

Circular file

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**DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY**



**CIRCULAR NO.SU/ COMMERCE & MGT./CBC&GS/PGSyll./51/2019**

It is hereby inform to all concerned that, as decided by the Academic Council at its meeting held on 30 June & 02 July 2018 the curriculum of University Department are applied as it is to the concerned Colleges, hence on the recommendation of the Dean, Faculty of Commerce & Management, the Hon'ble Vice-Chancellor in his emergency powers under Section-12(7) of the Maharashtra Public Universities Act, 2016 has accepted the following Departmental syllabi under Choice Based Credit and Grading System be apply to the Colleges from the academic Year 2019-20 and onwards.

Sr. No.	Name of the Course	Semester
1]	M.B.A.	I & II Year
2]	M.C.A.	III & IV
3]	M.Com.	III & IV
4]	PGDHSM	I & II
5]	DBM	I & II
6]	MBA [International Business]	I & II Year

The said syllabi are uploaded at bamu.ac.in on University website.

All concerned are requested to note the contents of this circular and bring notice to the students, teachers and staff for their information and necessary action.

University Campus,  
Aurangabad-431 004.  
REF.NO. SU/ COM&MGT/2019-20  
25845-26144  
Date:- 31-05-2019.

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**Deputy Registrar,**  
**Syllabus Section.**

**Copy forwarded with compliments to :-**

- 1] The Principals, affiliated concerned Colleges,  
Dr. Babasaheb Ambedkar Marathwada University.
- 2] The Director, University Network & Information Centre, UNIC, with a request to upload this Circular along with the said syllabi on University Website.

**Copy to :-**

- 1] The Director, Board of Examination & Evaluation,
- 2] The Section Officer, [ Commerce Unit ] Examination Branch,
- 3] The Programmer [Computer Unit-1] Examinations,
- 4] The Programmer [Computer Unit-2] Examinations,
- 5] The In-charge, [E-Suvidha Kendra], Rajarshi Shahu Maharaj Pariksha Bhavan, Dr. Babasaheb Ambekar Marathwada University.
- 6] The Public Relation Officer,
- 7] The Record Keeper.

**DR. BABASAHEB AMBEDKAR  
MARATHWADA UNIVERSITY,  
AURANGABAD.**



**Curriculum of**

**MASTER OF BUSINESS ADMINISTRATION**

**(MBA)**

**I & IIND YEAR**

**under Choice Based Credit & Grading System**

**SEMESTER I & IIND**

**THIRD & FOURTH**

**RUN AT COLLEGE LEVEL**

*[ Effective from the Academic Year 2019-20 & onwards ]*

## **REGULATIONS SPECIFIC TO M.B.A. PROGRAMME**



**Dr. Babasaheb Ambedkar Marathwada University,  
Aurangabad.**

**(With Effect from Academic Year 2018-19)**



## **REGULATIONS**

### **Specific to**

### **M.B.A. Program (Full Time)**

#### **1. ELIGIBILITY FOR ADMISSION:**

##### **Master of Business Administration**

- a) Candidate with a Bachelor's Degree from recognized University with not less than 50% (45% for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities.
- b) The admissions will be on the basis of CAP (Centralized Admission Process) as per Norms laid down by DTE.
- c) If, at any time after admission, it is found that candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., the institute shall take cognizance and accordingly revoke the admission of set candidate.
- d) The institute reserves the right to cancel the admission of any student and ask them to discontinue their studies at any stage of their career on the grounds of unsatisfactory academic performance, indiscipline or any misconduct.

#### **2. DURATION**

The duration of Course shall be a minimum of 2 years and maximum of 4 years.

#### **3. ADMISSION/PROMOTION CRITERIA**

If candidate gets selected for MBA program through DTE admission process, he/she has to apply on the application form of the Institute provided with the prospectus. Once the candidate is admitted to the MBA program, the Student will be promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. Dropout student will be allowed to register for respective semester as and when the concerned courses are offered by the Institute subject to the condition that his/her tenure should not exceed more than twice the duration of MBA program from the date of first registration. The admission of respective student will automatically get cancelled if he/she fails to complete the course in maximum period. (Four years/Eight Semesters)

#### **4. MEDIUM OF INSTRUCTION:**

The medium of instruction shall be in English.

#### **5. CREDITS AND DEGREES**

- i. A candidate who has successfully completed all the Foundation Course, Core courses, Elective courses and Project Work as prescribed for the MBA program and Service courses as approved by the University with prescribed CGPA shall be eligible to receive the degree.
- ii. One Credit shall mean 15 contact hours for one semester (of 15 weeks) for theory courses.



## 6. COURSES

The MBA program comprises of

- i. **Foundation Course:** It may be of two kinds **Compulsory Foundation Course** for Knowledge Enhancement and **Elective Foundation Course** for value based education.
- ii. **Core Course:** A core course is course that a candidate admitted to particular P.G. program must successfully complete to receive the degree.
- iii. **Service Course:** The service courses will be offered in third and fourth semesters only.
- iv. Each course shall include lectures/tutorials/laboratory work/field work/ seminar/practical training/assignments /mid-term and term end examinations/research paper/report writing or review of literature and any other innovative practices etc, to meet effective teaching and learning needs.
- v. Each course shall have a unique alphanumerical code. For eg.  
MANB402                      Statistical Methods  
Here,  
    **MAN** means Management Science **B**  
          means MBA course  
    **402** means Subject Code
- vi. The University shall design the course structure including the detailed syllabus for this MBA program offered by the Institute. The University shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.
- vii. **Attendance:** A student must have 75% of mandatory attendance in each Course for appearing in the examination. In the event of Non-Compliance of Attendance criteria(75%), students will have to seek admission next year so as to complete the course. However Student having 65% attendances with medical certificate can apply to the H.O.D./ Director for condonation of attendance.

## 7. REGISTRATION FOR SERVICE COURSE

- i. The student will register for the service course of his interest either in III Semester or IV Semester in the respective institute on official registration form. The faculty in charge of the respective course will keep the record of the students registered. Maximum 15 days period will be given from the date of admission for completion of registration procedure. (s)
- ii. No student shall be permitted to register for more than one service course in a semester.
- iii. Institute shall prescribe the maximum number of students in each course taking into account the teachers and physical facilities available in the department.
- iv. The Institute may make available to all students a listing of all the courses offered in every semester specifying the credits, the prerequisites, a brief description or list of topics the course intends to cover, the instructor who is giving the courses, the time and place of the classes for the course. This information shall be made available on the Institute Website.
- v. Normally no service course shall be offered unless a minimum of 10 students are registered.
- vi. The Student shall have to pay the prescribed fee per course per semester/year for the registration as decided by the Institute.

## 8. GRIEVANCE REDRESSAL SCHEME

Grievance related to Evaluation / assessment would be in accordance with the regulation as laid down by the University from time to time.

## 9. GRADE AWARDS

- i. In order to pass the examination following Choice Based Credit and Grading System (CBC&GS) will be followed. Ten point rating scale shall be used for evaluation of performance of the student to provide Letter Grade for each course and overall grade for this course. Grade points are based on the total number of marks obtained by him / her in all the heads of the examination of the course. These grade points and their equivalent range of the marks are shown separately in following:

**Table I: Ten Point grades and grade description**

Sr. No.	Equivalent Percentage	Grade Points for SGPA and CGPA	Grade	Grade Description
1	90 - 100	9.00 - 10	O	Outstanding
2	80 - 89.99	8.00 - 8.99	A++	Excellent
3	70 - 79.99	7.00 - 7.99	A+	Exceptional
4	60 - 69.99	6.00 - 6.99	A	Very Good
5	55 - 59.99	5.50 - 5.99	B+	Good
6	50 - 54.99	5.00 - 5.49	B	Fair
7	45 - 49.99	4.50 - 4.99	C+	Average
8	40.01 - 44.99	4.01 - 4.49	C	Below Average
9	40	4.00	D	Pass
10		0.00	F	Fail

**Table\_II : Classification for the degree is given as follows**

Classification	Overall Letter grade
First Class with distinction	A+ and above
First Class	A
Higher Second Class	B+
Second Class	B
Pass	C+ to D
Fail	F

- iii. In the event of student registered for the examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce), non-appearance shall be treated as the student deemed to be absent in the respective course.
- iv. Minimum D grade shall be the limit to clear /pass the course/subject. A student with F in the course shall clear the same by reappearing in the next successive semester examinations.
- v. Using table I, Semester Grade Point Average (SGPA) and then Cumulative Grade Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and Cumulative Grade Card with CGPA will be given on completion of the course.

#### 10. COMPUTATION OF SGPA ( SEMESTER GRADE POINT AVERAGE) & CGPA (CUMULATIVE GRADE POINT AVERAGE)

The computation of SGPA and CGPA will be as below:

- i. Semester Grade Point Average (**SGPA**) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$\text{SGPA} = \frac{\text{Sum(Course Credit * Number of Points in concern course gained by the student)}}{\text{Sum (Course Credit)}}$$

The SGPA for all the six semesters will be mentioned at the end of every semester.

- ii. The Cumulative Grade Point Average (**CGPA**) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$\text{CGPA} = \frac{\text{Sum(All Six semester SGPA)}}{\text{Total number of semesters}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal.

#### 11. EVALUATION SCHEME

- Each 4 Credit theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 20 Marks and Semester End Examination of 80 Marks. (ie. 20+80=100).
- Each 2 Credit theory course will be of 50 Marks and be divided in to Internal Examination (Sessional) of 10 Marks and Semester End Examination of 40 Marks. (ie. 10+40=50).
- The Internal Evaluation shall be done on the basis of weekly exams, assignments, fieldwork, seminars, review writing etc.

##### A. Semester End Examination Evaluation Scheme

- English shall be the medium of instruction and examination.
- Examination shall be conducted at the end of each semester as per the academic calendar notified by University.  
The Semester End Examination theory question paper will have two parts (**20 + 60 = 80**) Marks for 4 Credit/100 marks course and (**10 + 30 = 40**) Marks for 2Credit/ 50 marks paper.

##### B. For Community Service, Mini Project, Inplant Training and Project Work:

- During the first semester, students would undertake "Community Service (MANB-451)" where leading to sensitivity towards issues of social relevance. Further a mini project (MANB-452), a group activity would develop amongst students skills viz Team Building, leadership, communication etc. these activities need to be monitored and evaluated by the mentor/ guide of the respective institution
- At the end of second semester, all students will have to undergo In plant Training (MANB-551) of 6-8 weeks with an industrial, business or service organization. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the project guide in respective institutes as approved by the Institution /Faculty from time to time. Each student will be required to



submit the implant training report to the Institution/faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

- The Final Project Study (MANB-552) shall commence from the end of third semester and the report should be submitted towards the end of the fourth semester. The project report should cover the theoretical background, field study and comparative analysis. Alternatively the students may take up the problems from the industry and construct a case study. The case studies can also be submitted as project reports.
- Students, who have opted for Media Management / Hospital Administration as Specialization, should undertake their Final Project (MANB-553) in the respective specialization only.
- The project topic should be in the area of specialization and should necessarily include field work and library work.
- The student will be expected to make a presentation/viva-voce of the project work towards the end of the fourth semester which will be evaluated by the external examiner.
- Two typed copies of Project Report shall be submitted by the candidate to the concerned teacher for Evaluation.

#### **12. RULE FOR OFFERING ELECTIVES**

- The number of students required for offering an Elective /Specialization shall be a batch of minimum of 10 students.
- Only students who have completed their In Plant training in Media and Health care Sectors are eligible for Media Management and Hospital Administration Specialization respectively subject to a batch of minimum of 10 students.

#### **13. GRADE CARD**

The University shall issue a Grade Card for the student, containing the grades obtained by the student in the previous semester and his Semester Grade Point Average (SGPA)

The grade card shall list:

- (a) The title of the courses along with code
- (b) The credits associated with the course,
- (c) The grade and grade points secured by the student,
- (d) The total credits earned by the student in that semester.
- (e) The SGPA of the student,
- (f) The total credits earned by the students till that semester and
- (g) The CGPA of the student (On Successful Completion of Program).

#### **(h) Cumulative Grade Card**

The grade card issued on completion shall contain the name of the program, the department / school offered the program, the title of the course , the credits associated with each course, grades awarded, the total credits earned by the student, the CGPA and the class in which the student is placed.

#### **14. GENERAL CLAUSE**

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Dr. Babasaheb Ambedkar Marathwada University shall be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations. .

### 15. Structure of MBA Program under CBC&GS

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
I	Generic Foundation Course	IC 001	Constitution of India	2	30 -02	1.5	10	40	50
		MANB401	Management Practices and Organizational Behavior	4	60 -02	3	20	80	100
		MANB402	Statistical Methods	4	60 -02	3	20	80	100
		MANB403	Managerial Economics	4	60 -02	3	20	80	100
		MANB404	Research Methodology	4	60 -02	3	20	80	100
		MANB405	Accounting for Managers	4	60 -02	3	20	80	100
		MANB406	Environment Management	2	30 -02	1.5	10	40	50
	Skill Based Foundation Course	MANB407	IT for Managers	2	30 -02	1.5	10	40	50
		MANB408	Yoga	2	30 -02	--	50	--	50
		MANB451	Community Service	2	30 - 02	--	50	--	50
	Core Course	MANB452	Mini Project	2	30 - 02	--	50	--	50
			Total	32	480		280	520	800

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
II	Generic Foundation Course	MANB409	Optimization Techniques	4	60 -02	3	20	80	100
		MANB410	Human Resource Management	4	60 -02	3	20	80	100
		MANB411	Financial Management	4	60 -02	3	20	80	100
		MANB412	Marketing Management	4	60 -02	3	20	80	100
		MANB413	Production and Operation Management	4	60 -02	3	20	80	100
		MANB414	Business Laws	4	60 -02	3	20	80	100
		MANB415	Indian Ethos & Values	2	30-02	1.5	10	40	50
		MANB416	International Business Environment	2	30 -02	1.5	10	40	50
	Skill Based Foundation Course	MANB417	Creativity and Innovation	2	30 -02	1.5	10	40	50
			Total	30	450		150	600	750

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Specialization- Finance/Marketing/Human Resource Mgmt/Production and Operations/IT/Media Mgt/Hosp.Admin.								
	Core Course as per specialization	*Given in following table	Subject I	4	60 -02	3	20	80	100
			Subject II	4	60 -02	3	20	80	100
			Subject III	4	60 -02	3	20	80	100
			Subject IV	4	60 -02	3	20	80	100
			Subject V	4	60 -02	3	20	80	100
			Subject VI	4	60 -02	3	20	80	100
		MANB551	In plant Training Report	4	60	--	--	100	100
			Total	28	420		120	580	700

\*Table showing Electives as per specialization.

#### Specialization- Finance

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Finance)	MANB501F	Money & Banking	4	60 -02	3	20	80	100
		MANB502F	Working Capital Management	4	60 -02	3	20	80	100
		MANB503F	Corporate Taxation	4	60 -02	3	20	80	100
		MANB504F	Investment Management	4	60 -02	3	20	80	100
		MANB505F	Financial Decision Analysis	4	60 -02	3	20	80	100
		MANB506F	Financial Services	4	60 -02	3	20	80	100

#### Specialization- Marketing

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Marketing)	MANB501M	Consumer Behavior	4	60 -02	3	20	80	100
		MANB502M	Advertising Management	4	60 -02	3	20	80	100
		MANB503M	Retail Management	4	60 -02	3	20	80	100
		MANB504M	Brand Management	4	60 -02	3	20	80	100
		MANB505M	Sales & CRM	4	60 -02	3	20	80	100
		MANB506M	Digital Marketing	4	60 -02	3	20	80	100



**Specialization- Human Resource Management**

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (HRM)	MANB501H	Law's Governing HR	4	60 -02	3	20	80	100
		MANB502H	Human Resource Planning and Development	4	60 -02	3	20	80	100
		MANB503H	Training and Development	4	60 -02	3	20	80	100
		MANB504H	Performance & Compensation Management	4	60 -02	3	20	80	100
		MANB505H	HRD – Strategies and Systems	4	60 -02	3	20	80	100
		MANB506H	Cross Culture and Global HRM	4	60 -02	3	20	80	100

**Specialization- Production & Operations**

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (P&O)	MANB501P	Production Planning & Control	4	60 -02	3	20	80	100
		MANB502P	Purchasing and Materials Management	4	60 -02	3	20	80	100
		MANB503P	Service Operations Management	4	60 -02	3	20	80	100
		MANB504P	Applied Operation Research	4	60 -02	3	20	80	100
		MANB505P	Logistics Management	4	60 -02	3	20	80	100
		MANB506P	World Class Manufacturing	4	60 -02	3	20	80	100

**Specialization- Information Technology**

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (IT)	MANB501I	Strategic Management & IT	4	60 -02	3	20	80	100
		MANB502I	System Analysis and Design	4	60 -02	3	20	80	100
		MANB503I	Database Management System	4	60 -02	3	20	80	100
		MANB504I	Internet Programming for E-Commerce	4	60 -02	3	20	80	100
		MANB505I	RDBMS and SQL Concepts	4	60 -02	3	20	80	100
		MANB506I	Application Development Using Oracle	4	60 -02	3	20	80	100

**Specialization- Media Management**

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (ME)	MANB501E	Media Management & Media Planning	4	60 -02	3	20	80	100
		MANB502E	Media Law, ethics & Governance	4	60 -02	3	20	80	100
		MANB503E	Media Economics	4	60 -02	3	20	80	100
		MANB504E	Entertainment Marketing	4	60 -02	3	20	80	100
		MANB505E	Social Media	4	60 -02	3	20	80	100
		MANB506E	Public Relations & Corporate Communications	4	60 -02	3	20	80	100

**Specialization- Hospital Administration**

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (HA)	MANB501A	Management Process In Hospitals	4	60 -02	3	20	80	100
		MANB502A	Financial Management And Accounting	4	60 -02	3	20	80	100
		MANB503A	Human Resource Management In Health Organizations	4	60 -02	3	20	80	100
		MANB504A	Marketing Management In Hospitals	4	60 -02	3	20	80	100
		MANB505A	Operations Management In Hospitals	4	60 -02	3	20	80	100
		MANB506A	Legal Aspects Governing Hospitals	4	60 -02	3	20	80	100

**MBA – IV Semester**

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
IV	Core Course	MANB507	Business Policies and Strategic Management	4	60 -02	3	20	80	100
		MANB508	DSS and MIS	2	30 -02	1.5	10	40	50
		MANB509	Entrepreneurship Development	4	60 -02	3	20	80	100
		MANB510	Quality Management	4	60 -02	3	20	80	100
		MANB511	Indian Economy	4	60 -02	3	20	80	100
		MANB552	Major Project	8	120	--	--	200	200
			<b>Total</b>	<b>26</b>	<b>390</b>		<b>90</b>	<b>560</b>	<b>650</b>

			<b>Course Total</b>	<b>116</b>	<b>1740</b>		<b>640</b>	<b>2260</b>	<b>2900</b>
			<b>Service Course</b>	<b>4</b>	<b>60</b>		<b>20</b>	<b>80</b>	<b>100</b>
			<b>GRAND TOTAL</b>	<b>120</b>	<b>1830</b>		<b>660</b>	<b>2340</b>	<b>3000</b>

**MBA First Semester**

<b>Subject Title</b>	: <b>Management Practices &amp; Organizational Behavior</b>		
<b>Subject Ref. No.</b>	: <b>MANB401</b>	<b>No. of Credits</b>	: 4
		<b>No. of Periods / Week</b>	: 4
		<b>Assignments / Sessional</b>	: 20
		<b>Semester Examination</b>	: 80
<b>Course Objective</b>	: The Subject intends to empower the students to understand the nuances of Organizational Functioning with special reference to Human Behavior, Group Dynamics, Organizational Learning & thereon; thereby making them capable of working in an organizational set-up.		
<b>Pre Requisite</b>	: The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.		
<b>Unit – I</b>	: <b>Genesis of Management Thought &amp; Conceptualization:</b> Understanding of Management Concepts, Evolution of Management Thought, Systems and Contingency Approach for understanding organizations, Managerial Processes, Functions, Skills & roles of a Manager in an organization; Management by Objectives (MBO).		
<b>Unit – II</b>	: <b>Management of Individual Behavior in Organization - I:</b> Personality, Perceptions, Values, Attitudes, Learning.		
<b>Unit – III</b>	: <b>Management of Individual Behavior in Organization - II:</b> Work motivation & Employee Engagement, Individual decision making & problem solving		
<b>Unit – IV</b>	: <b>Group Dynamics:</b> Corporate Leadership, Emotional Intelligence, Understanding & managing group processes-Interpersonal and Group Dynamics - Communication, Group Decision-making, Organizational Design & Structure, Recreation & Work Stress		
<b>Unit – V</b>	: <b>Society vis-à-vis Organization:</b> Corporate Social Responsibility; Corporate Global Citizenship in the wake of Globalization		
<b>Text Books</b>	: <ol style="list-style-type: none"> <li>1. Luthans, F. <i>Organizational Behaviour</i>, 7<sup>th</sup> ed., New York, McGraw Hill, 1995.</li> <li>2. Robbins, S.P. <i>Management</i>, 5<sup>th</sup> ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.</li> </ol> Robbins, S.P. <i>Organizational Behaviour</i> , 7 <sup>th</sup> ed., New Delhi, Prentice hall of India, 1996		
<b>Additional Reference Books</b>	: <ol style="list-style-type: none"> <li>1. Koonz, H. and Weachirch, H. <i>Management</i>. 10<sup>th</sup> ed., New York, McGraw Hill, 1995.</li> <li>2. Goleman, Daniel <i>Emotional Intelligence</i>,</li> </ol>		



<b>Subject Title</b>	: <b>Statistical Methods</b>		
<b>Subject Ref. No.</b>	: <b>MANB402</b>	<b>No. of Credits</b>	: 4
		<b>No. of Periods / Week</b>	: 4
		<b>Assignments / Sessional</b>	: 20
		<b>Semester Examination</b>	: 80
<b>Course Objective</b>	: The objective of the course is to make student familiar with statistical techniques relevant to management science and focus on applied aspects of subject.		
<b>Pre Requisite</b>	: Basic knowledge of mathematics.		
<b>Unit – I</b>	: Measures of central tendency, mean-median-mode, measures of dispersion, means and standard deviation.		
<b>Unit – II</b>	: Correlation analysis and regression analysis.		
<b>Unit – III</b>	: Time series analysis: components, methods of measurement moving averages and methods of Least Squares.		
<b>Unit – IV</b>	: Probability and probability distribution, Business Forecasting		
<b>Unit – V</b>	: Statistical Reference: Test of Hypothesis, Chi square test, F-test and Analysis of variance.		
<b>Text Books</b>	:	<ol style="list-style-type: none"><li>1. Gupta S P, <i>Statistical Methods</i>, New Delhi S Chand and Co Ltd 2008</li><li>2. Elhans D N, VeenaAgrawal, B M <i>Fundamental of Statistics</i> New Delhi, KitabMahal, 2002.</li><li>3. Sharma S D, <i>Operation's Research</i>, KedarNath and Ram Nath and Co., Meerut, 2000</li></ol>	
<b>Additional Reference Books</b>	:	<ol style="list-style-type: none"><li>1. C Satyadevi, <i>Quantitative</i> , New Delhi S Chand and Co Ltd 2009</li><li>2. Shrivastava V K, Shenoy G V, Sharma S C, <i>Quantitative Techniques and Managerial Decisions</i>, New Delhi, New Age International Ltd, 2005</li><li>3. Shrivastav, <i>Statistics for Management</i>, Tata McGraw Hill, 2000</li><li>4. Levin Richard I and Rubin David S <i>Statistics for Management</i>, New Prentice Hall Inc. 1995.</li></ol>	

Subject Title	: Managerial Economics		
Subject Ref. No.	: MANB403	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80
Course Objective	: The objective of the course is to acquaint the students with concepts and theories of Micro Economics helpful in business decision making at firm level.		
Pre Requisite	: Basic understanding of concepts, theories of economics.		
Unit – I	: Introduction:		
	i. Basic concepts and Principles		
	ii. Theory of firm		
Unit – II	: Theory of Demand:		
	i. Demand and supply analysis		
	ii. Consumer preference and choice		
	iii. Elasticity of demand		
	iv. Demand forecasting		
Unit – III	: Theory of Production and Cost:		
	i. Production Theory		
	ii. Cost concepts		
Unit – IV	: Market Structure:		
	i. Perfect Competition		
	ii. Monopoly		
	iii. Oligopoly		
Unit – V	: Macro-Economic Aspects:		
	i. National Income		
	ii. Money Supply and Inflation		
	iii. Business cycles		
Text Books	:		
	1. M Adhikari, <i>Business Economics</i> , Excel Books New Delhi 2000		
	2. Baumol , W J <i>Economics Theory and Operation Analysis 3<sup>rd</sup> Ed</i> New Delhi, Prentice Hall Inc. 1996		
	3. Chopra O P <i>Managerial Economics</i> New Delhi, Tata McGraw Hills 1985		
	4. Geetika , Ghosh, and ChaudhariPurba Roy, <i>Managerial Economics</i> Tata McGraw Hills		
	5. Mithani <i>Managerial Economics</i>		

**Subject Title** : Research Methodology

**Subject Ref. No.** : MANB404

**No. of Credits** : 4

**No. of Periods / Week** : 4

**Assignments /Sessional** : 20

**Semester Examination** : 80

**Course Objective** : 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.

**Unit – I** : **Introduction to Research:** Scope, Objectives, Motivation, significance, Types, Research Applications, Research Methodology.

**Unit – II** : **Research Problem:** Components of a Problem, Conditions for selecting Problem , Research Problem identification; Problem Formulation and Statement of Research Objectives; Techniques of defining research Problem

**Unit – III** : **Research designs & Sample Design:** Features, Significance, Introduction to Types- exploratory, descriptive & experimental research designs; Sample Design: Steps in sample design, types- Probability & Non Probability sample design.

**Unit – IV** : **Data collection:** Methods –Primary Data & Secondary Data, Survey methods, selection of an appropriate data collection method, conditions before using secondary data, Questionnaire design.

**Unit – V** : **Data Processing:** Editing, Coding, classification, Tabulation, Analysis of Data; Introduction to SPSS, ANOVA, Research Proposal; Research process

**Text Books** :

1. Research methodology methods & techniques by C.R. Kothari
2. Statistical methods: Dr. S.P. Gupta-sultan Chand & sons New Delhi.
3. Research methodology by Gupta
4. Research methodology in social science by Giridhari
5. Management Research Methodology by K.N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan.
6. Management Research by Andrews, F.M. and S.B. Withey Social Indicators of Well Being. Plenum Press. NY, Bennet, Roger
7. Survey Methods by Fowler, Floyd J. Jr.,
8. Exploring Research by Salkind, Neil J.,



**Subject Title** : **Accounting for Managers**

**Subject Ref. No.** : **MANB405**

**No. of Credits** : 4

**No. of Periods / Week** : 4

**Assignments / Sessionals** : 20

**Semester Examination** : 80

**Course Objective** : 1. The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting.

2. To plan the work & take decisions on the basis of accounting information.

**Unit – I** : **Financial Accounting** – Concepts, Importance and Scope, Generally Accepted Accounting Principles of Double Entry System of Book-Keeping, Ledger Posting, Preparation of Trial Balance sheet, Preparation of Final Accounts with simple Adjustments

**Unit – II** : **Management Accounting** – Meaning, Aims, Objectives, Functions, Advantages and Limitations of Management Accounting Difference between Management Accounting and Financial Accounting; Financial Analysis Fund Flow and Cash Flow Statements.

**Unit – III** : **Cost Accounting**: - Meaning, Concept, Relationship Between Cost Accounting and Financial Accounting, Cost Elements – Material Labour and Overheads, Preparation of Cost Sheet

**Unit – IV** : **Marginal Costing**, Absorption Costing and Breakeven Analysis, Standard Costing and Variance Analysis.

**Text Books** : 1) 'Advanced Accountancy' by Shukla and Grewal.  
2) 'Advanced Financial Accounting' by R.L.Gupta  
3) 'Advanced Accounting' by Jain and Naranmg.  
4) 'Advanced Accounting' by Khan and Jain.  
5) 'Advanced Accountancy' by S.N.Maheswari.

<b>Subject Title</b>	<b>: Environment Management</b>		
<b>Subject Ref. No.</b>	<b>: MANB406</b>	<b>No. of Credits</b>	<b>: 2</b>
		<b>No. of Periods / Week</b>	<b>: 2</b>
		<b>Assignments /</b>	<b>: 10</b>
		<b>Sessional</b>	
		<b>Semester Examination</b>	<b>: 40</b>
<b>Course Objective</b>	: UNs Resolution for 2010 & the World Millennium Goals have Environment & Sustainable Development as the core objective. The course is designed to make the budding managers sensitized to Environment along with developing an understanding of inclusive & sustainable growth; thereby creating Managers that cater to the societal demands along with the organizational priorities.		
<b>Unit – I</b>	: Environment Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools.		
<b>Unit – II</b>	: Energy Management-Fossil Fuels use, Nuclear – Wind – Hydro Energy, Bio-fuel; Recycling Industry; Ecosystem Concepts; Ecology: Industrial Ecology, Agro-ecology.		
<b>Unit – III</b>	: Environment Management System; EMS Standards; Audit Scheme; Clearance/Permissions for establishing industry; Carbon Credit.		
<b>Unit – IV</b>	: Environmental Management and Valuation: Environmental Accounting, Green Funding, Green Banking; Environment Ethics; Environmental Health & Protection; GATT/ WTO Provisions; Environmental Law.		
<b>Unit – V</b>	: Pollution and Waste Management- Air, Water, Noise & Land Pollution; Waste Management; Biodiversity Management; forest products and Trade; Global-warming; Bharat Stage – II & Euro – II; Role of NGO's.		
<b>Text Books</b>	: <ol style="list-style-type: none"> <li>1. Uberoi, N.K.; <i>Environmental Management</i>, Excel Books, A-45, Naraina Pahse-1, New Delhi, 2000.</li> <li>2. Pandey, G.N.; <i>Environmental Management</i>, Vikas Publishing House New Delhi, 1997.</li> <li>3. Gupta, N. Dass: <i>Environmental Accounting</i>, Wheeler Publishing 19, K.G. Marg, New Delhi, 1997.</li> <li>4. Mahanty, S.K. <i>Environment &amp; Pollution Law Manual</i>, Universal Law Publishing, G.T. Karnal Road, New Delhi, 1996.</li> <li>5. Harley, Nick: <i>Environmental Economics</i>, MacMillan India Ltd., Ansari Road, New Delhi, 1997.</li> <li>6. Kolstad, Charles D.: <i>Environmental Economics</i>, Oxford University Press, 2000.</li> <li>7. Nigel Horan, : <i>Environment Waste Management: An European Perspective</i>, John Wiley &amp; Sons, 1996.</li> </ol>		

**Subject Title :** IT for Managers  
**Subject Ref. No.** MANB407

No. of Credits : 02  
No. of Periods/Week : 02  
Assignments/Sessional : 10  
Semester Exam. : 40

**Course Objective** Keen stress on the Advanced concepts of Information Systems in Organization along with advanced concepts in MS-Excel is rendered.

**Prerequisite :** NA

**Unit –I :** **Information Systems:** Information System concept, types and usage. Information System, Organizations and strategy, Economics of Information System, Foundations of E-Business, Foundations of Data Management, Information systems and its impact in Organization and People.

**Unit –II :** **Advanced Excel:** Filtering Data, AutoFilter , Advanced Filters , Formulas and Functions, Totals and Subtotals Total, Row ,Subtotals ,Creating charts and Graphs, Managing Windows, Multiple Windows, Splitting Windows, What-if analysis, Analysis by goal seek, Analysis by pivot tables

**Text Books :**

1. Advanced Excel Essentials – 2014, Jordan Goldmeier
2. Fundamentals of Information Systems –2014, Ralph Stairs



**Subject Title** : Yoga

**Subject Ref. No.** : MANB408

**No. of Credits** : 2

**No. of Periods / Week** : 2

**Assignments / Sessional** : 50

**Course Objective** : The objective of this course is to promote holistic development of the students. The course should be undertaken and assessed by a Qualified Yoga Teacher .

**MBA- II Semester**

**Subject Title** : **Optimization Techniques**

**Subject Ref. No.** : **MANB409**

**No. of Credits** : 4

**No. of Periods / Week** : 4

**Assignments / Sessional** : 20

**Semester Examination** : 80

**Course Objective** : The objective of the course is to develop in understanding a basic optimization techniques and their role in Managerial Decision Making.

**Pre Requisite** : Students are required to revise knowledge of statistical methods.

**Unit – I** : Basics of Operation Research, Applications in Managerial decision making.

**Unit – II** : Linear Programming, Basic Concepts and methods of solution.

**Unit – III** : Assignment and transportation models, replacement theory.

**Unit – IV** : Queuing theory, game theory and simulation.

**Unit – V** : Decision theory, inventory management techniques, project management by PERT/CPM.

**Text Books** : 1. Taha, H A Operations Research- An Introduction, New york, Mc-Miillan, 1989  
2. Narag A S, Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.  
3. Sharma S D, Operation's Research, KedarNath and Ram Nath and Co., Meerut, 2000

**Additional Reference Books** : 1. KantiSwarup Gupta, P. K. Manmohan, Operations Research, Sultan Chand and Sons Edu, Publishers, New Delhi 2003  
2. Gupta, Prem Kumar and Hira, D S Operations Research, New Delhi, S Chand and Co Ltd 2000

**Subject Title:** Human Resource Management  
**Subject Code:** MANB-410

No. of credits: 04  
No of periods / week: 04  
Assignments/sessions: 20  
Semester Exam: 80

**Course Objectives:** In a complex world of industry and business organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the policies and practices of human resource management.

**Pre-requisites:** Evolution of Human Resource Management, basic Functions and impact on Human Resource Management.

**Unit-I** **Conceptualization & fundamentals:** Introduction to HRM, corporate objectives & HRM, Concepts & functions of HRM, comparison between Personnel Management & HRM, corporate level strategies & its effect on HRM, Role of Human Resources Manager.

**Unit-II** **Employment:** Job Design, Job Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction.

**Unit-III** **Human Resource Development:** Training & Development, career planning & succession Planning, Performance Appraisal, Potential Appraisal, Promotion, Transfer & Demotion, Retention & Retrenchment, Exit Interviews

**Unit-IV** **Compensation :** Job Evaluation, Wage & salary Administration

**Unit-V** **Employee Engagement Practices:** Employee welfare, Industrial Relations, fringe Benefits, social Security measures.

**Text Books:**

1. Dessler, Gary Human Resource Management, Prentice Hall
2. Aswathappa K. Human Resources and Personnel Management Tata McGraw Hill New Delhi, 1997.
3. P. Subba Rao; Personnel And Human Resource Management" Text & Cases, Himalaya Publishing House. 2009.
4. Sarma A.M., Performance Management systems, Himalaya Publication House, 2008.
5. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.



<b>Subject Title</b>	: <b>Financial Management</b>		
<b>Subject Ref. No.</b>	: <b>MANB411</b>	<b>No. of Credits</b>	: 4
		<b>No. of Periods / Week</b>	: 4
		<b>Assignments / Sessional</b>	: 20
		<b>Semester Examination</b>	: 80
<b>Course Objective</b>	: The purpose of this course is in creating awareness and understanding of three core areas of Financial Management- Investment Decisions, Financing Decisions and Dividend Decisions		
<b>Pre Requisite</b>	: Elementary Understanding of concepts related to Finance.		
<b>Unit – I</b>	: <b>Foundations of Finance:</b> Overview, Time value of money and Valuation of Bonds and Shares		
<b>Unit – II</b>	: <b>Analysis and Control:</b> Cash flow statement, Financial Statement Analysis, Cost-Volume-Profit Analysis, Budgeting and Profitability.		
<b>Unit – III</b>	: <b>Long Term Investment Decision:</b> Capital Budgeting Cost of Capital, and Risk Analysis.		
<b>Unit – IV</b>	: <b>Current Asset Management:</b> Working Capital Management, Management of Cash, Receivables and Inventory, Working Capital Financing.		
<b>Unit – V</b>	: <b>Leverage Decisions, Capital Structure Decisions, Long-term Financing and Dividend Policies and Its Determinants</b>		
<b>Text Books</b>	: <ol style="list-style-type: none"> <li>1. <i>FinancialManagement</i>- Khan and Jain Sixth Ed- Tata McGraw Hill.</li> <li>2. <i>FinancialManagement</i>-Prasanna Chandra – Seventh Ed, Tata McGraw Hill.</li> <li>3. <i>FinancialManagement- Principles and Practice</i>- G Sudarshana Reddy, Himalaya Publications</li> <li>4. <i>FinancialManagemen</i>- R. M ShrivastavHimalaya Publications</li> <li>5. <i>FinancialManagement</i>-I M Pandey, Vikas Publications 10<sup>th</sup> Ed</li> </ol>		

<b>Subject Title</b>	<b>: Marketing Management</b>		
<b>Subject Ref. No.</b>	<b>: MANB412</b>	<b>No. of Credits</b>	<b>: 4</b>
		<b>No. of Periods / Week</b>	<b>: 4</b>
		<b>Assignments / Sessional</b>	<b>: 20</b>
		<b>Semester Examination</b>	<b>: 80</b>
<b>Course Objective</b>	<b>: The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.</b>		
<b>Pre Requisite</b>	<b>: The student should have basic knowledge of Management.</b>		
<b>Unit – I</b>	<b>: Nature and scope of marketing, corporate orientations towards the marketplace. The marketing environment and Environment scanning, Integrating Marketing with other Functions, Marketing information system and Marketing research,</b>		
<b>Unit – II</b>	<b>: Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packaging decisions,</b>		
<b>Unit – III</b>	<b>: Pricing methods and strategies, Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling;</b>		
<b>Unit – IV</b>	<b>: Channel management-selection co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts;</b>		
<b>Unit – V</b>	<b>: New issues in marketing-Globalization Consumerism, Green marketing, Internet Marketing, Rural Marketing – Rural Marketing Environment &amp; Strategy. Customer Relationship Management – Components of CRM, Measuring Customer Satisfaction, Marketing of Services – Growth of Services in India, social networking, Bluetooth marketing and Retailing – Nature &amp; Scope.</b>		
<b>Text Books</b>	<b>: 1. Kotler, Philip, <i>Marketing Management, Analysis, Planning, Implementation and Control</i>, New Delhi, Prentice Hall of India. 2. Ramaswamy, V S and Namakumari, S. <i>Marketing Management; Planning Control</i>, New Delhi, Macmillan.</b>		
<b>Additional Reference Books</b>	<b>: 1. Enis, B M <i>Marketing Classics: A Selection of Influential Articles</i>, New York, McGraw Hill. 2. Station William, J. <i>Fundamentals of Marketing</i>, New York, McGraw Hill. 3. Nelamegham, S. <i>Marketing In India: Cases and Readings</i>, New Delhi, Vikas.Shah “Advertising and Promotion”, Tata McGraw Hill.</b>		

<b>Subject Title</b>	<b>: Production and Operations Management</b>		
<b>Subject Ref. No.</b>	<b>: MANB413</b>	<b>No. of Credits</b>	<b>: 4</b>
		<b>No. of Periods / Week</b>	<b>: 4</b>
		<b>Assignments / Sessional</b>	<b>: 20</b>
		<b>Semester Examination</b>	<b>: 80</b>
<b>Course Objective</b>	: The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation function in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of material with reference to both manufacturing and services organizations.		
<b>Unit – I</b>	: Nature and Scope of Production and Operations Management; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Make-or-Buy Analysis		
<b>Unit – II</b>	: Facility Location; factors influencing facility location; Capacity Planning; Types of capacity;		
<b>Unit – III</b>	: Materials Management – Overview of Materials Management, Materials planning, Budgeting, Inventory control, JIT, MRP, Purchase Mgt., Stores Mgt; Vendor Evaluation; Materials Handling- Principles ;Equipment's; 5-S. Kaizen; Kanban; Poka-Yoke; Toyota Production Systems; Line Balancing-Problems;		
<b>Unit – IV</b>	: Scheduling; Production Planning and Control-In Mass Production-In Batch/ Job Order Manufacturing; Work Design- Work study, method study, work measurement- work sampling		
<b>Unit – V</b>	: Quality Management System- Quality Assurance- statistical process control - acceptance sampling; TQM-ISO 9000; Maintenance Mgt concepts- Maintenance Mgt; Work environment; Safety management;		
<b>Text Books</b>	: 1. Production and operations Management by Kaniska Bedi 2. Production and operations Management by K. Ashwathappa and K. Shridhara Bhat 3. Operations Management by E. Buffa 4. Production and Operations Management 6 <sup>th</sup> ed., by Adam, E E & Ebert, RJ.;		



**Subject Title** : **Business Laws**

**Subject Ref. No.** : **MANB414** **No. of Credits** : **4**

**No. of Periods / Week** : **4**

**Assignments / Sessional** : **20**

**Semester Examination** : **80**

**Course Objective** : The Course bears the onus of developing technical insights in students about the legislative framework of Indian Business Scene.

**Pre Requisite** : The students are required to refer Bare Acts, Law Codes & Supreme Court Precedents on the topics to be discussed in the lecture beforehand.

**Unit – I** : **The Indian Contract Act, 1872 (Section 1 – 100)**

Fundamentals & Conceptualization, Essentials of a Valid Contract, Void-Voidable Contracts, Performance & Breach of Contracts, Remedies on Breach of Contract & Quasi Contracts.

**Unit – II** : **The Company Act, 1956**

Concept, Nature & Types of Companies, Formation of Company, Memorandum of Association & Articles of Association, Prospectus, Allotment of Shares, Director & its Qualifications, Shares & Share Capital, Membership, Borrowing Powers, Management & Meetings, Winding-up of a Company.

**Unit – III** : **The Sale of Goods Act, 1930**

Concept, Definitions, Solemnization of a Sale of Goods Contract, Paid & Unpaid Seller, Rights of an Unpaid Seller, Remedies on breach of Contract,

**Unit – IV** : **The Negotiable Instruments Act, 1881**

Types & Nature of Instruments, Negotiation & Assignment, Holder-in-due Course, Dishonor & Discharge of Negotiable Instruments, Arbitration.

& Consumer Protection Act

**Unit – V** : **Information Technology Act & Cyber Laws**

**Text Books** : Bare Acts & Code Books

**Additional** : Supreme Court Journals, Supreme Court Reports & other Reference Journals

**Reference Books**

<b>Subject Title</b>	<b>: Indian Ethos &amp; Values</b>		
<b>Subject Ref. No.</b>	<b>: MANB415</b>	<b>No. of Credits</b>	<b>: 2</b>
		<b>No. of Periods / Week</b>	<b>: 2</b>
		<b>Assignments / Sessionals</b>	<b>: 10</b>
		<b>Semester Examination</b>	<b>: 40</b>

**Unit I** Fundamentals & Conceptualization: Morals – Ethics – Values, Indian Heritage on Ethics, Fundamental principles of Ethics-Values in Business, Need for values in Global change,

Professional Ethics of a Manager, Indian Leaders on Business Ethics.

**Unit II** Societal Aspect of Ethics & Corporate Governance: Corporate Social Responsibility & corporate Governance, Corporate Global Citizenship.

**Reference Books**

1. Mishra "Business Ethics", Tata McGraw Hill
2. Chakraborty, S.K.: Foundation of Managerial work-Contribution from Indian Thought, Himalaya Publishing House Delhi 1998.
3. Biswanath Ghose, Indian Ethos & Values, Vikas Publishing, 2008.
- 4.S.A. Sherlekar, Global Dharmic Management, Himalaya Publication House, 2nd Edition 2005.
5. CVS Murthy, Business Ethics, Himalaya Publishing House, 2006
6. N.M. Khandelwal, Indian Ethnos & values for Manager, Himalaya

<b>Subject Title</b>	<b>: International Business Environment</b>		
<b>Subject Ref. No.</b>	<b>: MANB416</b>	<b>No. of Credits</b>	<b>: 2</b>
		<b>No. of Periods / Week</b>	<b>: 2</b>
		<b>Assignments / Sessional</b>	<b>: 10</b>
		<b>Semester Examination</b>	<b>: 40</b>
<b>Course Objective</b>	: The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.		
<b>Unit – I</b>	: International business – An overview of international business, International business environment – Economic, Socio – cultural, Political, Natural environment. Theories of International Business, Strategies of International Business, Modes of entering International Business, Advantages and Disadvantages of International Business,		
<b>Unit – II</b>	: Globalization – Introduction, Meaning, and Definition, Features, Stages of Globalization, Globalization of Markets, Globalization of Production, Globalization of Investments and Technology. Advantages and Disadvantages of Globalizations		
<b>Unit – III</b>	: World Trade Organization(WTO), Tariff and non-Tariff barriers, General Agreement on Trade and Tariff(GATT),Establishment of World Trade Organization., Uruguay round Package., Organization structure of the WTO,WTO –Anti Dumping Measures.		
<b>Unit – IV</b>	: Regional Economic Integration, Global monetary system, Foreign Exchange Market, Global Capital Market.		
<b>Unit – V</b>	: International Marketing, Global HRM, Global Production, Corporate Social Responsibility.		
<b>Text Books</b>	: Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, 2007. - K.A swathappa, Essentials of Business Environment, 9/e Himalaya, 2007. - P. Subbarao : International Business, Himalaya Publishing. - Charles Hill, International Business – Tata Mc. Graw Hill,		



<b>Subject Title</b>	<b>: Creativity and Innovation</b>		
<b>Subject Ref. No.</b>	<b>: MANB417</b>	<b>No. of Credits</b>	<b>: 2</b>
		<b>No. of Periods / Week</b>	<b>: 2</b>
		<b>Assignments / Sessionals</b>	<b>: 10</b>
		<b>Semester Examination</b>	<b>: 40</b>

**Unit I** Basic concepts of Thinking, Creativity and Innovations

**Unit II** Lateral Thinking

**Unit III** Mind Mapping

**Unit IV** Innovations

**Unit V** Case Studies

- Reference Books**
1. "Lateral Thinking" by Edward de Bono
  2. "Mind Mapping" by Tony Buzan
  3. "Innovation Engine" by Tina Seelig

**MBA-III Semester Finance**

<b>Subject Title</b>	<b>: Money &amp; Banking</b>	<b>Credits</b>	<b>: 4</b>
<b>Subject Ref. No.</b>	<b>: MANB501F</b>	<b>Lectures/ Week</b>	<b>: 4</b>
		<b>Assignments / Sessionals</b>	<b>: 20 Marks</b>
		<b>Semester Examination</b>	<b>: 80 Marks</b>

**Objective :-** The subject aims to introduce basic Concepts and Principles in Money and Banking Along with development at understanding the nuances of Monetary Policy and Financial Markets.

**Unit I –** An Overview of Financial System, Financial Markets and Instruments. Principles of Financial Markets and Interest Rates.

**Unit II-** Economics of Banking Institutions: Issues, Performance &Regulations.

**Unit III –** Central Banking, Monetary Policy and Regulation.

**Unit IV –** Essentials of Monetary Theory: Study of Classical, Keynesian and Modern Theories of Money and Income.

**Unit V –** Monetary Policy, Conduct and Inter linkages between objectives/Targets/Policy/Rules and Discussions.

**Essential Readings:**

- 1) Financial Institutions and Markets : By LM Bhole and Jitendra Mahakud : **Tata Mcgraw Hill**
- 2) The Economics of Money, Banking and Financial Markets By Mishkin
- 3) Money Banking And Finance By N.K. Sinha, BSC Publication New Delhi.
- 4) Banking Theory And Practice, K . C. Shekhar and Lakshmy Shekhar, Vikas Publishing House Pvt. Ltd.
- 5) Money And Banking By Robert Wright, Saylor Publication.

<b>Subject Title</b>	: <b>Working Capital Management</b>		
<b>Subject Ref. No.</b>	: <b>MANB502F</b>	<b>No. of Credits</b>	: 4
		<b>No. of Periods / Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20
		<b>Semester Examination</b>	: 80
<b>Course Objective</b>	: Critical understanding of Concepts of Working Capital for effective risk management.		
<b>Pre Requisite</b>	: The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.		
<b>Unit – I</b>	: <b>Overview-</b> Concept, Nature & Planning of Working Capital.		
<b>Unit – II</b>	: <b>Management of Cash</b> – Motives for Holding Cash & Marketable securities - Objectives of cash management - Factors determining cash needs		
<b>Unit – III</b>	: <b>Receivables Management</b> – Objectives, Credit policies, Credit Terms & Collection policies		
<b>Unit – IV</b>	: <b>Inventory Management</b> – Types, Costs & Benefits of holding inventories - Inventory Management Techniques & models.		
<b>Unit – V</b>	: <b>Working Capital Financing</b> - Trade credit, Bank credit, Commercial Papers, Certificate of Deposits, Factoring, Foreign Borrowings etc.		
<b>Suggested Readings</b>	: 1. Bhalla, V.K. <i>Working Capital Management: Text and Cases</i> , 4 <sup>th</sup> ed., Delhi, A 2001. 2. Hampton J.J. and C.L. Wagner <i>Working Capital Management</i> , John Wiley & 1989. 3. Mannes, T.S. and J.T. Zietlow <i>Short-term Financial Management</i> , West Pu 1993. 4. Scherr, F.C. <i>Modern Working Capital Management</i> , Prentice Hall, 1989 5. Smith, Keith V. and G.W. Gallinger <i>Readings on Short-term Financial Manage</i> 3 <sup>rd</sup> ed., West Pub. Co., 1988 6. Prassanna Chandra, <i>Financial Management – Theory &amp; Practice</i> 7 <sup>th</sup> ed. New Delhi Tata McGraw Hill Education. 7. Block, Hirt & Danielsen, <i>Foundations of Financial Management</i> - 13 <sup>th</sup> ed. New Tata McGraw Hill Education. 8. Khan & Jain – <i>Financial Management</i> -6 <sup>th</sup> ed. New Delhi Tata McGraw Hill Education.		



<b>Subject Title</b>	<b>: Corporate Taxation</b>		
<b>Subject Ref. No.</b>	<b>: MANB503F</b>	<b>No. of Credits</b>	<b>: 4</b>
		<b>No. of Periods / Week</b>	<b>: 4</b>
		<b>Assignments / Sessional</b>	<b>: 20</b>
		<b>Semester Examination</b>	<b>: 80</b>
<b>UNIT – I</b>	Definition of Income and Assesse, previous year, Assessment year, gross total income, residential status, incidence of tax, capital and revenue receipts.		
<b>UNIT – II</b>	Income from salary, income from business and profession, income from capital gains and income from other sources relating to company assesses only.		
<b>UNIT – III</b>	Income exempt from tax, tax rebates, deduction relating to company assessee only, set off and carry forward of losses, TDS, self-assessment tax, filing of return.		
<b>UNIT – IV</b>	Tax planning, with reference to setting up of new business, financial management decisions and employees remuneration		
<b>UNIT – V</b>	Tax planning regarding dividends policy, additional tax on undistributed profits, computation of tax liability of company.		
<b>REFERENCE BOOKS –</b>	<ol style="list-style-type: none"> <li>1. Ahuja, G.K and Gupta Ravi, Systematic Approach to Income Tax, Allahabad, Bharat law house.</li> <li>2. Bhagwati Prasad, Direct Taxes Law and Practice, wishwa prakashan.</li> <li>3. Singhania, V.K. Direct Taxes Law and Practice, Delhi, Taxman.</li> <li>4. Sarinivas, E.A. Handbook of Corporate Tax Planning, New Delhi, Tata Mcgraw Hill.</li> <li>5. Ranina, H.P. Corporate Taxation, A Handbook 2<sup>nd</sup> edition, New Delhi, Oriental Law House.</li> </ol>		

Subject Title	: Investment Management	No. of Credits	: 4
Subject Ref. No.	: MANB504F	No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80

**Objective** :- The objective of this course intend to enable the students to understand the nuances of finance which will facilitate the decision making process.

**Unit I** – Security Analysis – Risk-Return- Investment Alternatives Financial Securities & Real Estate Investment- objectives of Security Analysis.

**Unit II**- Fundamental Analysis – Industry analysis – Company Analysis.

**Unit III** – Technical Analysis – Dow Theory – Breadth of market analysis – stock analysis.

**Unit IV** – Investment Management – Investment objectives & constraints Investment motives & goals – process of investment management.

**Unit V** – Efficient Market Theory – weak form efficiency – semi -strong form efficiency - strong form efficiency- measuring methods of risk & return of securities.

**Suggested Readings:**

- 1.Security analysis & investment management by Donald E. Fischer & Ronald J. Jordan
- 2.Investment Management by V.K. Bhalla
3. Investment Analysis & Portfolio Management by Prasanna Chandra.
4. Investment by Sharpe, William f.
5. Modern Investment & Security Analysis by Fillar Russell J. & Farrell James L. New Yark.

Subject Title	: Financial Decision Analysis		
Subject Ref. No.	: MANB505F	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80

**Objective :-** The objective of this course is to impart an intensive knowledge about the solutions, use of quantitative techniques in financial decision areas.

**Unit I –** Regression Analysis – Simulation technique – Business failure and reorganization cost- volume profit analysis.

**Unit II –** Capital Expenditure Decision under risk and uncertainty. Leasing-Finance and operating lease – single investor & leverage lease.

**Unit III –** Corporate Debt capacity management – Mergers & Acquisition- take over valuation of Goodwill & share

**Unit IV –** Sequencing decisions- Replacement decisions – Dividend Policy Models

**Unit V –** Linear Programming – Goal Programming (Application) – Inventory models EOQ & Price Break.

**Suggested Readings :**

- 1) V.K. Bhalla – Financial Management & Policy.
- 2) Harold Bierman – Lease Vs Buy decision.
- 3) Levy H. & Sarnat H. – Capital Investment & Financial Decision
- 4) Van Horn James c – Financial Management Policy.

<b>Subject Title</b>	<b>: Financial Services</b>		
<b>Subject Ref. No.</b>	<b>: MANB506F</b>	<b>Credits</b>	<b>: 4</b>
		<b>Lectures/ Week</b>	<b>: 4</b>
		<b>Assignments / Sessionals</b>	<b>: 20 Marks</b>
		<b>Semester Examination</b>	<b>: 80 Marks</b>
<b>Objective :-</b>	To enable students understand the intricacies of financial services & subsequent application of the same in the industry.		
<b>Unit I –</b>	Concept, Nature, Scope, Regulatory Framework & Growth of Financial Services (FS) in India.		
<b>Unit II-</b>	<b>Asset Based FS:</b> Conceptual, Regulatory & Accounting Framework of Lease Financing, Hire-Purchase Finance & Consumer Credit <i>etc.</i>		
<b>Unit III –</b>	<b>Asset Based FS:</b> Conceptual, Regulatory & Accounting Framework of Housing Finance, Securitization, Insurance Services & Products, Venture Capital Financing, Banking Products & Services, Mutual Funds <i>etc.</i>		
<b>Unit IV –</b>	<b>Fee Based FS:</b> Merchant Banking, Issue Management-Activities/Procedures, Corporate Restructuring, Stock Broking <i>etc.</i>		
<b>Unit V –</b>	<b>Fee Based FS :</b> Mutual fund: Types Mutual Funds – Advantages of mutual funds - Exchange Traded Funds – Hedge funds- Regulations on mutual funds, Loan Syndication and Loan Consortium, Investment banking <i>etc.</i>		

**Books and References:**

1. Khan, M. Y. Financial Services, New Delhi: Tata McGraw-Hill,
2. V.K. Bhalla, Management of Financial Services, New Delhi, Anmol Publication
3. Payne, Adrian. The Essence of Services Marketing,. New Delhi: Prentice Hall of India
4. Verma, J.C. Bharat's Manual of Merchant Banking: Concepts, Practices and Procedures
5. Bhole & Mahakud, Financial Institutions & Markets TMH, New Delhi,
6. Jeff Madura, Financial Markets & Insti., Cengage Publications

**MOOC:**

1. [http://nptel.ac.in/syllabus/11016042/Financial Markets and Institutions](http://nptel.ac.in/syllabus/11016042/Financial%20Markets%20and%20Institutions)



**MBA-III Semester - Marketing**

<b>Subject Title</b>	<b>: CONSUMER BEHAVIOUR</b>		
<b>Subject Ref. No.</b>	<b>: MANB-501M</b>	<b>Credits</b>	<b>: 4</b>
		<b>Lectures/ Week</b>	<b>: 4</b>
		<b>Assignments / Sessional</b>	<b>: 20 Marks</b>
		<b>Semester Examination</b>	<b>: 80 Marks</b>

**Objective :-** The basic objective of this course is to develop an understanding about the consumer decision-making process and its application in marketing function of firms.

- Unit I –** Introduction to Consumer Behavior; Consumer Behavior and Marketing Strategy;  
**Unit II-** Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules;  
**Unit III –** Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change;  
**Unit IV –** Influence of Personality and Self Concept on Buying Behavior; Psychographics and Lifestyle; Reference Group Influence;  
**Unit V –** Diffusion of Innovation and Opinion Leadership Family Decision Making; Industrial Buying Behavior; Models of Consumer Behavior; Consumer Behavior Audit; Consumer Behavior Studies in India.

- Suggested Readings:**
1. Assael, H. *Consumer Behaviour and Marketing Action*. Ohio, Sought Western, 1995.
  2. Engle, J.F. etc. *Consumer Behaviour*. Chicago, Dryden Press, 1993
  3. Howard, John A. etc. *Consumer Behaviour in Marketing*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
  4. Hawkins, D.I. etc *Consumer Behaviour: Implications for Marketing Strategy*. Texas, Business, 1995.
  5. Mowen, John C. *Consumer Behaviour*. New York, MacMillan, 1993.
  6. Schiffman, L G and Kanuk, L L. *Consumer Behaviour*. New Delhi, Prentice Hall of India, 1994.

Subject Title            Advertising Management  
Subject Ref. No.        MANB-502M

No. of Credits    4  
No. of Periods / Week    4  
Assignments / Sessional    20  
Semester Examination    80

**Objective**            The aim of the paper is to acquaint the students with concepts, techniques and give experience of concepts for developing an effective advertising program.

**UNIT-I**                Advertising, definition, Origin and growth of Advertising, Functions of advertising, Role of advertising in Marketing process, Legal ,Ethical ,Social, and economic aspects of advertising,Advertising-Retail,National,Co-opertative,political,International,public serving advertising.

**UNIT-II**                Advertising and process of communication: Wilbur Schramm's Model, Two step flow of communication, Theory of cognitive dissonance and clues for advertising strategists.

**UNIT-III**                Segmentation and positioning, Media, Types of Media, Media strategy and Media planning, Media factors, Media Mix, Media evaluation, Budgeting.

**UNIT-IV**                Constructing an Advertisement, **Visualization**, Creative visualization, process of visualization, Qualities of **visualizer**, Message, Headline, Copy, Logo, Illustration, Appeal, Layout, slogans. Integrated marketing communication, Internet Advertising-Forms of internet advertising.

**UNIT- V**                Evaluation of advertising-Evaluating advertising effectiveness through pretest, **posttest**, Recognition Test, Recall Test, DAGMAR Approach.

- Suggested Readings
1. C N Sonatakki,etc ADVERTISING, Second Revised and enlarged edition ,Kalyani publishers,1996.
  2. S H H Kazm,Satsh K Batra, Advertising and Sales promotion, Edition 2, published by Anurag Jain fro Excel Books,2001,2004.
  3. U.C.Mathur,Advertising Management, Revised Second edition,New Age International publishers,2005.
  4. Kruti Shah,Alan D'souza,Advertising and promotions an IMC Perspective,Tata Mcgraw Hill Education private Limited,New Delhi,2009.
  5. Beleh, George E and Beleh, Michael A. *Introduction to Advertising and Promotion*. 3<sup>rd</sup> ed., Chicageo Irwin., 1995.
  6. Borden, William H. *Advertising*. New York, John Wiley, 1981.
  7. Hard, Norman. *The Practice of Advertising*. Oxford, Butterworth Heinemann, 1995.
  8. Kleppner, Otto. *Advertising Procedure*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
  9. Ogilvy, David. *Ogilvy on Advertising*. London, Longman, 1983.
  10. Sengupta, Subroto. *Brand Positioning, Strategies for*.

<b>Subject Title</b>	<b>: Retail Management</b>		
<b>Subject Ref. No.</b>	<b>: MANB503M</b>	<b>No. of Credits</b>	<b>: 4</b>
		<b>No. of Periods / Week</b>	<b>: 4</b>
		<b>Assignments / Sessionals</b>	<b>: 20</b>
		<b>Semester Examination</b>	<b>: 80</b>
<b>Pre Requisite</b>	The student should have basic knowledge of Management.		
<b>Unit I</b>	Introduction : An overview of Retail, Retail formats and theories of retail development, Retail in India, Retail in Key regions of world		
<b>Unit II</b>	Strategy & Planning : Understanding the retail consumer, retail strategy, store site selection, methods of retail expansion		
<b>Unit III</b>	Merchandise Management : Basics of retail merchandising, Process of Merchandise planning, Methods of Merchandise procurement, Retail pricing and evaluating merchandise Performance, The development of Private Labels, Category management		
<b>Unit IV</b>	Managing Retail : HRM in Retail, Retail Store Operations, Legal & ethical aspects of retail, Store design, layout and visual merchandising		
<b>Unit V</b>	Creating & sustaining value : Managing retail infrastructure, Supply chain Management, Understanding retail viability, Retail marketing & branding, servicing the retail customer, role of technology in retail		
<b>Reference Books</b>	Pradhan Swapna. – Retailing Management – Text and cases McGraw Hill Education 5 <sup>th</sup> edition		
	Kotler and Koshy, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 12/e		
<b>Additional</b>			
<b>Reference Books</b>	1. Enis, B M <i>Marketing Classics: A Selection of Influential Articles</i> , New York, McGraw Hill. 2. Station William, J. <i>Fundamentals of Marketing</i> , New York, McGraw Hill. 3. Nelamegham, S. <i>Marketing In India: Cases and Readings</i> , New Delhi, Vikas.Shah		

**Subject Title:** Brand Management  
**Subject Ref. No. :** MANB -504M

**No. of Credits:** 4  
**No. of Periods / Week:** 4  
**Assignments / Sessional:** 20  
**Semester Examination:** 80

**Course Objective:** The purpose of this course is to develop and understanding of the underlying Concepts, strategies and issues involved in the Brand management, critical from the point of view of the top executives

**Unit – I: Brand & Brand Management:** Commodities Vs Brands, The role of brands, The brand equity concept, Brand Identity and Brand image.

**Unit – II: Brand Positioning & Brand Building:** Brand knowledge, Brand portfolios And market segmentation, Steps of brand building, Identifying and Establishing brand positioning, Defining and establishing brand values.

**Unit – III: Designing & Sustaining Branding Strategies:** Brand hierarchy, Brand extension and brand transfer, Managing brand over time.

**Unit – IV : Managing Brand Equity:** Brand Reinforcement, Brand Revitalization, Brand Crisis.

**Unit – V :** Managing Brands over time - Brand Positioning and Consumer Behaviour -Retail Brands Vs. Manufacturers' Brands.

**Books Recommended:-**

1. Successful Branding - Pran K Choudhary
2. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
3. Strategic Brand Management -Caperer
4. Behind Powerful Brands - Jones
5. Managing Indian Brands -S. Ramesh Kumar



**Subject Title** Sales And Customer Relationship Management  
**Subject Ref. No.** MANB-505M

**No. of Credits :** 04  
**No. of Periods / Week :** 04  
**Assignments / Sessional :** 20  
**Semester Examination :** 80

**Course Objective** The purpose of this paper is to acquaint the student with concepts which are helpful in developing a sound sales and distribution policy, organizing and managing the sales force and Customer Relationship.

**Unit-I** Nature and Scope of Sales Management ; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel

**Unit-II** Developing and Conducting Sales Training Programme; Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests

**Unit-III** Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Program; Sales Cost and Cost Analysis

**Unit-IV** An Overview of Customer relationship Management(CRM), Meaning and definition of CRM, Dimensions of CRM-Nature of CRM,-Goals of CRM, Advantages of CRM, Importance of Customer -Consumer Behavior

**Unit-V** CRM Implementation-Comprehensive model-Developing CRM vision and Strategy Management Support., CRM in Services in Services Marketing-Service Delivery –CRM in Banking-CRM in Insurance-CRM in Hospitality

**Suggested Readings** Anderson, R. *Professional Sales Management* Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.

Anderson, R. *Professional Personal Selling*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.

Buskirk, R H and Stanton, W.J. *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.

Dalrymple, D J. *Sales Management Concept and Cases*, New York, John Wiley, 1989.

Johnson, E M etc. *Sales Management: Concepts, Practices and Cases*. New York, McGraw Hill, 1986

Stanton, William J etc. *Management of a Sales Force.*, Chicago, Irwin, 1995.

Still, R R. *Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

Adrian Payne, Services Marketing

Balasubramanian, K, Essence of Customer relationship Management.

Helen Woodruffe, Service Marketing

Service Marketing and Management-Balaji-S.Chand

**Subject Title** : Digital Marketing  
**Subject Ref. No.** : MANB-506M

**Credits** : 4  
**Lectures/ Week** : 4  
**Assignments / Sessional** : 20 Marks  
**Semester Examination** : 80 Marks

**Objective :-** The basic objective of this course is to develop an understanding about the digital Marketing and its Application in marketing function of firms

**Unit I –** Introduction to Digital Marketing; the Internet and its development, Benefits and Challenges of Digital Marketing and its Comparison with Conventional Marketing, Ten Cs for Internet Marketers.

**Unit II-** Online Buyer Behavior : Introduction , benefits and challenges ; understanding Buyer Behavior , Online Customer Expectations , Online Customer B2C Buyer Behavior, Online B2B Buyer Behavior

**Unit III –** Online Shopping/Retailing ;Emergence and benefits of Online Retailing, Types of Online Retailers, Business Models of Online retailing; Opportunities and Challenges of Online Retailing .

**Unit IV –** Online Social Influence Marketing ,Introduction to Social Media Marketing ,Its benefits and challenges; Types of Social Media Marketing ,Facebook Marketing, YouTube Marketing Twitter Marketing, Google marketing, LinkedIn Marketing

**Unit V –** Mobile Marketing: Introduction to Mobile Marketing; Growth of Mobile Industry, Benefits of Mobile Marketing, Mobile Marketing Goals.

**Suggested Readings:**

1. Richar Gay , Alan Charlesworth, and Rita Esen,Online Marketing a Customer – led approach , Oxford University Press ,2007
2. Dr. Akshay K.Nayak and Dr. Avinash Chiranjeev, INTERNET MARKETING,JnanadaPrakashan(P&D),New Delhi, 2010
3. R Prasad ,Digital Marketing –Concepts and Experiences,ICFAI Press, Andhra Pradesh ,2002
4. Pramod M Mantravadi , E-Marketing, The Emerging trends,, ICFAI Press, Andhra Pradesh ,2002.
5. Archana Mehta and S Sreedari, Online Retailing A New Paradigm, ICFAIPress, Andhrapradesh,[www.books.iupindia.org](http://www.books.iupindia.org), 2008

<b>Subject Title</b>	:	Laws governing HR			
<b>Subject Ref. No.</b>	:	MANB501H	<b>No. of Credits</b>	:	4
			<b>No. of Periods / Week</b>	:	4
			<b>Assignments / Sessionals</b>	:	20
			<b>Semester Examination</b>	:	80
<b>Course Objectives</b>	:	The course aims at orienting students with laws governing human employment and their relations, within an organizational contexts.			
<b>Pre Requisite</b>	:	The students are required to refer Bare Acts, Law Codes & Supreme Court Precedents on the topics to be discussed in the lecture beforehand.			
<b>Unit – I</b>	:	<b>Constitution of Labour Laws</b>  Meaning of 'State', Fundamental Rights and Directive Principles governing employment relations: 'Equality before Law' and its application to Labor Laws, Article 19, 21, 23 and 24.  Sexual Harassment of Women at workplace (Prevention, Prohibition and Redressal) Act, 2013: Definition of Sexual Harassment, Constitution of Internal Complaints Committee, Measure to prohibit sexual harassment, Duties of Employer.			
<b>Unit – II</b>	:	<b>Welfare and Working Conditions Law</b>  The Factories Act, 1948: Objective, The Inspecting Staff, Health, Safety, Welfare, Working Hours Of Adults, Employment Of Young Persons, Annual Leave With Wages, Special Provisions, Penalties And Procedure			
<b>Unit – III</b>	:	<b>Law of Industrial Relations</b>  The Trade Unions Act, 1926: History of Trade Unions in India, Concept of TU, difference between recognized and registered TU, Collective Bargaining, Union participation in management, popular TUs of India.  The Industrial Employment (Standing Orders) Act, 1946,  The Industrial Disputes Act, 1947 (downsizing, retrenchment, lay-off, bench employees and termination),  Industrial discipline and domestic inquiry			
<b>Unit – IV</b>	:	<b>Law of Wages</b>  The Minimum Wages Act, 1948: Concept, Procedure for fixation of minimum wages, fixation of working hours, and its enforcement.  The Payment of Wages Act, 1936: Payment of Wages; procedure for Ensuring payment of wages; Authorised deductions.  The Equal Remuneration Act, 1976  The Payment of Bonus Act, 1965: Concept, Tribunals under the act, Calculation and relevant provisions.			

<b>Unit – V</b>	<p><b>: Social Security Legislations</b></p> <p>The Employees Compensation Act, 1923: Nature and extent of Compensation of workers suffering an injury in course of employment; variants and disablement; social and Social Insurance.</p> <p>The Employees State Insurance Act, 1948: Concept, eligibility for ESIC, Tribunals under the act, Facilities offered.</p> <p>The Employees Provident Funds and Miscellaneous Provisions Act, 1952: Concept, Contribution of PF, Calculation, Punitive actions.</p> <p>The Payment of Gratuity Act, 1972: Concept of Gratuity, when to be paid, procedure for settlement, Calculation.</p> <p>The Maternity Benefit Act, 1961 and policies relating to Maternity Benefit</p>
<b>Text Books</b>	: Bare Acts & Code Books
<b>Additional Reference Books</b>	<p>: Ghosh P., Nandan S., <i>Industrial Relations and Labour Laws</i>, McGraw Hill Education, 2015, 1<sup>st</sup> Ed.</p> <p>Monappa A., Nambudri R., Selvaraj P., <i>Industrial Relations and Labour Laws</i>, McGraw Hill Education, 2012, 8<sup>th</sup> Ed.</p> <p>Supreme Court Journals, Supreme Court Reports &amp; other Reference Journals</p>



**Subject Title:** Human Resource Planning And Development

**Subject Ref. No.:** MANB-502H

**No. of credits:** 04

**No of periods /week:** 04

**Assignments/ sessions:** 20

**Semester Exam:** 80

**Course Objectives:** To equip the students with the basic understanding of the Human Resource Planning and to provide an insight into the application of Human Resource Forecasting tools and techniques for the purpose of management decision Making.

**Pre-requisites:** Basics of Human Resource Planning & Role of human resource planning in Human resource Management.

**Unit-I** Human Resource Planning; Meaning, Importance and Benefits of HRP, Influence of strategic management on HRP, Factor affecting HRP, Process of HRP, Ethics in Human Resource Planning

**Unit-II** Models and Techniques of Manpower Demand and Supply Forecasting; Recruitment, Centralized and Decentralized Recruitment, Traditional and Modern Sources of Recruitment, Selection Procedure;

**Unit-III** Human Resource Development, Training methods ,HRD Climate; Culture; QWL, Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations

**Unit-IV** Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;

**Unit-V** Human Resource Information System; Indian Labour market Analysis. Retention; Redeployment and Exit Strategies;

**Text Books:**

1. P.Subba Rao, Personnel and Human Resource Management: Text & Cases, Himalaya Publishing House, 4<sup>th</sup> revised & Enlarged edition 2010,2011
2. Dr. L.M Prasad, Human Resource Management, Sultan Chand & sons, 2nd Edition Reprint 2009.
3. Dr. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons 5th renised Edition Reprint 2009.
4. Dr. C.B. Gupta, Human Resource Management, Sultan chand & son's, 2009.
5. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001.
6. George Dreher Indian a university Bloomington & Thomas W Doughherty university of Missouri Columbia, Human resource strategy A ehavioral perspective for the general manager, McGraw Hill companies, 2001.
7. Dipak Kumar Bhattacharyya, Human Resource Planning, Excel Books, 2007.
8. Biswanath Ghosh, Human Resources development & Management,

**Subject Title** : Training And Development

**Subject Ref. No.** : MANB 503H

**No. of Credits** : 4

**No. of Periods / Week** : 4

**Assignments / Sessionals** : 20

**Semester Examination** : 80

**Course Objective** : The course aims at exposing the learner to the Concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences.

**Unit – I** : Introduction of Training & Development Concept: Definition, Objectives, Significance, Need and Benefits.

**Unit – II** : Training Need Assessment(TNA): Meaning And Purpose; Methods of Need Assessment; Need Assessment Process; Output of Training Need Assessment

**Unit – III** : Training Techniques: On-the-Job, Off-the-Job ; Training Budget; Training Design; Preparation & Selection of Trainer; Developing Training Material; Training Aids; Role & Skills of Effective Trainer;

**Unit – IV** : Training Evaluation: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection; Feedback of trainees; Measuring costs and benefits of training program; Kirkpatrick Model of Evaluation;

**Unit – V** : Learning; Principles of Learning; Theories of Learning – Reinforcement Theory, Social Learning Theory, Goal Theory, Need Theory, Expectancy Theory, Adult Learning Theory; E - Learning and Use of Technology in Training; Career Development and Career Management;

- Reference Books** :
1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
  2. Trlove, Steve, Handbook of Training and Development, Blackwell Business.
  3. Warren, M.W. Training for Results, Massachusetts, Addison Wesley.
  4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
  5. Garner, James, Training Interventions in Job Skill Development, Addison Wesley.
  6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
  7. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.
  8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices Dorling Kindersley (India) Pvt. Ltd.
  9. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
  10. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.
  11. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods Routledge
  12. Dayal, Ishwar, Management Training in Organizations, Prentice Hall.

**Subject Title:** Performance & Compensation Management  
**Subject Ref. No.:** MANB-504H

**No. of credits:** 04  
**No of periods /week:** 04  
**Assignments/ sessions:** 20  
**Semester Exam:** 80

**Course Objectives:** To equip the students with the basic understanding of the Performance Management Systems and Compensation practices to provide an insight into the application of modern assessment tools and techniques for the purpose of management decision making.

**Pre-requisites:** Basics of Performance Appraisals and its importance.

**Unit-I** **Performance Management System-** Definition, Introduction, purposes of Performance Management and its cycle, Pay for Performance, Potential Appraisal, Performance Management process

**Unit-II** **Performance Planning-** Key performance Areas, Performance expectations, performance dimensions, Performance Standards, Standard setting, & performance goals.

Self-Appraisal/ Assessment, Why Performance Appraisal fails-Halo Effect, Performance Feedback,

**Unit-III** **Performance Appraisal-**Definition, Objectives, Uses, Benefits, Process.

Planning the Appraisal, Requisites of an Effective Appraisal System, Components, Types & Methods- Traditional and Modern,

**Unit-IV** **Job Evaluation:** Objectives, Principles of Job evaluation Program Procedure, Methods/ Techniques, Advantages, Problems  
Merit Rating, Need for Remuneration.

**Unit-V** **Wage & Salary Administration-** Definitions, Concepts, Objectives, The need bas  
Minimum Wage, need for sound salary administration, factors affecting Wage /Salar  
Compensation plans, Direct Compensation & Indirect Compensation, Wage Boards & P  
Commissions, Wage Incentives, Profit Sharing, Bonus

**Text Books:**

1. R.K. Sahu, Performance Management system, Excel Books, 2007.
2. T.V. Kao, Appraising& Developing Managerial Performance, Excel Books, 2007.
3. G.K.Suri, C.S. Venkata Ratnam, N.K. Gupta, Performance Measurement and Management, Excel Book, 2007.
4. Sarma A.M., Performanc Management systems, Himalaya Publication House, 2008.
5. Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007.
6. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.
7. Appannaiah Reddy Anitha, Personnel and human resource Management Text & Cases, Himalaya Publishing House 1<sup>st</sup> Edition 2004
8. P. Subba Rao, Personnel and human resource Management Text & Cases, Himalaya Publishing House 4<sup>th</sup> Revised & Enlarged Edition 2010, 2011



<b>Subject Title</b>	<b>HRD – Strategies &amp; Systems</b>
<b>Subject Ref. No.</b>	<b>MANB 505H</b>
	No. of Credits 4
	No. of Periods/Week 4
	Assignments / Sessional 20
	Semester Exams 80
<b>Course Objectives</b>	<p>With the fierce competition amongst industries; the essence of strategic excellence lies in able – capable Workforce. This has led to the role of HR Managers turning to Strategic Partners.</p> <p>The subject aims at arming students to align HR Department's Functioning with the Strategic Goals of the Organizations</p>
<b>Pre-requisite</b>	The Students are enshrined with the responsibility of referring the requisite articles, books, cases as suggested by the course faculty. Furthermore, the students are supposed to refer additional content for developing better understanding of the concepts & techniques.
<b>Unit – I</b>	<p><b>Conceptualization &amp; Fundamentals:</b></p> <p>Strategy, HRM Architecture. Strategy Alignment to Organizational Goals, Ulrich's Theory on HR Functions, Factors influencing HRM in India, WTO - ILO &amp; Labour Standards</p>
<b>Unit – II</b>	<p><b>Human Resource Development</b></p> <p>Job and Work Design Considerations, Strategic HR Planning and Staffing.</p> <p>HR Environments: Diversity at Workplace, Organizational Culture and Development practices, Human-side of Mergers and Acquisitions</p>
<b>Unit – III</b>	<p><b>Trends in HRM</b></p> <p>Quality of work life, Work - life balance, Employee engagement and empowerment, Employee involvement, Autonomous work teams and HPWS</p> <p>Creating a learning organization, Competency mapping, Multi-Skilling, Succession planning.</p>
<b>Unit – IV</b>	<p><b>SHRM Tools and Methods</b></p> <p>Human Sigma, Balanced Scorecard, Quantification of HR Value, Competency Mapping &amp; HRIS.</p>
<b>Unit – V</b>	<p><b>HR Analytics</b></p> <p>Approaches to HR Analytics and Functional specifics.</p> <p>Understanding HR indicators, metrics and data, Data collection, tracking, entry, Assess IT equirements to meet HR needs, Relational databases</p> <p>Predictive analytics, Statistical analysis for HR, Metricular Approach to decision-making: Cost-justification – Return on Investment.</p>
<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi</li> <li>2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi</li> <li>3. Strategic HRM - Michael Armstrong, Kogan page, London</li> <li>4. Predictive HR Analytics – Edwards M.R. and Edwards K., Kogan page, London</li> </ol>
<b>Additional References</b>	<ol style="list-style-type: none"> <li>1. Strategic HRM – Agarwal, Oxford university press, New Delhi</li> <li>2. Human resource management – Garry Dessler, PHI, New Delhi</li> </ol>



<b>Subject Title</b>	<b>Cross Culture &amp; Global Human Resource Management</b>
<b>Subject Ref. No.</b>	<b>MANB 506H</b>
	No. of Credits 4
	No. of Periods/Week 4
	Assignments / Sessional 20
	Semester Exams 80
<b>Course Objectives</b>	<p>Metamorphosis from a Closed Economy to a Globalized World has led to free-flow of Goods, Services, Stock &amp; now Humans; &amp; hence the need to study International Human Resource Management.</p> <p>The subject aims to expose &amp; articulate the budding HR Managers, with the concept of Country Cultures, influence on Organizational functioning; thereby arming them to with the skills of International Employee Selection, Engagement &amp; Retention Program.</p>
<b>Pre-requisite</b>	The Students are expected to study various National Cultures; & study their influence on the Organizational Functioning, Expatriate Management & HR Strategies. The students are required to refer various caselets, folklore, research articles & Business Magazines on the subject.
<b>Unit – I</b>	<p><b>Fundamentals of Culture</b></p> <p>Structural Evolution of Global Organizations, The Iceberg Model of Organizational Culture, Hofsted's Theory of Culture, 7-S Framework, Kurt-Lewin Model of Change, Hopson's Change Curve, Virginia Satir's Model.</p>
<b>Unit – II</b>	<p><b>Cross-Culture Variables:</b></p> <p>National Cultures according to Hofsted's Study: India, USA, Japan, Europe (Germany, France and England), Australia and Middle East.</p> <p>Diversity Management in an organizational context: Socio-cultural context and employee management issues. Cross Cultural Communication and Negotiation</p>
<b>Unit – III</b>	<p><b>Expatriate Management - I</b></p> <p>Institutional &amp; Structural Context-Managing alliances and joint ventures ,HR challenges in cross-border integrations-Legal issues in global workforce management.</p>
<b>Unit – IV</b>	<p>Functional Aspects: Staffing in International context, Appraisal of Expat</p> <p><b>Expatriate Management - II</b></p> <p>International Training, Compensation Approaches, Social Security Systems across countries</p>
<b>Unit – V</b>	<p><b>International Contexts</b></p> <p>International Labour Relations , HRM practices in different countries</p>
<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Peter. J. Dowling &amp; others, International Human Resource Management, South western publisher, 2nd Edition 2001.</li> <li>2. P.L.Rao, International Human resource Management Text &amp; cases, Excel Books, Print Edition 2008.</li> </ol>
<b>Additional References</b>	<ol style="list-style-type: none"> <li>1. Muthinah, K., International relation, Himalaya Publishing House, 2005.</li> <li>2. Fred Maidment, Western Connecticut, Annual Editions Human Resources, McGraw Hill Dushkin, 17th Edition 2009.</li> <li>3. K.A. swathappa Canara Bank School of Management studies, International Human Resource Management Text &amp; cases, McGraw</li> </ol>

**MBA-III Semester – Production & Operations**

**Subject Title:** Production Planning And Control  
**Subject Ref. No.:** MANB-501P

**No. of credits:** 04  
**No of periods /week:** 04  
**Assignments/ sessions:** 20  
**Semester Exam:** 80

**Course Objectives:** To equip the students with the basic functioning of Production Planning and to provide an insight into the application of computers in production planning & control procedure for the purpose of management decision making.

**Pre-requisites:** Basics of Production Planning And Control & Role of PPC in Production And Operations Management.

**Unit-I** Production Planning and Control Function, PPC in Different production systems.

**Unit-II** Production-inventory Systems; Forecasting for Inventory and Production Control;

**Unit-III** Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production;

**Unit-IV** Line Balancing; Planning for High Volume Standardized Products;  
Procedures and Documentation in Production Planning and Control;

**Unit-V** Application of Computers; ERP; Material Requirement Planning; Case Studies

**Text Books:**

1. Chary, Production and Operations Management, Tata McGraw Hill Edition, 9780070091535
2. Burbidge, John L. *Principles of Production Control*. London, Donald and Evans, 1981.
3. Caubang, Ted C. *Readings on Production Planning and Control*. Geneva. ILO.
4. Greene, James H. *Production and Inventory Control Handbook*. New York, McGraw Hill, 1987.
5. McLeavey, Dennis W and Narasimhan, S. L. *Production and Inventory Control*. Boston, Allyn and Bacon. 1985.

**Subject Title:** Purchasing And Materials Management  
**Subject Ref. No:** MANB 502 P

**No. of Credits:** 04

**No. of Periods / Week :** 04

**Assignments / Sessional :** 20

**Semester Examination :** 80

**Objectives** The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service Organization; Cost-reduction techniques in Pre-Purchase, Purchase and Post-Purchase System; Modern material planning and delivery Systems like MRP and JIT and Material handling and logistics Systems.

**Unit- I:** Role of Purchasing and Material Management – Objectives. Organization and Interrelationship, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT

**Unit- II:** Determination and Description of Material Quality – Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques – Standardisation, Simplification & Variety Reduction

**Unit- III:** Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development

**Unit- IV:** Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing-Procedures and Documentation; Purchasing of Capital Equipment – Appraisal Methods, Evaluating Suppliers Efficiency, Stores Layout, Classification and Codification

**Unit- V:** Material Logistics – Warehousing Management, Material handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System.

- Text Books:**
1. Ansari A and Modarress B. *JIT Purchasing*. New York, Free Press, 1990.
  2. Baily P etc. *Purchasing Principles and Management*. London, Pitman, 1994.
  3. Burt, David N. *Proactive Procurement*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
  4. Dobler, D W. etc. *Purchasing and Materials Management*, New York, McGraw Hill, 1990.
  5. Dutta, A K. *Integrated Materials Management*, New Delhi, PHI, 1986.
  6. Farrington B and Waters, Derek W. *Managing Purchasing*. London, Chapman & Hall, 1994.
  7. Gopalakirshnan P and Sundershan M. *Handbook Materials Management*. New Delhi, Prentice Hall of India, 1994.



**Subject Title:** Service Operations Management  
**Subject Ref. No.:** MANB-503P

**No. of credits:** 04  
**No of periods /week:** 04  
**Assignments/ sessions:** 20  
**Semester Exam:** 80

**Course Objectives:** To equip the students with the basic functioning of Service Operations and to Understand the challenges in operations Management of services.

**Pre-requisites:** Basics of Service operations.

**Unit-I** Service operations Management, Meaning, Definition; Differences similarities between Manufacturing and Service operations; Characteristics of Services;

**Unit-II** Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and Layout for Services;

**Unit-III** Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and work Measurement; Measurement and Control of quality of Services;

**Unit-IV** Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting – Line analysis; Distribution of Services;

**Unit-V** Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies of Professional Services.

**Text Books:**

1. Bowman David E. etc. *Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing*. San Francisco, Jossey Bass 1990.
2. Collier David A. *Service Management: Operating Decisions*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
3. Fitzsimmons, James A and Sullivan, Robert S. *Service Operations Management*, New York, McGraw Hill 1982.
4. Heskett, James L etc. *Service Breakthroughs - Changing the Rules of the Game*. New York, Free Press, 1990.
5. Murdick, R G. etc. *Service Operations Management*. Boston, Allyn and Bacon, 1990.
6. Sharma, J K. *Service Operations Management*, Delhi, Anmol, 2001.



**Subject Title:** APPLIED OPERATIONS RESEARCH  
**Subject Ref. No:** MANB 504 P

**No. of Credits:** 04  
**No. of Periods / Week :** 04  
**Assignments / Sessional :** 20  
**Semester Examination :** 80

**Objectives** The course is designed to introduce the students to the principles of operations research techniques and their applications in decision making students will also be required to use computer packages for data processing purposes

**Unit- I:** Sensitivity analysis in linear programming, parametric analysis in linear Programming.

**Unit- II:** Inventory Control Models under Uncertainty; Applied Queuing Models;

**Unit- III:** Networks Models; Non-linear Optimization Techniques

**Unit- IV:** Quadratic Programming; Portfolio Management Problem;

**Unit- V:** Replacement Models and Policies; Dynamic Programming; Reliability Models.

- Text Books:**
1. Ahuja A. K. etc. *Network Flows*. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993.
  2. Gould, F J. etc. *Introduction to Management Science*. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993.
  3. Gupta, M P and Sharma J K. *Operations Research for Management* New Delhi, National, 1997.
  4. Taha Harndy A. *Operations Research: An Introductions*. MacMillian New York, 1992.
  5. Mathur, K and Solow D. *Management Science*. Englewood Cliffs New Jersey, Prentice Hall Inc. 1994.
  6. Sharma S. J K. *Operations Research: Theory and Applications*. New Delhi, Macmillian India. 2001.
  7. Srinath L S *Operations Research for Executive*. New Delhi, Affiliated East West Press, 1994.

**Subject Title:** LOGISTICS MANAGEMENT  
**Subject Ref. No:** MANB 505P

**No. of Credits:** 04

**No. of Periods / Week :** 04

**Assignments / Sessional :** 20

**Semester Examination :** 80

**Objectives**

The objective of this course is to give students a managerial knowledge of basic concepts and principles of Logistics Management. These include the management of core logistics functions, cost integration. It also includes relationships with suppliers, customers and other firm functions such as manufacturing, marketing and finance.

**Unit- I:**

**Introduction:**

Introduction to Logistics and its Interface with Production and Marketing.

**Unit- II:**

**Distribution Channels:**

Physical Distribution and Logistics. Transportation Systems. Dispatch and Routing Decisions and Models.

**Unit- III:**

**Elements of Logistics:**

Warehousing and Distributing Centers; Location. Inventory Management Decisions. Packaging and Materials Handling. Facilities and Services.

**Unit- IV:**

**Logistics Analysis:**

Measures of Logistics. Logistics System Analysis and Design. Logistics Audit and Control.

**Unit- V:**

**Dynamics of Logistics:**

International Logistics Management. Logistics Future Directions.

**Suggested Readings**

1. Bowersox, Supply Chain Logistic Management, Tata Mc Graw Hill Edition, 9780070667037.
2. Ballau, Renald H. *Business Logistics Management*. Englewood Cliffs New York, Prentice Hall Inc. 1992.
3. Beal K. *A Management Guide to Logistics Engineering*. U.S.A. Institute of Production Engineering, 1990.
4. Benjamin S. B. *Logistics Engineering and Management*. Englewood Cliffs, New York, Prentice Hall Inc., 1996.
5. Bowersox, D J and Closs, D J. *Logistics Management: A System Integration of Physical Distribution*, New York, MacMillan, 1986.

**Textbook**

1. Strategic Logistics Management, by James R. Stock and Douglas M. Lambert, McGraw-Hill/Irwin, 2001.

<b>Subject Title</b>	<b>World Class Manufacturing</b>		
<b>Subject Ref. No.</b>	<b>MANB 506P</b>	<b>No. of Credits</b>	<b>4</b>
		<b>No. of Periods/Week</b>	<b>4</b>
		<b>Assignments / Sessional</b>	<b>20</b>
		<b>Semester Exams</b>	<b>80</b>
<b>Course Objectives</b>	The Core Operations Management subject is designed with the intention to create Quality-consciousness amongst the future Operations Managers. The content orients the students with ways – means – techniques – procedures for developing a Excellent Manufacturing Systems.		
<b>Pre-requisite</b>	The students are expected to come prepared with the basic conceptualization & searching through the web / reference books for cases & instances of Operational / Manufacturing Excellence.		
<b>Unit – I</b>	<b>Basics of Operational Excellence</b> World Class Manufacturing Environment; Imperatives for success – Technology, Systems approach and change in the mindset; Strategic Decisions in, Manufacturing Management; Choice of Technology, Capacity, Layout/Automation in Material handling Systems; Aggregate Planning and Master Production Scheduling-Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-11) Software in Use.		
<b>Unit – II</b>	<b>Manufacturing Techniques</b> Optimized Production; 5-S, Kaizen; Technology Principles advocated by Eliyahu Goldtratt; Just – in – Time System – Manufacturing Systems, Pull Systems, Purchase & Source Development; Kanban, Supply Chain Management/Benchmarking; Toyota Production System, Six Sigma & other Operational Techniques		
<b>Unit – III</b>	<b>Total Quality Management - I:</b> TQM Philosophy, TQM Principles, TQM Tools including Circles, Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs; Taguchi Loss Function; Designing Products through 'Fuzzy' Logic.		
<b>Unit – IV</b>	<b>Total Quality Management - II:</b> Functional Linkage of Quality with reliability and Maintainability/ Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspect of T.Q.; Total Quality of Services; Total Quality and Safety, Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with customer – Driven team Structure)/ Automation in Design and Manufacturing.		
<b>Unit – V</b>	<b>IT in Manufacturing Systems, ISO &amp; Environment Systems:</b> IT & Manufacturing Systems, Design – Inventory – Statistical IT Tools, Manufacturing Resource Planning Software(s) MRP – 11. ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series,		
<b>Text Books</b>	1. Buffa, Elwoods and et al <i>Programmed learning at for Production and Operations Management</i> – Illinois, Learning System Co. 1981. 2. Devitsiotis, Kostas N: <i>Operations Management Auckland</i> . McGraw Hill, 1981.		



### MBA-III Semester – Information Technology

**Subject Name** : Strategic Management & IT

**Subject Ref.** : MANB-501-I

**No. of Periods / Week** : 4

**No. of Credits** : 4

**Assignments / Sessional** : 20

**Semester Examination** : 80

**Course Objective** : This course is aimed at developing an understanding of Use of Information Technology as a Strategic Tool for business management. The course focuses on development of Information Technology Leadership.

**Pre Requisite** : Basic Knowledge of IT.

**Unit – I** : **Introduction: The Emergence of Information Technology as a Strategic Issue:**  
Developments in the Application of Information Technology in Business. Information technology in business: from data processing to strategic information systems. Creating Competitive Information Processing Designs

**Unit – II** : **Information Systems Strategy:**  
The Evolving Information Systems Strategy, Information Strategy, The Information Technology and Management Infrastructure Strategy, Change Management Strategy

**Unit – III** : **Information Systems Planning:**  
Information Systems Plans in Context: A Global Perspective, Approaches to Information Systems Planning, The Information Systems Planning Process, Evaluating the Outcomes of Information Systems Plans

**Unit – IV** : **The Information Systems Strategy–Business Strategy Relationship:**  
Measuring the Information Systems–Business Strategy Relationship, Information Systems–Business Strategy Alignment, Strategies in Response to the Potential of Electronic Commerce, The Strategic Potential of the Internet, Evaluating the Impact of IT on the Organization, Understanding information culture: integrating knowledge management systems into organizations

**Unit – V** : **IT Policies:**  
Information Partnership, Managing in the Marketspace, National Information Infrastructure and IT Policy at the National Level, Planning for Strategic IT Resources, Managing the IT Function, Outsourcing IT Function.

**Text Books** : 1. Galliers, R.D. *Strategic Information Management: Challenges and Strategies in Managing Information Systems*. Oxford, Butterworth-Heinemann, 1994.  
2. McKenneey, James L. *Wave of Change: Business Evolution through Information Technology*, Boston HBS Press.

**Additional Reference Books** : 1. Neuman, Seev, *Strategic Information System: Competition through Information Technologies*, New York MacMillan College  
2. Ward, John. *Strategic Planning for Information Systems*, Chichester, John Wiley.



<b>Subject Title</b>	<b>: System Analysis &amp; Design</b>	<b>No. of Credits</b>	<b>: 4</b>
<b>Subject Ref.</b>	<b>:MANB-502-I</b>	<b>No. of Periods / Week</b>	<b>: 4</b>
		<b>Assignments / Sessionals</b>	<b>: 20</b>
		<b>Semester Examination</b>	<b>: 80</b>
<b>Course</b>	: This course for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.		
<b>Objective</b>	: Basic Knowledge of IT and Software Design		
<b>Pre Requisite</b>	: <b>Systems Concept:</b> Characteristics of a System; Elements of System; Types of Systems; Decision Support, System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance		
<b>Unit – I</b>	: <b>Systems Planning and Investigation:</b> Basis for Planning in Systems Analysis- Dimensions of Planning, Initial Investigation, Needs Identification <b>Business Process Re-engineering</b>		
<b>Unit – II</b>	: <b>Determining the User's Information Requirements:</b> Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis -Feasibility Report Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Units and integration testing, testing practices and plans. System Controls, Audit Trails, CASE Tools		
<b>Unit – III</b>	: <b>Tools of Structured Analysis :</b> Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD)		
<b>Unit – IV</b>	: <b>Basics of Information Security:</b> Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards		
<b>Unit – V</b>			
<b>Text Books</b>	: 1. Shah <i>Software Engineering &amp; SAD</i> Wiley Dreamtech) 2. Kenneth E Kendall and Julie E Kendall <i>SAD</i> (PHI Publication, 7 Ed.) 3. Grienstein and Feinman <i>E-commerce–Security, Risk Management and Control</i> (TMH, 2nd Ed.)		
<b>Additional Reference Books</b>	: 1. Awad, Elias M. <i>System Analysis and Design 2<sup>nd</sup> ed.</i> New Delhi Prentice Hall of India. 2. Rajaraman, V. <i>Analysis and Design of Information System.</i> New Delhi, Prentice Hall of India.		

<b>Subject Title</b>	<b>: Database Management System</b>	<b>No. of Credits</b>	<b>: 4</b>
<b>Subject Ref.</b>	<b>: MANB-503-I</b>	<b>No. of Periods / Week</b>	<b>: 4</b>
<b>No.</b>		<b>Assignments / Sessionals</b>	<b>: 20</b>
		<b>Semester Examination</b>	<b>: 80</b>
<b>Course Objective</b>	: This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment.		
<b>Pre Requisite</b>	: Basic knowledge of DBMS.		
<b>Unit – I</b>	: <b>Basic concepts:</b> data, information, metadata, Need of database system, advantages and disadvantages of database system, application area of database system, people who interact with database, Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams, design of tables from schemas, Data Models Association of data, Data model classification, Relational Model Data Views: Data abstraction, instances and schemas		
<b>Unit – II</b>	: <b>Introduction to DBMS:</b> DBMS three level, Client/Server Architecture: two and three tier Architecture definition of DBMS, entities, attributes, relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity		
<b>Unit – III</b>	: <b>Database Languages:</b> Introduction to SQL, Types of SQL: Data Manipulation Language (DML), Data Definition Language (DDL) : create, alter, drop (sql statements with examples), Data Control Language (DCL), Transaction Control Language (TCL), Data Query Language (DQL), Database system environment and utilities		
<b>Unit – IV</b>	: <b>DML:</b> insert, update, delete (sql statements with examples) <b>TCL :</b> commit, rollback, grant, revoke (sql statements with examples) <b>DQL :</b> Select from table, multiple tables, sub query, functions ,Virtual tables(SQL View)		
<b>Unit – V</b>	: <b>Practical:</b> Case studies to designing and implementation of database for business case, such as finance system, inventory control system, order system, purchase system		
<b>Text Books</b>	: 1. Mark L. Gillenson, <i>Fundamentals of Database Management Systems</i> , Wiley 2. Jeffrey A. hoffer, Mary Prescott and Heikki Topi, <i>Modern Database Management systems</i> Pearson 3. Rajesh Narang, <i>Database Management Systems</i> PHI		
<b>Additional Reference Books</b>	: 4. C.J. Date, A. Kannan, S. Swamynathan, <i>An Introduction to Database Systems</i> , Pearson 5. Peter Rob and Carlos Coronel <i>Database System Concepts</i> Cengage Learning		

<b>Subject Title</b>	<b>: Internet Programming for E-commerce</b>	<b>No. of Credits</b>	<b>: 4</b>
<b>Subject Ref.</b>	<b>: MANB-504-I</b>	<b>No. of Periods / Week</b>	<b>: 4</b>
		<b>Assignments / Sessionals</b>	<b>: 20</b>
		<b>Semester Examination</b>	<b>: 80</b>
<b>Course Objective</b>	: The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business		
<b>Pre Requisite</b>	: Basic knowledge of Internet and Commerce.		
<b>Unit – I</b>	: <b>Introduction to e-business:</b> Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Internet.		
<b>Unit – II</b>	: <b>Security Threats to e-business:</b> 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		
<b>Unit – III</b>	: <b>Electronic Payment System:</b> Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart, Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.		
<b>Unit – IV</b>	: <b>e-Business Applications &amp; Strategies:</b> 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		
<b>Unit – V</b>	: <b>Legal &amp; Privacy Issues:</b> Legal, Ethics and privacy issues – Protection needs and methodology –consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.		
<b>Text Books</b>	: <ol style="list-style-type: none"> <li>1. Schneider Gary P. and Perry, James T, <i>Electronic Commerce</i>. 1<sup>st</sup> Edition, Thomson Learning</li> <li>2. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, <i>e-business</i>, Oxford University Press.</li> <li>3. J Bajaj, Kamlesh K and Nag, Debjani, <i>E-Commerce: The Cutting Edge of Business</i> 1<sup>st</sup> Edition, Tata McGraw Hill, Publishing Company Ltd., New Delhi.</li> </ol>		
<b>Additional Reference Books</b>	: <ol style="list-style-type: none"> <li>4. Gary P. Schneider, <i>Electronic commerce</i>, Thomson course technology, Fourth annual edition.</li> <li>5. Bharat Bhasker, <i>Electronic Commerce –Frame work technologies and Applications</i>, 3<sup>rd</sup> Edition. Tata McGrawHill Publications</li> </ol>		



<b>Subject Title</b>	<b>: RDBMS &amp; SQL Concepts</b>	<b>No. of Credits</b>	<b>: 4</b>
<b>Subject Ref. No.</b>	<b>: MANB-505-I</b>	<b>No. of Periods / Week</b>	<b>: 4</b>
		<b>Assignments / Sessionals</b>	<b>: 20</b>
		<b>Semester Examination</b>	<b>: 80</b>
<b>Course Objective</b>	: The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organizations.		
<b>Pre Requisite</b>	: Knowledge of DBMS		
<b>Unit – I</b>	: <b>Introduction:</b> Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History		
<b>Unit – II</b>	: <b>Data Modeling:</b> Object Oriented and Record Based models, E-R Model and E-R diagram, Examples and Exercises, Hierarchical Model, Network Model and Relational Model; <b>Normalizations techniques:</b> First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd's 12 Rules for a relational Database		
<b>Unit – III</b>	: <b>Introduction to SQL:</b> SQL data types and literals. Types of SQL commands. SQL Operators and their precedence, Tables-CREATE, ALTER, RENAME, DROP, INSERT, UPDATE, DELETE, Queries and Sub-queries, Arithmetic Operators, Range Searching, Pattern Matching, Viewing sorted Data, Joins, Unions, Intersection, Minus. Aggregate functions, Group Functions, HAVING, COMMIT, ROLLBACK, DUAL Table, SYSDATE, ROWID,, INDEXES, String Functions-lower, upper, SUBSTR, LENGTH, LTRIM, RTRIM, TRIM, LPAD, RPAD, CONCATENATE Function Conversion Functions-to_number, to_char, to_date Date Functions – Add_months, months_between Security Management using GRANT, REVOKE and VIEWS		
<b>Unit – IV</b>	: <b>Database Administration and Security:</b> Roles and Responsibilities of DBA, Database User Accounts, Creating a User, Profiles and Users Database Security REVOKE Unnecessary Privileges from PUBLIC, Restrict the Operating System Directories Accessible by the User, Limit Users with Administrative Privileges, Manage Default User Accounts, Implement Standard Password Security Features		
<b>Unit – V</b>	: <b>Backup and Recovery Concepts:</b> Backup and Recovery Issues, Categories of Failures, Statement Failures, User Process Failure, Network Failure, User Errors, Instance Failure, Instance Recovery, Phases of Instance Recovery, Media Failure, Control Files, Redo Log Files, Multiplexing the Redo Log, Archived Log Files. Recovery Manager (RMAN), Database Recovery (Using RMAN)		
<b>Text Books</b>	: 1. Silberschatz, A. H. F. Korth, Sudarshan, S. <i>Database system concepts</i> . 5 <sup>th</sup> edition Tata McGraw-Hill. 2. R. Elmsari & S. D. Navathe. <i>Fundamentals of database systems</i> . 5 <sup>th</sup> Edition, Pearson Education.		
<b>Additional</b>	:		



**Reference  
Books**

1. Ivan Bayross, . *SQL, PL/SQL- The Programming Language of Oracle*, 4<sup>th</sup> Edition, BPB Publications
2. Koch, G. & Loney, K. *Oracle 9i The complete reference*. Tata McGraw-Hill Osborne Media.
3. Freeman, *Oracle 9i RMAN backup & Recovery* Tata McGraw-Hill

<b>Subject Title</b>	: <b>Application Development using Oracle</b>	<b>No. of Credits</b>	: <b>4</b>
<b>Subject Ref. No.</b>	: <b>MANB-506-I</b>	<b>No. of Periods / Week</b>	: <b>4</b>
		<b>Assignments / Sessional</b>	: <b>20</b>
		<b>Semester Examination</b>	: <b>80</b>
<b>Course Objective</b>	: This course is intended to expose the students to latest tools of front end design in oracle and its connectivity to databases.		
<b>Pre Requisite</b>	: Knowledge of DBMS		
<b>Unit – I</b>	: <b>Introduction to Oracle:</b> DBMS, RDBMS, tools of oracle: SQL*PLUS.PL/SQL, forms, reports, SQL vs SQL*PLUS, data types in oracle, data definition language, data manipulation language, transaction control and data control language.		
<b>Unit – II</b>	: <b>SQL functions:</b> operators, joins, queries and sub queries, constraints.		
<b>Unit – III</b>	: <b>Database Objects:</b> Synonym, sequence, view and index; abstract data types, varying arrays, nested tables, concept of locks and types of locking		
<b>Unit – IV</b>	: <b>Introduction to PL/SQL:</b> Advantages, PL/SQL block, declarations, executable commands: conditional logic, loops, go-to statements; concept of exception handling, database triggers.		
<b>Unit – V</b>	: <b>Advanced Database Concepts:</b> Data mining, data warehousing-design, basic principles, OLAP, transaction management, failure & recovery		
<b>Text Books</b>	: <ol style="list-style-type: none"> <li>1. Phillip J. Pratt, <i>Guide to SQL</i>, Thomson Learning, Bombay.</li> <li>2. Morrisson, <i>Enhanced Guide to Oracle 11g</i>, Thomson Learning, Bombay.</li> </ol>		
<b>Additional Reference Books</b>	: <ol style="list-style-type: none"> <li>1. Page, <i>Special Editions using Oracle 10g</i>, Prentice Hall of India, New Delhi.</li> <li>2. Lemme &amp; Colby, <i>Implementing and Managing Oracle Databases</i>, Prentice Hall of India, New Delhi.</li> <li>8. Loney, <i>ORACLE 9i: The Complete Reference</i>, Tata McGraw Hill, New Delhi</li> </ol>		

**MBA-III Semester – Hospital Administration**

**Course Code: MANB-501A - MANAGEMENT PROCESS IN HOSPITALS**

***Objective: The Objective of the course is to introduce management concepts and process with a focus on leadership and human behaviour in organizations.***

**UNIT - 1**

**INTRODUCTION TO MANAGEMENT FUNCTIONS**

Introduction to management - An art or science - Functions of the manager – Corporate Strategic Planning – Mission and Vision of organization – Development, maintenance and role of a Leader – Strategic Management in India – Family-run Corporates.

**UNIT - 2**

**PLANNING**

Introduction to planning - Characteristics of Planning - Participants in planning - Planning constraints or boundaries - Characteristics of effective plans - Philosophy or underlying purpose - Functional objectives - Policies and procedures - methods and rules - Space and renovation planning - Management By Objectives (MBO) - Introduction to MBO & SO concepts - MBO - Historical development & advantages of MBO.

**UNIT – 3**

**DECISION MAKING**

Introduction to decision making – participants in decision making – Evaluating a decision's importance – Steps in decision making – Barriers to rational choice – Bases for decision making – Decision making tools & techniques – Health care practitioners as decision makers – Case studies & clinical reason capability analysis tools – control charts – models - clinical reasoning

**ORGANIZING**

Introduction to organizing concepts – the process of organizing – fundamental principles and span of management – Line & staff relationships – the dual pyramid form of organization in health care – Basic department & flexibility in organizational structure – the organizational char – job description – Concept of Re – engineering – the Organization as a total system – formal V/s informal organization - classification of health care organization – classic bureaucracy – Consequences of organizational form – the Nature and purpose of Strategic and Policies – the strategic planning process – the TOWS Matrix. A Modern Tool for Analysis of the situation - (I) the portfolio matrix: A Tool for Allocating Resources – Major kinds of Strategies and Policies – three Genetic Competitive Strategies by Porter – Effective Implementation of Strategies – Premising and Forecasting.

#### UNIT – 4

##### STAFFING

Definition of Staffing - Defining the Managerial Job - The Systems Approach to Human Resource Management - Situational factors affecting staffing - Selection: Matching the person with the job - system Approach to Selection - Position requirement and Job Design - skills and Personal Characteristics Needed by Managers - Matching qualification with Position Requirements - Orienting and Socializing New Employees.

#### UNIT - 5

##### CONTROLLING

The Basic Control Process - Critical Control Points and Standards - Control as a Feedback Systems - Real - Time Information and control - Feed forward Control - Requirements or Effective Control - Control Techniques: The Budget - Traditional Non budgetary control Devices - time Event Network Analysis -

Organizational Behaviour – Emergence of OB – Personality, Values and attitudes – Learning and Perception – Individual and Group Behaviour – Elton Mayo theory – Behavioural characteristics – Theories of Motivation – Personality Types – Leadership & Group Development – Organizational Change and Development – Change Process – OD interventions – Organizational Conflicts – Organizational Culture – Organizational Effectiveness.

##### SUGGESTED READINGS:

1. Management Principles for Health Professionals 2nd edition (1992) - Joan Grantor Liebley, Ruth Eller Louvine, Jeffrey Rothman, Aspex Publication, Gaithersburg. Maryland
2. Principles of Management - G.Venkatesan (1994) J.J.Publisher, (Madurai).
3. Management in Health Care - A Theoretical and Experiential approach (1997) - Elaine Lynnela Monica and Philip Ian Morgan. Macmillan Publishers.
4. Essentials of Management - Harold Konntz weihrich - Tata cGraw Hil - Fifth Edition.
5. Mirza, S. Saiyadain, "Organizational Behaviour", Tata McGraw Hill Publishing Company Ltd., New Delhi, 2003.
6. Fied Luthans, "Organizational Behaviour", McGraw Hill Education (Asia), 2005.
7. Steven L McShane and Mary Ann Vouglinow, "Organizational Behaviour" TataMcGraw Hill Publishing Company Ltd., New Delhi, 2005.
8. Angelo Kinichi and Robert Kreitner "Organizational Behaviour – Concepts Skills and Practices", Tata McGraw Hill Company Ltd., New Delhi, 2006.



**Course Code: MANB-502A - FINANCIAL MANAGEMENT AND ACCOUNTING**

**Objective :** *The objective of the course is to introduce the concepts, tools and techniques of financial management to the learners.*

**UNIT-1**

Introduction to Financial Management : Meaning, Nature and Scope of Finance Function – Objectives of Financial Management – Profit Maximization Vs Wealth Maximization – Role of a Finance Manager – Methods and sources of Short-term and Long-term Finance.

**UNIT-2**

Financial Statement Analysis: Understanding Basic Financial Statements - Ratio Analysis – Funds Flow Analysis – Cash Flow Analysis – BEP – Construction of Balance Sheets.

Financial Accounting – Definition – Principles, Concepts and conventions, Trial Balance - Final Accounts – Depreciation Methods – Cost Accounting - Budgets

**UNIT-3**

Investment Decisions – Cost of Capital – Computation of WACC – Capital Budgeting Process – Techniques of Capital Budgeting – Traditional and DCF Techniques of Investment Appraisal – C/B under Risk and Uncertainty.

**UNIT-4**

Financing Decision – Financial leverage – Operating leverage – EBIT – EPS Analysis – Capital Structure Planning – Theories of Capital Structure – Dividend policy – Models of Dividend Policy – Practice – Bonus shares – Rights Issue.

**UNIT-5**

Working Capital Management – Concepts and Approaches of Working Capital - Determinants of Working Capital – Management of Current Assets – Cash – Receivables – Inventory – Case Studies – Profit managing and nature – Profit Policies – Profit planning and forecasting.

**SUGGESTED READINGS :**

1. Vyuptakesh Sharan, "Fundamentals of Financial Management", Pearson Education (Singapore) Pte. Ltd., 2005.
2. M.Y.Khan and P.K. Jain, "Financial Management Text, Problems and Cases", Tata McGraw Hill Publishing company Limited, New Delhi, 2006.
3. I.M. Pandey, "Financial Management", Vikas Publishing House Pvt. Ltd., 9th ed., 2008
4. Prasanna Chandra, "Financial Management Theory and Practice", Tata McGraw Hill Publishing Company Limited, New Delhi, 6th ed., 2004.
1. James C. Van Horne, Financial Management and Policy – 2007
5. Prasanna Chandra, Financial Management : Theory and Practices – 2009
6. Solomon, Ezra, The Theory of Financial Management – 2009
7. I.M. Pandey, Financial Management – 2008

**Course Code: MANB-503A - HUMAN RESOURCE MANAGEMENT IN HEALTH ORGANIZATIONS**

**Objective :** *The Objective of the Course is to acquaint the learner with various Concepts, Principles of HRM in Hospitals*

**UNIT- 1 :**

Definition of Hospital HRM, Importance of HRM in Hospitals – Nature of HR in Hospitals – Objective of HR in Hospital, Functions of HRM, Principles of HRM – Functions and role of HR Manager

**UNIT – 2 :**

HR Planning and Development – Significance – Importance of HR Planning – Factors influencing HR Planning Process – Job Analysis – Recruitment – Selection – Induction & Orientation Programs

**UNIT – 3 :**

Training and Development – Training Need Identification - Methods of Training – Executive Development – Evaluation of Training Effectiveness - Performance Appraisal – Techniques, Traditional Vs. Modern Methods – Limitations of Appraisal.

**UNIT – 4 :**

Compensation and Benefits – Wage Concepts – Principles of Wage Administration – Wage Fixation – Employee incentives and Benefits – ESOPs – Role of Monetary and Non-monetary Benefits.

**UNIT – 5 :**

Industrial Relations – Factors affecting Industrial Relations – Role of State in IR – Trade Unions – Blue Collar Vs. White Collar Unions – Association of Doctors, Nursing Staff, Paramedical – Industrial Disputes, Causes, Consequences, Preventive and Settlement Machinery – (Case Studies Compulsory)

**SUGGESTED READINGS:**

1. Goyal, R.C Hospital Administration and Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2010
2. K. Aswathappa, "Human Resource and Personnel Management – Text and Cases", Tata McGraw Hill Publishing Company Limited, New Delhi, 3<sup>rd</sup> Ed., 2009
3. Ian Beardwell and Len Holden, Human Resource Management, MacMillan, New Delhi.
4. Venkata Ratnam, C.S. and Srivastava B.K., Personnel/Human Resource Management, Tata McGraw Hill, New Delhi.
5. Satya Raju, R., Human Resource Response to New Corporate Initiatives, National Institute of Personnel Management, Calcutta.



**Course Code: MANB-504A - MARKETING MANAGEMENT IN HOSPITALS**

**Objective:** *The objective of this course is to enhance the marketing skills of the student with special reference to Hospital Services marketing.*

**UNIT – 1**

Core concepts of Marketing – Marketing Environment Analysis – Competition Analysis – The scope of Hospital Services Marketing – Changing marketing practices.

**UNIT – 2**

Service Characteristics and their strategic implications, Service Consumer Behavior – Service Marketing strategy – Market segmentation – targeting and positioning – Service Marketing Mix – Service Triangle – Branding of Hospitals – Strategic Marketing Planning

**UNIT – 3**

Designing health care service products – New Service Development process – PLC – Physical evidence – Pricing Strategies, Channel management in Hospitals, Franchisee management. Identifying and analyzing competitors, Designing competitive strategies.

**UNIT – 4**

Internal marketing – Importance and Objectives – Roles of a service employee – Internal marketing strategies ; External marketing – Promotional mix – Promotional campaign design ; Interactive marketing. Global Target Market Selection – Medical Tourism.

**UNIT – 5**

Service distribution; Service Demand and Capacity Management; Service Quality Management – GAP model, SERVQUAL model – Service recovery strategies – Telemarketing.

**SUGGESTED READINGS:**

- Ramamohana Rao, K., Services Marketing, Pearson Education (Asia),
- Kotler Philip, Marketing Management (Millennium Edition), PH1, New Delhi, 2006.
- Zeithaml bitner, Yalarie A., Service Marketing – Cases in Marketing Management, MC Graw Hill, New York, 2007
- Srinivasan, R., Services Marketing (The Indian Context), Prentice Hall India, New Delhi, 2006
- Bhattacharya. C., Services Marketing, Excel Books, New Delhi, 2006.
- Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi, 2004.
- Christopher Lovelock & Jochen Wirtz, Services Marketing (People, Technology and Strategy), Pearson Education, New Delhi, 2004.
- Saxena, Rajan, Marketing Management, Tata McGraw Hill, New Delhi, 2008
- Still, Richard R, Edward W. Cundiff and Norman A.P. Govani, Sales Management PH1, New Delhi, 2007.
- Milica Z. Bookman, Karla R. Bookman ; Medical Tourism in Developing Countries, Palgrave Macmilan, 2007.

**Course Code: MANB-505A - OPERATIONS MANAGEMENT IN HOSPITALS**

**Objective :** *The objective of the course is to equip the learners with decision making skills in planning, scheduling and control of production and operation functions in hospitals.*

**UNIT -I**

Introduction to Concepts – Product vs. Service Operations – Front office – Admission – Billing – Medical Records – Ambulatory Care. Maintenance and Repairs Bio Medical Equipment.

**UNIT -2**

Clinical Services – Clinical Departments – Out patient Department (OPD) – Introduction – Location – Types of patients of OPD – Facilities – Flow Pattern of patients – Training and Coordination; Radiology – Location – Layout – X-ray Rooms – Types of X-ray machines – Staff – USG – CT – MRI – ECG, PET Scan

Supporting Services: House-keeping, Linen and Laundry, Food Services, Central Sterilization and gas-distribution system.

**UNIT -3**

Need for Information system, IT as tool for competitive advances, Input technology trends, Database Analysis, Output Technology, Website Management, Electronic-medical records, networking Hospital Information System, data processing, Tele-communication, Satellite clinics, Changing patterns of patient records – Softwares, electronic communication, knowledge management, security and security measures in telecommunication.

**UNIT -4**

Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of layouts –techniques of work measurement, time and motion study. Productivity measures, value addition, capacity utilization.

**UNIT -5**

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing management – Inventory Management; Valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; value management, value engineering, value analysis.

**SUGGESTED READINGS:**

1. Maduri Sarma, Essentials for Hospital Support Services and Physical Infrastructure, Jaypee Brothers Publications – 2008
2. Prabhu KM, Sood SK, Hospital Laboratory Services Organization and Management, Journal of Academy of Hospital Administration – 2010
3. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009
4. Schoedev, Roger G., Operations Management – Decision Making in Operations Function, McGraw Hill, New Delhi, 2007



**Course Code: MANB-506A - LEGAL ASPECTS GOVERNING HOSPITALS**

**Objective:** *The Hospital being a part of the larger socio-political set up the student will be exposed to the legal and ethical issues pertaining to the Hospitals.*

**UNIT-1:**

Introduction: Legal Process and Procedure, Legal terminology, Basic understanding of Criminal Law, Civil Law (Law of Torts), Law of evidence, Establishment, Registration of Health-care organization, Typology of Healthcare organizations.

**UNIT-2:**

Medico-legal issues: Consumer Protection Act and issues arising from it. Indemnity insurance and Police investigations, Section 304-A, Death in Hospitals, Brought-dead in Hospital, Court Evidence. Medico-legal records, vicarious liability of hospital and staff, Biomedical Waste Registration.

**UNIT-3:**

Law relating to health organization – Trust Law, Law of Contract, Corporate Law, Commercial Law, Indian Medical Degree Act, 1916; Medical termination of Pregnancy Act, 1994; Transplantation of Human organs Act, 1994; Bombay Nursing Home Registration Act, 1949; Registration of Birth and Death Act, Maharashtra Medical Practitioners Act, 1961; Clinical Establishment Bill, 2010.

**UNIT-4:**

Unrest in hospitals, Dispute settlement mechanism, Arbitration, Role of Trade Unions, Unfair Labor Practices and Victimization, Disciplinary enquiry and action. Social Security and insurance.

**UNIT-5:**

Outsourcing of Activities and disputes arising out of it. Doctor-Patients relation. Duties towards patients of medical and para-medical staff and conflicts arising out of it. Women safety committee.

**SUGGESTED READINGS:**

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
3. Encyclopedia of Bio-medical Ethics – Two Volumes.

**REFERENCES**

1. A.A. Deshpande, Legal Aspects in Ophthalmology, All Indian Ophthalmological Society.

**MBA-IV Semester**

<b>Subject Title</b>	<b>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</b>		
<b>Subject Ref. No.</b>	<b>MANB 507</b>	<b>No. of Credits</b>	<b>4</b>
		<b>No. of Periods/Week</b>	<b>4</b>
		<b>Assignments / Sessional</b>	<b>20</b>
		<b>Semester Exams</b>	<b>80</b>
<b>Course Objectives</b>	The course is designed to make the budding managers sensitized to develop holistic perspective in strategic management and business policy understanding of strategies; thereby creating Managers that cater to the societal demands along with the organizational priorities.		
<b>Pre-requisite</b>	The students are expected to come prepared with the basic conceptualization & searching through the web / reference books for cases & instances of Operational / Manufacturing Excellence.		
<b>Unit – I</b>	<b>Strategy and the Quest for Competitive Advantage:</b> Military origins of Strategy – Evolution - Concept and Characteristics of strategic management– Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.		
<b>Unit – II</b>	<b>Strategic Intent &amp; Strategy Formulation:</b> Vision, mission and purpose – Business definition, objectives and goals.		
<b>Unit – III</b>	<b>Analyzing Company’s External Environment:</b> Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile(ETOP) – Industry Analysis - Porter’s Five Forces Model of competition..		
<b>Unit – IV</b>	<b>Corporate Portfolio Analysis:</b> Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model - Generic Competitive Strategies: Low cost, Differentiation, Focus..		
<b>Unit – V</b>	<b>Grand Strategies:</b> Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment. Strategy implementation – Project implementation – Procedural implementation – Resource Allocation		
<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. A.A. Thompson A.J. Shrikland J.E. Gamble, Crafting and Executing Strategy – Atest for competitive advantage, Tata Mc Graw Hill, 4th Edition 2005</li> <li>2. Ranjan Das, Crafting the strategy : concept and cases in strategic management, TataMc Graw Hill, 2004</li> <li>3. Kazmi Azher , Business Policy and Strategic Management , Tata Mc Graw Hill2nd Edition 2003,</li> <li>4. Subha Rao P, Business Policy and Strategic Management , Himalaya PublishingHouse 1st Edition reprint 2004</li> <li>5. Pitts, Rober A &amp; Lei David, Strategic Management Thomson , 3rd Edition 2003</li> </ol>		

Subject Title	:	<b>DSS and MIS</b>	
Subject ref. No.	:	<b>MANB 508</b>	
		No. of credits	: 2
		No. of periods per week	: 2
		Assignment/Sessional	: 10
		Semester Exam	: 40
Course Objectives	:	The course objective is to bring home a systemic knowledge of the MIS so that it is appreciated and understood for its wide application in business and industry.	
Unit-I	:	<b>MIS, Decision Making:</b> An overview Concept, definition , characteristics, objectives , Role and impact of MIS, Management as a control system, MIS: A support to the management, application of MIS to e- business, organization effectiveness, Decision making concept, decision making process, organizational decision making, MIS and decision making.	
Unit-II	:	<b>Information, Knowledge, Business Intelligence</b> Information: A quality product, IT enabled services, e business, wireless technologies etc. information system in business, Computer based information system, limitation and disadvantages of IS, Human as an information processor, knowledge and knowledge management system, business intelligence.	
Unit-III	:	<b>System Engineering: Analysis and design, BPR</b> System: concept and control, types of system, general model of MIS, need of system Analysis, System Development Life cycle, development process of MIS, Strategic design of MIS, Business process, Process model of an organization, MIS and BPR	
Unit-IV	:	<b>DSS, ESS, OAS</b> DSS: concept and philosophy, objectives and characteristics of DSS, major functions of DSS, Components of DSS, DSS generators and tools, limitations of DSS, GDSS, components of GDSS, MIS and benefits of DSS, ESS and components of ESS, OAS, off- line and online data processing.	
Unit-V	:	<b>Knowledge system , artificial intelligence and ERP</b> Knowledge system, Expert system, application of ES, benefits and Limitations of ES, ERP, ERP models and modules, benefits of ERP, ERP implementation, SCM, CRM.	
Text Books	:	<ol style="list-style-type: none"> <li>1. Decision Support &amp; Expert System, Efraim Turban</li> <li>2. W.S.Jawadekar, Management Information System</li> <li>3. Dr. A.K.Gupta, Management Information System, S.Chand</li> <li>4. C.S.V. Murthy, Management Information System, Himalaya publishing house, millennium edition</li> </ol>	
Additional Reference Books	:	<ol style="list-style-type: none"> <li>1. Spargue, Ralph H. <i>Decision Support for Management</i>, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.</li> <li>2. Turban, E. <i>Decision Support &amp; Expert Systems</i>, 2<sup>nd</sup> ed., New York, MacMillan, 1990.</li> <li>3. Ken Laudon, Jane Laudon, Rajanish Dass, <i>Management Information System</i>, Pearson, Eleventh edition</li> </ol>	



<b>Subject Title</b>	<b>: Entrepreneurship &amp; Project Management</b>	<b>No. of Credits : 4</b>
<b>Subject Ref. No.</b>	<b>: MANB509</b>	<b>No of Periods / Work : 4</b>
		<b>Assignments / Sessional : 20</b>
		<b>Semester Examinations : 80</b>
<b>Course Objective</b>	: To impart Knowledge to the Students on Entrepreneurship & Project Management and its Importance in the realm of Socio-economic Development of the nation.	
<b>Pre Requisite</b>	: Basic understanding of Concepts, Theories of Entrepreneurship	
<b>Unit I</b>	: <b>The Entrepreneurial Perspective -</b> <ul style="list-style-type: none"> <li>• Nature &amp; Importance of Entrepreneurs</li> <li>• The Entrepreneurial &amp; Entrepreneurial Mind</li> <li>• The Individual Entrepreneur</li> <li>• International Entrepreneurial Opportunities</li> <li>• Theories of Entrepreneurship - Innovation Theory by Schumpeter &amp; Imitating Theory of High Achievement by Mc Clelland, Theory of Profit by Knight, Theory of Social Change by Everett Hagen</li> </ul>	
<b>Unit II</b>	: <b>Creating &amp; Starting the Venture</b> <ul style="list-style-type: none"> <li>• Business Ideas, Legal Issues &amp; Business Plan viz Marketing, Organizational &amp; Financial Plans.</li> </ul>	
<b>Unit III</b>	: <b>Financing the New Venture –</b> <ul style="list-style-type: none"> <li>• Feasibility Reports, Project Management Techniques</li> <li>• Sources of Development Finance,</li> <li>• Project Financing through Institutional Support, Venture Capital, Role of Consultancy Organizations</li> <li>• Financial Schemes offered by Commercial Banks, IDBI, SIDBI, SFCs etc.</li> </ul>	
<b>Unit IV</b>	: <b>Entrepreneurship Development &amp; Growth</b> <ul style="list-style-type: none"> <li>• Role of Central &amp; State Govt. I Entrepreneurship promotion</li> <li>• Role of – DIC , SISI , MSME, MCED, EDII , NIESBUD, NEDB</li> </ul>	
<b>Unit V</b>	: <b>Managing Entrepreneurial Strategies for</b> <ul style="list-style-type: none"> <li>• Preparing for the New Venture Launch,</li> <li>• Growth of the New Venture – Strategies &amp; Issues,</li> <li>• Going Public – Ending the Venture</li> </ul>	
<b>Recommended Texts</b>	<ol style="list-style-type: none"> <li>1 Robert D. Hisrich &amp; Michael P. Peters, <b>Entrepreneurship</b> (5/e), Tata McGraw Hill</li> <li>2 C.B. Gupta &amp; N.P. Srinivasan, <b>Development</b>, Sultan Chand &amp; Sons</li> <li>3 Desai, Vasant, <b>Dynamics of Entrepreneurial Development and Management</b>, Himalaya Publishing House</li> <li>4 Desai, Vasant, <b>Project Management and Entrepreneurship</b>, Himalaya Publishing House</li> <li>5 Bhavesh M. Patel, <b>Project Management Appraisal</b>, Vikas Publishing House Private Limited</li> <li>6 Prasanna Chandra, <b>Project Management Appraisal</b>, Tata McGraw Hill</li> <li>7 Pandey, G.N. <b>A Complete Guide to Successful Entrepreneurship</b>, Vikas Publishing House</li> </ol>	



<b>Subject Title</b>	<b>Quality Management</b>		
<b>Subject Ref. No.</b>	<b>MANB510</b>	<b>No. of Credits</b>	<b>4</b>
		<b>No. of Periods/Week</b>	<b>4</b>
		<b>Assignments / Sessional</b>	<b>20</b>
		<b>Semester Exams</b>	<b>80</b>
<b>Course Objectives</b>	The subject is designed with the intention to create Quality-consciousness amongst the future Managers; irrespective of the nature of industry they work-in.		
<b>Pre-requisite</b>	The students are expected to come prepared with the basic conceptualization & searching for relevant data through the web / reference books for cases & instances of Operational / Manufacturing Excellence.		
<b>Unit – I</b>	<b>Basic Concepts of Quality Management:</b> Defining quality, Evolution of Quality Principles, Quality in manufacturing versus quality of services, Quality in functional - Marketing, Operations, HRM, Finance etc.		
<b>Unit – II</b>	<b>Product Quality:</b> Evolution of product quality principles, Quality Control in production and its limitations, Addressing limitations of quality control, Cost of Quality. <b>Service Quality:</b> Role of services in global & Indian economy, measuring service quality, limitations of quality control & quality assurance in service quality measurement, Tools to measure Service quality, Case. <b>Process Quality:</b> Role of inspections in ensuring quality and its limitations, integrating inspections into the process, process documentation, flowcharting a process, measuring a process, Price of Non Conformance.		
<b>Unit – III</b>	<b>Improving Quality:</b> Deming's Approach to Quality, Juran's Approach to Quality, The seven tools of quality, Quality improvement at GE and AT Kearney. Master Production Scheduling-Materials Requirement Planning Optimized Production; 5-S, Kaizen; Just – in – Time System; Kanban, Supply Chain Management; Toyota Production System, Six Sigma & other Operational Techniques.		
<b>Unit – IV</b>	<b>Quality Approaches at Japan:</b> Rise of Japanese economy & role of automotive sector in Japan, TQM in Japan, Evolution of Toyota Production System, Modern versions of Toyota Production System, Application of Lean principles to Manufacturing & Services <b>Quality Approaches in India:</b> A study of top Indian organizations, quality in low cost models, Quality in IT/ITES, Use of models in raising product & service quality. Emergence of Frugal Innovation etc.		
<b>Unit – V</b>	<b>Quality Accreditations</b> Global Competitiveness Index, ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series & other ISO Series.		
<b>Text Books</b>	1. Chary, S N. Production and Operations Management. New Delhi, Tata McGraw Hill, 1989. 2. Quantitative Techniques by PC Tulsian & Vishal Pandey, Pearson Education. 3. Quality is Free by Crosby Philip B, A Mentor Book.		

Subject Title	: Indian Economy	No. of Credits : 4
Subject Ref. No.	: MANB511	No of Periods / Work : 4
		Assignments / Sessional : 20
		Semester Examinations : 80
Course Objective	: To give the overall perspective about the factors aligned with the contours of the economy of a nation in general and India in particular	
Pre Requisite	: Basic Understanding about the Concepts, Theories of Economy.	
Unit I	: <b>Economic Growth &amp; Economic Development</b> <ul style="list-style-type: none"><li>• Features, Indicators of Eco. Development.</li><li>• National Income – Concepts &amp; Computation.</li></ul>	
Unit II	: <b>Major Problems of Indian Economy-</b> <ul style="list-style-type: none"><li>• Poverty, Inequalities, Unemployment, Population, Transport &amp; Foreign Trade</li></ul>	
Unit III	: <b>Agriculture - Contribution to Eco. Development</b> <ul style="list-style-type: none"><li>• Green Revolution : Irrigation Minor, Medium, Major Irrigation Works.</li><li>• Land Reforms Policy, Food Reforms &amp; Public Distribution System.</li></ul>	
Unit IV	: <b>Industry – Role of Industries in Eco. Development</b> <ul style="list-style-type: none"><li>• Large &amp; Small Scale Industries – New Economic Policy 1991.</li></ul>	
Unit V	: <b>Five Year Plans in India – Achievements &amp; Failures</b> <ul style="list-style-type: none"><li>• Economic Development Under 5 Years Plan</li></ul>	
Recommended Texts	: <ol style="list-style-type: none"><li>1 I C Dhingra, <i>Indian Economy</i></li><li>2 Ruddar Datt &amp; KPM Sundram – <i>Indian Economy</i>, S. Chand &amp; Sons, New Delhi.</li><li>3 K. N. Agarwal, <i>Indian Economy – Problems of Development of Planning</i>, Vishwa Prakashan, New Age International</li><li>4 S.K. Mishra &amp; V.K. Puri, <i>Indian Economy</i>, Himalaya Publishing</li></ol>	