management, Contribution and limitation of Scientific Management, Administrative Management: Bureaucracy, Neo -Classical Approaches - Human Relations Movement, Behavioral Approach -Douglas, McGregor, Abraham Maslow, Chester Barnard, Mary parker Approach, Modern Approaches - Quantitative Approach, Social System Approach, Decision Theory Approach, Contingency Approach. Business Ethics and Social Responsibility

### **Module 3**

#### **Planning**

Definition of Planning, Nature of Planning, Importance of Planning ,Types of plans, Types of Planning, Process of Planning, Steps in Planning, Decision Making - Concept, Significance and Types of Decision.

### **Module 4**

#### **Organizing**

Concept, Process of Organizing, Forms of Organizational Structure, Formal and informal organization, Line and staff structure Functional structure, Span of Control, Authority, Responsibility, Accountability, Delegation of authority, Departmentation, Decentralization.

### **Module 5**

#### **Staffing**

Concept, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.

## **Module 6**

### **Leading**

Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development

### **Communication**

Process, Importance of Communication, Communication Channels, Barriers to Communication

## **Module 7**

### **Controlling**

Definition, importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems, Techniques of Control, Budgetary and Non-Budgetary Control, Social Responsibility of Business

### **Change and Development**

Model for Managing Change, Forces for Change, Need for Change, Alternative Change Techniques, New Trends in Organisational Change.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Management, Stoner and Freeman, Prentice Hall of India.
2. Essentials of Management, Koontz and Heinz Weihrich, Mc Graw Hill.
3. Management, Robbins & Coulter, Prentice Hall of India.
4. Principles of Management, Gilbert, Mc Graw Hill.
5. Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, Hillier Frederick S. and Hillier Mark S, Mc Graw Hill
6. Management, A Global and Entrepreneurial Perspective, Weihrich Heinz & Koontz Harold, Mc Graw Hill
7. Principles of Management, P.C.Tripathi and P.N.Reddy, Mc Graw Hill.

# **MBA 1003 FINANCIAL MANAGEMENT AND ACCOUNTING**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*This course aims at conferring adequate knowledge on all the components of financial positions for interpretation, analysis and managerial use of financial and financing information of any company. By the end of the course, the students are expected to be able to analyze a company's financial positions for managerial decision making.*

### **Module 1**

#### **Introduction to Financial Management**

Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management - Profit Maximization Vs Wealth Maximization, Organization of the Finance Function.

### **Module 2**

#### **Introduction to Accountancy**

Accounting Principles and Conventions, Double Entry system, Journal, Ledger, Trial Balance and Preparation of Final Account.

### **Module 3**

#### **Statement of Changes in Financial Position**

Preparation of Funds Flow Statement, Preparation of Cash Flow Statement, Analysis of Financial Statement– Profitability Ratios, Turnover Ratios, Liquidity Ratios, Leverage and Financial Ratios, Sensitivity Analysis.

### **Module 4**

#### **Capital Budgeting**

.Time Value of Money-Future value of a single cash flow, Annuity, Present value of a single cash flow, Annuity, Present value of an Uneven Cash Flow, Multi -Period Compounding. Capital Budgeting Decision, Methods of Appraisals – Discounting and Non Discounting Techniques – Pay Back, ARR, NPV, IRR, Benefit Cost Ratio

### **Module5**

#### **Capital Structure**

Capital structure- Relevance of Capital Structure, Cost of Capital- Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Weighted Average Cost of Capital; Theories of Capital Structure- EBIT Approach, EBT Approach, MM Approach, Traditional Position, Capital Structure Decision - EBIT – EPS Analysis., Nature of Risk,. Financial Leverage, Operating Leverage, Combined Leverage

## **Module6**

### **Working Capital Management**

Concept & Importance, Factors Influencing Working Capital Requirements, Operating Cycle and Cash Cycle. Determinants of Working Capital, Working Capital Policy, Working Capital Financing Policy.

## **Module7**

### **Dividend policy**

Meaning & Forms of Dividend, Theory of Relevance- Walter's Model, Gordon's Model, Theory of Irrelevance- Miller-Modigliani Model, Influencing Factors of Dividend Policy.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Financial Management, M.Y. Khan, P.K.Jain, Tata Mcgraw Hill Publication
2. Financial Management, Prasanna Chandra, Tata Mcgraw Hill Publication
3. Financial Management, I.M.Pande, Vikash Publication
4. Financial Accounting – A Managerial Perspective, Narayanaswamy, PHI,
5. Accounting for Managers, Anthony R.N.and Reice J.S.
6. Advance Accountancy, S.N. Maheshwari, Vikas Publication
7. Modern Accountancy, Amitabh Mukherjee & Md Hanif ,TMH Publication.
8. Financial Management – An Introduction, Jim McMenamin, Taylor and Francis
9. Accounting, Robert N Anthony, David F Hawkins and Kenneth A Merchant
10. Accounting for Non Specialists, Michael Jones, Person Education

# MBA 1005 ORGANIZATIONAL BEHAVIOUR

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## Course Outline

*The objective of the course is to familiarize the students the concept and theories underlying individual and group behavior in organizational context. This further helps in understanding the reciprocal relationship between the organizational characteristics and managerial behavior.*

### Module 1

#### **Introduction to Organization**

Concept, Structure, Types of Organization. Significance of Organizational Behaviour.

### Module 2

#### **Determinants of Individual Behavior**

Personality - Concept, Determinants and Theories. Perception - Perceptual Process, Selectivity and Managing Perception. Managerial Implications of Perception. Learning - Concept, Theories and Managerial Implications.

### Module 3

#### **Motivation**

Concept and Its relevance for Individual and Organization. Theories - Maslow, Herzberg, McClelland, Vroom's, Equity.

### Module 4

#### **Group and Individual**

Group and Group Dynamics, Team and Skills required for Team Management

Communication- Concept, Process, Barriers, their remedies.

Leadership - Concept, Theories and Styles. Implications for different Stakeholders.

### Module 5

#### **Group Activities**

Concept, Types and Formation of Groups. Intergroup Behavior. Interpersonal Communication and Its Impact on Group. Group Problem Solving. Transactional Analysis.

### Module 6

#### **Stress and Behavior**

Concept and Nature of Stress. Sources of Managerial Stress. Stress and Personality. Verbal and Non-Verbal Indicators of Stress - Assessment and Management.

## **Module 7**

### **Impression and Behavior**

Impression Formation and its Management. Self Presentation- Physical Appearance, Body and Sign Language, Voice Communication Style and their influence upon behaviour.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Organizational Behavior, S. Robbins, PHI Publication
2. Organizational Behavior, F. Luthans, TMH Publication
3. Organizational Behavior, Uday Pareek, Himalaya Publication
4. Organizational Behavior, Robbins, Judge & Vohra, Pearson



# MBA 1007 MARKETING MANAGEMENT

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## Course Outline

*The course introduces the concepts of marketing and focuses on the application of the conceptual marketing frameworks. The conceptual frameworks relate to Understanding the market forces, Developing Marketing Strategies and taking the marketing mix decisions. The application will be through a team project and a few cases.*

### Module 1

#### **Fundamentals of Marketing**

Core concepts of marketing and Company orientation towards the market place

#### **Market Oriented Strategic Planning**

Defining the Mission, Defining SBUs, Business Portfolio Evaluation and assigning resources to SBUs, Contents of a Marketing Plan

#### **Scanning the Marketing Environment**

Analyzing trends in the components of the company's Macro & Micro environment.

### Module 2

#### **Market segmentation, targeting and positioning**

Purpose of Segmentation, Bases of segmenting Consumer Markets - Demographic, Geographic, Psychographic & Behavioural, Evaluating & Selecting Market Segments.

#### **Dealing with competition**

Identifying and analysing competitors, Strategies for the Market leader, Follower, Challenger & Nicher.

#### **Positioning**

Choosing & Creating Points of Parity & Points of Difference, Writing the Positioning Statement.

### Module 3

#### **Analyzing Consumer Markets**

Consumer behavior- Factors affecting consumer behavior & consumer decision making process

#### **Creating customer value, satisfaction & loyalty**

Customer perceived value, customer satisfaction, measuring satisfaction, measuring customer life time value, CRM & building loyalty

## **Module 4**

### **Product Strategy**

Classification of products, product levels, Analysis of product line & product mix.

### **Product Life Cycle**

Concept, Strategies for Introduction, Growth, Maturity & Decline Phase. Criticism of the Product Life Cycle.

## **Module 5**

### **Pricing Strategies**

Selecting the pricing Objective, Determining demand, estimating costs, analyzing competitors, selecting a pricing method, initiating & responding to price changes.

### **Integrated Marketing Communication**

Meaning and Role of IMC, designing effective communication programme, Meaning and role of the elements of communication mix, Leveraging Social Media for effective communication.

## **Module 6**

### **Distribution Strategies**

Concept of Value Networks, Role of marketing channels. Channel design decisions, channel management decisions. Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems.

### **Retailing**

Classification of Store Formats, Types of Retail Formats, Retail positioning, Store Location, Product assortment & Services, Price, promotion, Store Atmosphere

## **Module 7**

### **Managing services**

Importance, Distinctive Characteristics.

**Green Marketing, Rural Marketing and Consumer Protection** - Introduction and significance

### **Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Marketing Management A South Asian Perspective, Kotler, Keller, Koshy & Jha, Prentice Hall/Pearson
2. Marketing Management , Rajan Saxena, TMH
3. Marketing Management , Arun Kumar, N Meenakshi, Vik as Publishing
4. Fundamentals of Marketing, Bruce Walker & Stanton, McGraw Hill
5. W.D. Perraut & E.J. Mc Carthy, Basic Marketing, TMH
6. Russel S. Winner, Marketing Management , Pearson
7. Marketing Managemnent, Ramaswami & Namakumari,

# MBA 1009 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Credits: 4

L-T-P: 3-1-0

Contact Hours: 46-50

## Course Outline

*The objective of the course is to enable students to understand the role and importance of Statistics in improving managerial decisions when faced with uncertainty. Statistical methods are applied in all functional areas of business: accounting, finance, management, and marketing. The issue facing managers is not a shortage of information but how to use the available information to make better decisions. Statistical thinking includes the recognition that data are inherently variable and that the identification, measurement, control, and reduction of variation provide opportunities for quality improvement.*

### Module 1

#### Introduction

Statistics – Definition, Importance and Scope in Managerial Decision Making, Collection of Data - Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data, Pie Diagrams, Histograms, Frequency Polygons, Ogives, Application of Diagrams and Graphs.

### Module 2

#### Measures of Central Tendency

Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles.

#### Measures of Variation

Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.

### Module 3

#### Correlation and Regression

Concepts, Scatter Diagram, Coefficient of Correlation - Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient.

#### Business Forecasting

Methods of Forecasting, Time Series Analysis: Components of Time Series,

### Module 4

#### Index Numbers

Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers, Consumer Price Index Numbers.

## **Module 5**

### **Probability**

Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theorem, Normal Distribution.

### **Estimation of Parameters**

Point and Interval Estimation, Confidence Limits for Population Mean, Proportion, Difference of Means and Proportions.

## **Module 6**

### **Sampling and Sampling Distribution**

Concepts, Random Sampling and Non Random Sampling, Sampling Distribution – Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Difference of Means and Proportions.

## **Module 7**

### **Test of Hypothesis**

Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances - ANOVA tables, One-Way Classification, Statistical Quality Control Charts

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Business Statistics, J.K. Sharma, Pearsons Education.
2. Statistics for Management, Richard I. Levin & Rubin, Pearson Education
3. Quantitative Analysis for Management, Render and Stair, TMH
4. Quantitative Business Analysis - Text & Cases, Samul Bodiley
5. Quantitative Methods in Business, Anderson, Thomson Learning.
6. Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.

## **MBA 1011 E-Business**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

### **Course Outline**

*This course will provide an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from “real” business settings. They also need to acquire a hands-on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.*

#### **Module 1**

##### **Introduction**

E-Business - Origin and Need of E-Commerce, Factors affecting E-Commerce, Business dimension and technological dimension of E-Commerce, E-Commerce framework Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce.

#### **Module 2**

##### **Internet and E-Business**

Introduction to internet and its application, Intranet and Extranets. World Wide Web, Internet Architectures, Internet Applications, Business Applications on Internet, E - Shopping, Electronic Data Interchange, Components of Electronic Data Interchange, Creating Web Pages using HTML.

#### **Module 3**

##### **Electronic Payment System**

Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

#### **Module 4**

##### **Security Issues in E-business**

Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks-HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.

#### **Module 5**

##### **E-Business Applications & Strategies**

Business Models & Revenue, Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.

## **Module 6**

### **E-Commerce and retailing**

On-line retail industry dynamics, On-line mercantile models from customer perspective, Management challenges in on-line retailing. E-Commerce and on-line publishing,

## **Module 7**

### **Emerging trends and technologies in E-Business**

E-Business and MIS, E-Business and ERP, E-Business and CRM, E-Business and Supply chain management, Benefits of E-Commerce; Drawbacks and limitations of E-Commerce.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. E-Commerce Strategy, Technologies and Applications, Whitley, David, Tata McGraw Hill.
2. Electronic Commerce. , Schneider Gary P. and Perry, James T ,Thomson Learning.
3. E-Commerce: The Cutting Edge of Business, Bajaj, Kamlesh K & Nag, Debjani , McGraw Hill
4. E-Commerce: Business, Technology, Society, Laudon and Traver, Pearson Education
5. Designing Systems for Internet Commerce, Treese G. Winfield & Stewart C. Lawrance, Addison Wesley.
6. E-Commerce Strategies, Trepper Charles , Prentice Hall of India.
7. Electronic Commerce Opportunity & Challenges, Rehman S.M. & Raisinghania, Idea Group Publishing, USA.
8. E-commerce Real Issues & Cases, Knapp C. Michel, Thomson Learning

## **MBA 1013 MANAGEMENT OF MANUFACTURING SYSTEMS**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

### **Course Outline**

*To understand the concepts of Production Planning and Management / Operation Management and its applications to industrial problems . The course also cover concepts of Materials Management as well as Logistics Management and its applications to industrial problems with special reference to Quality.*

#### **Module 1**

##### **Introduction**

Nature, Scope, and Importance of Manufacturing Management, Manufacturing Systems and Decisions, Transformation Approach and Value Driven Approach, Interface with other Functions, The Role of Production Manager.

#### **Module 2**

##### **Plant Location & Layout**

Plant Location, Levels of Location Problems, Factors Affecting Location Decisions, Plant Layout Decisions, Types of Plant Layout- Fixed Position, Process and Product Layout, Line Balancing.

#### **Module 3**

##### **Planning, Scheduling & Control**

Concepts and Importance, Forecasting, Types of Manufacturing Plans, Capacity Planning, Measures of Capacity and Capacity Planning Decisions.

#### **Module 4**

##### **Plant Maintenance**

Concepts & Types, Maintenance Practices in Industry,

##### **Work Study & Method Study**

Concepts & Applications.

##### **Materials Handling**

Concepts, Selection & Methods

## **Module 5**

### **Materials Management**

Concepts & Importance, Integrated System of Materials Management, Materials Requirement Planning, Purchasing Systems, Insourcing vs Outsourcing Decisions, Vendor Analysis & Control.

### **Inventory Planning and Control**

Concepts, Lead Time, Reorder Point, Safety Stock, EOQ Models, Inventory Control - ABC Classification, JIT Manufacturing.

## **Module 6**

### **Inspection and Quality Control**

Types of Inspection, Control Charts, Total Quality Management - Concept, Features & Need Cost of Quality, Kaizen, 7 QC Tools, 5s C concept,

### **Value Engineering**

Types of Value, Methodology and Applications.

## **Module 7**

### **Logistics Management**

Concepts, Supply Chain, Logistics Strategy and Planning, Transport Decisions, Logistics Control

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Materials Management: An Integrated Approach, Gopalakrishnan and Sundaresan, TMH
2. Production and Operations Management by Upendra Kachru, Excel Books.
3. Production and Operations Management, Bedi K. , Oxford University Press.
4. Modern Productions / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley
5. Operations Management for Competitive Advantage, Chase, Jacobs, Aquilano and Agarwal, Tata Mac Graw Hill
6. The Management and Control of Quality, Evans and Lindsay, Cengage Learning
7. Operations Management, Gaither and Frazier, Thomson Learning
8. Operations Management, Mahadevan B., Pearson Education
9. Business Logistics / Supply Chain Management - R. H. Ballou & S. K. Srivastava, Pearson.



# **MBA 1016 MANAGER LIKE QUALITIES (MLQ)**

Credits: Non Credit

L-T-P: 0-0-3

Contact Hours: 36-40

## **Course Outline**

*The objective of this course is to develop communication skills, discover what business communication is all about and learn how to adapt your communication experiences in life and college to the business world.*

### **Module 1**

Managing Language

### **Module 2**

Verbal Communication

### **Module3**

Non-Verbal communication

### **Module 4**

Phonetics

### **Module 5**

Group Discussion

### **Module 6**

Presentation

### **Module7**

Business Etiquettes

## **Suggested Readings**

1. Developing Communication Skills, Krishmohan and Meera Banerjee ,Macmilan India Ltd,
2. Communication Skills- Sanjay Kumar &PushpLata, Oxford University Press
3. The Most Comman Mistakes in English Usage ,Thomas Elliott Berry- TMH Publication  
Effective Business CommunicationAshaKaul -prientice, Hall of India Pvt Ltd
4. Effective technical Communication-M.AshrafRizvi ,TMH Publication
5. Business Communication- HorySankar Mukherjee, Oxford University Press

**MBA SYLLABUS - 2013**

**SEMESTER-II**

# **MBA 2003 HUMAN RESOURCE MANAGEMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to understand the basics of human resource management, to equip students with knowledge, skill and competencies to manage people along with material, information, capital and knowledge asset in the organization, to help the students in formulating their own managerial style, their assumptions and belief about 'people', to study globalization and its impact on International Human Resource Management .*

### **Module 1**

#### **Introduction**

Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives, Policies and Practices.

### **Module 2**

#### **Designing and Developing HR System**

Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion, Separation.

### **Module 3**

#### **Compensation Management**

Introduction, Objectives, Influencing Factors, Different forms of employee compensation for Executives & Non- Executives.

### **Module 4**

#### **Human Resource Development**

Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal & Career Development .

### **Module 5**

#### **Quality of Work Life**

Introduction and Essentials of Quality of work life, Productivity Concepts in context to HRM - Total Quality Management, Kaizen, Quality Circle.

### **Module 6**

#### **Behavioral Dimensions of HRM**

Understanding Human Behavior, Identifying employee Needs and their Satisfaction, Employee Grievances and its Redressal, Discipline - Concepts, Relevance, Approaches and Disciplinary Actions.

## **Module 7**

### **International Human Resource Management**

Concept, Relevance, Types of International organization, International Human Resource Management Practices.

**Minimum 5 cases to be discussed**

#### **Suggested Readings**

1. Human Resource Management, Ian Beardwell & Len Holden-Macmillan India Ltd
2. Human Resource Management: gaining Competitive Advantage, Noe, Hollenbeck, Gerhart & Wright, Irwin McGraw Hill.
3. Human Resource Management, V.S.P Rao- Excel books.
4. Managing Human Resources: Productivity, quality of work life, profits, Wayne F. Cascio-TMH
5. HRM and Personnel Management, Ashwathappa, TMH
6. Strategic HRM by Rajeev Lochan Dhar, Excel Books
7. Human Resource Management, T.N Chhabra, Dhanpat Rai & Sons Pvt Ltd.

# **MBA 2005 BUSINESS RESEARCH**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making*

### **Module 1**

#### **Introduction**

Objective, Types, Methods & Process. Research Problem - Selection, Need & Techniques for defining a Problem, Concepts of Inductive & Deductive Logic, Development of Hypothesis.

### **Module 2**

#### **Qualitative and Quantitative Research**

Concept & Measurement, Causality, Generalization, Replication, Merging Qualitative and Quantitative Research Methods.

### **Module 3**

#### **Research Design**

Features of a good Research Design, Exploratory & Descriptive Research Design - Concept, Types, Usage, Experimental Design - Causal relationships, Concept of Independent & Dependent variables, Concomitant variable, Extraneous variable, Treatment, Control group.

### **Module 4**

#### **Sampling Design**

Census and Sample survey, Implication of Sample design, Sample size determination, Characteristics of a good Sample design, Types of Sample design.

### **Module 5**

#### **Attitude Measurement and Scaling Techniques**

Measurement in Research, Types of Measurement Scales, Scaling Techniques - Likert, Thurstone, Semantic Differential.

### **Module 6**

#### **Collection, Processing and Analysis of Data**

Primary and Secondary data, Tools of data collection, Questionnaire and Schedule distinction, Selection of appropriate method of Data Collection, Processing Operations, Problem in Processing, Types of Analysis.

## **Module 7**

### **Multivariate Data Analysis**

Introduction to ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods, Significance of these tools for Managerial Decision Making.

### **Report Writing**

### **Minimum 5 Cases to be discussed**

### **Suggested Readings**

1. Business Research Methods, Cooper & Schindler, Tata McGraw Hill.
2. Research Methods for Business Students, Saunders, Pearson Education
3. Business Research, Collis J and Hussey R, Palgrave publication
4. Research Methods in Business & Social Sciences, Kothari C.R., Macmillan.
5. Business Research Methods, Bryman, Alan & Emma Bell, Oxford University Press.
6. Social research methods, Walliman, Nicholas Sage Publications.
7. Statistical Methods in Business & Social Sciences, Shenray & Pant., Macmillan
8. Research Methods in Behavioural Sciences, Dwivedi R.S, Macmillan.
9. Research Methods for Business, Uma Sekaran, Wiley Publications

# MBA 2007 MANAGERIAL ECONOMICS

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## Course Outline

*The objective of the course is to familiarize the students with economic principles used for managerial decision making. After completing the course the students are expected to analyze micro economic corporate environment for problem solving in decision s ituation.*

### Module 1

#### Introduction

Nature & Scope, Definitions, Importance, Forward Planning, Managerial Decision Making Process- Establishing the Objectives, Defining the Problem, Alternative Courses of Action and Its Evaluation, Implementation.

### Module 2

#### Demand and Supply

Introduction, Determinants of Demand& Supply, Demand Function, Demand and Supply Curve, Law of Demand, Elasticity of Demand, Demand Forecasting .

### Module 3

#### Cost Concepts

Definition, Classification of Cost for Managerial Decision Making, Behaviour of Cost Economies of scale, Break-Even Analysis.

### Module 4

#### Production Analysis

Introduction , Production Process & Function - One Variable and Two Variable Inputs, Iso-quant and Iso-cost, Optimal Factor Combination.

### Module 5

#### Market Analysis

Introduction, Markets Types– Perfect Competition, Imperfect Competition, Monopoly and Oligopoly- Price Leadership, Collusive Oligopoly and Kinked Demand Curve Model, Equilibrium of a Firm under Perfect Competition, Price Determination under Different Markets.

### Module 6

#### Capital Budgeting & Investment Decisions

Introduction, Meaning and Significance of Capital Budgeting, Methods of Investment Appraisal.

## **Module 7**

### **National Income**

Concepts of National Income, Measurement of National Income- Methods and Problems, Price Indexes.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Managerial Economics, Atmanand, Excel Books
2. Managerial Economics, H. Craig Petersen & W. Cris Lewis, Pearson Education.
3. Managerial Economics, Suma Damodaran, Oxford.
4. Managerial Economics, D.N. Dwivedi, Vikash Publication
5. Managerial Economics, H.L. Ahuja, S. Chand and Co. Ltd.



# MBA 2009 OPERATIONS RESEARCH

Credits: 4

L-T-P: 3-1-0

Contact Hours: 46 - 50

## Course Outline

*This subject will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process.*

### Module 1

#### Introduction

Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.

### Module 2

#### Linear Programming:

Model Formulation, Graphical Methods, Simplex Method, Big M Method, Two Phase Technique, Maximization and Minimization of L.P.P, Degeneracy in L.P.P.

### Module 3

#### Sensitivity Analysis Applied to Linear Programming Problems.

#### Duality in Linear Programming.

#### Dual Simplex Method.

### Module 4

#### Transportation Problems

Concepts, Formulation of Transportation Problem, Balanced and Unbalanced Problems, Minimization and Maximization Problems, North -West Corner Rule, Vogel's Approximation Method, MODI Method, Degeneracy.

### Module 5

#### Assignment Problems:

Concepts, Mathematical Formulation of an Assignment Problem, The Assignment Algorithm (Hungarian Assignment method), Balanced and Unbalanced Assignment Problems, Travelling Salesman Problem as an Assignment Problem.

### Module 6

#### Game Theory

Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principle of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

## **Module 7**

### **Replacement Models**

Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time, Replacement of Items that Fail Completely.

### **Queuing Theory**

Concepts, Managerial Implications in Decision making

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Operations Research - J.K. Sharma, Macmillan India Ltd.
2. Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH
3. Principals of Operation Research - Wagner, H.M, Prentice Hall
4. Operations Research - Principles and Practice - Ravindran, Phillips and Solberg, Wiley
5. Operational Research - An Introduction, Taha, H.A - Macmillan
6. Operations Research - Kanti Swarup, P.K. Gupta, Man Mohan, S. Chand and Company

# **MBA 2010 IT FOR MANAGERS**

Credits: 2  
L-T-P: 0-0-3  
Contact Hours: 35-40

## **Course Outline**

*The course provides students a fundamental understanding of information systems concepts and their role in contemporary business. At the end of this course students should be able to participate in information systems development as an informed person.*

### **Module 1**

#### **Introduction to Computers**

Hardware - Software - Systems Software, Application Software and Packages. Introduction to Embedded Software. Fundamentals of operating system - windows, Unix/Linux. Introduction to World Wide-Internet operations. Data and Information-meaning & concept levels of data processing, Basics of Logic Gates, Computer Hierarchy, Input Technologies, Output Technologies. Number System .

### **Module 2**

#### **Introduction to Memory Organization**

Characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory, Introduction to I/O organization, CPU organization, ALU, control logics.

### **Module 3**

#### **Telecommunication and Networks**

Fundamental of Data Communication - Network Concepts and Classification , Telecommunications Media, Network Topologies, Network Architectures -TCP/IP.

### **Module 4**

#### **Overview of Computer Applications in Public Services and Business**

Office Automation applications – Word Processor (MS -Word), Spreadsheet (MS -Excel), Graphics & Presentation (MS -PowerPoint), Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries, Computerized Accounting -Basics of Tally

### **Module 5**

#### **Functional and Enterprise Management Systems**

Introduction to Management Information System - Transaction Processing Information Systems, Accounting and Finance Systems , Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

## **Module 6**

### **Introduction to Programming Concepts & flow charting**

Models of computer data processing, flow charting technique -principles of flow charting, symbols used in flow charts, Benefits & limitations of flow chart ,examples. Elements of C Programming: Constants, variables, data types, operators, Decision -making and branching- goto, if-else, switch statements. Decision Making and Looping - while, do - while and for loop.

## **Module 7**

### **Lab Assignments**

It will be based on Operating System Commands, Ms -office, Basic HTML Tags & Tally .

### **Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Foundation of computing, Sinha, P.K., Priti Sinha, BPB Publications.
2. Introduction to information technology, Turban, Rainer and Potter, John Wiley and sons.
3. Introduction to Information Systems, James, A. O'Brien, McGraw Hill.
4. Programming in 'C', E.Balaguruswamy, Tata McGraw Hill.
5. Let us C Solutions: Y.P. Kanetkar, BPB Publication.
6. Introduction to computers, Norton, P, McGraw Hill.
7. Introduction to Information Technology, Rajaraman, V, PHI.
8. Computer Fundamentals, Ram, B, New Age Publications.

# **MBA 2011 STRATEGIC MANAGEMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The Course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organization .*

### **Module 1**

#### **An overview of Strategic Management**

Concept, evolution of strategic management as a discipline, characteristics of strategic management, defining strategy The objectives of strategic management, strategic decision - making, School of thought on strategy formation, strategy formulation, stakeholders in business, vision, mission and purpose, goals and objectives of business organization

### **Module 2**

#### **Environmental Appraisal**

Concept, environment appraisal, importance of environmental appraisal, Strategic analysis and choice, environmental threat and opportunity profile (ETOP), organization al capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, porter's five forces model of competition, mc kinsey's 7s framework, GE nine cell model, distinctive competitiveness, selection of matrix,

### **Module 3**

#### **Corporate level strategies**

Grand strategies, stability strategies, expansion strategies, retrenchment strategies, combination strategies, restructuring of business, issues related with all these strategies,

### **Module 4**

#### **Strategic implementation**

Issues in implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy, behavioural issues, leadership style, corporate culture, values, power, social responsibilities, ethics, building a capable organization, functional issues, functional plans and policies, financial, marketing, operations and personnel plans and policies

### **Module 5**

#### **Strategy Evaluation**

Importance, symptoms of malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, analyzing variances, role of organizational systems in evaluation

## **Module 6**

### **Strategic Analysis and Choice**

Process of strategic choice, corporate-level strategic analysis, business-level strategic analyses, subjective factors in strategic choice, contingency strategies, strategic plan

## **Module 7**

### **New Business Models**

strategies for Internet Economy, shaping characteristics of E-commerce environment, E-commerce business model and strategies, internet strategies for traditional business, key success factors in E-commerce

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Business policy and strategic Management, Azhar Kazmi, Tata McGraw -Hill
2. Strategic management and business policy, William F. Glueck, Tata McGraw -Hill
3. Strategic Management, Michael Porter, Prentice hall of India
4. Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books

# **MBA 2013 COST MANAGEMENT**

Credits : 3

L-T-P : 3-0-0

Contact Hours : 36-40

## **Course Outline**

*This course aims to confer comprehensive knowledge in the field of cost management in gradual systematic steps. At the end of the course the students will be able to understand the role of a corporate manager in applying the concept of cost for varying purpose of cost control and cost reduction to achieve the leadership role of any company in the field of Cost Management.*

### **Module 1**

#### **Introduction**

Cost – Meaning, Objective, Elements of Cost, Classification of Cost for Managerial Decision making, Cost Accounting – Meaning, Objective, Installation of Costing System, Cost center and Cost Unit – Definition & Concept, Objectives and Types, Cost Sheet.

### **Module 2**

#### **Material Cost**

Purchase - Purchase Control, Purchase Routine, Purchase Requisition, Purchase Quantity – Economic Order Quantity, Maximum Level, Minimum Level, Ordering or Reordering Level, Danger Level, Stores Control – Perpetual Inventory System, ABC Method. Methods of Pricing – Specific Price Method, First In First Out, Last in First Out, Average Price, Standard Price.

### **Module 3**

#### **Labour Cost**

Direct & Indirect Labour, Work Study, Method Study, Job Analysis and Job Evaluation, Merit Rating, Casuals and Out Workers. Methods of Remuneration - Time Rate System, Piece Rate System, Incentives Plans – Pre requisites of Good Incentive Plan, Various Incentive Plans – Halsey Premium Plan, Rowan Plan, Taylor's Differential Piece rate System, Merrick's Differential Piece Rate System (Multiple Piece Rate System), Emerson's Efficiency Plan, Bedaux Plan.

### **Module 4**

#### **Costing Methods**

Job Order Costing - Procedures, Advantages, Limitations, Contract Costing – Cost Plus Contract, Economic Batch Quantity, Batch Costing, Multiple Job Order Cost System, Process Costing – Essentials, Procedures, Process Losses and Wastages, Abnormal Gain, Internal Process Profits, Process Costing vs. Job Costing.

## **Module 5**

### **Absorption and Marginal Costing**

Absorption Costing – Meaning and Limitations, Marginal Cost – Definition and Nature. Marginal Costing – Net Profit Under Marginal Costing and Absorption Costing, Difference Between Marginal Costing and Absorption Costing.

## **Module 6**

### **CVP Analysis**

Meaning and Relationship, Break Even Analysis – Meaning, Assumptions, Methods of Calculations – Algebraic Method, Graphical Presentation, Contribution – Meaning & Concept, Calculation, P/V Ratio- Meaning & Concept, Calculation. Margin of Safety (MS) – Meaning & Concept, Calculation, Limiting Factor, Angle of Incident, Construction of Profit Volume Chart, Limitations of Break Even Analysis.

## **Module 7**

### **Budgetary Control and Standard Costing**

Budget and Budgetary Control System – Meaning & Concept, Objectives, Advantages, Limitations, Standard Cost – Meaning & Concept, Setting of different types of Standards, Standard Costing – Meaning & Concept, Advantages, Disadvantages, Standard Costing Vs Budgetary Control System, Variance Analysis – Material Cost Variance, Material Price Variance, Material Usage Variance, Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited .
2. Cost Accounting, M N Arora, Vikas Publication
3. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication
4. Cost Accounting, Charles T Horngren, Pearson Education
5. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage Learning.



# **MBA 2014 BUSINESS COMMUNICATION**

Credits: 2

L-T-P: 0-0-3

Contact hours: 36-40

## **Course Outline**

*The objective of this course is to develop communication skills, discover what business communication is all about and learn how to adapt your communication experiences in life and college to the business world.*

### **Module I**

#### **Nature of Communication**

Define Communication, Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication.

### **Module 2**

#### **Barriers to Communication**

Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

### **Module 3**

#### **Principles of Letter Writing**

Nature & Function of letters, Principles, Elements of structure, Forms of Layout, Styles of presentation.

**Business Correspondence:** Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence.

### **Module 4**

#### **Other Business Communication**

Define Memorandum, Essentials of a memorandum, Drafting Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

### **Module 5**

#### **Report Writing**

Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

### **Module 6**

#### **Vocabulary**

Words often confused, Words often misspelt, Common errors in English.

### **Module 7**

#### **Oral Presentation**

Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

### **Suggested Readings**

1. Communication Skills, Sanjay Kumar & PushpLata, Oxford University Press
2. Business Communication Today, Courtland L. Bovee, John. V. Thill,
3. Business Communication, Raymond V Lesikar, Marie, E, Flatley, Kathryn Re ntz, NeerjaPande. Mcgraw Hill
4. Business Correspondence and Report Writing, R.C.Sharma, Krishna Mohan. Mcgraw Hill
5. Communication for Business, Shirley Taylor, V.Chandra, Pearson
6. Business Communication - HorySankar Mukherjee, Oxford University Press

## Breadth Course

### MSH 1143 FRENCH – I

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

#### Course Outline

*1. Developing the following language skills:*

*LISTENING: To enable the learners to listen and understand the spoken French language which uses the elementary spoken structures.*

*SPEAKING: To enable the learners to speak and engage in simple dialogues in French.*

*READING SKILLS AND TEXTUAL COMPREHENSION: To enable the learners to read and understand the elementary texts in French.*

*WRITING: To enable the learners to write simple sentences and short paragraphs in French.*

*2. To enable the learners to manipulate the simple grammatical structures of the language and the most essential vocabulary.*

*3. To expose the learners to French culture.*

#### **Module 1**

Langue Française, Le pronom personnel, Articles définis et indéfinis, Verbes au présent, Se présenter et présenter quelqu'un (salutations formelles et informelles)

#### **Module 2**

Nationalités, professions, nombres, les heures, les jours de la semaine, les mois de l'année, Négation, Demander et donner des infos personnelles

#### **Module 3**

Articles partitifs, expression de la quantité, Les chiffres, Formule de politesse

#### **Module 4**

Adjectifs démonstratifs, Adjectifs qualificatifs (mas/fém., pluriel etc.) et possessifs  
Utilisation de « est-ce que ? » et « qu'est-ce que c'est ? » quel, quelle etc.

**Module 5**

Parler de goûts et des préférences et leurs degrés , Trois formes d'interrogation, L'impératif

**Module 6**

Le présent, futur proche, passé récent, Décrire une personne ou un lieu , Ecrire une carte postale, e-mail

**Module 7**

Le passe composé, le futur, Parler de ses activités quotidiennes, Décrire la ville, des amis, des parents etc.

**Suggested Readings**

1. Jumelage - Niveau-1, Manjiri Khandekar & Roopa Luktuke, Saraswati House Pvt. Ltd. New-Delhi
2. Le Nouveau sans Frontières-1, Philippe Dominique, Jacky Girardet, Michel Verdelhan & Michel Verdelhan, CLE International, Paris
3. Alter Ego-1, Annie Berthet, Catherine Hugot, Véronique M. Kizirian, Béatrix Sampsons & Monique Waendendries, Hachette, Paris
4. Campus- 1, Jacky Girardet & Jacques Pécheur, CLE international, Paris
5. Libre Echange- 1, Janine Courtilon, Geneviève-Dominique de Salins & Christine Guyot-Clément, Didier, Paris
6. 450 Exercices de phonétique, Lucile Charliac, Jean Thierry, Bernard Loreil & Annie Claude, CLE International, Paris
7. Echo - A1, Jacky Girardet & Jacques Pécheur, CLE International, Paris

## Breadth Course

### MSH 1145 GERMAN - I

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

#### Course Outline

*The objective of the course is to enable the learners to read, write, listen and understand the basic German language. After completing the course, the learner will be able to comprehend simple questions, write brief messages, introduce themselves and others, ask and reply to simple questions in a conversation on day to day topics etc. Further, the learners would also be exposed to the culture of the German speaking countries.*

#### Module 1

Sich begrüßen, sich vorstellen, sich verabschieden und Woher kommen Sie? Ländernamen, Nationalitätsbezeichnung, Das Verb: Präsens – ( sein, heissen), Personalpronomen: ich und Sie, Verb + Adjektiv, Das Nomen: Singular und Plural, Zahlen von 1 – 10. Antworten mit Ja / Nein

#### Module 2

Das Alphabet, buchstabieren, Das Verb: haben, schliessen, machen, Fragepronomen, Zahlen von 1- 100, Personalpronomen du, er und sie und es, Das Demonstrativpronomen „das“, Unterschied zwischen Uhr – Stunde, Negativartikel, Der Artikel: bestimmter und unbestimmter Artikel.

#### Module 3

Reisende im Gespräch, Das Verb: Präsens - (fahren, lesen, nehmen usw.), Vorsilbe und Verb (trennbare Verben), Wortstellung von trennbaren Verben, Präpositionen, Tage – Monate. Erklärung von drei **sie/Sie**, Der Akkusativ, „es gibt/gibt es“.

#### Module 4

Ein Freunde besucht, über Familie sprechen, Das Nomen: Dativergänzung, Der Dativ und der Akkusativ, Das Fragepronomen: Wem?, Possessiv -Pronomen, Präpositionen mit dem Dativ und mit dem Akkusativ, Wortstellung, Das Zeitadverb.

#### Module 5

Rat geben, Geburtstag feiern, Telefongespräch, Die Uhrzeiten, Modalverben - (wollen, müssen, können), Wortstellung bei Modalverben, Das Personalpronomen bei Akkusativ- und Dativergänzungen und deren Wortstellung.

## **Module 6**

Die Wohnung beschreiben, Ein Zimmer vermieten, Richtungsangaben, Das Demonstrativpronomen: dies, wohen? – wo? – wohin? Präpostionen mit dem Akkusativ oder Dativ, Zahlen von 100 – 1000, Jahreszahlen, Das Verb: dürfen – sollen.

## **Module 7**

Im Supermarkt, Konjugation von möchten, Der Genetiv, Das Präteritum: sein und haben, Reflexivpronomen, Das Perfekt.

## **Suggested Readings**

1. Deutschsprachlehre für Ausländer, Heinz Griesbach, Dora Schulz, Max Hueber Verlag.
2. Lagune: Kursbuch: Deutsch als Fremdsprache - A1-I + II, Hartmut Aufderstrasse, Jutta Müller, Thomas Storz, Hueber Verlag.
3. Tangram Aktuell – A1-I + II, Roza Maria Dallapiazza, Eduard von Jan, Til Sch önherr, Hueber Verlag.

**FUNCTIONAL SPECIALIZATION**

**FINANCIAL MANAGEMENT**

# **MBA 3001 MANAGEMENT OF FINANCIAL SERVICES**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The course will help in giving clear understanding and knowledge of financial assets in financial system in present complex business scenario . The students will also get adequate exposure to financial Institution and Services which are undergoing sea change with the latest development of IT aided business models where life cycle of the financial assets is passing through critical stages.*

### **Module 1**

#### **Overview of Financial System**

Indian Financial System, Financial Services in Indian Financial Market, Concept of Financial Assets, Different types of Financial Assets & Their Role in Economic Development. (The module deals with country specific Financial System)

### **Module 2**

#### **Financial Market**

Organisational Structure, Weaknesses , Suggestions to Improve Operational Efficiencies of Financial Market, Money Market- Organisation, Different Players, Different Types of Instruments, Capital Market – Organisation , Different Players, Different types of Instruments.

### **Module 3**

#### **Legal Framework of Financial System**

Guideline of SEBI, Indian Companies Act 1956, FEMA, Negotiable Instrument Act 1881. (The module deals with country specific legal framework )

### **Module 4**

#### **Reserve Bank of India**

Organisational Structure of RBI, Role of RBI, Monetary Policy of RBI, Credit Control Measures, Liquidity Adjustment Facility (LAF), (The module deals with country specific Central Banking System)

### **Module 5**

#### **Commercial Banking**

Functions, Different Types of Commercial Banking- Unit & Branch Banking, Fund Based Business- Working Capital Loan, Term Loan, Working Capital Term Loan (WCTL). Non Fund Based Business- Bank Guarantee and Letter of Credit.



## **Module 6**

### **Non Banking Financial Companies**

Loan Companies, Investment Companies, Hire Purchase Companies, Lease Companies, Housing Finance , Merchant Banks , Venture Capital Funds, Factoring & Credit Rating Companies.

## **Module 7**

### **International Market and Financial Services**

International Financial Institutions - International Monetary Fund, Asian Development Bank, World Bank. International Financial Market, International Financial Assets and Services.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Financial services , MY Khan , Tata Mcgraw Hill Publication
2. Management of Indian Financial Institution, R M Srivastava,Himalaya Publication
3. Indian financial system, H R Manchiraju , Vikas Publication
4. Management of Financial Services, Bhatia and Batra, Deep & Deep Publicatio n
5. Management of Banking and Financial Services, Padmalatha Suresh, Pearson
6. Financial Services, Dr. S Guruswamy, Tata McGraw Hill
7. Money and Capital Markets, Peter S. Rose & Milton H Marquis, McGraw Hill
8. Foundations of Financial markets and Institutions, Fa bozzi, Modigliani, Jones & Ferri, Pearson Education
9. Financial Markets and Institutions, Jeff Mudra, Cengage

# **MBA 3003 INVESTMENT & PORTFOLIO MANAGEMENT**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to impart adequate knowledge to trade off risk and return for managing investment to achieve optimal return. At the end of the course students are expected to take investment decisions for optimal utilization of fund through different investment channels following modern portfolio management concept.*

### **Module 1**

#### **Introduction**

Concept, Investment, Speculation & Gambling, Influencing Factors of Investment Decision Making, Financial Decisions vs Investment Decisions, Investors Classification, Investment Avenues - Bonds , Preference Shares , Equity Shares, Government Securities , Post Office Deposits, Real Estates, Venture Capital , Mutual Fund ,Exchange Traded Funds, Life Insurance.

### **Module 2**

#### **Securities Market**

Financial Market- Money Market, Capital Market & Gilt Edge Security Market, Participants in Financial Market. Methods of Floating New Issues, Role of Primary Market and Secondary Market, Stock Exchanges – Functions, Over the Counter Exchange of India, National Stock Exchange of India, Trading System – Type of Orders, Settlement, Speculations.

### **Module 3**

#### **Risk & Returns**

Meaning & Concept , Measurements of Risk and Return - Mean, Standard Deviation & Variance, Classification of Risk, Management of Risk.

### **Module 4**

#### **Investment Analysis**

Concept of Fundamental Analysis- Analysis of Country's Economic Condition, Study and Analysis of State of the Industry and the Company – Concept of Industries, Lifecycle, Characteristics, Company Analysis –Analysis of Financial Statements. Technical Analysis- Dow's Theory, Charts and Technical Indicators . Random Walk Model, Efficient Market Hypothesis (EMH).

### **Module 5**

#### **Valuation of Bonds & Equity**

Bond Theorem, Valuation of Bond, Preference Shares, Equity Shares.

## **Module 6**

### **Financial Derivatives**

Concept, Forward Contract – Features, Advantages and Disadvantages, Future Contracts – features, Advantages and Disadvantages, Long and Short Positions, Margin System, Options – Call Options, Put Options, Uses of Options.

## **Module 7**

### **Portfolio Management**

Traditional Investment Management, Introduction to Modern Portfolio Management, Markowitz Portfolio Model, Sharpe Model, CAPM , APT Model, Portfolio Management process, Portfolio Management Strategies, Portfolio Revision & Evaluation.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Investment & Portfolio Management, Prasanna Chandra, Tata McGraw Hill
2. Security Analysis & portfolio Management, S Kevin, PHI Learning
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing
4. Security Analysis and Portfolio Management, Fischer & Jordan, PHI
5. Investment Analysis and Management, Charles P Jones, John Wiley
6. Modern Investment Theory, Haugen Roberts, PHI
7. Fundamentals of Investments, Alexander, Gordon, Jeffery, and Sharpe Williams
8. Modern Portfolio Theory and Investment Analysis, Elton, Gruber, Brown and Goetzmann

# **MBA 3005 CORPORATE FINANCE**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This course focuses on empirical advances in understanding of financial markets with major breakthroughs in capital asset pricing under uncertainty, portfolio theory, valuation of options, response of security prices to new information and corporate financial behavior.*

### **Module 1**

#### **Introduction**

Corporate Objectives, Wealth maximization – Profit maximization, Social welfare and Corporate growth, Impediments to Wealth maximization, Financial Market – Money Market and Capital Market.

### **Module 2**

#### **Financial Statement Analysis**

Common Size Statement and Comparative Statement, Ratio Analysis, Financial Forecasting,

### **Module 3**

#### **Valuation of Corporate Bonds and Stocks**

Basics of Debt Instruments, Valuation of Bonds - Price, Coupon and Yield relationships, Yield to Maturity, Bond Pricing Theorems, Valuation of Stocks- Dividend Discount Model- Constant Growth Model and Two Stage Growth Model, P/E Valuation Model.

### **Module 4**

#### **Capital Budgeting**

Overview of Capital Budgeting, Techniques of Evaluating Investments – Return on Investment, Income Based Method-Average Accounting Rate of Return Method, Nominal Cash Flow Based Method Payback Period, Discounted Cash Flow Based Methods – Discounted Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), Benefit Cost Ratio, Modified IRR, Risk Capital Budgeting- Sensitivity Analysis, Capital Budgeting and Corporate Strategy.

### **Module 5**

#### **Project Financing**

Introduction, Sharing of Risk, Agency Cost of Debt, Free Cash Flow, Types of Project Contracts, Financial Agreements, Public-Private Partnerships (PPP), Funding Aspects, Project Feasibility Studies,

### **Module 6**

#### **Mergers and Acquisitions**

Types of Mergers, Rationale for Mergers, Gains from Mergers, Target Valuation, Valuation by Parts, Seller's Perspective, Critical Factors for Success of Merger.

## **Module 7**

### **Economic Value Added and Corporate Performance**

Concept, Competitors to EVA, Functional Departments of a Co. as EVA Centers, EVA and MVA, EVA and NPV, EVA and TQM and Shareholder's Wealth, Improving EVA.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Fundamental of Corporate Finance, Stephen A Ross, Westerfield & Jordan, Tata McGraw Hill Publication
2. Financial Management & Policy ,Vanhorne James C, TMH Publication
3. Principal of Corporate Finance ,Brealy , Myes, Allen & Mohanty, TMH Publication
4. Corporate Finance- Theory and Practice, Vishwanath S.R., Response Books (A division of Sage Publications)
5. Corporate Finance, Theory and Practice, Pierre Vernimmen, John Wiley & Sons
6. Corporate Finance, Stephen A Ross, Tata McGraw Hill
7. Corporate Finance, Ashwath Damodaran, John Wiley.

# **MBA 3007 INTERNATIONAL FINANCE**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to introduce macro level canvas of international finance to the management students which will be relevant to their micro operations at the unit level management, which is further imperative in today's international desks of any corporate manager.*

### **Module 1**

#### **Introduction**

International Financial System, Components of International System - Finance Functions, Input Market, Output Market, Sources and Uses of Funds, Concept of Internationalization, Sectoral Interdependence, Intra-National Dependence.

### **Module 2**

#### **Balance of Payments Theory**

Definition, Accounting of Balance of Payments, Sources of Compilation, Deficit and Surplus in Balance of Payment, Disequilibrium in Balance of Payment and its Causes, Components of Balance of Payments, Mechanism of Adjustments, Mechanism of Pricing, Income Adjustment, Absorption Approach of Alexander, Elasticity Approach Vs. Absorption Approach, General Equilibrium Approaches, Measurement of Deficits.

### **Module 3**

#### **International Financial Markets**

International Money and Capital Markets, Exchange Markets, Currency Markets- Euro Currency Market, Euro Bond Market, Euro Equity Market, Asian Currency Market. International Financial Center in India.

### **Module 4**

#### **Foreign Exchange**

Exchange Rate, Determination of Exchange Rate- Spot and Forward Exchange Rates, Fixed Exchange Rate System- Gold Standard, Pegged Exchange Rate, Flexible Exchange Rates, Exchange Risk Management- Factors Affecting Exchange Rates, Types of Risk - Trade and Exchange Risk, Exchange Rate and Currency Risk, Arbitrage and Speculation, Purchasing Power Parity Theory and Interest Rate Parity Theory.

### **Module 5**

#### **Foreign Investments**

Portfolio Investments, International Diversification, Government Policy towards Portfolio Investments in India, Direct Foreign Investments, Risks in Foreign investments, Measurement and Management of Economic and Political Risk.

## **Module 6**

### **Operations of Commercial and EXIM Bank**

Import Credits, Export Credits, Export Credit Refinance, Foreign Exchange Transactions - FEMA Rules, Nostro, Vostro and Loro Accounts, Rate of Interest- Buying and Selling Rates, Types of Rates- Long Rates, Tel Quel Rates, Forward Rates, EXIM Bank - Organisation, Objectives, Functions, Incidental Functions, Operations.

## **Module 7**

### **International Financial Institutions**

International Bank of Reconstruction & Development, International Finance Corporation, International Development Association, Asian Development Bank, International Monetary Fund, International Monetary Crisis, International Monetary Reforms.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. International Finance, P.K Jain, Peyrard & Yadav, Macmillian
2. International Financial Management, P G Apte , Tata Mcgraw Hill Publication
3. International Financial management, Jeff Madura, Thomson Publication
4. International Finance, Theory and Practice, V.A. Avadhani, Himalaya Publishing House
5. International Finance: Theory into Practice, Piet Sercu, Princeton University Press
6. International Finance, Maurice D. Levi, Taylor & Francis Group
7. International Financial Management, Beka ret & Robert, PHI

# **MBA 3009 CORPORATE TAXATION**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This course aims to provide adequate knowledge in processing corporate taxation, which is one of the integral part of the role of any corporate manager. At the end of the course the students are expected to take critical view to draw transparent and balanced operational and financial results to contribute maximum long term wealth to the shareholders as well as entire economy of the country.*

### **Module 1**

#### **Income Tax**

Basic Rules of Income Tax, Rule of Corporate Tax, Residential Status of a Company.

### **Module 2**

#### **Computation of Income**

Computation Under Different Heads of Income, Set off and Carry Forward of Losses.

### **Module 3**

#### **Deductions & Exemptions**

Deduction and Exemption in Additional Tax on Undistributed Profit, Companies Profit, Surtax Act, Computation of Tax Liability.

### **Module 4**

#### **Tax Planning**

Meaning and Scope, Planning and Location of Undertaking, Type of Activities, Ownership Pattern, Tax Planning Regarding Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividend and Transfers, Tax Planning Relating to Amalgamation and Merger.

### **Module 5**

#### **Decision Making For Tax Payment**

Tax Consideration - Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Market and Exports, Replacement and Capital Budgeting Decisions.

### **Module 6**

#### **Managerial Remuneration And Tax Consideration**

Tax Planning - Managerial Remuneration, Foreign Collaboration and Joint Venture, Implication of Avoidance of Double Taxation Agreement.

### **Module 7**

#### **Value Added Tax**

Implication of Vat to Corporate Income.



**Minimum 5 cases to be discussed.**

**Suggested Readings**

1. Taxman, Nabhi Publication
2. Taxation, Ahuja, Malhotra Publication
3. Corporate Taxation, Kaushal Kumare Agrawal, Atlantic Publishers & Distributors
4. Corporate Taxation, Vinod Singhanian, Taxman
5. Corporate Taxation, Girish Ahuja, Mayur Paper back.

# **MBA 3011 MANAGEMENT OF FINANCIAL DERIVATIVES**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*This course aims to provide adequate knowledge for wide range of financial derivatives having pivotal role in enhancing shareholders value by ensuring access to the cheapest source of funds. At the end of the course the students are expected to take appropriate judgmental decisions for sensible control and to execute management strategy to deploy sophisticated derivative strategies successfully.*

### **Module 1**

#### **Introduction**

Derivatives - Definition, Objectives, Types of Derivatives, Instruments, Roles in Financial Risk.

### **Module 2**

#### **Forward Contract**

Structure and Features, Forward Spread Agreement, Exchange Rate Agreement, Foreign Exchange Agreement, Forward Exchange Rates in India, Value of Forward contract, Forward Rates Computation, Forward Contract - Delivery, Cancellation, Extension, Terms and Conditions.

### **Module 3**

#### **Future Contract**

Structure and Features, Specification, Mechanism of trading, Type of trading, Determining gains and losses and Daily Settlement, Stock exchange of Future contracts (CBOT and CME), Principle of Forward and Future contract, Options on Future, Hedging in Future, Regulations of future contract, Difference between Forward and Future contract.

### **Module 4**

#### **Options**

Structure and Features, Option terminology, Market Margin requirement, Taxation of Option Transaction, Principle of Option Pricing, Option Pricing Model - Binomial Model, Black Schole Model, Stock Option, Determining Option Premium, Option Strategies.

### **Module 5**

#### **Financial Swaps**

Financial Swap – Importance, Advantages, Major Types of Swap Structure, Evaluation of Swap Market, Interest Rate Swap, Currency Swap.

## **Module 6**

### **Hedging**

Hedging of Foreign Exchange Exposure, Hedging with the Money Market, Currency Options, Currency Future, Internal Hedging Strategy, Speculation in Foreign Exchange and Money Market.

## **Module 7**

### **Regulatory Framework**

Regulatory Frame Work, Role of SEBI, SEBI Guide Line for Derivative Trading.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. International Financial Management- P G. Apte- Tata Mcgraw- Hill Publication
2. International Financial Management- Eun/Resnick- Tata McGraw- Hill Publication
3. Financial Derivatives: Pricing and Risk Management, Robert W. Kolb, John Wiley & Sons
4. Introduction to Derivatives and Risk Management, Dom M Chance, South Western Cengage Learning
5. Derivatives Products and Pricing, Satyajit Das, John Wiley and Sons
6. Risk Management and Financial derivative, Satyajit Das, McGraw Hill
7. Introduction to Futures and Options Market, Hull John C, PHI
8. Financial Derivatives: Theory and Concepts & Problems , S.L. Gupta, PHI

# **MBA 3013 CORPORATE ACCOUNTING**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This course is aimed at students to make them aware of the legal aspects of corporate environment and its accounting procedures. At the end of the course the students will be able to record corporate business transactions and its implications in managerial decision making. The students will also be able to address different aspects of audit and fulfill the expectations of corporate audit.*

### **Module 1**

#### **Formation of company**

Definition, Characteristics of Companies, Share Capital, Shares of Company, Issue of Shares - Treatment for Issue of Shares, Over Subscription, Under - Subscription, Calls-in-Arrears, Calls-in-Advance. Forfeiture of Shares, Issue of Bonus Shares, Right Issue. Underwriting - Definition, Manager to the Issue, Types of underwriting, Accounting Treatment.

### **Module 2**

#### **Issue and Redemption of Preference Shares and Debenture**

Preference Shares- Issue and Redemption. Debenture- Definition, Types of Debenture, Coupon Rate, Accounting for Issue of Debenture, Discount or loss on Issue of Debenture, Redemption of Debentures.

### **Module 3**

#### **Company's Final Accounts and Profits Prior to Incorporation.**

Meaning and Preparation of Company Final Accounts. Profits Prior to Incorporation - Meaning, Methods of Ascertaining Profit or Loss Prior to Incorporation, Accounting Treatment in the Books of Companies.

### **Module 4**

#### **Valuation of Goodwill and Shares**

Need for Valuation of Goodwill, Factors Affecting the Value of Goodwill, Components of Goodwill, Methods of Valuation of Goodwill. Valuation of Shares - Methods of Valuation of Shares, Different Categories of Equity Shares.

### **Module 5**

#### **Amalgamation, Absorption and External Reconstruction**

Meaning and Types of Amalgamation, Accounting Treatment, Absorption, External Reconstruction.

## **Module 6**

### **Liquidation of Companies**

Meaning and Salient Features, Order of Payments, Statement of Deficit and Surplus, Liquidator's Final Statement of Accounts.

## **Module 7**

### **Holding Company Accounts**

Holding Company- Definition and Features as per Co. Act. 1956, Subsidiary Company - Definition and Features as per Co. Act., 1956, Legal Provisions for a Holding Company, Consolidated Financial Statements.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Advanced Accountancy, Hrishikesh Chakravarty, Academy Press
2. Modern Accountancy, Amitabh Mukherjee & Md Hanif, Tata Mcgraw Hill Publication
3. Corporate Accountancy, S.N. Maheshwari, S.K. Maheshwari, Vikas Publication
4. Corporate Accounting, V. rajsekaran, R. Lalitha, Pearson Publication.
5. Corporate Accounting, T Joseph, Tata Mcgraw Hill
6. Corporate Accounting, Goyal and Goyal, PHI Learning
7. Corporate Accounting, Dr. K.K.Verma, Excel Books.
8. Advanced Accounting, T.S. Grewal & M.C. Shukla, S. Chand
9. Corporate Accounting, Girish Ahuja & Monga, Mayur Paper Back

# **MBA 3097 STRATEGIC COST MANAGEMENT**

Credits : 3

L-T-P : 3-0-0

Contact Hours : 36-40

## **Course Outline**

*This course aims at to provide adequate knowledge to would be managers to manage cost strategically so that due amount of transparency is achieved in cost control and cost reduction at every stage of the value chain of an organization to achieve sustainable corporate growth rate. At the end of the course the students are expected to refer both cost implication and various aspects of business strategy and thus managing cost strategically .*

### **Module 1**

#### **Cost Management Strategy**

Fundamentals of Cost Management- Cost Accounting and Management Accounting, Cost Ascertainment, Cost Estimation, Concept of Cost Center and Cost Unit, Installation of Costing System, Strategic Focus of Cost Management, Cost Statement, Value Analysis – Procedure, Advantages.

### **Module 2**

#### **Budgetary Control**

Preliminaries for Adoption of Budgetary Control System, Organisation of Budgetary Control, Budget Manual, Forecast and Budgets, Length of Budget Period, Master Budget, Functional Budgets - Cash Budget, Production Budget, Manufacturing Budget, Material Budget, Purchase Budget, Sales Budget, Selling and Distribution Cost Budget, Fixed and Flexible Budget, Zero Based Budgeting, Responsibility Accounting.

### **Module 3**

#### **Standard Costing**

Standard Cost – Meaning & Concept, Setting of different types of Standard, Establishing Standard Costing System, Standard Cost Sheet, Standard Cost Period, Revision of Standards, Variance Analysis – Material Cost Variance, Labour Cost Variance and Overhead Variance - Two Variance, Three Variance and Four Variance Methods, Analysis of Overhead Variance, Reporting of Variance, Variance Ratios and Cost Ratios, Operating Statements in Standard Costing System.

### **Module 4**

#### **Cost Estimation, Cost Reduction and Productivity**

Cost Estimation – Definition & Goal, Cost Estimation Methods - Account Analysis, Scatter Graphs, High-Low Method & Linear regression. Strategic Role of Cost Estimation. Cost Reduction and Cost Control – Concept, Cost Reduction Program, Cost Reduction Committee, Requisites of Satisfactory Cost Reduction Scheme, Cost Reduction Fields, Cost Reduction Tools and Techniques – Budgetary Control & Standard Costing, Inventory Control, Standardisation & Simplification. Productivity – Determination of Factorial Productivity, Improving Productivity, Advantages of Higher Productivity. Inflation Accounting (Accounting for Price Level Changes).

## **Module 5**

### **Activity Based Costing (ABC)**

Introduction, Limitations of Traditional Methods of Overhead Absorption, Definition and Concept, Characteristics, Prerequisites, Steps and Implementation - Planning, Organising, Management Education, Designing the Process, Maintaining the System, Advantages and Usefulness, Limitations, Objective Based Costing (OBC)

## **Module 6**

### **Uniform Costing and Inter firm Comparison**

Uniform Costing – Scope, Advantages and Limitations, Requisites for Installations, Fields to be Covered, Uniform Cost Manuals. Inter Firm Comparison – Comparability of Firms, Necessity, Requirement of Inter Firm Comparison Scheme, Scheme of Management Ratio for Inter Firm Comparison, Advantages and Critical Aspects.

## **Module 7**

### **Cost Management Information System**

Information for Various Level of Management, Objective of a System for Information, Communication, Requisite of an Effective Information System, Reporting, - Essentials of Effective Report, Reporting at different Levels of Management, Cost Audit – Objective, Important Aspects, Advantages, Features, Distinction Between Cost and Financial Audit, Management Audit.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.
2. Cost Management – A Strategic Emphasis, Edward j. Blocher, David E. Stout, Gary Cokins, Kung H Chen, McGraw Hill Irwin.
3. Cost Accounting, M N Arora, Vikas Publication
4. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication
5. Cost Accounting, Charles T Horngren, Pearson Education
6. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage Learning.

**FUNCTIONAL SPECIALIZATION**

**MARKETING MANAGEMENT**



# **MBA 3017 CONSUMER BEHAVIOUR**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This course includes theoretical frameworks and practical implications of consumer behavior for business and examines forces shaping consumer choice in modern society. Key areas studied in detail include decision making, perception, learning, attitude development, personality, involvement and motivation. It also considers the effects of the social environment and culture upon consumer behavior .*

### **Module 1**

#### **Introduction**

Scope & importance, the consumer research process, quantitative and qualitative research. Market segmentation: Importance and use.

#### **Consumer Motivation & Perception**

Needs, Goals and their interdependence., Rational vs emotional motives. Dynamic nature of motivation. Motivational research. Personal and psychological influences Absolute and Differential Threshold, Perceptual Selection, Organisation and Interpretation. Product and Service Positioning, Perceived price, quality and risk,.

### **Module 3**

#### **Consumer Attitude formation and Change**

Concept of attitude, Attitude formation, Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change

#### **Communication and Consumer Behaviour**

Celebrity influence, Word of Mouth, Opinion Leaders, Use of Unconventional Communication methods, Influence of Social Media on Consumer purchase Behaviour

### **Module 4**

#### **Personality and consumer behaviour**

Nature of personality, Freudian, non- Freudian and trait theories. , Personality Traits and it's Marketing significance, Product personality and brand personification.

#### **Consumer Learning**

Elements of Consumer Learning , Marketing Applications of Learning Theories

### **Module 5**

#### **Sociocultural Influences**

Socialisation, Family Buying decision, Family Life Cycle, Social Class, Lifestyle Profiles, Culture, Sub-culture, Measurement of Culture, Cultural aspects of emerging markets, Cross Cultural Consumer Behaviour

## **Module 6**

**Consumer decision making models:** Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making

### **Diffusion of innovations**

Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles. **Consumer Gifting Behaviour**

## **Module 7**

**Consumer and society:** Consumerism, consumer protection, consumer right and consumer education, legal consideration.

### **E-Buying behavior**

The e-buyer vis-a vis the brick and mortar buyer, Influences on e-buying.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Consumer behavior, Schiffman & Kanuk, Pearson
2. Consumer behavior; Concepts & Applications, Loudon, Deltabitta
3. Consumer behavior, Engel & Blackwell, Thomson
4. Consumer Behaviour, Raju & Xardel, Vikas
5. Consumer Behaviour, Kazmi & Batra, Excel Books

# **MBA 3019 MARKETING RESEARCH**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The course provides students with hands on knowledge of conducting a research study and writing a research report. The contents include details regarding research problem formulation, choice of research design, methods of data collection and it's analysis through fundamental statistical techniques*

### **Module 1**

#### **Introduction**

Conceptual framework, Significance of Marketing Research (MR), the MR Industry, MR and Marketing Information System, An overview of the Marketing Research Process

### **Module 2**

#### **Research Designs**

Exploratory Research, Descriptive Research, Experimental Research, Uncontrollable Variables: History, Maturation, Testing Effect, Measurement of Variation and Interactive Effect.

**Types of Data**-Primary Data and Secondary Data, Secondary Data Sources for MR in India.

### **Module 3**

#### **Sampling**

Census and Sampling, Sampling & Non Sampling error, The population, Sample frame, Sampling Units and elements, Sampling Techniques, Sample Size Determination.

#### **Data Collection**

Survey Vs Observation method, Various Interviewing Methods, Process of Designing a Questionnaire, Types of Questionnaire.

### **Module 4**

#### **Attitude Measurement**

Types of scales, Nominal, Ordinal, Interval, Ratio Scales, Thurstone , Likert and Semantic Differential Scales, Disguised Structured methods, Depth Interview and Focus Group Interview, Disguised and Unstructured Methods, Projective Techniques.

### **Module 5**

#### **Processing Raw Data**

Editing, Coding, and Tabulation

#### **Data Analysis**

Statistical Estimation, use of percentages and Measures of Central tendency, Test of Hypothesis, Type I and Type II Errors, application of “z”& “t” tests, Chi-square Analysis, Analysis of Variance.

## **Module 6**

### **Measures of Association**

Application of Correlation and Regression Analysis.

### **Explaining Interdependencies**

Application of Factor Analysis, Cluster Analysis and Conjoint Analysis.

## **Module 7**

### **Report Writing**

The contents and characteristics of a good report.

Note: The course discussion to be based on brief Marketing Research project undertaken by the students in small groups.

### **Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1 Marketing Research: Text & Cases, Boyd, Westfall & Stasch, R D Irwin
- 2 Research For Marketing Decisions ,Green & Tull, Prentice Hall
- 3 Marketing Research; Measurement & Method, Tull & Hawkins, Prentice Hall
- 4 Marketing Research ,G C Beri, Tata Mcgraw Hill
- 5 Marketing Research, Debashish Pati, Universal Press
- 6 Marketing Research: Text & cases, R Nargundkar, Tata Mcgraw Hill
- 7 Marketing research: An Application Orientation, Naresh K Malhotra, Pearson
- 8 Marketing Research; Concepts, Practices & cases, Easwaran & Singh, O xford

# **MBA 3021 INTERNATIONAL MARKETING**

Credits:3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*This course exposes students to the international marketing theory and concepts It provides an understanding of the Global Marketing Environment and its application in an in depth industry specific analysis for evaluating and selecting a fo reign market. It includes contents that help develop appropriate market entry with integrated marketing strategies*

### **Module 1**

#### **Introduction**

Nature and scope of International Marketing, Key issues in International Marketing.

### **Module 2**

#### **International marketing environment**

Business Practices and Ethics, Cultural, Political, and Legal Environment, Minimizing Environmental Risk.

#### **Balance of Payments**

Concept, Influence on country's export & import

### **Module 3**

#### **Protectionism**

Different Methods and Mechanisms used to Protect Business Interests, Managing Protectionist Threats

### **Module 4**

#### **International Marketing Research**

Review of the MR Process and Challenges in International marketing Research

#### **Export Import Process**

Export Documentation, Methods of payment

### **Module 5**

Market Segmentation, Segmenting International markets, Selection of International Markets, Alternative market entry strategies

## **Module 6**

### **Product & Channel strategy**

Global Market & Product Development, Product Adaptation & Product Standardization in different nations.

### **Overseas Distribution system**

Alternative Middleman Choices - Home country , Foreign country and Government affiliated middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members.

## **Module 7**

### **International Promotion Strategy**

Global advertising , Global brands vs Local Brands

### **International Pricing Strategy**

Pricing policy & objectives, Leasing, Dumping and it's legal implications.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. International Marketing - Analysis and strategy , Onkvisit, Sak and Shaw, TMH
2. Global Marketing Management, Keegan , Pearson
3. International Marketing, Rajagopal , Vikas
4. International Marketing and Export Management, Albaum, Duer & Strandkov, Pearson
5. International Business Management, Si nha & Sinha, Excel Books
6. International Marketing, P K vasudev, Excel Books

# **MBA 3023 INDUSTRIAL MARKETING**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.*

### **Module 1**

#### **Introduction**

Nature and Objectives, Differences between Industrial Marketing and Consumer Marketing, Classification of Industrial Customers and Industrial Products, Industrial Marketing Environment.

### **Module 2**

#### **Relationship Marketing**

Customer Satisfaction Management and Measurement, Customer Loyalty.

#### **Industrial Market Demand Analysis**

Characteristics Peculiar to Demand of Industrial Products.

### **Module 3**

#### **Industrial Buying and Buyer Behavior**

Concept of Buying Centre and Selling Centre, Buying Situations, Industrial Buying Process, Buy – Grid Model, Brand Influence in Industrial Purchase, Jagdish N. Sheth's Model of Industrial Buyer Behavior.

### **Module 4**

#### **Industrial Market Segmentation**

Macro and Micro Segmentation Approaches, Wind, Cardozo & Richard's Model, Implementation Problems in Industrial Marketing.

### **Module 5**

#### **Strategic Market Planning**

The Strategic Planning Process; Scanning, Tracking and Tackling Competition.

### **Module 6**

#### **Marketing of Services**

Concepts, Unique Features of Services, Elements of Marketing Mix in Services Marketing, Distinction between Consumer & Industrial Services.

## **Module 7**

### **Marketing Strategies**

Industrial Markets - Product, Price, Promotion and Distribution. Industrial Marketing Research – Scope & Process.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Industrial Marketing – Analysis Planning & Control by Reederd Brierty ,Prentice Hall of India, New Delhi
2. Marketing Management – Philip Kotler Pearson Education, New Delhi
3. Industrial Marketing Management by Hutt and Speh, Cengage
4. Industrial Marketing by K. K. Havaladar, McGraw-Hill Companies, New Delhi



# **MBA 3027 RETAIL MANAGEMENT**

Credits:3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The course contents include an overview of the retail industry, concepts and processes. The contents cover all areas of decision making & accountability for a Retail Manager. The course includes details on how retailing works and the factors that influence its success.*

### **Module 1**

#### **Introduction**

Definition, Importance & Scope. Prospects of Retailing in India. Retail Scenario - Global, Retail Scenario-India. Opportunities in Retailing - Managerial & Entrepreneurial.

### **Module 2**

#### **Retail Economics**

Economic Significance of Retailing, The Retail environment, Foreign Direct Investment in Retail in India.

### **Module 3**

#### **Classification**

Retail Institutions by Ownership, Store Based Retailing, Electronic & Non - Store Retailing & other forms of Non- Traditional Retailing.

### **Module 4**

#### **Targeting Customers & Gathering Information**

Identifying & Understanding Consumers, Information Gathering & Processing in Retailing. Importance of Information System in Retailing.

### **Module 5**

#### **Communication Mix & Strategies**

Planning Retail Communication, Implementing Retail Advertising Retail Market Strategies.

### **Module 6**

#### **Store Planning**

Store Planning Design & Layout, Retail Merchandising, Pricing in Retailing, Importance of Supply Chain Management in Retailing.

### **Module 7**

#### **Management of Store**

Store Management Responsibilities, Recruitment & Selection of Store Employees, Motivating & Managing Store employee, Evaluation of Store Employee, Compensation & Reward for Store Employees, Cost Control, Inventory loss.

**Minimum 5 cases to be discussed**

**Suggested Readings**

1. Retail Management, Michael Levy, Barton A. Weitz, Mc Graw Hill
2. Retail Management, A strategic Approach: Barry Berman & Joel R. Evans, Pearson
3. Retail Management, Gibson G. Vedamani, Jaico Publishing House
4. Retail Business Management, Karen R. Gillespie, Joseph C. Hecht, Carl F. Lebowitz, Mc Graw Hill

# **MBA 3029 SERVICES MARKETING**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The course focuses on the unique challenges of managing services and delivering quality service to customers. The thrust of the course content are attraction, retention, and building of strong customer relationships through quality service. The course is applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, etc.) and to those who depend on service excellence for competitive advantage (e.g., high technology manufacturers, auto motive, etc.).*

### **Module 1**

#### **Introduction**

Definition, Differences between Services and Goods, Tangibility Spectrum, Distinctive Characteristics of Services, Categories of Service Providers, Marketing Implications of Service Characteristics, Services Marketing Mix – People, Physical Evidence & Process.

### **Module 2**

#### **The Gap Model of Service Quality**

The Customer Gap, The Provider Gap, The Customer Expectations of Service, The Zone of Tolerance, Customers Perception of Quality and Customer Satisfaction, SERVQUAL .

### **Module 3**

#### **Understanding Customer Requirements**

Listening to Customers through Research, Building Customer Relationship, Service Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer -Defined Service Standards

### **Module 4**

#### **Physical Evidence and Servicescape**

Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Servicescape .

### **Module 5**

#### **Employees and Customers Role in Service Delivery**

Service Culture, Importance of Service Employees and Customers in Service Delivery.

### **Module 6**

#### **Managing Demand and Capacity**

Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand.

## **Module 7**

### **Marketing Communication**

Need for Coordination in Marketing Communication, Promotion in Services Marketing ,  
Logistics and Distribution in Services Marketing.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Services Marketing, Ziethmal & Bitner, McGraw Hill
2. Services Marketing, Lovelock, Pearson
3. ServicesMarketing , Jauhari & Dutta, Oxford
4. Services , Govind Apte, Oxford
5. Services Marketing, Lovelock, Pearson

# **MBA 3031 SALES AND DISTRIBUTION MANAGEMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*To induce the appreciation of the Sales & Distribution processes in organizations. The course tries to familiarize some concepts, approaches and aspects of sales force and distribution channel management. This subject has potential application in the day to day practical managerial decisions; the impetus will be on gathering knowledge through application of theory to inputs on corporate cases and situations.*

### **Module 1**

#### **Sales Management**

Nature, Meaning and Scope, Objectives of Sales Department , Sales as a function of Marketing Management , Theories of Selling – Buyer Seller Dyads, AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory, Behavioral Equation Theory

### **Module 2**

#### **Selling Process**

Prospecting, Planning the Sales call, Selecting the Presentation Method, Making the Sales Presentation, Handling Sales Objections, Closing the Sale, Follow up. Role of Relationship Marketing in Personal Selling, Value Added Selling

### **Module 3**

#### **Sales Organization**

Need & Structure, Sales Management Functions & Responsibilities

#### **Sales Force Management**

Recruitment and Selection, Training of Sales People, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force

### **Module 4**

#### **Physical Distribution System**

Introduction, Need & Benefits, Distribution as link between Sourcing and Marketing, Distribution as Service function - Needs and Levels, Recent Developments in Sales and Distribution scenario.

## **Module 5**

### **Information Systems for Physical Distribution**

Designing Distribution Logistics System, Logistics Management and Logistics Information System, Role of Logistics in Corporate Strategy, Suitability of Movement in Tracking System, Factors in Designing Strategic Distribution System

### **Warehouse Management**

Warehouse Functions, Processes, Organization and Operations.

## **Module 6**

### **Channel Management Decisions**

Selection & Compensation of Channel Members. Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies and Legal Issues

## **Module 7**

### **Time and Territory Management**

Designing Sales Territories, Routing and Scheduling.

### **Sales Quota**

Purpose, Importance & Types.

## **Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Fundamentals of selling, Charles Futrell, McGraw Hill
2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing
3. Sales Management-Still and Cundiff and Giovonni, Prentice Hall
4. Selling and sales management, Jobber, Prentice Hall
5. Professional Sales Management, Andersen R, McGraw Hill Education
6. Strategic Marketing Channel Management, Bowersox and Coope, - McGraw Hill Education
7. Business Logistics Management: Planning, Organizing, and Controlling the Supply Chain, Ronald H. Ballou, PrenticeHall

# **MBA 3033 BRAND MANAGEMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*Firms of nearly all types have come to the realization that one of the most valuable assets they have is their brand. This syllabus explores branding across goods and services and introduces relevant theory used to design effective branding strategies. Besides discussing appropriate theories and models, the course contents will also incorporate practical branding cases, so that students would be trained to make and evaluate branding decisions in the future.*

### **Module 1**

#### **Introduction**

Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Challenges & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Brand Equity.

### **Module 2**

#### **Customer Based Brand Equity**

Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model- Identity, Meaning, Response & Relationships.

### **Module 3**

#### **Brand Positioning**

Definition of Target Market & Market Segmentation, Defining the Competitive Frame of Reference, Establishing the Points of Parity & Points of Difference.

#### **Brand Audit**

Brand Inventory & Brand Exploratory.

### **Module 4**

#### **Building Brand Equity**

Identifying the Criteria and Choosing Brand Elements to Build Brand Equity

#### **Brand Tracking**

Need for Brand Tracking, Designing Brand Tracking Studies.

### **Module 5**

#### **Measuring Brand Equity**

Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Measuring Return on Brand Investment (ROBI)

## **Module 6**

### **Brand Extension**

Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines

## **Module 7**

### **Branding and Marketing Communication**

Developing Integrated Marketing Communication Programs for Brand Building, Advertising & Brand Building

### **Managing Brands over time**

Reinforcing & Revitalizing Brands.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Strategic Brand Management, Keller, Parmeswaran & Jacob, Pearson
2. Brand Management, Kirti Dutta, Oxford Publishing
3. Brand Management, Y L R Moorthi, Vikas Publishing
6. Brand Asset Management, Scott M Davis, McGraw Hill
7. Managing Brand Equity, David Aaker, New York Free Press



# **MBA 3099 ADVERTISING AND MARKETING COMMUNICATION**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*This course provides a comprehensive understanding of the fundamentals needed to build a clear, integrated communication strategy for an organization. The course also provides inputs to prepare the students with the ability to design, develop and execute effective Creative and Media Strategies for Advertising campaigns .*

### **Module 1**

#### **Introduction to Integrated Marketing Communication (IMC)**

Evolution & significance of IMC, Role of Various promotional elements in Marketing Communication. The IMC Planning Process, Review of Consumer Buying decision process and factors affecting it.

#### **Introduction to Advertising**

History of advertising, Classification of advertising, The structure of the Advertising & Promotions World , Advertisers, Advertising agencies, and Media. Economic Social and Ethical issues in Advertising, Advertising Regulation, Role of ASCI and other regulatory bodies.

### **Module 2**

#### **The Communication Process**

Basic Communication Model, Traditional Communication Response Hierarchy Models, Consumer Involvement, The FCB Planning model, Kim Lord Model, Elaboration Likelihood Model.

#### **Planning an advertising campaign**

Setting the advertising objective, Sales vs Communication Objective, DAGMAR, Defining the target audience, Apportioning the advertising budget.

### **Module 3**

#### **Creative Strategy**

Role of Creativity in Advertising, Research inputs to the creative process, Relevance of Brand Positioning & USP, Advertising appeals, Finding the Big Idea, Creative Execution themes - Demonstration, Testimonial etc, Creative Execution in Print Advertising, Creative Execution in TV Advertising.

### **Module 4**

#### **Media Strategy**

Types of media, Media characteristic , Using Indexes (Brand Development Index & Category Development Index) to determine where to promote, Establishing the Media Objective, Factors affecting Media Selection, Media Scheduling, Establishing Reach & Frequency objectives, Audience Measurement , Media selection and scheduling, Media Buying

## **Module 5**

### **The Advertising Agency**

Agency structure, Flow of work in an Agency, Agency Compensation, Client Agency relationship

### **Testing Advertising Effectiveness**

Communication and sales Effectiveness, Various methods of Pre & Post testing.

## **Module 6**

### **The New Age Promotional Media**

Integrating the internet in the IMC programme, communicating through websites, Search Engine Marketing, Banner advertisements, Blogs & Community Forum, Marketing Communication through Social Media, Merchandising, Mobile Advertising

## **Module 7**

### **Other Tools of Promotion**

Public Relations, Publicity, Direct marketing, Sales Promotion, Event Marketing.

**The course discussion to be based on a dummy IMC/Advertising campaign, for a live or a hypothetical brand, to be developed by the students in small teams**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Advertising and Promotions; An IMC Perspective, Belch & Belch, McGraw Hill
2. Advertising and Promotions, An IMC Perspective, Shah & D'Souza, McGraw Hill  
Advertising and Sales Promotion , Kazmi and Batra, Excel Publishing
3. Integrated Advertising Promotion and Marketing Communications , Clow and Baack, Prentice Hall
4. Advertising Management, Jethwaney & Jain, Oxford Publishing

**FUNCTIONAL SPECIALIZATION**

**HUMAN RESOURCE MANAGEMENT**

# **MBA 3035 HUMAN RESOURCE PLANNING**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The course structure gives an insight into the human resource planning which is done by organizations at micro and government at the macro level. It imparts practical sense of understanding of human resource planning issues and suggests a roadmap for human resource professionals to upgrade their human resource competencies to bring and integrate it with the business of the organization.*

### **Module 1**

#### **Introduction**

Concept and Significance, Evolution, Objectives and Steps, Influencing Factors of Human Resource Planning.

### **Module 2**

#### **Environmental Impact**

Influence of Technological, Social, Economic and Political Environment on Human Resource Planning.

### **Module 3**

#### **Determination of Human Resource Needs**

Time scale of Human Resource Forecasts. Workload Analysis - Time Series Analysis, Moving Averages Method, Exponential Smoothing Method, Managerial Judgment Method, Delphi Technique, Nominal Group Method.

### **Module 4**

#### **Analysis of Human Resource Supply**

Wastage Analysis- Labor Turnover Index, Stability Index, Cohort Analysis, Census Analysis, Manpower Models- Markov Models, Renewal Models, Cambridge Model, Simulation, Monte Carlo Simulation, Replacement Theory.

### **Module 5**

#### **Productivity and Human Resource Planning**

Concept, Defining and Improving Productivity, Total Factor Productivity, Corporate Sickness and its impact upon Productivity.

### **Module 6**

#### **Human Resource Planning tools and Techniques**

Concept & Techniques of Job Analysis & Job Evaluation, Human Resource Audit and its Implications.

## **Module 7**

### **Human Resource Information System**

Concept and Stages, Models, Contents , Features, Current Trends.

**Minimum 5 cases to be discussed.**

#### **Suggested Readings**

1. Human Resource Planning, Dipak Kumar Bhattacharya, Excel Books.
2. Manpower Management, R. S. Dwivedi, McGrawHill.
3. Manpower Planning and Control, Gordon and Mcbeath, McGrawHill.
4. Manpower Planning Strategy and Techniques, Edward Leek, Love ridge Luembey and Morgan Silver, Prentice Hall India.
5. Belcourt Monica & Kenneth J, Strategic Human Resource Planning, Cengage Learning.
6. Sekhri Arun, Human Resource Planning & Audit, Himalaya Publishing House.

# **MBA 3037 INDUSTRIAL RELATIONS AND LABOUR LAWS**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*This course is designed to familiarize the students with industrial relation, trade unionism & labour legislations. Its objective is to give students ability for in -depth analysis of the fundamental principles and practices of industrial relations as well as the implementation of labour laws.*

### **Module 1**

#### **Introduction**

Concept and Approaches, Parties to Industrial Relations - Employers, Employees, Trade Unions, Government and other Stakeholders. Aspects of Industrial Relations- Cooperation and Conflict.

### **Module 2**

#### **Trade Union and Unionism**

Concept & objectives, Growth of trade unions in Great Britain and India, Membership, Leadership and functions of trade unions. Rivalry and recognition, International Labour Organisation.

### **Module 3**

#### **Industrial relations aspects and participative management**

Cooperation and conflict-nature, advantages, disadvantages & impact . Statutory machineries and non-statutory bodies- Standing Labor Committee, Indian labor conference, code of discipline, wage boards, board of Arbitration for central government. employees, other tripartite bodies at the state level.

### **Module 4**

#### **Regulative Legislations**

Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Lay -off, strike & Lock out, Retrenchment & closures, Settlement of Disputes. Trade Union Act, 1926 - Objective & Scope, Definitions & Registration of Trade Unions, Rights & Duties of Trade Union. Industrial Employment (Standing Orders) Act, 1946 - Objective & Scope, Definition & Certification of Standing Order .

### **Module 5**

#### **Protective Legislations**

Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker & Manufacturing Process, Provisions related to Health, Welfare & Safety . Shop & Establishment Act- Objective & Scope, Obligations of Employers.

## **Module 6**

### **Wage Legislations**

Payment of Wages Act, 1936- Objective & Scope, Rules relating to payment of wages responsibility, wage-period, time, mode, Deductions. Minimum Wages Act, 1948 - Objective & Scope, Fixation & revision of minimum wage, Advisory & Central Advisory Board. Equal Remuneration Act, 1976 - Objective & Scope, Obligations of Employers. Payment of Bonus Act, 1965- Objective & Scope, Provisions related to minimum & maximum bonus, mode & time, set on & set-off.

## **Module 7**

### **Social Security Legislations**

Employee's Compensation Act, 1923- Objective & Scope, Definitions of Dependent, Disablement, Occupational Diseases, Compensation when payable & when not payable, Commissioner – Appointment & Power. Employees Provident Fund & Miscellaneous Provisions Act, 1952- Objective & Scope, Schemes under Act - Provident, Pension & Insurance, Establishment of funds & Contribution. Payment of Gratuity Act, 1972 - Objective & Scope, Calculation of gratuity, maximum gratuity, deduction from gratuity & forfeiture of gratuity.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Industrial relations, Trade Unions and labour legislations, P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshani Shekhar, Pearson Publications
2. Industrial relations and Labour law, S C Srivastava, Vikash Publications
3. Labour Laws one should know, Garg, Ajay, Navi Publication
4. Industrial Relations, C.S.Venkata Ratnam, Oxford Higher Education
5. Sivarethnamohan R. (2010), Industrial Relations and Labour Welfare, PHI Learning (P) Ltd.
6. Bare Act for each prescribed Acts, Universal Law Publishing & Commercial Law Publishers.

# **MBA 3039 RECRUITMENT, SELECTION AND TRAINING**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to provide and assess the knowledge, skills and abilities of employment functions. It will further equip the students develop an understanding of how to identify, assess and design training programs. The focus of the course is also on career development and succession planning*

### **Module 1**

#### **Recruitment**

Importance, Sources, Procedures and Policies, Approaches & Stages of Recruitment, Equal Opportunity and Recruitment. Recruitment in Fluctuating Labor Markets and in Different Organizations

### **Module 2**

#### **Selection**

Processes, Methods and Final Decision.

### **Module 3**

#### **Post Selection Activities**

Induction, Placement, Promotion, Transfer – Policies & Types.

### **Module 4**

#### **Training**

Approach to Training – Principles & Objectives, Training Need Assessment, Designing Training Programs, Methods of Training, Essentials of Effective Training, Cross-Cultural Training, Measurement of Training Effectiveness.

### **Module 5**

#### **Career Development**

Concepts, Stages and Methods of Development Programme, Employee Development – Career Management.

### **Module 6**

#### **Developing Competence**

Concept, Skill Gap Analysis, Competency Mapping – Importance , Steps, Design and Limitations,



## **Module 7**

### **Succession Planning**

Features, Measurements & Steps, Advantages and Limitations.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Human Resource Management, Gary Dessler, B. Varkkey, Pearson Education
2. Employee Training and Development, Raymond A, NOE, Pearson Education
3. Human Resource Management, Seema Sanghi, MacMillan
4. Human Resource Management, John m Ivancevich, McGraw Hill
5. Human Resource Management, C.B. Mamoria, Himalaya Publishing House

# **MBA 3041 ORGANIZATIONAL CHANGE AND DEVELOPMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This course defines sequential process, role and dynamics to organizational change. It further highlights ways of dealing with it. It focuses on need, phases and conditions for successful organizational development. Different organizational development interventions are also incorporated.*

### **Module 1**

#### **Introduction to organizational Change**

Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change.

### **Module 2**

#### **Introduction to Organizational Development**

Concept, Values, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Six-Box Model.

### **Module 3**

#### **Organizational Problems and their Diagnosis**

Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models, Collecting and Analyzing diagnostic information.

### **Module 4**

#### **OD Interventions**

Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations.

### **Module 5**

#### **OD Consultants and their skills**

Skills of OD Agents and Role of Organisational Leadership.

### **Module 6**

#### **Factors influencing OD**

Concept and Role of Power, Politics and Culture. Power and Influence Tactics, Key Capabilities of Constructive Politics, Impact and Functions of Culture and Manifestations of Organizational culture.

## **Module 7**

### **Organization Transformation**

Cultural Intervention, Strategic Changes, Learning Organization, High Performance Work Systems.

**Minimum 5 cases to be discussed .**

### **Suggested Readings**

1. Organizational Change and Development, Kavita Singh, Excel Books.
2. Organizational Change-Themes & Issues, Jim Grievies, Oxford.
3. Essentials of Organizational Development, Dr. Mrs. Anjali Ghanekar, Everest Publishing House.
4. Organizational Development, Joan V. Gallos, Jossey Bass, Wiley Imprint.

# **MBA 3043 ORGANIZATIONAL THEORY AND DESIGN**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to develop understanding of nature, theory, function and design of organization. The students shall learn the implications of theories on organizational design. Further it will be helpful to develop theoretical as well as practical understanding and problem solving abilities .*

### **Module 1**

#### **Introduction to Organizational Structure and Theory**

Meaning and Nature – Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization & Decentralization and Formalization. Theories of Organizational Design.

### **Module 2**

#### **Organizational Design**

Types – Simple, Bureaucracy, Matrix, Virtual, Boundaryless & Leaner. Attributes – Differentiation & Integration.

### **Module 3**

#### **Organizational Design & Employee Behaviour**

Structural Difference – Strategy, Size, Technology & Environment. Behavioural Implications of different Organizational Designs

### **Module 5**

#### **Design Principles**

Requisite Complexity, Complementary sets of Choices, Coherence, Active Leadership and Re-configurability

### **Module 5**

#### **Open System Design**

Concept, Elements – External Environment, Interorganisational Relationships.

### **Module 6**

#### **Managing Design Process**

Organizational Culture & Ethical Values, Innovation & Change and Decision Making Process - STAR Model.

## **Module 7**

### **Global Implication of Organizational Design**

Corporate Restructuring – Mergers and Acquisitions, Process and Behavioural implications of Mergers and Acquisitions

**Minimum 5 cases is to be discussed**

#### **Suggested Readings**

1. Organisational Theory & Design, Richard L. Daft, South-Western, Cengage – Learning.
2. Organisational Theory & Design: Global Implication, Gareth R. Jones, Pearson Education.
3. Organisational, Change & Development, Kavita Singh, Excel Book.
4. Understanding Organisational Behaviour, Sushama Khanna, Oxford.
5. Strategic Human Resource Management, Rajib Lochan Dhar, Excel Book.
6. Organisational Behaviour, Robbins, Judge & Behaviour, Pearson Education.

# **MBA 3045 COMPENSATION AND REWARDS**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to provide the knowledge of industrial compensation issues, regulating principles. It will enhance skills in formulating suitable compensation policy and planning. Knowledge of these concepts will help in designing appropriate pay package.*

### **Module1**

#### **Introduction**

Concept & Elements. Types of compensation- Base & Supplementary compensation, Theories of wages.

### **Module2**

#### **Compensation at Macro level**

Introduction to labor market, Wage policy, legal framework, Wage Determination - Unilateral, collective bargaining, pay commission, wage boards & adjudication.

### **Module3**

#### **Compensation at Micro level**

Compensation Strategy at company level, concept of internal equity & external parity, job evaluation, Designing Pay Ranges & bands.

### **Module4**

#### **Performance Linked Compensation**

Pre-requisites of effective incentive scheme, Types of incentive system, individual and Group Incentives

### **Module5**

#### **Compensation Structure**

Salary Structure, Salary Progression, Allowances, Competency based compensation.

### **Module6**

#### **Managerial Remuneration**

Elements, Benefits, Strategies & Reward for Managerial compensation.

### **Module7**

#### **Emerging Issues**

Tax Planning, Voluntary Retirement Schemes, International Compensation, Trends in Compensation Management.

**Minimum 5 cases to be discussed.**

**Suggested Readings**

1. Compensation Management – Text and Cases, Tapomoy Deb, Excel Books.
2. Salary Administration, Mc Beath and Rands, London Business Books
3. Personnel Management & Industrial Relations, Bhagoliwal, Sahitya Bhawan Publication
4. Personnel Management, C.B. Mamoria, Himalay Publishing House
5. Compensation and Reward Management, B.D.Singh, Excel Books
6. Understanding Wage System, A.M. Sharma, Himalaya Publishing House .

# **MBA 3047 PERFORMANCE MANAGEMENT SYSTEM**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*Performance Management is the most critical function for all organizations intending to enrich the worth of human capital and delivering profits to different stakeholders. The objective of this course is to provide the students with the theoretical framework. Adequate emphasis is on learning the application of concepts to become an effective appraiser.*

### **Module 1**

#### **Introduction to Performance Management**

Concept - performance, performance appraisal & performance management. Scope, Significance & Difference between Performance Appraisal and Performance Management. Armstrong's model of Performance Management.

### **Module 2**

#### **Performance appraisal process**

Process, Approaches Issues & Techniques of performance appraisal. Appraisal interview.

### **Module 3**

#### **Monitoring and mentoring**

Introduction, objectives and principles of Monitoring Process. Periodic reviews, problems solving and role efficacy

### **Module 4**

#### **System Implementation**

Performance Measurement Approaches, Measuring Result & Behaviour, Gathering Performance Information, Training Programme.

### **Module 5**

#### **Improving the Performance**

Appraisal system Counseling, Appraisal Forms and Process, Accurate Behavioral Consistent, Documentation of Performance Appraisal.

### **Module 6**

#### **Rewarding Performance**

Significance of pay for performance, Types of pay for performance, Failure of pay for performance.



## **Module 7**

### **Organizational implication**

Building and leading high performing Teams – Team oriented organizations. Strategies for improving workplace productivity and performance . Relationship between job satisfaction, organizational culture . Workplace variables, legal & ethical issues.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Armstrong HandBook of Performance Management-Michael Armstrong, Kogan Page India Pvt Ltd.
2. Performance Management, Michael Armstrong & Angela Baron, Jaico Publishing House
3. Essentials to Performance Management System -Dr. Mrs. Anjali Ghanekar, Everest Publishing House.
4. Performance Management System, a holistic approach, B.D.Singh, Excel books.
5. Performance Management, Prem Chadha, Macmillan India Ltd.

# **MBA 3049 INDIVIDUAL AND GROUP BEHAVIOUR**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course outline**

*The course objective is to give a basic idea of individual and group behavior to the students. The students are required to learn conditions under which parameters of individual and group behaviors are effective.*

### **Module 1**

#### **Foundation of Individual behavior**

Personal, psychological, organizational and environmental factors.

### **Module 2**

#### **Personality & Personal Effectiveness**

Introduction and theories of personality, personality -job fit theory.

### **Module 3**

#### **Learning & Motivational Process**

Concept & theories of learning- Classical, conditioning & social. Concepts & theories of motivation-Maslow, Herzberg, Vrooms & Adams.

### **Module 4**

#### **Team Building Process**

Introduction, formation, effective leadership and its role in team building.

### **Module 5**

#### **Communication**

Process, effectiveness, feedback & fostering team culture

### **Module 6**

#### **Organisational culture & climate**

Introduction, Strength & Weakness of culture, Power model of Organizational culture.

### **Module 7**

#### **Organisational Change**

Introduction, sequential process and its effective implementation

## **Minimum 5 Cases to be discussed**

### **Suggested Readings**

1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
2. Luthans, F. (2002). Organizational Behavior. McGraw -Hill International Edition.
3. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
4. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.

# **MBA 3093 STRATEGIC HUMAN RESOURCE MANAGEMENT**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to enhance the ability to think strategically the matters of human resources in an organization and some of the issues which are relevant across also.*

### **Module 1**

#### **Introduction to Strategic Management**

Concept, Process , Types , Levels of Strategy & Strategic Planning.

### **Module 2**

#### **Strategic Human Resource Management**

Concept, Definition, Need and Importance, Steps involved, Developing HRM Plan.

### **Module 3**

#### **Recruitment and Retention Strategies**

Introduction, Online Recruitments, Outsourcing Recruitments, Headhunting. Assessment Centers, Employee Retention Challenges, Methods of Retention.

### **Module 4**

#### **Retrenchment Strategies**

Introduction. Impact. Retrenchment and Red undancy. Selection of Employees for Retrenchment. Downsizing, Employee Leasing.

### **Module 5**

#### **Human Aspects of Strategy Implementation**

Organizational Culture. Tools to Manage Organizational Culture. Factors influencing Organizational Culture. Culture and Leadership.

### **Module 6**

#### **Organizational Structure and Design**

Fundamentals of Organization Design. Importance of Organizational Structure. Attributes of Structure- Differentiation and Integration. Organizational Structures - Simple, Functional and Divisional Structure.

### **Module7**

#### **International HRM**

Concept. International HRM. Domestic and International HRM. Reasons for the Emergence of IHRM. Cultural Dimensions. Cross-cultural Adjustments

**Minimum 5 cases to be discussed.**

**Suggested Readings**

1. Strategic Industrial Relations and Human Resource Management, Michel Armstrong Angela, Blackwell Publishing
2. Strategic Human Resource Management, Randall S Schuler & Susan E Jackson, Blackwell Publishing
3. Strategic Human Resource Management, Tanuja Agrawa la, Oxford
4. Strategic Human Resource Management, Dhar Rajib Lochan, Excel Books.
5. International Management, Mead, R, Oxford , Blackwell Publishing.

**FUNCTIONAL SPECIALIZATION**

**SYSTEM MANAGEMENT AREA**

## **MBA 3051 RDBMS (Relational Database Management System)**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

### **Course Outline**

*This course emphasizes effective ways of building a model of the real world and optimizing it through normalization algorithms. The study of RDBMS is now of fundamental importance in the field of computer science and management information system. The course addresses the twin goals of creating an optimal database design and demonstrating the use of ORACLE as the main data manipulation software.*

#### **Module 1**

##### **Database concepts**

Overview of database system, basic database system terminology, data model, Introduction of data base management System(DBMS), Feature of DBMS, Architecture of DBMS,

#### **Module 2**

##### **Physical data Organization & Network Model**

Model for external storage organization Storage hierarchy, index files, B -Trees, Files with variable length record, DBTG definition Implementation of Network and programme environment.

#### **Module 3**

##### **Relational database Concepts**

Introduction to Relational data base Management System, (RDBMS) Relational data Models, Features of RDBMS, Functional Dependencies, decomposition of relational schema, Normal forms(1NF,2NF,3NF,BCNF).

#### **Module 4**

##### **Recovery System**

Types of failures, Storage Structures, Recovery with concurrent transaction, Advanced recovery techniques- transaction rollback, fuzzy checkpoint, save point

#### **Module 5**

##### **Introduction to SQL**

SQL as standard relational database language, data definition language(DDL) data Manipulation language(DML), Embedded DML in a host programming language, Authorization and Integrity Specification, Transaction Control Statements.

## **Module 6**

### **Database Technologies**

Client server technology, Distributed database, multidimensional database Data Warehouse, Data marts, CRM

## **Module 7**

### **Database Utilities**

Introduction to object oriented database, Security, Object/Basic Database Administration/ Remote Data Access.

### **Suggested Readings**

1. Database Management System, Alex Leon, Mathews Leon, Pearson Education
2. Database Management Concepts, Korth, McGraw-Hill Education
3. Database Management System, C.J.Date, O'Reilly Media
4. Relation Database: Theory & Practical ,Val Occardi, BPB Publications, New Delhi,
5. Oracle 8 –PL/SQL Programming ,Scott Urman, McGraw -Hill



# **MBA 3053 BUSINESS DATA COMMUNICATION**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The purpose of this course is to familiarize with the concepts of communication networks. And to learn the theoretical background of the Data Communications and Networking, and their application into business organization along with issues related to the next generation network.*

### **Module 1**

#### **Fundamentals of Communication System**

Communication Links, Communication System Formats, Character Codes, Digital Data Rates, Asynchronous and Synchronous Data. Basic Terminology - Data Rate, Bandwidth, error rate. Serial and parallel transmission, Standard packet formats – HDLC and SDLC.

### **Module 2**

#### **Types of signals**

AM, FM, PM, PCM, PDM, TDMA, FDMA, SDMA, CDMA, ASK, FSK, PSK Features - Error detection and correction codes, Hamming codes.

### **Module 3**

#### **LAN topologies**

Workstation; Server, Cables, Types of Ethernet, Broadband and base -band, Optical Fibers, Network Interface Card. Networks and accessories -LAN, MAN, WAN, Hub, Bridges, Switches, Routers, Gateways Cell Relay, Frame Relay, ISDN,B -ISDN

### **Module 4**

#### **Networking**

OSI Model, TCP/IP architecture and applications in Internet services -E-mail and Network file system, Comparison between peer to peer and client / server networking , Broadcasting, Multicasting, Point-to-point communication, IP Addressing, Concepts of Port, Socket, ATM,Tunneling, Virtual Private Network, Network Operating systems- Unix, Linux, Windows.

### **Module 5**

#### **Mobile Communication**

Applications of Mobile Communication, Wireless Communication - Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML- Mobile IP, Wireless TCP& UDP, WAP, WML.

## **Module 6**

### **Data Network Security**

Security requirements & Attacks- secrecy, integrity, availability, interruption, interception, modification, fabrication, and active attacks, Encryption and Decryption Techniques - Encryption algorithm (DES), Message authentication & Hash functions, Public-Key Infrastructure-PKI & Digital Signatures- RSA algorithm and key management.

## **Module 7**

### **Network management & Standards for Computer Networks**

Feasibility Plan, Network design plan, Network requirements, Network configuration, Implementation performance and fault management, End user support, cost management, Network Standards- IEEE , LLC Standard, CSMA/CD Bus, Token Passing Bus.

### **Suggested Readings**

1. Communication Networks , Widjaja L G ,Tata McGraw Hill
2. Computer Networks and Internets , Comer , Pearson Education
3. Data Computer Communication, Stallings W , Pearson Education
4. Computer Networks , Tanenbaum ,Prentice -Hall
5. Cryptography and Network Security Principle and Practice, William Stallings , Prentice Hall
6. Cryptography and Network security, Atul Kahate ,Tata McGraw -Hill.

# **MBA 3055 ENTERPRISE RESOURCE PLANNING**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations.*

### **Module 1**

#### **Overview of ERP**

Introduction of ERP, Need of ERP, Advantages of ERP, Growth of ERP, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.

### **Module 2**

#### **Communication in ERP Systems**

Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Workflow, Process modeling for ERP Systems.

### **Module 3**

#### **ERP and Related Technologies**

Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP), Supply Chain Management (SCM), Customer Relationship Management (CRM).

### **Module 4**

#### **Control & maintenance of ERP**

Finance, Production planning, Sales & Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management, ERP Market.

### **Module 5**

#### **ERP Implementation Life Cycles**

Evaluation and selection of ERP package, Project planning, Implementation team training & testing, End user training & Going Live, Post Evaluation & Maintenance.

### **Module 6**

#### **ERP- Resource Management Perspective**

Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management.

## **Module 7**

### **Next generation enterprise**

Emerging trends, information mapping, role of centralized /distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise, link within the enterprise and links with environment Client/server architecture.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. ERP Demystified, Alexis, Leon, Tata McGraw Hill.
2. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.
3. ERP: A Managerial perspective, Sadagopan, S ,Tata McGraw Hill.
4. Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S , Galgotia Publications.
5. Enterprise Resources Planning and Beyond. Langenalter, A. Gary, St. Lucie Press, USA.
6. Building the Customer Centric Enterprise, Imhoff, C. Loftis Lisa & Geiger, G. Jonathan John Wiley & Sons.
7. Enterprise Resource Planning: A Manager's Guide, Diwan, Parag & Sharma, Sunil, Excel Books

## **MBA 3059 Programming Technology –II (Java)**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

### **Course Outline**

*The focus is on developing high quality, working software that solves real problems. The course is designed for students to learn the essentials of the Java class library, and how to learn about other parts of the library.*

#### **Module 1**

##### **Overview of Java language**

Introduction to OOP, Java program format, compiling and running ,methods, classes and inheritance ,conditionals, loops and recursion , boolean return values ,working with threads and distributed computing ,abstract methods and interfaces introduced ,step -wise refinement and problem decomposition ,object-oriented programming ,software engineering basics .

#### **Module 2**

##### **A first look at objects and events**

Classes and objects, Classes and source files, Objects and classes , Library classes and packages, import statement, Extending library classes, fields, constructors, and methods, brief introduction to events handling in Java.

#### **Module 3**

##### **Java syntax and style**

Syntax and style in a programming language , Comments, Reserved words and programmer defined names, Statements, braces, blocks, indentation , Syntax errors, run-time errors, logic errors.

#### **Module 4**

##### **Data types, variables, and arithmetic**

Variable and a data type, Declarations of variables, Fields vs. local variables, Primitive data types- int, double and char, Literal and symbolic constants, Initialization of variables, Scope of variables, Arithmetic expressions, Data types in arithmetic expressions, The cast operator, The compound assignment (+ =, etc.) and increment and decrement operators(++ , --)..

#### **Module 5**

##### **If-else statement**

If-else statement, Boolean expressions, Boolean data type, Relational and logical operators, De-Morgan's laws, Short-circuit evaluation, Nested if-else and if-else-if, switch statement.

## **Module 6**

### **Classes, constructors, methods, and fields**

Defining methods, Overloaded methods, Constructors, Creating objects with the new operator, Static fields and methods, Calling methods and accessing fields, Passing arguments to methods and constructors, return statement, Public and private fields and methods, Encapsulation and information hiding.

## **Module 7**

### **Network Applications**

Relational databases, SQL, JDBC, Applets, World Wide Web, HTML, Graphical user interfaces (GUI), AWT, graphics, sound, client/server computing, networking, ports, SMTP (email), Java beans, Remote method invocation (RMI), IDL and CORBA, Servlets, Security, Packaging

### **Suggested Readings**

1. Head First Java, Kathy Sierra, Bert Bates, O'Reilly Media
2. Java How to Program, Harvey M. Dietel, Prentice Hall.
3. Thinking in Java, Bruce Eckel, Prentice Hall
4. Beginning Java 2 JDK, Ivor Horton, Wiley.
5. The Java Programming Language, Ken Arnold, James Gosling, David Holmes, Prentice Hall.
6. Programming with Java: A primer, E. Balagurusamy, Tata McGraw-Hill,

# MBA 3095 COMPUTER AIDED MANAGEMENT

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## Course Outline

*This course will develop knowledge and understanding of contemporary theories and practices by examining the relationship between a theoretical understanding and real -life situations and by integrating different dimensions of computer aided management arising from human resource management, information systems and strategic management. The course will explain the concept of 'intellectual capital' and how it is managed and exploited in organisations. The course will demonstrate a critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness.*

### Module 1

Management Support Systems- Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications.

### Module 2

Decision Support Systems- Introduction to Decision Support Systems, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems, Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems

### Module 3

Knowledge Management-Concepts, Development Methods, Technologies & Tools, Electronic Document Management, Knowledge Based Decision Support-Artificial Intelligence - Concept, Definition, AI Vs Natural Intelligence. Expert System -Concept, Structure, Working, Benefits & Limitations, Knowledge Acquisition & Validation- Scope, Methods, Validation, Verification, Analyzing, Coding, Documenting & Diagramming, Knowledge Representation, Inference Techniques.

### Module 4

Data Warehousing & Data Mining-Access, Analysis, Mining & Visualization- Data Mining: What is Data Mining? Motivating Challenges, The Origins of Data Mining, Data Mining Tasks, Exploring Data- Summary Statistics, Visualization, Multidimensional Data Analysis, Classification: Preliminaries General Approach to Solving a Classification Problem, Decision Tree Induction, Model Over fitting, Evaluating the Performance of a Classifier, Methods for Comparing Classifiers, Association Analysis - Problem Definition, Frequent Item set Generation, Rule Generation, Compact Representation of Frequent Item sets, Alternative Methods for Generating Frequent Item sets, FP Growth Algorithm, Evaluation of Association Patterns, Effect of Skewed Support Distribution.

**Module 5**

Neural Computing - Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.

**Module 6**

Grid Computing-- Overview. Intelligence System Development, Fuzzy Logic, Genetic Algorithm

**Module 7**

Implementing & Integrating Management Support Systems- Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration.

**Minimum 5 cases to be discussed.**

**Suggested Readings**

1. Decision Support System & Intelligent System, Turban, Aronson, Pearson.
2. Business Intelligence: data mining and optimization for decision making, Vercellis Carlo, Wiley
3. Key Issues in the New Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, USA
4. Introduction to Knowledge Management, Todd Groff, Thomas Jones, Butterworth-Heinemann Publication, USA



# **MBA 3061 SOFTWARE ENGINEERING**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The key objective of this course is to learn modular design of software and documenting the design using symbolic representations, i.e., UML diagrams. The course will cover software life-cycle models and different phases of the software development process. It is a comprehensive study of the theories, processes, methods, and techniques of building high-quality software in cost-effective ways*

### **Module 1**

#### **System & Software concept**

Definitions, Integrated Systems, Sub-systems, Modules, Software concept & Process, Software life cycles, Software process models, Activities in each phase, Control and life-cycle management of correct, reliable, maintainable and cost effective software, Software Costs, quality costs and economics, Software documentation.

### **Module 2**

#### **Software Design**

Role of software design activity, Software design quality attributes (correctness, reliability, maintainability, portability, robustness), Software design principles (separation of concerns, abstraction, information hiding), Software architecture, architectural structures and views, Modularity and decomposition, Function-oriented design, Object-oriented design, Components, Interface design, Module level design, Specification for design, Notations (graphical and languages), UML. Basic concepts of design patterns.

### **Module 3**

#### **Software Quality Assurance**

Validation and Verification concepts, application of validation and verification, Software Quality Assurance processes, Definitions of software product quality, Quality Characteristics, Engineering quality definitions, specifications, Definition and classifications of software Defects, Fitness for use and customer quality definitions.

### **Module 4**

#### **Real Time Systems**

Definition and characteristics of real-time systems, Hard and soft real-time systems, Scheduling (cyclic executive, rate monotonic and deadline priority, priority ceiling protocols), Real-time operating systems, Simple embedded systems, Designing real-time systems (requirements, design methods, implementation, testing, and human-computer interaction), Reliability and fault tolerance, Exceptions and exception handling, Concurrency.

## **Module 5**

### **Project management tools**

Risk management, Cause and effects of project failure , Reviews, Walkthroughs and Inspections- General Concepts, Unit (Module / Package) level testing, Subsystem / Integration testing, Regression testing, State based testing, Traditional Functional Testing, Logical Testing/Analysis, OO Testing considerations (polymorphism and inheritance), Safety / Failure Analysis and testing.

## **Module 6**

### **Computing Structures**

Computer Architecture basics, including Boolean algebra, gates, combinational and sequential logic, machine-level representation of data, machine organization, assembly/machine language programming, memory organization, caches, heaps, stacks , serial and parallel I/O, interrupts, bus protocols, and direct-memory access (DMA).

## **Module 7**

### **Algorithms & Data Structures**

Fundamental data structures and their associated algorithms , Stacks and queues, trees, tables, lists, arrays, strings, sets; files and access methods , B-trees, multi-key organizations. Searching, Sorting, Algorithm design techniques, such as divide and conquer, the greedy method, balancing, dynamic programming, Algorithms related to set operations, Graphs, graph algorithms , depth-first and breadth-first search, minimum spanning tree, shortest path , Empirical and theoretical measures of the efficiency of algorithms , Complexity analysis, Hard problems, NP-completeness, and intractable problems .

### **Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Software Engineering, Shari Lawrence Pfleeger, Joanne M. Atlee, Pearson .
2. Fundamentals of Software Engineering, Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli  
Pearson
3. Real-Time Systems and Software, Alan C. Shaw, Wiley .
4. Real-Time Systems, Jane W.S. Liu, Prentice-Hall .
5. Software Engineering, Principles and Practice , Waman S. Jawadekar , McGraw Hill.
6. Fundamentals of Software Engineering, Second Edition, Carlo Ghezzi, Mehdi Jazayeri and  
Dino Mandrioli , Pearson Education (Addison Wesley).
7. Software Engineering, Principles and Practice , Hans Van Vliet, John Wiley and Sons.
8. Software Engineering, An Object-Oriented Perspective, Eric J. Braude , John Wiley and Sons.

# **MBA 3063 MULTIMEDIA AND WEB DEVELOPMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The course is designed to ensure that students possess a broad range of computing knowledge and skills, and it includes core modules in general software design and development, as well as in scripting technologies specific for web development .*

### **Module 1**

#### **Establishing and Managing a Web Site**

Examine the major components of Dreamweaver Create an online site for class projects ,Create and upload a basic web page with Dreamweaver ,Format text with the list tools.

### **Module 2**

#### **Basics of HTML**

How to write it, what it is, the difference between HTML and XHTML. Plus hosting and putting your Web page on the Internet, Create text links ,Create e-mail links ,Set anchors and create links to anchors ,Create graphic links (buttons) and navigation bars ,Check web pages for broken or missing links ,Update changed links.

### **Module 3**

#### **Getting Graphic**

Insert and edit graphics ,Investigate image properties ,Align graphics and text ,Investigate colour tools and uses ,Control images in backgrounds and tables ,Create an image map ,Explore the relationship of Fireworks and Flash to Dreamweaver ,Create simple Flash animations.

### **Module 4**

#### **Tables Design**

Page with tables, Insert and edit tables using templates, Insert and align items in a table, Use a table layout to organize a web page.

### **Module 5**

#### **Libraries**

Templates and Snippets ,Define and investigate a template, a library item, a snippet, and a style ,Create and edit templates ,Create pages from templates ,Create library items and add them to documents ,Create, edit, and use snippets, Create, edit, and apply HTML Styles.

## **Module 6**

### **Introduction to multimedia**

Typefaces and Graphics- Desktop Publishing- Production Planning and Design, User Interface Design & Graphics, Multimedia Sound, Digital Video, Use the Adobe Photoshop, Effectively apply the fundamentals of multimedia design including the aesthetic and technical aspects , Incorporate all of the various multimedia elements to produce an interactive multimedia product.

## **Module 7**

### **Graphics and Animation**

Understand the roles and responsibility of a multimedia design team, Participate on a design team understanding and applying effective project planning and time management on both an individual and team level , Use effective interpersonal communications skills to enhance clarity of communication, enhance team performance and build effective working relationships. Understand the business process of the multimedia development industry.

### **Suggested Readings**

1. Creating Web Sites: The missing manual, Matthew MacDonald, O'Reilly,
2. Learning Web Design: a beginners guide to (X)HTML, style sheets and web Graphics , Jennifer Niederst Robbins and Aaron Gustafson , O'Reilly
3. Web design and marketing solutions for business websites, Kevin Potts, Friendsof, USA
4. Collaborative web development: strategies and best practices for web teams, Jessica Burdman, Addison-Wesley

## **MBA 3057 PROGRAMMING TECHNOLOGY -1 (C++)**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

### **Course Outline**

*The objective of the C++ Course is to provide high-quality, nationally-consistent professional development opportunities for Students. The Course covers a range of core planning competencies relevant to practice. The Course is designed to build on the foundation of post-graduate planning qualifications, complement and structure skills and knowledge gleaned through practice, update practitioners' competence with leading-edge thinking and developments.*

#### **Module 1**

##### **C++ Programming Basics**

Basic Program construction, operators in C++ , Functions-Simple Functions, Passing argument to Function Returning values, Reference arguments, overloaded, Functions, inline functions, storage classes.

#### **Module 2**

##### **Object and Classes**

class and objects, Constructors, Destructors, Objects as Function arguments, Returning object from Functions, Static class data.

#### **Module 3**

##### **Operator Overloading**

Overloading unary and binary operators, Data conversion

#### **Module 4**

##### **Inheritance**

Derive class and base class, Derive class constructors, overriding member functions, class Hierarchies, Public and private inheritance, Levels of inheritance, Multiple inheritance, Ambiguity in multiple inheritance, containership.

#### **Module 5**

##### **Pointers**

Memory management, pointer to object, pointers to pointer.

#### **Module 6**

##### **Virtual Functions**

Virtual Function, Pure virtual function, Friend functions, Static functions, Assignment and copy initialization, this pointer.

## **Module 7**

### **Files and organization**

Introduction, files and streams.

### **Suggested Readings**

- 1.Object Oriented Programming in Turbo C++ - Robert Lafore, Galgotia Publication
- 2.Object Oriented Programming with C++ - E. Balagurusamy, Tata McGraw-Hill
- 3.The C++ Programming Language - B. Stroustrup, Addison-Wesley
- 4.Let us C++ - Yashwant kanetkar, BPB Publications

# **MBA 3065 SYSTEM ANALYSIS AND DESIGN (SAD)**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*This course introduces established and evolving methodologies for the analysis, design, and development of an information system. Emphasis is placed on system characteristics, managing projects, prototyping, CASE tools, and systems development life cycle phases. Upon completion, students should be able to analyze a problem and design an appropriate solution using a combination of tools and techniques.*

### **Module 1**

#### **Introduction**

Types of information systems and their characteristics, The process of systems development, System Development Life Cycle, Project Feasibility, System Requirements Analysis, Fact Finding Techniques.

### **Module 2**

#### **Systems analyst and information systems stakeholders**

System analyst skills, Information system stakeholders and their roles.

### **Module 3**

#### **Business and information systems**

Understanding information as a resource, Understanding the structure of organizations, Understanding the culture of organizations, Types of information systems

### **Module 4**

#### **Gathering user requirements and information analysis**

Data sampling, Interviewing techniques, Creating questionnaires, Observing stakeholders and their environment(s), Prototyping, Joint Application Development (JAD), Rapid Application Development (RAD)

### **Module 5**

#### **Data modeling**

Entity relationship diagrams, Process modeling, Data flow diagrams, Structured English, Decision tables, Decision trees

### **Module 6**

#### **CRUD synchronization matrices**

Data dictionaries and information system metadata, Project management, Gantt charts and PERT diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational feasibility, Preparing and writing system proposals, Request for Proposal (RFP), Request for Comment (RFC), Working with HW/SW vendors.

## **Module 7**

### **Systems design**

Building and testing databases and files, Building and testing network infrastructure. Writing and testing programs, Installing and testing purchased software , Systems implementation. Testing, Conversion planning, User training , Module Systems maintenance, Systems enhancement. Reengineering, Reverse engineering, System failure recovery, Technical support.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Systems Analysis and Design, KE Kendall, JE Kendall, Pearson Prentice Hall
2. Structured Systems Analysis: Tools and Techniques, CP Gane, T Sarson, Prentice-Hall
3. System Analysis and design, Donald Yeates, Tony Wakefield, Pearson Education's
4. Structured Design: Fundamentals of a Discipline of Computer Program and Systems Design, E Yourdon, LL Constantine , Prentice-Hall
5. Fundamentals of database System, R Elmasri, SB Navathe, Pearson



## Breadth Course

### MSH 1155 FRENCH – II

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

#### Course Outline

*1. Reinforcing, further strengthening and developing the following language skills:*

*LISTENING: To enable the learners to listen and understand the spoken French language of intermediate level.*

*SPEAKING: To enable the learners to speak and engage in simple conversation in French.*

*READING AND TEXTUAL COMPREHENSION: To enable the learners to read and understand the intermediate level texts in French.*

*WRITING: To enable the learners to write paragraphs and short essays in French.*

*2. To enable the learners to use the grammatical structures of the French language and essential lexique.*

*3. To expose the learners to the culture of France.*

#### **Module 1**

Comparaison, L'impératif, Activités / Fêter dans un groupe, Donner des instructions.

#### **Module 2**

Pronoms conjoints et disjoints, Les verbes pronominaux, Formule de politesse, Parler de ses habitudes quotidiennes, de son emploi du temps.

#### **Module 3**

Le passé composé des verbes avec avoir, Le passé composé des verbes pronominaux et verbes avec être, Raconter des événements passés.

#### **Module 4**

L'imparfait, Le pronom y pour le lieu, et pronom en, Exprimer le désir / la demande

#### **Module 5**

Le futur simple, Quelqu'un—quelque chose / ne....personne—ne....rien, Annoncer un événement

## **Module 6**

Conditionnel présent, Plus-que-parfait, Raconter les événements au futur en respectant l'ordre chronologique, Comparer et exprimer son opinion.

## **Module 7**

Répondre à une offre d'emploi, Rédiger une demande d'emploi, Répondre à une interview, Ecrire un CV, Répondre à des questions dans le domaine professionnel, Décrire des habitudes présentes et passées.

## **Suggested Readings**

1. Jumelage - Niveau-1 & 2, Manjiri Khandekar & Roopa Luktuke, Saraswati House Pvt. Ltd. New-Delhi
2. Le Nouveau sans Frontières-1& 2, Philippe Dominique, Jacky Girardet, Michel Verdelhan & Michel Verdelhan, CLE International, Paris
3. Alter Ego-1 & 2, Annie Berthet, Catherine Hugot, Véronique M. Kizirian, Béatrix Sampsons & Monique Waendendries, Hachette, Paris
4. Campus- 1, Jacky Girardet & Jacques Pécheur, CLE international, Paris
5. Libre Echange- 1, Janine Courtillon, Geneviève-Dominique de Salins & Christine Guyot-Clément, Didier, Paris
6. 450 Exercices de phonétique, Lucile Charliac, Jean Thierry, Bernard Loreil & Annie Claude, CLE International, Paris
7. Echo - A1, Jacky Girardet & Jacques Pécheur, CLE International, Paris

## Breadth Course

### MSH 1157 GERMAN II

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

#### Course Outline

*The objective of the course is to further reinforce the previously acquired German knowledge with regard to reading, writing, listening and understanding the German language. On successful completion of the course learners can understand the main content of everyday conversations as well as brief radio announcements or phone messages, obtain important information from short newspaper articles, everyday advertisements, exchange personal details in a conversation, agree on something or make arrangements in everyday conversation etc.*

#### **Module 1**

Ein Brief, Freunden gehen zum Einkaufen, Der Imperativ mit Personalpronomen – *du, ihr und Sie*, Präpositionen mit dem Genetiv, Adjektiv.

#### **Module 2**

Text über Winterabschlussverkauf, Präteritum und Perfekt von: legen/liegen, stelle n/stehen, setzen/sitzen, hängen, stecken, Verben mit Präpositionen, Präpositionen mit Fragewort und Pronomen, Pronomen für Nomen mit unbestimmtem Artikel.

#### **Module 3**

Ein Artikel aus der Zeitung, Auskunft auf der Strasse erteilen, Die Adjektivdeklinaton, Fragepronomen für Adjektive: *welch-e/er/es? und was für ein?* Erklärung: –ja – nein – doch.

#### **Module 4**

Erklärung der Zeitungsanzeigen, Wie schreiben wir einen Brief, Das Plusquamperfekt, Die Nebensätze: *weil und dass*, Wiederholung von Länder- und Städtenamen, Adjektivdeklinaton ohne Artikel, Die Nebensätze mit *wenn* und *wie*.

#### **Module 5**

Auf dem Einwohnermeldeamt, Relativpronomen: Relativsätze, Das Adjektiv als Nomen, Komparation des Adjektivs: Das Adjektiv beim Nomen, Das Adjektiv beim Verb, Wiederholung und Ergänzung der Modalverben, Perfekt der Modalverben und Verben – *helfen, hören, sehen, lassen*.

## **Module 6**

Schule und Ausbildung in Deutschland, Im Reisebüro, Der Infinitiv in Verbindung mit einem anderen Verb, *werden* mit Infinitiv (Futur), Fragewort als Einleitung eines Nebensatzes, Das unbestimmte Personalpronomen „man“.

## **Module 7**

Ein Artikel aus der Zeitung, werden mit Partizip Perfekt (Passiv), Der Infinitiv mit *zu* als Objekt oder Subjekt des Satzes, Teile des Satzes, Der Infinitiv mit *zu* beim Nomen, Temporale Nebensätze, Nebensätze des Vergleichs, Das Partizip Präsens.

## **Suggested Readings**

1. Deutschsprachlehre für Ausländer, Heinz Griesbach, Dora Schulz, Max Hueber Verlag.
2. Lagune: Kursbuch: Deutsch als Fremdsprache – A1-II und A2-I+II, Hartmut Aufderstrasse, Jutta Müller, Thomas Storz Hueber Verlag.
3. Tangram Aktuell – A1-II und A2-I +II, Roza Maria Dallapiazza, Eduard von Jan, Til Schönherr, Max Hueber Verlag.

# **SECTORAL SPECIALIZATIONS**

## **HEALTHCARE MANAGEMENT**

# **MBA 3101 MANAGEMENT OF HEALTHCARE SERVICES - I**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## **Course Outline**

*The concern subject focuses on acquainting the student with the principles and practices essential for managing a Healthcare organization. With an objective of imbibing both professional as well as practical approach amongst students towards Health care management, the subject encompasses management principles in Interdisciplinary mode, functions and processes, discussing their significance and role in effective and efficient management of Healthcare organizations.*

### **Module 1**

#### **Unique features of Healthcare**

Healthcare as an organization, Concept of Management in Healthcare Organizations, Indian Healthcare system, Health Policies, Expenditure and Allocations, Under Five -Year Plans, Role of Private Sector and PPP, Healthcare as a Service Operation, Corporate Social Responsibility, Healthcare Units / Hospitals

### **Module 2**

#### **Management Functions related to Healthcare**

Characteristics of a Modern Healthcare unit, Nature of Management Process and Managerial Functions with special reference to Healthcare, Planning, Organizing, Staffing, Directing, Coordinating and Controlling, Supply Chain of a Healthcare system, Application of Supply Chain functions to Healthcare Organizations

### **Module 3**

#### **Legal and Medical Issues in Healthcare**

Law and establishment of Hospitals, Private / Public Hospitals, Legal requirements under Medical Council Acts, Hospitals as an 'Industry', Application of Labour Enactments, Discipline in Hospitals' Legal Liability of Health Care Organization Hospitals, Criminal, and Civil. Liability for Negligence, Consumer Protection Law, Absolute Liability and Vicarious Liability, Legal remedies available to Patients, Remedies under Contract Law, Criminal law and Consumer protection' Act.

### **Module 4**

#### **Information Communication Technology (ICT) in a Healthcare System**

Data entry, Formatting of Data, Data handling, Filter of Raw data, Charts and Mapping, Statistical applications, Testing of Health Care Data, Application of Queuing model of Critical care unit in a Health care system.

## **Module 5**

### **Inventory Control and Purchase Management (ICPM) in Healthcare Hospital Inventory Management**

Store Management / Inventory Control in Health Care system, Impact on profitability of the Organization, Different types of Hospital Inventories, Categories of materials in Hospital as un - expendable and expandable, Classification of un -expandable items, Hospital maintenance items, Selective Inventory Controls Systems, ABC Analysis.

## **Module 6**

### **Management of Hospital Services**

Hospital Operations Management, Role and Decisions, Difference of Hospital Operations from other service and Manufacturing Organizations

Out Patient Services-Overview, Day care, Accident and Emergency services,

In Patient Services- Ward design, Critical care services, ICU, CCU, NICU, Surgical services, Operation Theater, Burn unit, Nursing services and Administration.

## **Module 7**

### **Management of Critical Healthcare Services**

*Specialty and Super-specialty Services:* Pediatrics, OBG & GYN, ENT, Neurology, Neurosurgery, Nephrology- Dialysis Unit, Transplantation Services, etc.

*Support Services:* Diagnostic-Radiology & Imaging Services, Hospital Laboratory , Blood Bank & Transfusion Services, Ambulance Services, Pharmacy, CSSD, Oxygen Manifold/Concentrator, Dietary Service, Hospital Laundry and Linen, Medical Social Worker, Marketing and Public Relations, Finance and Administrative Departments etc.

Utility Services- Housekeeping, Biomedical Department, Central Stores and Purchase Department, Medical Records-confidentiality of records, reception, enquiry, registration and admission, central billing and accounts, Cafeteria etc.

### **Important Remarks**

Students should visit any Specialty / Super Specialty Health care system, critically observe / Study every area of operation in it to learn how the service operations are managed throughout.

### **Minimum 5 Cases to be discussed**

### **Suggested Readings**

1. Essentials of management, Koontz Harold, Heinz Wehrich, Mc Graw Hill International
2. Medical negligence and legal remedies, Anoop Kaushal K, Universal law Publisher.
3. Management Information System, Gordon B. Davis and M. H. Ols'on, McGraw Hill Publishing Company.
4. Hospital Stores Management, Shakti Gupta, Sunilkanth Jaypee
5. Managing a Modern hospital, Srinivasan A.V. (ed), Chapters 6, 7, 8, 9, Response Books
6. Facilities Planning and Arrangement in Healthcare, Kunders, G.D Prism Books Pvt Ltd. Bangalore.
7. Hospital Planning and Administration, Davies Llewellyn R & Macaulay H M C Jaypee Brothers
8. Principles of Hospital Administration & Planning, Sakharkar, B M - Jaypee
9. Healthcare Systems and Management, Goel S. L , Deep and Deep Publications
10. A handbook on Hospital Administration, Sharma K R, Sharma Yashpal, Durga Printers

## **MBA 3103 MANAGEMENT OF HEALTHCARE SERVICES - II**

Credits: 3

L-T-P: 3-0-0

Contact Hours: 35-40

### **Course Outline**

*The concern subject focuses on acquainting the student with the principles and practices essential for managing a Health care organization. With an objective of imbibing both professional as well as practical approach amongst students towards Health care management, the subject encompasses management principles in interdisciplinary mode, functions and processes, discussing their significance and role in effective and efficient management of Health care organizations.*

#### **Module 1**

##### **Hospital Planning**

Introduction, Role of Hospitals, premises of Planning, Organizing, Estimates, Design considerations, Hospital Organization and Departmentation- Introduction - Organization; The Concept – Departmentation- the Perception - Organizing Hospitals - Organizational Structure for Hospitals and Functions of key departments.

#### **Module 2**

##### **Medical Specialties**

Overview of the functions and sphere of each specialty Oncology, General medicine, Cardio thoracic, Gastroenterology, Urology, Nephrology, Radiology, Psychiatry etc.

#### **Module 3**

##### **Supportive Service**

General medical services, Hospital infection control, Special and technical medical services, Patient care services - Patient counseling for Surgical procedures, In patient care, Laboratory, Non technical services, Admission and discharge.

#### **Module 4**

##### **Hospital Administration**

Non Medical services, Equipment planning, Staffing, Medical records, Mortuary services, Hospital Ancillary services, Continuing medical education, P.G / Fellowship programs, Medical seminars, Library, Pharmacy, Emergency, Tissue Bank / Organ Donation, Mortuary and Autopsy.

#### **Module 5**

##### **Management of Human Resources in Hospitals**

Dimensions of HRM, Managing the Selection procedures, Underlying Recruitment, Education and Training, Value Orientation in the Medical Profession, Human Capital Vs Productivity Acceleration, Delegation of Responsibility, Compensation and Motivation policy, Performance Audit, Documentation



## **Module 6**

### **Nursing Administration**

Nursing Care, Operations Theatre, Ward Management, I.C.U Management, Safety in Hospitals.

## **Module 7**

### **Information System in Hospitals**

Hospital Information System, Evolution and Objectives, Electronic Health Record, Telemedicine, Clinical Decision Support System, Voice Recognition System, Personal Digital Assistant.

## **Minimum 5 Cases to be discussed**

### **Suggested Readings**

1. Essentials of Management, Koontz Harold, Heinz Weihrich, Mc Graw Hill International
2. Medical Negligence and Legal Remedies, Anoop Kaushal K, 3rd edition, Universal law Publicer
3. Management Information System, Gordon B. Davis and M. H. Ols'on, McGraw Hill Publishing Company
4. Hospital Stores Management, Shakti Gupta, Sunilk anth, Jaypee Brothers
5. Managing a Modern Hospital, Srinivasan A.V. (ed), Chapters 6, 7, 8, 9, Response Books
6. Facilities Planning and Arrangement in Healthcare, Kunders, G.D Prism Books Pvt Ltd. Bangalore.
7. Hospital Planning and Administration, Davies Llewellyn R & Macaulay H M C Jaypee Brothers
8. Principles of Hospital Administration & Planning, Sakharkar, B M - Jaypee
9. Healthcare Systems and Management, Goel, S L, Deep and Deep Publications
10. Handbook on Hospital Administration, Sharma K R, Sharma Yashpal, Durga Printers, Jammu
11. Essentials for Hospital Supportive Services, Sharma, Madhuri, Jaypee Brothers

# **SECTORAL SPECIALIZATIONS**

## **OPERATIONS AND MANUFACTURING MANAGEMENT**

# MBA 3071 TECHNOLOGY MANAGEMENT

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## Course Outline

*Technology Management is at the intersection of science, engineering, management and behavioural science. It requires an understanding of how science becomes a technology, how technologies are developed into products, how products meet market demands. It also requires understanding how companies control their internal functions to exploit new technologies and markets. This course addresses the role new technology managers play in technology based businesses.*

### Module 1

#### Introduction

Definition and Characteristics of Technology, Role and Importance of Management of Technology, Key concepts of Technology Management.

### Module 2

#### Technological Environment

Levels of Environment, Changes in the Technological Environment, Major Developments in Technological Environment.

### Module 3

#### Process of Technological Change

Overview and Dynamics of Technological Change, Innovation, Components of Innovation, Innovation Dynamics at the Firm Level, Technology Evolution, Characteristics of Innovative Firms, Diffusion, Dynamics of Diffusion, A Model of Innovation Adoption, Factors That Drive the Process of Diffusion

### Module 4

#### Technology and Competition

Competitive Consequences of Technological Change, Technological Characteristics of Competitive Domains, Dynamics of Change in Competitive Domains.

### Module 5

#### Process Innovation, Value Chains and Organizations

Drivers of Change in Value Chain, Modes of Value Chain Configuration, Value Chain Configuration and Organizational Characteristics.

### Module 6

#### Technology Intelligence

Meaning and Importance of Technology Intelligence. Technology Strategy: Meaning and Key Principles Underlying Technology Strategy, Technology Strategy Types.

## **Module 7**

### **Deployment of Technology in New Products**

Types of New Products, Principles and Process of Product Development; Intellectual Property Protection.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Managing Technology and Innovation for Competitive Advantage, V. K. Narayanan, Pearson Education.
2. Managing Technology – The Strategic View, Lowell W. Steele, McGraw Hill.

# **MBA 3073 SUPPLY CHAIN MANAGEMENT**

Credits: 4  
L-T-P: 3-1-0  
Contact Hours: 36-40

## **Course Outline**

*This course focuses on management and improvement of Supply Chain processes and performance. It will be valuable for students who would like to pursue a career in consulting or seeking position in Operations, Marketing or Finance functions in a Manufacturing or Distribution firm. It also focuses on important Supply chain metrics, primary tradeoffs in making Supply Chain decisions, Basic tools for effective and efficient Supply chain management, Production Planning and Inventory control, Order fulfilment and Supply Chain Co ordination. Advanced topics such as Supply Chain Strategy, Logistics, Outsourcing, Supply chain Co-ordination / innovations are also included.*

### **Module 1**

#### **Introduction to Supply Chain Management**

Concepts, Objectives, Information and Material flows in the Supply Chain, Supply Chain Planning, Supply Chain Decision Making, Managing uncertainties in Supply chain, Benefits of Supply Chain Management in Industry

### **Module 2**

#### **Dynamics of SCM**

Supply Chain Process Cycles, Supply Chain Integration, Bullwhip effect in Supply Chain, Information Systems and Processing in Supply Chain, Collaborative Planning Forecasting and Replenishment (CPFR), Inventory Planning and control

### **Module 3**

#### **Information and Communication Technology used in Supply Chain**

Need and Role of an Information System in SCM, Enterprise Resource Planning ( ERP), Concept of SAP in Supply chain, Current Trends of use of IT in SCM, Use of IT enabled technologies / services in Logistical system

### **Module 4**

#### **Supply Chain Management Practices**

Bar-coding, Tierization of suppliers, Vendor Managed Inventory, Hub and Spoke concept, Dynamic pricing, Third Party Logistics ( 3 PL's) providers, Fourth Party Logistics ( 4 PL's) providers, Reverse Logistics, Green Logistics, Cross docking, Risk Pooling, Trans shipment, Radio Frequency Identification, Electronic Data interface, Lean operations

## **Module 5**

### **Procurement and Outsourcing Strategies**

Make / In sourcing or Buy / Outsourcing Decisions, Green Purchasing, Strategic Outsourcing, Strategic partnership with the suppliers, Supplier Selection process, Supplier Rating and Control, Strategic Sourcing Decisions, Continuous Improvement of Suppliers, Quality Assurance Programme of suppliers, Application of IT for Sourcing and Supply Chain

## **Module 6**

### **Customer Relationship Management in Supply Chain**

CRM, Strategic Partnership with the Customer, Linkage between CRM and SRM, Functional components of a CRM system, IT infrastructure for CRM, CRM Business cycle

## **Module 7**

### **Performance Benchmarking in SCM Implementation**

Supply Chain Integration, Supply Chain Operations Reference (SCOR) Model, Supply Chain Performance Benchmarking

### **Minimum 5 Cases to be discussed**

### **Suggested Readings**

1. Supply Chain Management - Strategy, Planning and Operation, Chopra, Sunil and Peter Meindl, Prentice Hall of India
2. Supply Chain Management - Concepts, Practices and Implementation, Sunil Sharma, Oxford University Press
3. Essentials of Supply Chain Management, Mohanty R. P and S. G. Desmukh, Phoenix publishing
4. Business Logistics / Supply Chain Management, Ballou, Donald H. and S. Srivastava, Pearson Education
5. Designing and Managing the supply Chain concepts, Strategies and Cases, Simchi - Levi, D.P Kaminsky, Edith Simchi-Levi Tata McGraw - Hill
6. Modern Production / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley
7. Operations Management for Competitive Advantage, Chase, Jacobs, Aquilano & Agarwal, Tata MacGraw Hill
8. Operations Management, Mahadevan B., Pearson Education
9. Advanced Operations Management, Mohanty R. P and S. G. Desmukh, Excel Books
10. Supply Chain Management - Test and Cases, Janat Shah, Pearson

# **SECTORAL SPECIALIZATIONS**

## **INSURANCE AND BANK MANAGEMENT**

# **MBA 3075 BANK MANAGEMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This course aims at to provide adequate knowledge in the area of modern banking, which is an important sector of an active financial system of any country. The banks are presently working in open and challenging environment evolving unique products to comp etc. At the end of the course the students will be able to understand the complex and critical role of modern bankers for economic development of any country.*

### **Module 1**

#### **Introduction**

Meaning and Definition of Banking, Evolution of Indian Banking system, Features of Banking, Classification of Banks. Bank Customer relationship, Paying Banker vs. Collecting Banker, Negotiable Instrument Act,

### **Module 2**

#### **Central Banking system**

Definition of Central Bank, Need of Central Banking, Central Banking & Commercial Banking, Establishment of Reserve Bank of India, Organisation & Administration of RBI, Functions of RBI.

### **Module 3**

#### **Commercial Banking**

Functions of Commercial Banks, Management of Commercial Bank - Board of Director, Organisational set up of Commercial Banks in India, Role of Commercial Banks in economic development of India, Profitability of Indian Commercial Banks.

### **Module 4**

#### **Banking Business**

Fund Base Business - Meaning and Types of business, Concept of Loans and Advances, Types of Loans - Cash Credit, Overdraft, Term Loan. Mechanism of Loan Accounts, Management of Loans and Advances, Primary and Collateral securities, Modes of creating charges on securities - Hypothecation, Pledge, Mortgage, Lien and Assignment. Non -Fund Base Business - Bank Guarantee, Letter of Credit.

### **Module 5**

#### **Merchant Banking**

Introduction, Concept, Role of Merchant Bankers, Investment Banking, Venture Capital Funding, Factoring services, Bancassurance.



## **Module 6**

### **Management of Non Performing Asset (NPA)**

NPA – Definition & Concept, Remedial and Corrective measures in managing NPAs.  
Prudential Norms - Capital Adequacy, Income Recognition and Assets Classification (IRAC).

## **Module 7**

### **International Banking**

International Regulations of Commercial Bank, Basle Committee & Basle Concordats; Role of EXIM Bank, Role of IMF, Role of Asian Development Bank.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Banking Law and Practice, P.N.Varshney, Sultan Chand
2. Foreign Exchange and Risk Management, C. Jeevanandam , Sultan Chand
3. Indian Banking, R. Parameswaran and S.Natarajan, Vikas Publication
4. Management of Indian Financial Institutions, R.M.Srivastava, Himalaya Publication
5. International Financial Management, Vyptakesh sharan, Prentice Hall of India P vt. Ltd., New Delhi.
6. Elements of Banking and Insurance, Jyotsna Sethi and Nishwan Bhalla, PHI

# **MBA 3077 INSURANCE MANAGEMENT**

Crédits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This course aims at to confer adequate knowledge in the field of Insurance sector with special reference to the legal aspects of Insurance contract. At the end of the course the students will be able to understand the role of modern Insurance manager in the sun rise sector.*

### **Module 1**

#### **Introduction**

Definition of Insurance, Nature of Insurance, Purpose and need of Insurance, Mechanism of Insurance, Concept of Insurance, Double Insurance and Reinsurance, Insurance as a Social security tool, Role of Insurance in economic development of a country.

### **Module 2**

#### **Legal Framework of Insurance**

Principles of insurance, Contract of Insurance - Distinguishing features of Insurance contract, Principle of Indemnity, Principle of Utmost Good Faith, Principle of Insurable interest. Requisites of Insurable risks, Principle of Subrogation, Principle of Contribution, Insurance Regulatory and Development Authority Act 1999 (IRDA), Consumer Protection Act 1986.

### **Module 3**

#### **Types of Insurance**

Introduction to different types of Insurance - Life Insurance, Fire Insurance, Marine Insurance, Cargo Insurance and Hull Insurance, Motor Insurance, Health Insurance, Liability Insurance.

### **Module 4**

#### **Claims**

Introduction, Legal aspects, Preliminary procedures, Investigation and Assessment, Surveyors and Loss Assessors, Claim documents, Arbitration, Limitation, Settlement, Post settlement action.

### **Module 5**

#### **Organization and Prospects of Insurance Companies**

Organization of Insurance Company-Life Insurance Co., General Insurance Cos., Functions of Insurance Companies, Types of Products of Insurance Companies, Insurance Underwriting, Prospect of Indian Insurance industry.

## **Module 6**

### **Insurance Manager**

Role of Insurance manager, Product knowledge, Customer orientation, Business target, Records and Review, Trustworthiness, Target market, Long-term relationship; Behavioral aspects of Insurance manager- Motivation, Morale, Communication skills, Persuasive skills and Analytical ability.

## **Module 7**

### **Risk Management**

Definition of Risk, Concept of Risk, Concept of Pure Risk in Insurance, Management of Risk, Insurance as a Risk Transfer tool, Risk Manager vs. Insurance Manager.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Principles of Insurance – Insurance Institute of India, Mumbai
2. Practice of Insurance - Insurance Institute of India, Mumbai.
3. Elements of Banking and Insurance, Jyotsna Sethi and Nishwan Bhalla, PHI

# **SECTORAL SPECIALIZATIONS**

## **HOSPITALITY MANAGEMENT**

# **MBA 3079 HOTEL MANAGEMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to introduce the students to the world of hotel Management. Hospitality is important in a business, especially in hotel industry. It directly affects a customer satisfaction and so will effect a business. A customer usually does not frequent a hotel which gives poor and slow services. A good hotel management can also affect a country's image as it tells the quality of a service of a country. It can also improve tourism.*

### **Module 1**

#### **Introduction and main concepts & terminology in Tourism :**

Meaning and Nature of Tourism, The Historical Perspective of Tourism, The economic, social and cultural significance of tourism, tourist, Excursionist, Tourism Market, Tourism Resources, Tourism Product, Destination, Recreation, Pleasure, Relaxation.

### **Module 2**

#### **Hospitality Products & Attraction**

A brief introduction of Indian culture, architecture, dances & music, fair & festivals. Need of Hospitality - Facilitators of Tourism: Accommodation - types of accommodation, classification of accommodation, Transportation: Types and Relevance in Tourism, Characteristics and Components of Tourism Industry. Why it is different from other type s of consumer product.

### **Module 3**

#### **Hospitality Industry:**

Concept, origin and growth of Hospitality Industry, Hospitality as an industry & linkages with other industries, role in global and Indian economy, External environment and hospitality industry, Characteristics of the hospitality Industry, Major hotel chains operating in India. Future trends in Hospitality Industry.

### **Module 4**

#### **Hospitality Sectors:**

Organization structure & Departmentation in hotels, Basic of Front office, Housekeeping, Food and Beverage (service & production), Engineering & Maintenance, Security, Human Resource dept., Sales & Marketing, Purchase & Stores, Accounts, Ancillary services, support services.

## **Module 5**

### **Introduction to Hospitality Distribution Channels :**

Meaning & definition, Functions & levels of distribution channels, Major hospitality distribution channels - Travel agents, Tour operators, Consortia and reservation system, Global Distribution System (GDS), Internet.

## **Module 6**

### **Career & Scope in Hospitality & Tourism Industry :**

Hotels & Resorts, Restaurants & Commercial food services, Meeting & Event planning, Destination Managements companies (DMCs), Airlines, Cruises, etc.

## **Module 7**

### **Hospitality Marketing Management**

Marketing functions in hospitality industry - Functions & levels of distribution channels, Major hospitality distribution channels – travel agents, tour operators, consortia and reservation system, global distribution system (GDS), Internet

**Minimum 5 cases to be discussed.**

### **Suggested Readings:**

1. Hotels for Tourism Development, Dr. J.M.S. Negi , Metropolitan Book Co. (P) Ltd., New Delhi.
2. Dynamics of Tourism, R.N. Kaul , Sterling Publishing Pvt. Ltd., New Delhi,
3. International Tourism, A.K. Bhatia, Sterling Publishing Pvt. Ltd., New Delhi ,
4. Hotel Front Office Management, James A. Bardi , Van Nostrand Reinholdn New York ,
5. Marketing Management, Philip Kotler , Prentice-Hall of India, New Delhi,
6. Marketing Leadership in Hospitality, Robert Lewis & Richard Chambers, VNR,
7. Tourism and Hotel Management in India - Anand, M.M,

# **MBA 3081 TOURISM MANAGEMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This is an introduction to tourism management using a system approach that integrates a variety of hospitality and travel organizations and businesses. It focuses on the understanding of tourism from the perspectives of travelers and destinations, while identifying tourism's economic, socio-cultural, and environmental impacts on communities .*

### **Module 1**

#### **Tourism phenomenon**

Understanding Tourism, Growth & development of Tourism, India's Bio-diversity, Landscape, Environment & Ecology, Main center of Tourism interest in India and abroad.

### **Module 2**

#### **Tourism Industry - Major & Minor Components**

Components of Tourism Industry- Attraction, Transportation, Accommodation, Refreshment, Shopping, Entertainment, Infrastructure & Hospitality.

### **Module 3**

#### **Tour Operator and Travel Agency Business**

Air Transport, Railways, Road, Sea & water ways, History of Travel agencies, Role & functions of Travel agencies. Role and functions of Indian and International Tour Operators & Travel Agencies, Major national and international Tour Operators & Travel Agencies, Importance and role of tourist Guides and Escorts.

### **Module 4**

#### **Tourism Organisations – Associations & Types**

Role & functions of WTO, ASTA, Role & functions of UFTAA, Role & functions of PATA, & IATA, Importance of tour operations, Major national and international tour operators, Importance & role of tourist guides, Accommodation, Supplementary accommodation, Types of Tourism Resources – Sports, Cultural, Nature Based, Historical & Adventure.

### **Module 5**

#### **Travel Formalities and Regulations**

Passports: function, types, issuing authority, procedure for obtaining Passport, VISAS: functions, type, issuing authority, procedure for obtaining VISA, Other travel legislations.

#### **Foreign Exchange**

Countries and currencies, procedure for obtaining foreign exchange, foreign exchange counters, customs formalities, immigration etc.

## **Module 6**

### **Heritage of India**

A glimpse of Indian architectural history, India's historical monuments, Indian philosophy, Religion & its relevance in cultural diversity, Performance arts – dance & music, Fairs & festivals of India.

## **Module 7**

### **Tourism Marketing**

Concepts and importance of Tourism marketing, Marketing Functions in Tourism, Tourism marketing Mix, Tourism marketing Segmentation, Tourism Pricing, Tourism Promotion, Tourism Advertising.

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Hotels for tourism development, Dr. Jagmohan Negi, Metropolitan
2. Introduction to tourism, P.N. Seth, Sterling
3. Tourism: Principles & Practices, Sampadkumar Swain, Oxford University Press
4. Tourism Marketing, Manjula Choudhary, Oxford University Press
5. Managing Tourism & Hospitality Services, Bruce Prideaux, Gianna Moscardo, Eric Laws, Cabi Publication



# **SECTORAL SPECIALIZATIONS**

## **AGRO –BUSINESS MANAGEMENT**

# **MBA3083 AGRO AND COOPERATIVE MANAGEMENT**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*Rural India possess great opportunity in producing, not only of agro -products but also certain raw materials and half-finished commodities for village and small-scale industries. The objective of the course is to provide the knowledge related to markets of rural area particularly the farm based activity and the mode under which business can be operated. It adequately deals with the operations, finance and government policies regarding it.*

### **Module 1**

#### **Concept**

Unique Features of Indian Rural Markets, Size and the Importance of Rural Market, Factors Affecting Marketable Surplus.

### **Module 2**

#### **Classification**

Classification of Agricultural Products With Particular Reference to Seasonability and Perishability.

### **Module 3**

#### **Control**

Price Quotations, Evolution of Agricultural Price Policy, Regulatory Measures by the Government, Market Reports Classification and Grading, Quality Control and Standardization, Storage and Warehousing, Government Policy on Storage and Warehousing.

### **Module 4**

#### **Price policy**

Individual and Collective Bargaining, Domestic Price Policies, Transportation and Ownership, Domestic Trade in Agricultural Products.

### **Module 5**

#### **Co-operative Marketing**

Co-operative Marketing Structure, Need for Development of Co-operative Marketing, Growth and Development Functions of National Agricultural Co-operative Marketing Federation of India (NAFED), Regulated Markets, Chief Features of Regulated Markets.

### **Module 6**

#### **Management Function in Co-operative**

Management Functions in Co-operative- Leadership, Planning & Organizing Co-operatives, Project Planning & Implementation of Co-operative.

## **Module 7**

### **Issues**

Marketing and Financial Management Issues in Co-operative, Micro Credit Financing Concept, Procurement & Distribution Management in Co-operatives, Legislative Framework of Co-operative.

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

1. Marketing Agricultural products , R.L. Kohls, Printice Hall
2. Agricultural Marketing in India, S.S Acharya & N.L Agrawal, Oxford & IBH
3. New dimensions of cooperative management , G.S Kamat, Himalaya Publishing House
4. Marketing in agricultural products , Prabhakar Rao, Himalaya Publishing House

# **MBA3085 RURAL MARKETING**

Credits: 3  
L-T-P: 0-0-3  
Contact Hours: 36-40

## **Course Outline**

*The subject intends to provide knowledge regarding rural development and marketing concepts and process. It concentrates on programs, policies and techniques for the purpose. By the end of the course the students are expected to be well versed in topics like forestry, dairying, animal husbandry and their marketing. This will help the students to take advantage of rural potential.*

### **Module 1**

#### **Importance**

Object, Scope, Interdependence of Agriculture and Industry, Agriculture and Rural Drought-Prone Programs, Irrigation and Modern Agricultural Technology, Agricultural Prices, Marketing of Farm Products, Problem of Agricultural Marketing, Government Measures, Green Revolution, Utilization of Land and Cropping Pattern.

### **Module 2**

#### **Forest**

Forest Resources and Forestry Development, Destruction of Forests, Classification of Forests, Regional Distribution of Forests, Importance of Forests in National Economy, Low Productivity of Forests and Its Causes, National Forest Policy, Forest Development Programs, Social Forestry.

### **Module 3**

#### **Animal Husbandry**

Animal Husbandry, Dairying and Fisheries, Importance of Cattle, Intensive Cattle Development Project, Poultry Development, Dairy Industry, Problems of Dairy Industry, Operation of Food Project, Fisheries and Its Development Programs.

### **Module 4**

#### **Rural Development**

Agriculture and Rural Development, Rural Industrialization Program, Rural Development Programs, Rural Credit, Co-operative Credit Societies and Institution.

### **Module 5**

#### **Rural Industrialization**

Cottage and Small Scale Industries, Meaning and Role of Farm Management with its salient features, Marketable Surplus and Marketed Surplus, Extent of Commercialization of the Indian Agricultural Sectors.

## **Module 6**

### **Farm Planning**

Managerial Function and Purpose of Planning in Farm Activities – Principles and Concepts of Farm Planning.

## **Module 7**

### **Farm Economy**

Economy of Production, Farm Overheads on Fixed Costs, Capital in Farm Business

**Minimum 5 cases to be discussed**

### **Suggested Readings**

1. Agricultural problems of India. C.B. Matoria & B.B. Tripathi, Kitab Mahal
2. Fundamentals of Agricultural Economics, Sadhu & Singh, Himalay Publishing House
3. Rural Marketing, Pradeep Kashyap & S. Raut, Pearson Education
4. Rural Marketing, V.C. Mathur, Excel Books

# **SECTORAL SPECIALIZATIONS**

## **SAFETY MANAGEMENT**

# **MBA 3105 SAFETY MANAGEMENT - I**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## ***Course Outline***

*This course will help students to acquire the knowledge, skills, and judgment to function as an entry-level practitioner in occupational health and safety. The student will be able to contribute to the development and maintenance of a healthy and safe work environment.*

### **Module 1**

#### **Introduction**

Overview & Need for Safety, Safety and Productivity, Factors Impeding Safety, Attitude towards Safety.

### **Module 2**

#### **Safety Organization**

The Size, Types, Advantages and Limitations, Safety Policy, The Function and Structure of Safety Departments and Committees.

### **Module 3**

#### **The Role and Responsibility**

Management, Supervisors, Workers, Trade Unions and Bipartite Committee in Safety, The Qualification and Role of Safety Professionals.

### **Module 4**

#### **Safety Promotion and Awareness**

Safety Training Programmes, Personalized Vs Mass Safety Programmes, Safety Awareness Meetings, Contests and Competitions, Posters, Displays and Exhibits, Public Relations, Suggestion Schemes, Publicity Tools and Kits.

### **Module 5**

#### **Safety Management Techniques .**

### **Module 6**

#### **Safety Procedures**

Safety Inspirations, Procedures, Periodicity, Checklists and Report Forms.

### **Module 7**

#### **Safety Review and Control**

Safety Sampling, Safety Audit, Safety Survey, Incident Recall Technique and Job Safety Analysis.

**Minimum 5 cases to be discussed**

**Suggested Readings**

1. Techniques of Safety Management: A Systems Approach, Dan Peterson, American Society of Safety Engineers.
2. Industrial Safety, Blake Roland, Prentice Hall.



# **MBA 3107 SAFETY MANAGEMENT - II**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*This course will help the students in understanding policies and procedures to prevent accidents, injuries, property loss, and occupational illnesses by eliminating hazardous working conditions. It ensures proper procedures to investigate accidents and develop corrective actions.*

### **Module 1**

#### **Introduction**

Definition of Accidents, Injury, Unsafe Act, Unsafe Condition, Dangerous Recurrence, Reportable Accidents, Hazards, Risks.

### **Module 2**

#### **Factors Leading To Accidents**

Situational and Environmental Factors.

### **Module 3**

#### **Theories of Accident Causation**

Heinrich Theory, Hapbura Theory, Franklird's Theory and James Tye Multiple Causation.

### **Module 4**

#### **Accident Investigation**

Analysis and Classification of Accidents, Identification of Key Factors, Corrective and Preventive Actions, Compilation of Accident Statistics, Assessment of Extent of Injury and Compensation.

### **Module 5**

#### **Personal Protective Equipments**

Types And Uses.

### **Module 6**

#### **Safety Acts**

Relevant Sections - The Factories Act 1948, Employees Compensation Act 1923 .

### **Module 7**

#### **Safety Acts**

Relevant Sections- The Indian Electricity Act, Mines Safety Act and Environmental Protection Act.

**Minimum 5 cases to be discussed.**

**Suggested Readings**

1. Industrial Accident Prevention, H.W. Heinrich, McGraw Hill.
2. Techniques of Safety Management: A Systems Approach, Dan Peterson, American Society of Safety Engineers
3. Safety at Work, John Ridley, Routledge.

**MBA SYLLABUS - 2013**

**SEMESTER-IV**

# **MBA 4009 BUSINESS ETHICS AND CORPORATE GOVERNANCE**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

## **Course Outline**

*The objective of the course is to give a basic idea about the principles of business ethics. The students must learn about the importance of ethics in day to day life.*

### **Module 1**

#### **Introduction**

Concept, relevance and importance, Ethical principles and relevance in business, Normative and Justice & Fairness .

### **Module 2**

#### **Ingraining Ethics in Life**

Ethical processes in life, Code of conduct - Managers, public servants, Lawyers, Engineers, Academicians and Medical Practitioner.

### **Module 3**

#### **Environmental Ethics**

Sustainable Development, Industrial Pollution & Environmental Issues.

### **Module 4**

#### **Corporate Governance**

Introduction to corporate governance, Importance, Issues and Obligations.

### **Module 5**

#### **Consumer Protection**

Consumer & Consumer protection and Legal Protection to consumers.

### **Module 6**

#### **Employee Issues**

Rights & responsibilities of employees, privacy issues and Ethical Decision making

### **Module 7**

#### **Functional Ethics & Social Responsibility**

Concept of Ethics in Marketing, Finance, Human resource & Information Technology. Social Responsibility, Theories & benefits of social responsibility.

**Minimum 5 cases are to be discussed**

**Suggested Readings**

1. Business Ethics Concepts & Cases ,Velasquez, TMH Publication.
2. Ethics & the conduct of Business, Boatright, Pearson Publication
3. Business Ethics text and Cases Viswanath Ghosh, Vikas Publication
4. Business Ethics, S.K.Chakravorty, TMH Publication.

## **MBA 4007 BUSINESS LAW**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

### **Course Outline**

*The objective of the subject is to acquaint the students with the various laws of business so that they can handle the business judiciously and decisions should be appropriate. For this purpose at least 5 cases is to be delivered in the semester .*

#### **Module 1**

##### **The Indian Contract Act 1872**

Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract.

#### **Module 2**

##### **Special Contracts**

Indemnity- Concept, Rights and Duties of Parties, Guarantee - Concept, Difference Between Indemnity and Guarantee. Bailment- Concept, Sale, Duties and Rights of Parties, Pledge - Concept, Duties and Rights of Parties, Agency - Introduction and Essentials. Nature of Relationship- Test of Agency, Agent and Employee

#### **Module 3**

##### **The Indian Partnership Act 1932**

Meaning and Nature of Partnership, Essential Elements of Partnership, Partners and Firms, Registration of Firms, Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm,

#### **Module 4**

##### **The Companies Act 1956**

Meaning, Salient Features and Types of company, Lifting of Corporate Veil, Difference between Public and Private company, Formation of Company, Memorandum of Association, Articles of Association, Prospectus.

#### **Module 5**

##### **Company Management**

Directors- Appointment and Duties. Managing Director and Board of Directors. Meetings - Board, Statutory, Annual General and Extra Ordinary General

#### **Module 6**

##### **The Negotiable Instruments Act 1881**

Definition and Characteristics of Negotiable Instruments, Essentials of Negotiable Instruments, Negotiation and Discharge of Negotiable Instruments, Crossing of a Cheque.

## **Module 7**

### **The Sales of Goods Act 1930**

Introduction and features, Distinction Between 'Sale' and 'Agreement to Sell', Subject-matter of Contract of Sale, Conditions and Warranties.

**Minimum 5 Cases is to be discussed**

#### **Suggested Readings**

1. Business Law: One should Know, Ajay Garg, Navi Publication
2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill
3. Indian Business Laws, S.K.Aggarawal & K. Singhal, Galgotia Publications Pvt. Ltd.
4. Business Law Including Company Law S.S. Gulsan & G.K. Kapoor, New Age International Publishers.
5. Business Law, Satish B Mathur, McGraw -Hill
6. Mercantile Law, M.C.Kuchhal, Vikash Publications
7. Bare Act with short notes/comments( For each Different Laws) - Universal Law Publishing Co. Pvt. Ltd., Commercial Law Publishers( India) Pvt. Ltd.

## **MBA 4011 ENTREPRENEURSHIP**

Credits: 3  
L-T-P: 3-0-0  
Contact Hours: 36-40

### **Course Outline**

*The course aims at providing the students with a basic framework for understanding the process of entrepreneurship and developing capabilities in creation, development and operation of entrepreneurial ventures. The students will be imparted with the necessary skills for managing and facilitating growing business ventures.*

#### **Module 1**

##### **Introduction**

Definition, Concept of Entrepreneurship & Intrapreneurship , Characteristics and skills of entrepreneurs

#### **Module 2**

##### **Entrepreneurial Development**

Entrepreneurship & Economic development, Contribution of Small enterprises to the economy, Entrepreneurial environment, Types of Entrepreneurs.

#### **Module 3**

##### **Developing the Business Plan**

Generating Business Ideas, Selecting a Business Idea, Elements of a Business Plan, Building Competitive Advantage, Conducting feasibility Analysis.

#### **Module 4**

##### **Sources of Finance**

Equity vs. Debt Capital, Sources of Equity Finance, Institutional finance, Venture Capital, Lease Finance,

#### **Module 5.**

##### **Forms of Business Ownership**

Sole Proprietorship, Partnership, Corporations and other forms of ownership

#### **Module 6**

##### **Intellectual Property Management :**

Importance of innovation, Patents& Trademarks in Small Businesses, Introduction to laws relating to IPR in India.



## **Module 7**

### **Institutional support for small businesses:**

Support in areas of Technology, Finance, Infrastructure, Marketing, Entrepreneurship Development

### **Minimum 5 Cases to be discussed**

### **Suggested Readings**

1. Hisrich & Peters, Entrepreneurship, Tata McGraw Hill
2. Norman M. Scarborough, Essentials of Entrepreneurship & Small Business Management
3. Roy, Rajeev, Entrepreneurship, Oxford University Press
4. Entrepreneurship Management : Text and Cases, Bholanath Dutta ,Excel Books

## **MBA 4002 PROJECT**

**Students will undertake a research project in their Functional or Sectoral area of Specialization.**