

BHAGWANT UNIVERSITY**MBA**
Semester I

| Subject Code | Name of Subject | Teaching Period | | | CREDITS |
|--------------|--|-----------------|---|---|---------|
| | | L | T | P | |
| 01MBA101 | Principles and Practice of Management | 3 | 0 | 0 | 3 |
| 01MBA102 | Organization Restructuring And Development | 3 | 0 | 0 | 3 |
| 01MBA103 | Quantitative Techniques for Management | 3 | 0 | 0 | 3 |
| 01MBA104 | Managerial Economics | 3 | 0 | 0 | 3 |
| 01MBA105 | Management Accounting-I | 3 | 2 | 0 | 5 |
| 01MBA106 | Human Resource Management | 3 | 0 | 0 | 3 |
| 01MBA107 | International Business Management | 3 | 0 | 0 | 3 |
| 01MBA108 | Computer Applications & Internet | 3 | 2 | 0 | 5 |
| 01 MBA301 | Discipline and extracurricular activity | 0 | 0 | 4 | 1 |
| TOTAL | | 24 | 4 | 4 | 29 |

SEMESTER II

| Subject Code | Name of Subject | Teaching Period | | | Credits |
|--------------|--|-----------------|---|---|---------|
| | | L | T | P | |
| 02MBA101 | Marketing Management | 3 | 0 | 0 | 3 |
| 02MBA102 | Financial Management | 3 | 2 | 0 | 5 |
| 02MBA103 | Management Accounting-II | 3 | 2 | 0 | 5 |
| 02MBA104 | Operation & Production Management | 3 | 0 | 0 | 3 |
| 02MBA105 | Research Methods in Management | 3 | 0 | 0 | 3 |
| 02MBA106 | Management Information system | 3 | 2 | 0 | 5 |
| 02MBA107 | Human Resource Development | 3 | 0 | 0 | 3 |
| 02MBA 201 | Seminar on Contemporary Management & viva-voce | 0 | 0 | 1 | 1 |
| 02 MBA301 | Discipline and extra curricular activity | 0 | 0 | 4 | 1 |
| TOTAL | | 21 | 6 | 5 | 29 |

SEMESTER III

| Subject Code | Name of Subject | Teaching Period | | | credits |
|-----------------------------------|--|-----------------|---|---|---------|
| | | L | T | P | |
| Compulsory paper | | | | | |
| 03MBA 101 | Business Policy & Strategic Management | 4 | 1 | 0 | 5 |
| 03MBA 102 | Summer Training Project Report, Compulsory Major paper 1 | 0 | 0 | 4 | 4 |
| 03MBA103 | Compulsory Minor paper I – Field Project | 0 | 0 | 4 | 4 |
| Optional Major Paper II | | | | | |
| 03MBA 104(Finance) | Investment Management & Security Analysis | 4 | 1 | 0 | 5 |
| 03MBA 106(Marketing) | Advertising Management | | | | |
| 03MBA 108(Human Resource) | Strategic Human Resource Management | | | | |
| 03MBA 110(Information Technology) | Business Process Reengineering | | | | |
| 03MBA 112(Hospital) | Management Of Medical And Health Services | | | | |
| 03MBA 114(Retail) | Management Of Retail Operations | | | | |
| 03MBA 116(Insurance) | Principles & Practice of Insurance | | | | |
| Optional Major Paper III | | | | | |
| 03MBA 105(Finance) | International Financial Management | 4 | 1 | 0 | 5 |
| 03MBA 107(Marketing) | International Marketing | | | | |
| 03MBA 109(Human Resource) | Training & Development | | | | |
| 03MBA 111(Information Technology) | System Analysis and Design | | | | |
| 03MBA 113(Hospital) | Human Resource Management In Hospital | | | | |
| 03MBA 115(Retail) | Retailing Environment | | | | |
| 03MBA 117(Insurance) | Risk Management | | | | |
| Optional minor paper II | | | | | |
| 03MBA 104(Finance) | Investment Management & Security Analysis | 4 | 1 | 0 | 5 |
| 03MBA 106(Marketing) | Advertising Management | | | | |

| | | | | | |
|-----------------------------------|---|-----------|----------|-----------|-----------|
| 03MBA 108(Human Resource) | Strategic Human Resource Management | | | | |
| 03MBA 110(Information Technology) | Business Process Reengineering | | | | |
| 03MBA 112(Hospital) | Management Of Medical And Health Services | | | | |
| 03MBA 114(Retail) | Management Of Retail Operations | | | | |
| 03MBA 116(Insurance) | Principles & Practice of Insurance | | | | |
| 03MBA 301 | Discipline & extra curricular Activity | 0 | 0 | 4 | 1 |
| TOTAL | | 16 | 4 | 12 | 29 |

NOTE:-

- In III Semester student has to study one compulsory paper, three major optional paper(two theory & one practical) & two minor paper(one theory & one practical)
- Optional minor papers (Marketing/H.R./ Finance) will be 1st paper of all respective group.
- Major paper could be obtain from any group (i.e. a group A/B/C/D/E/F/G)
- A student has to select minor paper from the group A/B/C for the respective semester.

Semester IV

| Subject Code | Name of Subject | Teaching Period | | | Credits |
|-------------------------------------|---|-----------------|---|---|---------|
| | | L | T | P | |
| Compulsory Paper | | | | | |
| 04 MBA 101 | Social Responsibility & Business Ethics & Law | 4 | 0 | 0 | 4 |
| 04 MBA 102 | Project Management | 4 | 0 | 0 | 4 |
| Major Optional Paper IV | | | | | |
| 04 MBA 103(Finance) | Management of Financial Services | 4 | 1 | 0 | 5 |
| 04 MBA106(Marketing) | Sales & Distribution Management | | | | |
| 04 MBA 109(Human Resource) | Leadership Skill & Change Management | | | | |
| 04 MBA 112 (Information Technology) | Data Base Management | | | | |
| 04 MBA 115 (Hospital) | Hospital Financial Management | | | | |
| 04 MBA 118(Retail) | Marketing in Retail | | | | |
| 04 MBA121(Insurance) | Life Insurance | | | | |
| Major Optional Paper V | | | | | |
| 04 MBA 104 (Finance) | Finance For Strategic Decisions | 4 | 1 | 0 | 5 |
| 04 MBA107(Marketing) | Product & Brand Management | | | | |
| 04 MBA 110(Human Resource) | Human Resource Planning | | | | |
| 04 MBA 113 (Information Technology) | Management Support System | | | | |
| 04 MBA 116(Hospital) | Hospital Information Systems | | | | |
| 04 MBA 119(Retail) | Retail Management | | | | |
| 04 MBA122(Insurance) | Fire Insurance | | | | |
| Major Optional Paper VI | | | | | |
| 04 MBA 105(Finance) | Banking Services & Operation | 4 | 1 | 0 | 5 |
| 04 MBA108(Marketing) | Marketing of Services | | | | |
| 04 MBA 111(Human Resource) | Performance Management & Retention Strategies | | | | |
| 04 MBA 114 (Information Technology) | E-Business | | | | |

| | | | | | |
|-------------------------------------|--|-----------|----------|----------|-----------|
| 04 MBA 117(Hospital) | Hospital Management And Law | | | | |
| 04 MBA 120(Retail) | International retailing | | | | |
| 04 MBA123(Insurance) | Marine Insurance | | | | |
| Minor Optional Paper III | | | | | |
| 04 MBA 103(Finance) | Management of Financial Services | 4 | 1 | 0 | 5 |
| 04 MBA106(Marketing) | Sales & Distribution Management | | | | |
| 04 MBA 109(Human Resource) | Leadership Skill & Change Management | | | | |
| 04 MBA 112 (Information Technology) | Data Base Management | | | | |
| 04 MBA 115(Hospital) | Hospital Financial Management | | | | |
| 04 MBA 118(Retail) | Marketing in Retail | | | | |
| 04 MBA121(Insurance) | Life Insurance | | | | |
| 04 MBA 301 | Discipline & Extra Curricular Activity | 0 | 0 | 4 | 1 |
| TOTAL | | 24 | 4 | 4 | 29 |

Note

- In IV Semester student has to study two compulsory papers, three major optional papers, and one minor paper.
- Optional Minor paper (Marketing/H.R./Finance) will be 1st paper of all respective group.

Semester I

PRINCIPLES AND PRACTICE OF MANAGEMENT

Course/Paper: 01MBA101
MBA Semester-I

Objective:

This course provides the student with an understanding of how the philosophy of management underlies the MBA course taught on the program. The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organization. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy. It will enable students to evaluate and analyze a firm's management.

Philosophy, to understand the impact this philosophy has on the organization and operation of the business.

Section A

Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations, Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioral Perspective. Managerial processes, functions, skills and rules in an organization, social responsibilities of Business.

Fundamentals of Planning - Objectives, Strategies, Policies, Decision-making.

Fundamentals of Organizing- Nature and purpose, departmentation, Span of Management, Strategic organizing design, line and staff authority and decentralization.

Direction-concept, Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership. Coordination.

Control- concept, nature and purpose, control technique, control of overall performance, span of control.

Section-B

Case Study

References:

1. Management, Stonner, James & Others, Pearson Education N.D.
2. Management, Robbins & Coulter, Pearson Education N.D.
3. Principles of management, R.L. Nolakha , R.B.D. Jaipur
4. Principle of Management, Parthasarathy, Vrinda N.D.
5. Principle & practise of management, P.Subharao, Hari Shanker Pandey, Ramesh Book Depot
6. Management, G.S.Sudha, R.B.D. Jaipur

ORGANIZATION RESTRUCTURING AND DEVELOPMENT

Course/Paper: 01MBA102
MBA Semester-I

Objective:

This course provides the student with an understanding of how the Organization faces multiple challenges & threats today from turbulent environments, increased competition & changing customer demands etc and help them to develop Strategies to help people & Organization to cope, Adapt, Survive, & even Prosper in These Vixing Times.

It focuses on the Human Side of the organization by Finding Ways to increase the effectiveness of individuals, teams, & the Organization's human & Social Processes.

Section -A

Introduction to Organization Development: - Definitions, Brief History of Organization development. Values, and assumptions, Beliefs in Organization Development. Theory & Management of Organization Development: - Managing the O.D. Process.
O.D. Interventions: - Classifying O.D. Intervention. Team & Third Party Intervention: - the formal Group, techniques & exercise used in Team building. Comprehensive O.D. intervention: - Survey Feedback, Grid Organization Development, and Beckhard, s Confrontation Meeting. Structural Interventions: - Self managed teams, M.B.O., Quality Circles & Quality of Work life Projects, Total quality Management, & other Such Technique. Training Experience, T-Group, Coaching & Mentoring Key Considerations & Issues: - Power Politics & Organization Development, The future & organization Development. Fundamental strengths of O.D.

Section-B

Case Study.

References:

1. Organisation Development, FRENCH & BELL, PHI
2. Organization Development & Transformation, Wendell French, Tata McGraw Hill.
3. Change Management: Concepts & Applications, Sharma, Tata Mc graw hill.
4. Managing Organisational Change, Ian Richard Dunford, Gib Akin, Tata Mc Graw Hill.
5. Organisation Structure & Personnel Management, Nair, Banerjee & Agarwal, Pragati prakashan, Meerut.
6. Organisation Design & Development: Concepts & Applications, Srivastava, Wiley, India.

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Course/Paper: 01 MBA103
MBA Semester-I

Objective:

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Section-A

Introduction to Quantitative Techniques. Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices. Applications of Matrices to value Analysis. Output Model in Matrices. Basic concepts of differentiation. Theories of Extremes.

Linear Programming, Problem formulation and geometric methods of solution. Simplex method.

Two phase method, Elementary ideas about duality. Elements of Statistics Probability.

Probability Distributions Binomial, Poisson and Normal. Correlation and Regression.

Decision Theory, Decision making under uncertainty, Criterion of Maximum, Min., Maxmin and Minmax. Decision-making under risk Bayesian approach. Criterion of Maximum likelihood.

Decision Tress-Applications, decision making in a Competitive Situation-Game Theory-Types of Games. Two person zero sum games. Mixed strategy. Method of solution.

Section-B

Cases and Problems.

Note: 50% of the questions will be application oriented.

References:

1. Quantitative Technique, Vohra N.D., T.M.H. N.D.
2. Quantitative techniques, C.R.Kothari, T.M.H. N.D.
3. Q.T. for management, Khandelwal Gupta, Ajmera Book depot
4. Statistic for management, Levin & Rubin,
5. Business Statistic, Pillia & Bhagwati, S.Chand N.D.
6. Statistical Method, S.P.Gupta, Sultan Chand & sons, N.D

MANAGERIAL ECONOMICS

Course/Paper: 01MBA104
MBA Semester-I

Objective:

With economies becoming increasingly market oriented, it is becoming important for players in the market place to learn to conduct them in a manner that will assure them of success. The objective of the course is to provide insights into these aspects. Students of management must be exposed to the time tested tools and techniques of managerial economics to enable them to appreciate their relevance in decision-making.

Section-A

Nature and Scope of Managerial Economics, role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits
Theory of Demand- concept, determinants of Demand, Demand Function and econometric techniques. Theory of Supply- concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Concept of Consumer's surplus.
Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial uses of cost Function; Production Function to cost function-long run and short run total cost, Break-even Analysis. Make or Buy Decisions.
Market structure and pricing decisions-the competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.
National income-concept and measurement. Business cycles, fiscal policy, Inflation. The new economy-definition and characteristics.

Section-B

Case study.

References:

1. Business Economics, Adhikary, manab, Excel books, N.D.
2. Economic Theory & Operation Analysis, Baumol, William J, N.D. PHI.
3. Business Economics, Agarwal & Deo, N.D. PHI.
4. Managerial Economics, D.N. Dwivedi, N.D. PHI.
5. Managerial Economics, Jhingen & Stephen, N.D. PHI.
6. Managerial Economics, Mote Others, N.D. PHI
7. Managerial Economics, Saraswat lodha, Ajmera Book depot.
8. Managerial Economics, Nair, Banerjee & Agarwal, Pragati Prakashan, Meerut.

MANAGEMENT ACCOUNTING-I

Course/Paper: 01MBA105
MBA Semester-I

Objective:

The objective of the course is to enable the student to familiarize with the preparation and calculation knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions.

Section -A

Introduction to Management Accounting – Origin, scope, functions and principles.
Understanding Indian Corporate Sector. Management Accounting- Understanding basic Financial accounting, Preparation of Final Accounts- as a backdrop to management accounting and Cost Accounting. Changing role of management accounting and recent developments.
Management accounting and corporate governance.

Financial statement analysis- Ratio analysis- types and calculation. Comparative and common size financial statement. Analysis of Corporate Performance: Preparation and calculation of Fund Flow and Cash Flow statement as per AS-3.

Basic Cost Concept, Cost sheet Cost-Volume-Profit Analysis, Budgetary Control. Marginal cost and CVP Analysis and Profit planning. Activity based costing,

Section-B

Cases/Problems.

References:

1. Fundamentals of accounting Vol. 1, Rain & others
2. Advanced Accounting Vol. 1, Maheshwari, Vikas, N.D.
3. Management Accounting, Khan Jain, Vikas, N.D.
4. Management Accounting I, M.R.Agarwal, Garima Publication
5. Management Accounting, M.A. Sahaf, Vikas Pub house

Note: 50% of the Questions will be Numerical/Cases/Inferences based.

HUMAN RESOURCE MANAGEMENT

Course/Paper: 01MBA106

MBA Semester-I

Objective:

To become a successful manager of people, students need to understand behavior of human resources in various organizational situations. In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

Section-A

Human Resource Management-. Introduction and Scope, HRD-Concept, Need, Human Resource Planning-Concept, Process, job design-Concept approaches, job analysis, job description, job specification. Human Resource Procurement-Recruitment. Selection and induction.

Training, Training phases, Need Assessment, Establishment, Establishment of Training Objectives, Training method Lecture, case method, Role-playing. Business in Basket T- Group, Incident, Syndicate, Evaluation of a training Program. Performance measurement and reward systems-introduction, performance drivers, leadership and performance, reward management performance appraisals. Discipline. The grievance procedure.

Employee compensation-purpose and importance, components. non monetary rewards, workers participation in Management Employee. Strategic challenges for leadership, career management, SHRM Mergers and acquisitions.

Section-B

Case/Problems.

References:

1. Human Resource & Personal Management, Aswathappa K, TMH N.D.
2. Human Resource Mangement, L.M.Prasad, S.Chand
3. Human Resource Management, V.S.P.Rao, Excel books, N.D
4. International Human Resource management, Chris Brewster, University Press
5. Human Resource Management, Mizra S Saiyadain, Tata McGraw Hill.
6. Human Resource management, H.John Bernardin, Tata McGraw Hill

INTERNATIONAL BUSINESS MANAGEMENT

Course/Paper: 01MBA107
MBA Semester-I

Objectives:

To develop an integrated understanding of International management aspects for devising and implementing Global management Strategies.

Section A

International business concept, nature, importance, dimensions, domestic and international business, process of internationalization-decision framework for internationalization. International trade theories, foreign direct investment theories, international business environment social, political, cultural and legal Globalization, rationalization: regional economic integration in Europe, NAFTA, role of regional and international institution: WTO, IMP, UNCTAD, SAARC in international trade, intellectual property in global business, role of WIPO.

Foreign exchange market, international monetary system

Method of entry in foreign markets, licensing, franchising, joint venture, subsidiaries, acquisition, strategic alliances, contract manufacturing.

International business: product decisions, market selection, distribution, promotion international pricing-factors, process and method, prerequisites. Transfer pricing, dumping, Control in international business: need objectives and approaches.

Section-B

Case Study

References:

1. International Business, K.Aswathappa, Tata McGraw Hill.
2. International Business, Charles W L hill, Arun K Jain, TataMcGraw Hill.
3. International Management, Managing in a Diverse & Dynamic Global Environment, Arvind V Phatak, Rabi S. Bhagat. Tata Mc Graw Hill.
4. International Business, Donald Ball, Michael Geringer, Michael Minor, Tata Mc Graw Hill.
5. International Business management, Pragati Agarwal, Pragati prakashan, , Meerut.

COMPUTER APPLICATION AND INTERNET

Course/Paper: 01MBA108
MBA Semester-I

Objective:

This course is designed to make the students of management familiar with the basic Fundamentals and concept of computer. This paper shall prepare students to learn and acquire necessary computer skills required for day-to-day office application. The students will also be able to learn to solve business mathematical problems with the aid of computers.

Section -A

Introduction to computers: - Characteristics of computer systems.

Data representation and application- input and output devices, Computer Memory, CPU, Types of Software - Application software, System Software-Operating systems and types.

MS Office and its application: -MS Office Fundamentals & Components - MS Word, MS Excel. MS power point, MS Access.

IT Outsourcing, Tele communication Concepts, Data Transmission and OSI layers, Local Area Network (Ethernet, Token bus, Token ring) Wide Area Network, TCP/IP fundamentals, Internet, Intranet, Extranet, The World-Wide Web.

Data Base Management System-Data Base Management System Objectives of Data Base. Advantages & Disadvantages of DBMS. Hierarchical Model, Network Model, Relational Model. Normalization Process, Advance Technologies in Data Base Technology. Object-Oriented DB, Distributed DB, Client Server Systems

Section-B

Case study.

References:

1. Computer Fundamental Concepts & system, P. K. Sinha, BPB PUB. N.D.
2. Management Information System, Jawadekar, Macgraw Hill, N.D., ScS N.D
3. Management Information System, LUCAS, TMH
4. Management Information System, Nair, Banerjee & Agarwal, Pragati prakashan.
5. Managemnet Information System, James O' Brain, Tata McGrawHill.
6. Managemnet Information System, Dharminder Kumar/Sunita, Excel Books, Delhi.
7. Managing With Information, Jerome Kanter, Prentise Hall Of India.
8. Management Information System: managing the digital firm, laudon & laudon, pearson education.
9. Information system for modern management, Murdick, Ross & Clagget, Prentice hall/pearson
10. Business Information System, Muneesh Kumar, Vikas Publishing house.

Semester II

MARKETING MANAGEMENT

Course/Paper: 02MBA101
MBA Semester-II

Objective:

Marketing is no longer a company department charged with a limited number of tasks- it is a company wide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.

Section-A

Understanding Marketing Management-Importance and scope. Marketing strategies and plans marketing and customer value. Marketing insights-information and scanning the environment, analyzing the macro environment. Rural Marketing: The profile of rural market of India. The main problem area in rural marketing, channel Management in rural markets, marketing communication in Rural Markets, Market Segmentation in rural market.

Consumer Behavior and market segmentation- Targeting and positioning as per the changing pattern of Indian consumers-levels of market segmentation, segmenting consumer markets, market targeting. Product Life Cycle Strategy, New Product Development Strategy.

Management of Marketing Efforts: building brands dealing with competition, competitive brand strategy. Product Policy and Pricing decision, Channels of distribution.

Managing the Marketing program-advertisement, sales promotion, direct marketing and Personal selling, interactive marketing (E-Marketing) Marketing Research and Information System.

Section-B

Case Study

References:

1. Marketing Management, Kotler Philip Keller.
2. Marketing Management Planning & Implementation, Ramaswamy & Namakumari,
3. Principle of Marketing, Kotler & Aemstrong, Pearson Education N.D.
4. Marketing Management, Datta & Datta, Pearson Education N.D.
5. Marketing management, Kumar meenakshi, vikas publishing house.
6. Marketing management, kothari Sharma Mehta, RBD
7. Marketing management, P.K. Agarwal, Pragati prakashan, Meerut.

FINANCIAL MANAGEMENT

Course/Paper :02MBA102
MBA Semester-II

Objective:

The focus in this paper would be on issues related to financial management in the Indian Corporate Sector. The contents are related to the practices observed in Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.

Section-A

Meaning, Importance and Objectives of Financial Management; Time value of money; Conflicts in profit versus value maximization principle; Functions of chief financial officer.

Risk and Return- overview of capital market theory, Beta Estimation, CAPM, and APT.

Management of working capital; Cash and Marketable securities management; Treasury Management, Receivables management, Inventory management, Financing of working capital.

Investment decisions: Capital budgeting- concept, theory. Cost of capital. Risk analysis in capital budgeting.

Financing decisions: Concepts of operating and financial leverage; Capital structure Theory and Policy; Dividend Policy. Different sources of finance: Asset Based financing- Lease, Hire Purchase and Project Financing. Corporate Restructuring, Merger and Acquisition.

Section-B

Case/Problems

Note: 50% of the question will be numerical.

References:

1. Principle of Corporate Finance, Brealy & Hyres, TMH N.D
2. Financial Management & policy, Horne James C. Van, TMH N.D
3. Financial Management, Khan Jain, TMH N.D
4. Financial Management, M.R.Agarwal, Garima Publication.
5. Financial Management, Prasan Chandra, Tata Mc graw hill.
6. Financial Management(Strategic Implementation & Control), Kapil Sheeba, Kapil K.N., Pragati Prakashan, Meerut.

MANAGEMENT ACCOUNTING-II

Course/Paper: 02MBA103
MBA Semester-II

Objective:

The objective of the course is to provide the students with a learning framework that will enable them to study the principles and procedures used in collection and analysis of accounting information.

Section –A

Management Accounting-Introduction. Basic cost terms and concepts. Managerial implications of job order costing, process costing- simple process, process accounting of normal and abnormal wastage, Process Stock Accounting and inter process accounting. Cost-volume-profit analysis. Cost reduction system-kaizen costing system, ABC, Life cycle costing. Pricing decision. Standard cost and variance analysis.

Budgeting and budgetary control-Types of budget- Flexible, cash, sales, production budget, master budget. Managerial implication of budget, performance budgeting, ZBB.

Inferences from published financial statements-Ratio, cash flow and funds flow.

Emerging issues in Management Accounting-Human Resources Accounting, EVA, Internal Reconstruction and Amalgamation – concept, elementary accounting and interpretation.

Section –B

Cases/Problems.

Note: 60% of the Questions will be Numerical/Cases/Inferences based.

References:

1. Management Accounting II, M.R.Agarwal, Garima Publication.
2. Fundamentals of accounting Vol. 1, Rain & others
3. Accounting for managers II, Maheshwari, vikas publishing house.
4. Management Accounting, M.Y. Khan & P.K. Jain , TMH.
5. Accounting for management: Planning & Control, Lynch, Tata Mc Graw Hill.

OPERATIONS AND PRODUCTION MANAGEMENT

Course/Paper: 02MBA104

MBA Semester-II

Objective:

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations thought layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Section-A

Operation Management-Introduction. Operation Research and operation strategy, forecasting demand and Linear regression, transportation and assignment problems, allocation of resources.

Nature and Scope of Production Management- process planning and design Facility Location; Types Manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling- Principals-Equipments, Line Balancing-Problems Operations decisions-Production Planning and Control -In Mass Production in Batch/Job Order Manufacturing.

Capacity Planning -Models, Process Planning-Aggregate Planning-Scheduling Maintenance Management Concepts-Work Study, Method Study, Work Measurement, Work Sampling Work Environment-Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.

Material Management -an Overview, production control, storage and retrieval System. Inventory Control- JIT. Network Techniques-Simulation Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management, project management-PERT & CPM.

Section-B

Case study.

References:

1. Operation Research : Introduction, Taha,Handy A, Delhi, Pearson Education
2. Operation Research - Theory & Applications, J.K.Sharma, Macmillian India Ltd. N.D
3. Production & operation management, S.N.Chary, TMH
4. Production & operation management, Ranjit Singh, Jaipur Publishing.
5. Operation & production Management, K. Aswathapa, Himalaya publication.
6. Operation Research, S.D. Sharma, Kedar Nath & Ram Nath.
7. Production & Operation Management, Nair, Banerjee & Agarwal., Pragati prakashan.

RESEARCH METHODS IN MANAGEMENT

Course/Paper: 02MBA105
MBA Semester-II

Objective:

The objective of the course is to enable the students, in developing the most appropriate Methodology for their research studies and to make familiar with the art of using different research methods and techniques. To understand the concept and process of Business research in business environment. To know the use of tools and techniques for exploratory, conclusive and causal research. To understand the concept of measurement in empirical systems & its validity and reliability. To use statistical Techniques for analysis of research data. To realize the applications of Business research

Section –A

Concept of Scientific Enquiry - Formulation of Research Problem Hypothesis Building Characteristic and Testing, Review of Literature, Research Design-Exploratory, Descriptive and Experimental research Design. Qualitative Research Design. Data Collection -Sources, Constructing a questionnaire. The Interview, Observation and Survey. Sampling Decisions, Probability and Sampling.

Parametric and Nonparametric test, level of Significance, using software for analysis Grouping and displaying data to convey meaning: Tables and Graphs, measures of Central tendency and dispersion in frequency distributions, Probability distributions, and Testing hypotheses One sample test and two sample tests, chi-square and analysis of variance, Simple regression and correlation, Non-Parametric methods - the sign test for paired data, the rank sums test. The mann-whitney U test, the one sample Runs test, rank correlation.

Attitude Measurement- Motivational Research, Focus Group; Scaling Techniques- Socio Metric and Rating Scale, Scalograms, Internal Consistency Scales. Report Writing Organization Presentation, Bibliography and References.

Section-B

Cases and Problems.

References:

1. Business Research Method, Cooper Schindler, TMH
2. Research Methodology, C.R.Khothari, New Age Publisher
3. Marketing Research, Beri, TMH
4. Research Methods, Susmit Jain.
5. Marketing Research – Text & Cases, Nargundkar, TMH.
6. Marketing Research within a changing, Hair, TMH.
7. Research Methods For Business: A Skill Building Approach, Sekaran, Wiley, India.

MANAGEMENT INFORMATION SYSTEM

Course/Paper: 02MBA106
MBA Semester-II

Objective:

The course is an introduction of computer architecture, networks and software tools. This will help students to understand the role of information systems and technology with current business and management application.

Section-A

Information & System Concepts-Introduction --Concepts, Classification of Information, Methods of Data & Information Collection, Value of Information, Organization and Information, System: A Definition. Types of Systems, System Decomposition, Integration of Sub Systems, Elements of a System, Human as an Information Processing System. International Business and IT.

Management Information System-MIS: Definition, Nature & Scope, MIS Characteristics, Functions, Structure of MIS, Role of MIS, MIS as a Control System, Process of Management, Application of MIS, ERP & IT's Benefits.

Internet-Introduction to Internet, Why We Need Internet, Internet Tools & Services, www, Internet in India, Security, Web Browser, Future of Internet, E-Comm. an Introduction, E-Business Fundamentals.

New Information Technology: Interconnection and networking, Multimedia, Neural Networks, Artificial Intelligence, Executive Information System, Decision Support System (DSS) and Expert Systems.

Issues for Senior Management: Management Control, Management Issues, Security Issues: Viruses, Worms and other creatures, I T issues for Management, Management in a Technological Environment, the changing world of Information.

Section-B

Case Study.

References:

1. Computer Fundamental Concepts & system, P. K. Sinha, BPB PUB. N.D.
2. Management Information System, Jawadekar, macgraw Hill, N.D.
3. Management Information System, Lucas, macgraw Hill, N.D.
4. Management Information System, Davis, TMH
5. Information System Solutions: A Project Approach, Van Horne.TMH
6. Management Information System , O'Brien, TMH
7. Management Information System, Haag, TMH.
8. Managemnet Information System, James O' Brain, Tata McGrawHill.
9. Managemnet Information System, Dharminder Kumar/Sunita, Excel Books, Delhi.
10. Managing With Information, Jerome Kanter, Prentise Hall Of India.
11. Management Information System: managing the digital firm, laudon & laudon, pearson education.
12. Information system for modern management, Murdick, Ross & Clagget, Prentice hall/pearson
13. Business Information System, Muneesh Kumar, Vikas Publishing house.

HUMAN RESOURCE DEVELOPMENT

Course/paper: 02MBA107

MBA Semester-II

Objectives:

Today Human Resource Development has come to stand as a separate field in the Management profession itself. About 15 years ago there was hardly any department of HRD or the role of HRD Manager. Today almost every second Industrial Organization has an HRD Manager or an HRD Department or at least an HRD sub-system. Even Non –Profit Organizations are realizing the importance of HRD.

Section A

HRD Concepts:- The Manager, His functions, Competencies and their Development, HRD Climate in organization, Research in HRD, Present trends and future direction .Performance Appraisals, Role of Training in HRD, Potential Appraisal, Planning for Human Resource Development, Strategies of Developing Human Resources. Organizational outcomes of HRD systems, Line Manager and Human Resource Development. Human resource development in government industries, HRD needs for employment –oriented education, Human Resource Development: Role of the HRD Ministry, Some thought on HRD in education

Section-B

Case Study

References:

1. Human Resource Development & Mgmt, Ghosh, Vikas Pub. N.D.
2. Human Resource Development, Yuvraj, S, Vrinda Publications(P) Lyd.
3. Strategic Human Resource Development, Kandula, PHI.

SEMINAR ON CONTEMPORARY MANAGEMENT & VIVA-VOCE

Course/Paper: 02MBA201

MBA Semester-II

Objective:

Seminar on Contemporary Management issues. Here the faculty members Will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be no internal assessment. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by HOD/Vice chancellor of the University from a panel proposed by the board of studies.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.

The performance of the student at comprehensive viva examination will be done by a panel of internal and external examiner. The candidate will be examined in the papers which he/she studied during semester 1st and semester 2nd . There will be no internal assessment. The student will make an oral presentation before a panel of internal Examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by HOD/Vice chancellor of the University from a panel proposed by the board of studies.) The internal and external examiner will jointly do THE assessment of the report and its presentation.

SEMESTER III

BUSINESS POLICY AND STRATEGIC MANAGEMENT **(COMPULSORY PAPER)**

Course/Paper: 03MBA101

MBA Semester-III

Objective:

The objective of the course to equip the students with analytical tools for Cracking case studies by scanning the business environment and coming to a decision. The students will benefit by acquiring new ways and means of developing strategic decision-making skills.

Section-A

Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance. Introduction to Strategic Management-Concept importance of strategic Management, types of Strategy. Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.

Establishing company direction-developing strategic vision, setting objectives and crafting a strategy- Internal, Operating & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice. Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain, the Value Chain and Generic Strategies, Mergers & Acquisitions Strategies.

Strategy Implementation & Structure of strategy, Resource Management and Control, Ethics, Public Values & Social Responsibility
Strategy Evaluation & Control.

Section-B

Case Study.

References:

7. Strategic Management, P.K.Ghosh, S.Chand New Delhi.
8. Business Policy & Strategic Management, Dr. S.S. Chawhan, Proff. B.K.Garg. ABD
9. Business Policy & Strategic Management, Azahar Kazmi, TMH N.D..
10. Strategic Planning Formulation of Corporate Strategy, Ramaswamy & Namakumari, Macmillian N.D.
11. Business Policy & Strategic Planning, Tauch & Glueck, Frank Bros & Co
12. Cases in Strategic Management, Amita Mital, Tata Mc Graw Hill.
13. Cases in Strategic Management, Budhiraja, Tata Mc Graw Hill.
14. Business policy & Strategic Management, Nair, Banerjee & Agarwal, Pragati prakashan.

SUMMER TRAINING PROJECT REPORT

(COMPULSORY MAJOR PAPER I)

Course/Paper: 03MBA102
MBA Semester-III

Objective:

The summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external Examiners. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of BU.) The assessment of the report and its presentation will be jointly done by the internal and external examiner.

FIELD PROJECT

(COMPULSORY MINOR PAPER I)

Course/Paper: 03MBA103
MBA Semester-III

Objective:

It is a paper on project study. The project is real life short term corporate Study. The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by the Vice Chancellor. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of B.U.) The assessment of the report and its presentation will be jointly done by the internal and external examiner.

GROUP A - FINANCE

INVESTMENT MANAGEMENT & SECURITY ANALYSIS

Course/Paper: 03MBA104

MBA Semester-III

Objective:

The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market. The course is designed with a view: _To acquaint the students with the working of security market and principles of security analysis; and _To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Section A

The Role of Security Markets in Economy. The Organization and Mechanics of Indian Security Markets- Various Securities and their Characteristics, Objective of the Security Analysis, functions of an Organized Security Market, Mechanics of Security Trading.

Various Types of Security Markets and their Functions- Stock Exchanges, Depository. Role of SEBI with regard to Secondary Markets. Capital asset pricing model, arbitrage pricing theory, efficient market hypothesis, technical and fundamental analysis. Concept and trends of savings and investment in India. Stock market: concept, functions, regulations, working and reforms. Instruments of mobilizing investment: Types and characteristics. Comparison of investment options. IPO and secondary markets: reforms and trends, trading mechanism: on line trading, settlement period. Transaction cost in secondary markets, clearing settlement and depositories, integration of stock exchange and consolidation of intermediaries, listing requirements.

Section B

Case and Problems

References:

1. Investment Management & portfolio management, V.K. Bhalla,
2. Security Analysis & portfolio Mgmt., Punithavan Pandian
3. Security Analysis & Investment Management M.R.Agarwal, Garima Publication.
4. Investment Managemnet, Aswathappa, Himalaya Publication.
5. Investment : An Indian Perspective, Bodie & Mohanty
6. Investment : Analysis & Behaviour, Hirschey, Tata McGraw Hill.

INTERNATIONAL FINANCIAL MANAGEMENT

Course/Paper: 03MBA105

MBA Semester-III

Objective:

The new economic environment has changed the total concept of business in the country. Financial markets of the world are increasingly integrating. Financial opportunities have increased manifold across markets. Almost all products and services face global competition. To introduce the environment of international finance and its implications on international business. To explore the sources of long term finance and design financial strategies. To integrate the global developments with the changing business environment in India.

Section A

International financial management: Genesis international flow of funds. Developments in international monetary system, Emergence of multinational financial management.

Balance of payment. Risk: political and country risk. Raising capital: Domestic & International
Introduction of Financial Management: Functions, Profit V/S Wealth Principle, Foreign Direct Investment.

Parity conditions in International Finance- Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications. Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment, International financing and investment strategies, managing short term assets and liabilities. Country Risk Analysis.

Section B

Case and Problems

References:

1. Multinational Financial Management, Shapiro, PHI N.D.
2. International Financial management, Madhu vij, Excel books, N.D.
3. International Finance, Thomas J. O'Brien.
4. International Financial Management, Apte, Tata Mc Graw Hill.
5. International Financial Management, Eun, Tata McGraw Hill.

GROUP B - MARKETING

ADVERTISING MANAGEMENT

Course/Paper: 03MBA106
MBA Semester-III

Objectives:

The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.

Section A

Introduction of Marketing Communication-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication, Ethical issues in marketing communication. Marketing Communication Planning-Models of marketing communication, Developing & control of marketing communication, marketing communication-planning procedure. Advertising objectives and planning - Meaning Definition and objectives of Advertising, Types of advertising, The advertising agency: Function & types, Advertising Agency compensation Creative strategy - Target market & creative objective, advertising Appeals, Creative format & creation stage, Copy testing and diagnosis.

Media planning & promotion - Environment analysis media object, Media strategy & media planning modes, Indoor media, out door media, Measuring Advertisement Performances, Current developments in advertising.

Section B

Case and Problems

References:

1. Advertisement Management, Batra & others, PHI N.D.
2. Advertisement Management(In Indian Perspective), P.K.Agarwal, Pragati Prakashan.
3. Advertising Sales Promotion & CRM , P.K.Agarwal, Pragati Prakashan.
4. Advertisement Management: Concepts & Cases, Mohan, Tata Mc Graw Hill.
5. Advertising & Promotion, Belch, Tata McGraw Hill.

INTERNATIONAL MARKETING

Course/Paper: 04MBA107
MBA Semester-III

Objectives:

To develop an integrated understanding of International marketing aspects for devising and implementing Global Marketing Strategies.

Section A

An Overview to International Business and Trade Theories - Introduction to Marketing Communication, Free Trade v/s Protection, Classical, Modern Theories, Gain and Terms of Trade.

International Business Management - The Economic Environment, Social & Cultural, Political Legal and Regulatory Environment, Competitive Advantage in Global Environment, Market Entry Expansion and Partnership.

International Finance & Institutional Systems - Foreign exchange, Balance of payments, Importing and Exporting, Trade Blocks, International Monetary Fund & World Bank, The Triad and other manner.

Strategic issue for international Marketing - Marketing Information System & Research, Segmentation, Targeting & Positioning, Planning process.

International Marketing Mix Elements - Product Decisions, Pricing Decisions, Marketing channel & place Decision Promotion decisions, Organizing & Controlling.

Section B

Case and Problems

References:

1. International Marketing, Yuvraj
2. International marketing, Kothari, Jain, Rbd.
3. International Marketing, Cateora, Tata Mc Graw Hill.
4. Global Marketing, Johansson, Tata Mc Graw Hill.
5. International Marketing, Paul, Tata Mc Graw Hill.

GROUP C - HUMAN RESOURCE MANAGEMENT

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course/Paper: 03MBA108
MBA Semester-III

Objectives:

The purpose of this course is to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors. The score card approach is also gaining its importance.

Section A

Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, and organizational context on HR strategy and practices, investment perspective of human resources.

Aligning HR systems with business strategy: Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices –linking strategy to HRM practices – corporate HR philosophy and company wide HR standards – HRM leading strategy formulation.

HR Strategy in work force utilization: Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types – marginal performers – under achievers – stars – solid citizens, managing

employee ability – recruitment and selection strategy typology, incentive alignment, psychological contracting.

Evaluating HR Function: Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, quantitative and qualitative measures – out come and process criteria, balanced score card perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performances – employee wastage and turn over rates – cost of absenteeism – measuring human resource cost.

Section B

Case and Problem

References:

1. Strategic Human Resource Management, Rajiv Lochandhar, Excel books, N.D.
2. Human Resource Strategy A Behavioral perspective for the general Manager, George Dreher, Thomas w Dougherty. Tata Mc Graw Hill.
3. Human Resource Strategy, James W Walker, Tata Mc Graw Hill.
4. Human Resource strategy, Dreher, Tata Mc Graw Hill.
5. Strategic Human Resource: Frameworks for general managers, Baron,Wiley India.
6. Strategic Human Resource management, Schuler, Wiley India.

TRAINING AND DEVELOPMENT

Course/Paper: 03MBA-109
MBA Semester-III

Objective:

The Purpose of this paper is to provide an in-depth under-standing of the role of training in the HRD and to enable the course participants to manage the Training system and processes.

Section A

Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration, Training methods, Technique & Aids, Training Strategy Performance Appraisal & Training - Learning through training, Adult Learning (Andragogy), Learning theories and learning Curve, Learning Styles

Training Process: An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules.

Trainer & Training Institutions - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP.

Evaluation of Training - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism Training Methods and Techniques: Facilities Planning and Training Aids; Organizing the training Department, controlling training, Training Communication; Training Evaluation;

Training and Development in India.

Section –B

Case Study.

References:

1. Training Instruments for HRD & O.D., Udai Pareek, Tata Mc Graw Hill.
2. Employee Training & Development, Raymond A Noe, The Ohio State University, Tata Mc Graw Hill.
3. Training in Practise, Stephen Truelove, Tata Mc Graw Hill.
4. Employee Training & Development, Noe, Tata McGrawHill
5. Training & Development, Janakiram, Wiley India.

GROUP D - INFORMATION TECHNOLOGY MANAGEMENT

BUSINESS PROCESS RE-ENGINEERING

Course/Paper: 03MBA110
MBA Semester-III

Objective:

To provide a greater understanding of effective solutions to change problems that need to combine technological, organizational and people-orientated strategies by adopting a process based approach to change management. To introduce the contingencies that affect management and the most effective measures for dealing with them. To introduce strategic IS/IT planning and how it must relate to business strategy. To demonstrate the use and validity of organizational development models through current real-life case studies.

Section A

Business process reengineering-an overview. Concepts and techniques. Changing business processes: the importance of technology as a driver for organization.

BPRE & TQM, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers. Change management-Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change. The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organizations in the future.

The concept of the learning organization and its influence on systems development: restructuring the organization.

Section B

Case and Problems

References:

1. Business process reengineering, B.R.Dey
2. Business Process Reengineering, Hammer & Champy.
3. Business Process Reengineering, R.Radhakrishnam.
4. Business Process Reengineering, Pradeep Kr, Icfai.
5. Business Process Reengineering, Hank Johnson.

SYSTEM ANALYSIS AND DESIGN

Course/Paper: 03MBA111
MBA Semester-III

Objective:

The course will enable the student to have the insight of the systems concept through the analysis and design. The course will also help him understand the systems implementation and scheduling.

Section A

Overview-System Concepts: Definition & Characteristics, Elements of a System, Types of Systems, Introduction to System Development Life Cycle, Role of the System Analyst. System Analysis-Introduction to the Planning in System Analysis, Information Gathering Tools: - Review, Procedures & Forms. Structured Analysis, Tools of Structured Analysis. Introduction to System Performance, Cost & Benefit Analysis Categories, Proposals. System Design-Process & Stages of Systems Design Methodologies, Major Development Activities, Introduction to Input/ Output & Forms Design, An Overview of File Organization and Database Design System Implementation-System Testing – Reasons, Nature of Test Data, The Test Plan, Quality Assurance, The Audit Trail, Post Implementation Review, Software Maintenance, Evaluation Process Project Scheduling, Security & Ethics-Project Management – Introduction, System Security – Threats, Control Measures, Ethics in System Development.

Section B
Case and Problems

References:

1. System Analysis & Design, Sharma A.K. Pragati Prakashan.
2. System Analysis & Design, Elias M. Awad, Galgotia Publication.
3. Structured System Analysis & Design, ISRD Group, McGraw Hill Education.
4. Workbook on system Analysis & Design, Garg & Srinivasan., Prentise Hall.
5. System Analysis & Design, Kenneth E Kendall & Julie Kendell, PHI Publication.

GROUP E - HOSPITAL MANAGEMNET

MANAGEMENT OF MEDICAL AND HEALTH SERVICES

Course/Paper: 03MBA112
MBA Semester-III

Objective

To provide the students and health care professional with a valuable set of data and insights into the major features and idiosyncrasies of Indian health care delivery system and how it compares with the other systems of the world.

CONTENT

HEALTH SERVICES IN INDIA AND ABROAD - Historical evolution, overview of health services in India; a summary of perspective of health services; physiological and psychological bases of health, disease and seeking care; socioeconomic dimensions, current trends in health care delivery systems, changing scenarios.

GOVERNMENT HEALTH SERVICES - Background and present status, developments in public sector health care delivery systems.

Private health services: Background and present status; origin and growth of corporate philosophy, comparison between health care systems in public sector and private sector.

MEDICAL TECHNOLOGY - Its assessment, innovation, development and diffusion, appropriate use of technologies, organizing for technology assessment, methods of assessment, future considerations.

HEALTH CARE PROFESSIONAL - Employment trends in health care industry, supply of doctors, shortage of nurses, role of hospital administrator, future role changes, future issues for health care professionals.

EPIDEMIOLOGY - Epidemiological data, epidemiological status of some important and common diseases, epidemiological studies; periodicity of diseases etc.; epidemiological management; managing diseases on epidemiological back ground.

References:

1. Making Health Policy, Buse, TMH.
2. Managing Health Services, Goodwin, TMH.

HUMAN RESOURCE MANAGEMENT IN HOSPITAL

Course/Paper: 03MBA113
MBA Semester-III

Objective

This subject provides an integrative and comprehensive understanding of the major phases of Human Resource Management in organizations, the issues and challenges involved in the management of Human Resource and Industrial relations in contemporary organizations with special reference to hospitals.

Pedagogy will consist of standard classroom teaching, case analysis, group discussion and field study of hospitals.

Content

Human Resource Management

Concept, issues, principles and critical role, personnel and Human Resource Management – similarities and dissimilarities, HR department in hospital – role, structure and functions; Prerequisites: job analysis, job description job specification and job evaluation.

HUMAN RESOURCES – POLICIES & FUNCTIONS

Human Resource Functions, Recruitment, selection and placement process, induction, skill up gradation and multi skill training to deal with patients, promotion and transfer: Policy, methods and techniques.

OPTIMAL UTILIZATION OF HUMAN RESOURCES

Manpower Development, Techniques of manpower planning, career planning, personal and career development, training and re-training, supervisory development and management development programs. Performance Appraisal System, Principles, techniques of performance appraisal, performance counseling, problems and issues in performance appraisal, role of employee union in the appraisal process., Motivation

DISPUTES & GRIEVANCE HANDLING –

Industrial Relations, Framework for employee relations, grievance procedure, principles guidelines for grievance handling. Industrial disputes

Causes of industrial disputes, remedial measures, collective bargaining, its utility standing orders, strike, lock-out, lay-off, Industrial Disputes Act, 1947, settlement machinery.

TRADE UNIONS AND HRM –

Impact and influence of trade unions on industrial relations, employee safety measures, employee welfare measures and programs changing attitudes, styles and approaches in labor – management relations and their impact on Human Resource Management.

References:

1. Hospital Administration & Human Resource Management, Goyal, Prentise Hall of India.
2. Human Resource Management, Aswathappa K, TMH N.D.
3. International Human Resource management, Chris Brewster, University Press
4. Human Resource Management, V.S.P.Rao, Excel books, N.D.
5. Human Resource Management, L.M.Prasad, S.Chand.

GROUP F - RETAIL MANAGEMENT

MANAGEMENT OF RETAIL OPERATIONS

Course/Paper: 03MBA114
MBA Semester-III

Objective:

The course will enable the student to have the insight of the Retail Operations. The course will also help him to understand about the marketing & Developments of Retail Sector.

Section A

- Retail history, current retail environment and modern retail formats .
- Adopting to work place – grooming, hygiene and total personality development
- Concept of bulk marketing and comparison with – retail industry
- Retail stores and daily SOP
- In – store marketing
- Modern retail formats

Section B

Case Study

References:

1. Retail management, Arif Sheikh & Kaneez Fatima, Himalaya publication.
2. Retail management, Levy, Tata McGraw Hill.
3. Retailing management: Text & Cases, Pradhan, Tata Mc Graw Hill

RETAILING ENVIRONMENT

Course/Paper: 03MBA115

MBA Semester-III

Objective:

The course will enable the student to have knowledge about retail environment. The course will also help him to understand about the Strategies of Retail Sector.

Section A

- Functions of retailing;
- Building and sustaining relationships;
- Strategic planning;
- Structural change,
- Types of Retail Outlets,
- Market structure and control;
- Planning and development

Section B

Case Study

References:

1. Retail management, Arif Sheikh & Kaneez Fatima, Himalaya publication.
2. Retail management, Levy, Tata McGraw Hill.
3. Retailing management: Text & Cases, Pradhan, Tata Mc Graw Hill
4. Business Environment Text & Cases, Francis Cheruvillium, Himalaya Publication House.

GROUP G - INSURANCE AND RISK MANAGEMENT

PRINCIPLES & PRACTICE OF INSURANCE

Course/Paper: 03MBA116

MBA Semester-III

Objective:

The course will enable the student to have knowledge about Insurance Sector The course will also help him to understand how to overcome with various Risk involved in Insurance

Section A

- Principles & Practice of Insurance : Principles & Practice of Insurance. Nature of Insurance contracts. History of Development of Insurance in U.K., U.S.A. and in India.
- Functions of life and General Insurance : Concept of Risk, Insurable risk and its characteristics. Risk Management techniques.
- General Insurance and life Insurance : Basic principles of Insurance, Insurable interest, Utmost good faith, proximate cause indemnity, subrogation, contribution, Legal aspect of Life Insurance, Insurance applications.
- Life Insurance products: Concept of principles of premium rating, Tariff and Market agreement.
- Underwriting meaning and process. Claims settlement.
- Reinsurance, Methods of reinsurance : Accounting, statistical returns, social security.
- Insurance legislation, Insurance act 1938, statutory requirements, Nationalisation of General Insurance Act 1972.

- IRA Bill, I.R.D.A Act, role, responsibilities. Legislation on Advisors, Brokers, Corporate Agents, Agents, T.P.A and its role.

Section B

Case Study

References:

1. Insurance : Principles & Practise, M.J.Mathew, RBSA Publisher,jaipur.
2. Fundamental of Risk & Insurance, Vaughan, Wiley India.
3. Essentials of Insurance: A Risk Management Perspective, Wiley, India.

RISK MANAGEMENT

Course/Paper: 03MBA117

MBA Semester-III

Objective:

The course will enable the student to understand how to overcome with various Risk involved in Insurance

Section A

Risk: Distinction between Hazard and Risk, Principles of risk Management, subjective and objective probability techniques, simulation techniques, Artificial intelligence.

- Risk calculations, limits, treatment of risk, (Development of program) Risk aversion, Transferring risk, reducing risk, Time and financial considerations, Decision analysis, Design based on performance.
- Hazan & Hazop : Hazard analysis of flammable liquids and gases, flammable gas and dust explosion, Flammable warehouses, Industrial processes, engineering analysis: Fire & Explosion protection, selection, explosions, explosion protection, electrical equipment, Reliability & probability, Reliability calculations, for series and parallel combinations, Reliability calculations simple events, complex events, Hazard operability studies.

Section B

Case Study

References:

1. Insurance : Principles & Practise, M.J.Mathew, RBSA Publisher,jaipur.
2. Risk Managemnet, & Insurance, Harrington, Tata McGraw Hill.
3. Risk management & Insurance Perspective in Global Economy, Skipper, Wiley India.
4. Fundamental of Risk & Insurance, Vaughan, Wiley India.
5. Essentials of Insurance: A Risk Management Perspective, Wiley, India.

SEMESTER IV

SOCIAL RESPONSIBILITY & BUSINESS ETHICS & LAW

Course/Paper: 04MBA101

MBA Semester-IV

Objective:

This course aims at helping students think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The following objectives are underlined: To improve ethical reasoning by correlating moral concepts to business practices - clarification of the values that determine managerial behavior To sensitize the fundamental human values in analyzing social problems and appraising global

issues. To recognize the variables in most ethically complex business situations through an understanding of the more subtle criteria for making sound decisions.

Section- A

The Concept: The dream of an Indian Style of Management, Abiding Values is Universal, Individualistic: Rational Brain Vs Holistic-Spiritual Brain. Total Quality Mind for Total Quality Management: The Imperative of Human Values. Group Ethics- Ethical Attitudes of Indian Managers, Managers Facing Unethical Management,

Ethics & the Organization: Unity: The Basis of Ethics, Science & Ethics, Technology & Ethics, Business Ethics, Normative Ethics, Managing Ethics, Cooperative Ethics, Indian Ethos for Management.

Relevance of Gita to Modern Management.

Business Law

Indian Contract Act, 1872-Essential Elements of Contract, Void Agreements; Breach of Contracts & Remedies, Amendments. Negotiable Instruments. Act, 1881-Promissory Notes, Cheques, Bills of Exchange Sale of Goods Act, 1930-Contract of Sale, Transfer of Property; Sale by Non-Owner, Performance of Contract. Indian Company's Act, 1956-Meaning and Nature of Company, Kinds of companies, Registration and Incorporation, Share and Share Capital.

Section –B

Case study

References:

15. Business Ethics & Indian ethos, Dr. G.N. Purohit Dr. Gaurav Bissa, Ajmera Book depot.
16. Business Law & regulatory framework, Dr. S.S. Chawhan & Mohit Sharma, ABD..
17. Business law, Dr. R.L. Nolkha, Ramesh Bk Depot
18. Company law, S.S. Gulshan, Excel Books.
19. Business Ethics, Ronald D Francis, Mukti Mishra, Tata Mc Graw Hill.
20. Perspectives of Business Ethics, Laura Hartman & Abha Chatterjee. , Tata Mc Graw Hill.
21. An Introduction to Business Ethics, Joseph Des Jardins, Tata Mc Graw Hill.
22. Indian Ethos & Values of Managers, Khandelwal N.M., Pragati Prakashan

PROJECT MANAGEMENT

Course/Paper: 04MBA102

MBA Semester-IV

Objective:

Since the introduction of planning in India, the country has been investing we have been investing large amounts of money in projects. It is necessary to have scientific and systematic management in project planning, development and implementation. The course would provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and project.

Section A

Planning: overview, Concepts of Project, Project life cycle, Project Formulation, Project Feasibility, analysis- Market, Technical, Financial, Project appraisal Criteria- NPV, IRR. Pay back period, Sensitivity Analysis. LOB (Line of Balance), Network analysis, PERT, CPM, Compression on critical path. Cost Benefit Analysis –Projects procurement process, life cycle costing, project cost reduction methods, project stores. Dynamics of project cost, estimation of capital cost, estimating operating costs, forecasting income, financial sources, role of development financial institutions. Social cost benefit analysis Project Management Systems (PMIS); Project Audit, Ex-post Evaluation.

Section B

Case and Problems

References:

1. Project Planning analysis selection, Prasan Chandra, TMH N.D.
2. Project management, Choudhary, TMH, ND
3. Project management, Prof. N.P. Agarwal, Rbd.
4. Project Management: The Managerial Process, Gray & Larson, Tata McGraw Hill.
5. Project management , K.R. Sharma, National Publishing house, Jaipur & new delhi.

GROUP A – FINANCE

MANAGEMENT OF FINANCIAL SERVICES

Course/Paper: 04MBA103

MBA Semester-IV

Objective:

In The Fast Changing Scenario of the Indian Economy, With Deregulation, Competition, Free Market Orientation, And Globalization flows And Outflows of Funds Increased and the FFIs and FIIs have started operations in the Indian financial markets. This course shall enable the student to look into the various perspectives and understand the importance.

Section A

Introduction to financial services marketing: Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India. Indian financial system: an overview of Indian financial institutions, types of financial services – fund and fee based. An overview of the different activities performed by a bank. Risk in financial services and changing perception of intermediaries regarding financial services.

Capital markets: government securities market, monetary money market.

Merchant banking: nature and scope, regulation, overview of current Indian merchant banking scene-structure of merchant banking industry, primary market in India and abroad, SEBI guidelines, pricing and timing of public issues, pre-issue management-advertising and marketing, post issue management-rights issues.

Introductory, conceptual, evaluation, marketing and legal aspects of the following financial services: Lease, Hire purchase, consumer finance, factoring, bill financing, credit cards.

Section B

Case and Problems

ReferencEs:

1. Financial Markets & Services, Gorden Natrajen, Himalaya Publication
2. Marketing of Fianacial Services, jain rathi thakur solanki, RBD, jaipur.
3. Financial Services, tripathy, PHI.
4. Financial Institutions & markets, kohn, oxford.
5. Financial markets & financial services, vasant desai, Himalaya publication.

FINANCE FOR STRATEGIC DECISIONS

Course/Paper: 04MBA104

MBA Semester-IV

Objective:

The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

Section A

An Overview of the Financial System- Saving and Investment, Money, Inflation & Interest, Banking and Non Banking Financial Intermediaries.

Financial Markets and Instruments- Money market and Capital Markets, Financial Instruments: REPO, Equities, Bonds, Derivatives etc. Characteristics of Financial Instruments:

Central Banking, Monetary Policy & Regulation- The RBI as a Central Bank: Structure, Functions and Working, Reforms, the Current Regulatory Structure. Concept of strategic decisions-changing global economic environment. Theory of Merger & Accuisitionn. Strategic decisions regarding securitization factoring and forfeiting,

Section B

Case and Problems

References:

1. Finance for Strategic Decision, Jain & Rathi, RBD.
2. Financial Markets & Corporate Strategy, Grinblatt, Tata McGraw Hill.
3. Capital Markets, GuruSamy, TataMc Graw Hill.
4. Financial Services, Guruswamy, Tata McGraw Hill.

BANKING SERVICES & OPERATION

Course/Paper: 04MBA105

MBA Semester-IV

Objective:

The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management student to have an insight to the banking sector and how it works.

Section A

Indian financial system: the financial system – nature – evolution and structure – the functions of financial intermediaries – financial instruments – the role of financial system in economic development the Indian financial system.

Deposit products: types of bank deposits, deposit schemes, composition of bank deposits. Credit policy: Need for credit policy, credit policy components of credit policy, credit policy pursued by the government. Retail banking: basics of retail banking, forms of retail banking. Corporate banking: The nature of corporate banking, loan syndication.

Rural banking and Micro finance: sources of rural finance, credit delivery mechanism in rural finance to co-operative agricultural and rural development banks (CARDB) – regional rural banks (RRBS), service area approach (SAA) – National Bank for Agriculture and Rural Development (NABARD), microfinance.

Fee-based services: the fee-based services of banks, letter of credits, bank guarantees.

Introduction to banking operations: Importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations Introduction to electronic banking.

Section B

Case and Problems

References:

1. Banking Service & Operation, Jain & Rathi Sharma, RBD, Jaipur.
2. Banking theory Law & Practise, Gurusamy, Tata Mc Graw Hill.
3. Merchant Banking & Financial services, Gurusamy, Tata Mcgraw Hill.
4. Banking & Financial System, B.L.Ojha, Ajmera Book Company.
5. Financial Services, M.Y.Khan, Tata Mc Graw Hill.

GROUP B - MARKETING

SALES & DISTRIBUTION MANAGEMENT

Course/Paper: 04MBA106

MBA Semester-IV

Objectives:

To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution. To pay special emphasis on the practicing manager's problems and dilemmas. To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Section A

The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

Distribution Management - Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue.

Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution management.

Section B

Case and Problems

References:

1. Sales Management, Still & Cundiff, Pearson Pentrice Hall.
2. Sales & Distribution Management, Hawalder, TMH.
3. Sales & Distribution Management, Panda.
4. Sales & Distribution Management, G.S. Sudha. RBD.
5. Sales & Distribution Management, Nair, Banerjee & Agarwal, Pragati Prakashan.
6. Sales & Distribution Management, P.K.Agarwal, Pragati Prakashan.

PRODUCT & BRAND MANAGEMENT

Course/Paper: 04MBA107
MBA Semester-IV

Objectives:

To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management. To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle. To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization-To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.

Section A

Introduction to Product Management - What is Product & Product - Service Continuum, Individual Product Decisions, Product attributes, Product and product Lives, Special issues in Product Management - Product Life cycle & Strategy, Product Differentiation, New Product development.

Introduction to Brand Management and Crafting of Brand Elements. Consumer Brand Knowledge. Brand Identity, Personality and Brand Associations. Managing Brand Architecture and Brand Portfolios. Corporate Branding and Tools for Building Brand Equity. Leveraging Brand Equity. Measurement of Brand Equity.

Brand as a Concept - Value & Significance of Brand, Brand Name, Symbol & Slogan, Brand Strategic Decision, Line Expensing & Brand Extension

Concept of Brand Equity & Association - Brand Loyalty; Awareness, Creating and Managing Brand Equity, Selecting, Creating and Maintain Associate.

Brand Strategic - Brand Rejuvenation, Brand Relations, Brand Proliferation, Multi Branding, Global Brand.

Section B

Case and Problems

References:

1. Managing Indian Brands, Ramesh Kumar, Vikas Pub. N.D.
2. Product & Brand Management, Sharma Pareek, Ramesh Book Depot.
3. Product Development & Design, tarun soota, Pragati Prakashan.
4. Product Management, Anandan, Tata Mc Graw Hill.

5. Product Management, Lehmann, tata mc graw hill.
6. Product Design & Development, Ulrich, Tata Mc Graw Hill.

MARKETING OF SERVICES

Course/Paper: 04MBA108
MBA Semester-IV

Objectives:

Planning and implementing the marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing. The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Section A

Introduction to Service Marketing - Understanding Service, The Nature of Service Marketing, Classification of service. Service Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service exportations, Strategic for influencing customer perception.

Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps in developing a positioning strategy, Developing and maintaining demand & capacity.

The marketing mix and services - The marketing mix dements, Traditional marketing mix -Product, price place, promotion & communication services, extended marketing mix – people, process physical evidence in services.

Challenges of service marketing - Developing & managing the customer service function, Marketing planning for service; Developing & maintain quality ill services, Relationship marketing, Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service.

Section B

Case and Problems

References:

1. Service marketing, Lovelock, Pearson Education N.D.
2. Services Marketing: Text & Cases, Nargundkar, Tata Mc Graw Hill.
3. Service Marketing, Zeithaml, Tata Mc Graw Hill.

GROUP C - HUMAN RESOURCE MANAGEMENT

LEADERSHIP SKILLS AND CHANGE MANAGEMENT

Course/Paper: 04MBA109
MBA Semester-IV

Objectives:

The course will let the student understand the impact and importance of becoming a leader, effective leadership behaviour and styles. Understanding the change, its role and implementation

Section A

The nature and importance of leadership: The meaning of leadership – leadership as a partnership – leadership vs. management – the Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders' leadership motives-cognitive factors and leadership.

Effective leadership behaviour and attitudes: task-related attitudes and behaviours – relationship-oriented attitudes and behaviours – super leadership: leading others to lead themselves – 360-degree feedback for fine-tuning leadership approach.

Leadership styles: the leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style – gender differences in leadership style – selecting the best leadership style.

Understanding change: nature of change – forces of change – perspective on change: contingency perspective – population ecology perspective institutional perspective – resource-dependence perspective

Types of change: continuous change – discontinuous change – participative change – directive change. Implementing change: assemble a change management team – establish a new direction for change – prepare the organization for change ,systems and resources to support change – identify and to remove road blocks to change – absorb change into the culture of the organization

Section B

Case and Problems

References:

1. Leadership: Enhancing The Lessons of Experience, Richard L Hugues, Robert c Ginnette, Gordon J Curphy, Tata McGraw Hill.
2. Leaders & the leadership process, Jon Pierce & John Newstorm, Tata McGraw Hill.
3. Art of Leadership, George Manning, Kent Curtis, Tata McGraw Hill.
4. Leadership, Hughes, tata Mc Graw Hill
5. Leadership Research Findings, Practise & Skills, DuBrin, Wiley India.
6. Practising Leadership Principles & Applications, Shriberg, Wiley, India.

HUMAN RESOURCE PLANNING

Course/Paper: 04MBA110

MBA Semester-IV

Objectives:

To understand the purpose, process and applications of human resource planning in the context of different organizational strategies. To create a critical appreciation and knowledge of understanding the determinants of human resource requirements. And the means for meeting those requirements. To create practical awareness about the current trends in human resource planning in global companies.

Section A

Introduction: definition and concept of HRP, benefits, process. HRP components.

HR planning and corporate strategies: HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.

Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.

HR Forecasting: Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, regression analysis.

Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

Section B

Case and Problems

PERFORMANCE MANAGEMENT & RETENTION STRATEGIES

Course/Paper: 04MBA111
MBA Semester-IV

Objectives:

The objective of this paper is to introduce the basic concept of performance management and to widen the knowledge of the students in selecting and implementing the various performance measurement methods for better designing of reward system associated with it.

Section A

Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, and Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal v/s Performance Management System, Concept of performance management, Process & elements Of performance management.

Behavioral Performance Management - Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Mod.

Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD Mechanisms and HRD outcomes.

Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods

Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

Section B

Case and Problems

References:

1. Performance management, Dixit Varsha, Vrinda Publication.
2. Performance Appraisal & Compensation Management: A Modern Approach, Goel, PHI.

GROUP D - INFORMATION TECHNOLOGY MANAGEMENT

DATA BASE MANAGEMENT

Course/Paper: 04MBA112
MBA Semester-IV

Objective:

This course has been designed to introduce the participants with 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.

Section-A

Data Processing Concepts- Data Structures. File Processing and Access Methods. Taxonomy of Data Management Systems. Various Data base Management Models. Evaluation of commercially Available Software Systems with Managerial emphasis on Tradeoffs Among Cost. Capacity and responsiveness. Functions of Translation Process and their Communication Interface with Database Management Systems. Districted Data processing Systems and a Need for Database Environment for such a system. Physical Database Structures- Normalization and Logical Design- Query Languages for Relational Database Management Systems. Study of a Relational Data Base Management System for successful implementation of Distributed Systems. Structured Query Language. Distributed Data Base System- On-line Data Bases. Object Oriented Data Bases. Managerial Issues related to Data

Base Management. Evaluation Criteria. Performance Analysis. Recovery Issues. Reorganization Problems. Implementation and Maintenance Issues. Database Administration.

Section-B

Cases and Problems.

References:

1. Introduction to data base management, ISRD Group, MacGrawHill Education.
2. Essentials of DBMS, Leon, TMH.
3. Introduction to data base management, Majundar, MacGrawHill Education.
4. Data Base management system, Panneerselram, Prentise Hall.

MANAGEMENT SUPPORT SYSTEM

Course/Paper: 04MBA113

MBA Semester-IV

Objective:

This course introduces students to the use of computer-based systems in support of managerial decision making in organizations. The course provides students an appreciation of decision-making in organizations and the use of computer-based systems to support decision-making. Topics include: evolution of management support systems; decision making and decision makers; modeling; development of DSS; data-, and model-management in DSS; organizational DSS; EIS; GDSS; data warehousing and mining; integration and implementation issues.

Section A

Overview of management support systems. Decision-making and decision makers. Introduction to decision support systems. Decision modeling Overview of DSS software. Spreadsheet modeling. Modeling with Visual DSS. Development of DSS. Data Management, warehousing and mining. Group decision support systems. Enterprise/Executive information systems Implementation, integration & impacts of MSS.

Section B

Case and Problems

References:

1. Managemnet Information System, James O' Brain, Tata McGrawHill.
2. Managemnet Information System, Dharminder Kumar/Sunita, Excel Books, Delhi.
3. Managing With Information, Jerome Kanter, Prentise Hall Of India.
4. Management Information System: managing the digital firm, laudon & laudon, pearson education.
5. Information system for modern management, Murdick, Ross & Clagget, Prentice hall/pearson
6. Business Information System, Muneesh Kumar, Vikas Publishing house.

E-BUSINESS

Course/Paper: 04MBA114

MBA Semester-IV

Objective:

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

Section A

Introduction, background and current status. E-Business Architecture. Enabling technologies e-Business Infrastructure, e-Business Development- e-Business Design, Capacity Planning, Performance Modeling, e-Banking. E-Business Operations-E-Market Places, E-Procurement, Supply

Chain Management & E-Business, Enterprise Resource Planning, Knowledge Management & E-Business.

ERP, E-Business backbone. Marketing in the Cyber Age-Selling Chain Management, E-Marketing, CRM & E-Business E-Business strategy into action, Challenges, e-Transition and Summary. e-Security. Business Plan Presentation and Demonstration "Materializing e-Business: From idea to realization".

Section B

Case and Problems

References:

1. Frontiers of E-Commerce, Kalakota, Pearson
2. E-Commerce – Strategy, Technologies & Applications, David Whiteley, Tata Mc Graw Hill.
3. Electronic Commerce – From Visipon to Fulfillment, Elias M . Awad.
4. E Commerce,Excel Books.

GROUP E – HOSPITAL MANAGEMENT

HOSPITAL FINANCIAL MANAGEMENT

Course/Paper: 04MBA115
MBA Semester-IV

Objective

The objective of this subject is to expose the students to decision making by corporate board in the areas of finance function. It will equip the student with concepts, techniques and tools for optimal management of financial resources of a business enterprise.

Section A

INTRODUCTION TO FINANCIAL MANAGEMENT

Concept of Business Finance, role, functions and objectives of finance managers in health care sector. Profit maximization Vs Wealth Maximization, Financial planning.

FINANCIAL ANALYSIS

Ratio analysis, funds flow analysis, cash flow analysis.

INVESTMENT DECISION

Capital budgeting – estimation of cash flows for hospital projects, project selection criteria: payback period, ARR, NPV, IRR, Profitability Index methods – Introduction to quantification of risk in capital budgeting, role of obsolescence in capital budgeting.

FINANCING AND DIVIDEND DECISIONS

Capital structure Theories – leverages, cost of capital and Dividend Decisions. Money market, capital market, methods of floating securities in the market, raising foreign funds, debt finance through term loans, loan financing, foreign currency loan guidelines, SEBI and government guidelines.

WORKING CPAITAL MANAGEMENT IN HOSPITALS

Cash management, Inventory and receivables management, sources of working capital, risk return trade-off, bank financing for working capital and guidelines for borrowing.

Section B

Case and Problems

References:

7. Financial Management in health Services, Gruen, TMH.
8. Principle of Corporate Finance, Brealy & Hyres, TMH N.D
9. Financial Management & policy, Horne James C. Van, TMH N.D
10. Financial Management, Khan Jain, TMH N.D
11. Financial Management, M.R.Agarwal, Garima Publication.

HOSPITAL INFORMATION SYSTEMS

Course/Paper: 04MBA116
MBA Semester-IV

Objective

This subject will provide models of HIS and help the student develop a subsystem for healthcare management. It will be based on experiential learning where the student will develop a subsystem in all its aspects.

Section A

INFORMATION SYSTEM

Overview, structure of management information system specific to hospital; Information for control, decision and statutory needs; Feedback, information and data; Decision making process; Hierarchy of management activity, Document preparation, data capture, POS method.

PROJECT LIFE CYCLE

Physical systems design, physical database design, programme development, procedure development, input-output design, on-line dialogue, design of files and auxiliary storage devices, data communication. Project life cycle installation and operation Conversion, Operation, Documentation, Training, Maintenance, Post audit system evaluation.

APPROACHES TO HOSPITAL INFORMATION SYSTEM

Patient based, Functional – organization based, User-department based. Clinician (physician office) information system, Medical records, nursing information system, Appointments scheduling, Dissemination of tests and diagnostics information; General administration, Productivity.

DECISION SUPPORT SYSTEM

Concepts, DSS software, Development of DSS applications for hospital activities

EXPERT SYSTEM

Concepts, developing expert system applications in healthcare management, dedicated software packages for expert system in healthcare management.

INFORMATION TECHNOLOGY

Telemedicine, Knowledge management, Information Technology integration.

Section B

Case and Problems

References:

11. Computer Fundamental Concepts & system, P. K. Sinha, BPB PUB. N.D.
12. Management Information System, Jawadekar, Macgraw Hill, N.D., ScS N.D
13. Management Information System, LUCAS, TMH
14. Managemnet Information System, James O' Brain, Tata McGrawHill.
15. Managemnet Information System, Dharminder Kumar/Sunita, Excel Books, Delhi.
16. Managing With Information, Jerome Kanter, Prentise Hall Of India.

HOSPITAL MANAGEMENT AND LAW

Course/Paper: 04MBA117
MBA Semester-IV

Objective:

To acquaint the students with various legal aspects concerning type and character of the health care organizations and its duties towards patients and its employees. To familiarize the students in matters of liability of hospital medical negligence and medical malpractice in diagnosis, administration of drugs, surgery etc.

Section A

Establishment, Registration and Regulation of Health care Organization Registration and regulation of health care organization under Andhra Pradesh Private Medical Care Establishment Act 2002; formation of Health care organization under partnerships and corporate basis (private and public) and compliance with Medical Council of India act.

Hospitals and Labour enactments: Hospital as an industry – unrest in hospitals – Dispute Settlement mechanism – Arbitrates, conciliations and adjudication of disputes; Role of trade unions, unfair labour practices and victimization – Disciplinary actions – requisitions of a valid disciplinary enquiry – Service conditions – Retrial benefits – Social security and Insurance.

Hospital Services and Law: Contractual obligations in hospital services – requisites of a valid contract – Hospital as a “bailee” physicians – patient relations – duties towards patients by medical and Para – medical staff – Medical ethics and code of conduct to be observed in rendering hospital services.

Medico Legal Issues: Police Investigation – Giving evidence – court deliberations – organ transplantation – Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment services – Anesthesia, Surgery and sale of drugs.

Liability of Hospitals: Contractual liability: Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortious liability and vicarious liability.

Legal remedies available to patients: Remedies under contract law, tort, criminal law and consumer protection Act.

Dissertation 2 :

After completion of the modules, the students are attached to hospitals and healthcare organizations anywhere in the country for their dissertation work for a period of three months. The students undertake individual projects in their specialized area that provides them an opportunity to apply the concepts, tools and techniques learnt during the courses. This gives them an understanding of practical approach to Hospital management, Health Care Organizations. Faculty Members are assigned to every student as Guides who assist them from conceptualizing the project to finalization of report. On completion of their research work, they submit a copy of their dissertation to the Institute as well as the Health Care Organizations. The students also make presentations to all participants of the course and faculty members in an open house.

Section B

Case and Problems

References

1. Readings suggested by lecturers in the class.

GROUP F- RETAIL MANAGEMENT **MARKETING IN RETAIL**

Course/Paper: 04MBA118

MBA Semester-IV

Objective:

This course will enable the student to understand the use of different Skills i.e. Communication etc in Retailing.

Section A

- Basic marketing concept and applicability to retail industry
- Concept of retail selling skills – communication skills, supervising skills, presentation and interview skills
- Retail mix
- Marketing and promotion in retail
- Product knowledge and managing merchandise in – a retail store

Section B

Case and Problems

References:

1. Retail Management, P.K. Agarwal, Pragati Prakashan, Meerut.
2. Product & Brand Management, Sharma Pareek, Ramesh Book Depot
3. Marketing Management, Kotler Philip Keller.
4. Marketing Management Planning & Implementation, Ramaswamy & Namakumari,
5. Marketing management, P.K. Agarwal, Pragati prakashan, Meerut.

RETAIL MANAGEMENT

Course/Paper: 04MBA119

MBA Semester-IV

Objective:

This course will enable the student to understand the Retail Environment.

Section A

- Basic marketing concept- retail environment
- Analyze customer behaviour –managing customer relation
- Retail selling advance skills
- Working in teams
- Merchandise knowledge
- Retail commercial

Section B

Case and Problems

References:

1. Retail Management, P.K. Agarwal, Pragati Prakashan, Meerut.

INTERNATIONAL RETAILING

Course/Paper: 04MBA-120

MBA Semester-IV

Objective:

This course will enable the student to understand about International Retail Environment.

Section A

- Internationalization and Globalization;
- Shopping at World stores; Going International;
- The Internationalization process;
- Culture, business and international management.

Section B

Case and Problems

Referencs:

1. International Business Environment, Danills D & Others, Pearson Edu. N.D.

GROUP G - INSURANCE AND RISK MANAGEMENT

LIFE INSURANCE

Course/Paper: 04MBA121
MBA Semester-IV

Objective:

This course will enable the student to understand the concepts of Insurance.

Section A

- L.I.C Business, Important Types of Insurance policies. Group Insurance, Pension plans, (Concepts, principles, advantages, disadvantages, product characteristics, product differentiation, product development) .
- Premiums, methodology and concepts, Options and riders, Bonus concept and methodology, Actuarial science, Mortality principles, and tables .
- Standard, substandard, average risk, Medical and non-medical policies. Process of risk evaluation and methods of risk Management.
- Effect of build family history, blood pressure, impairments of the respiratory, circulatory, cerebrospinal system, moral Hazards, Some common special reports and their significance.
- Insurance systems, Information Technology and its usage in Insurance.

Section B

Case and Problems

References:

6. Insurance : Principles & Practise, M.J.Mathew, RBSA Publisher,jaipur.
7. Risk Managemnet, & Insurance, Harrington, Tata McGraw Hill.
8. Risk management & Insurance Perspective in Global Economy, Skipper, Wiley India.
9. Fundamental of Risk & Insurance, Vaughan, Wiley India.
10. Essentials of Insurance: A Risk Management Perspective, Wiley, India.

FIRE INSURANCE

Course/Paper: 04MBA122
MBA Semester-IV

Objective:

This course will enable the student to understand the various hazards & Risks involved in Insurance & how to solve that Risks.

Section A

- **General Fire Hazards** : Fire Loads, Fire Grading of structures, Hazards of Air conditioning & ventilation systems, Hazard of boilers, Furnaces, Combustion, Explosion, Imposition, Inorganic & organic chemicals, Use of electricity & Fire Hazards, Assessment & prevention of fire Hazards .
- **Process Fire Hazards** : Loss prevention, measures and special features, Insurance requirements & tariffing of industries such as Textile, Tea, Rubber, Paper, chemical, solvent extraction plant, Hydrocarbon processes, Engineering Industries, jute Industries..
- **Fire Policy: Underwriting & Claims.** : Proposal form, Risk inspection reports, cover notes, coverage under fire policy A,B,C, law relating to fire Insurance contracts, Principles of Utmost good faith, Insurable Interest, Indemnity, subrogation, contribution, Doctrine of proximate cause, Assessment of loss payable, functions & duties of surveyor procedures, final survey report, structure of all India tariff, rules, regulations, warranties, rating, drafting of policies for simple risks, Mfg, risks, godowns, high rise building, petrochemical tariff, special rating, mutual aid, endorsements.
- **Consequential Loss** : History, Purpose, uninsured losses, assessment of interruption risk by insured & insurer, fixation of sum insured, additional perils and clauses such as loss of

revenue clause, new business clause, return of premium clause, loss of profit claims & underwriting.

- **Engineering & Liability Insurance** :Development of Engineering Insurance, common Hazards to plant and machinery, types of policies, underwriting, claims processing, scope of cover, underwriting practices, loss prevention and minimization, Risk management in engineering Insurance, Reinsurance in engineering Insurance, Advance loss of profit.

Section B

Case and Problems

References:

1. Insurance : Principles & Practise, M.J.Mathew, RBSA Publisher,jaipur.
2. Risk Managemnet, & Insurance, Harrington, Tata McGraw Hill.
3. Risk management & Insurance Perspective in Global Economy, Skipper, Wiley India.
4. Fundamental of Risk & Insurance, Vaughan, Wiley India.
5. Essentials of Insurance: A Risk Management Perspective, Wiley, India.

MARINE INSURANCE

Course/Paper: 04MBA123
MBA Semester-IV

Objective:

This course will enable the student to have an indepth knowledge of Marine Insurance.

Section A

- **Economic Geography** : Historical perspective of Marine Insurance, International Air Traffic and problems, Attributes of ports, Harbours, Principal ports, Principal commodity movement, Maritime hazards study.
- **Shipping and Mercantile practice** : Marine Insurance contracts, International and domestic trade, Trade associations and relations with Marine Insurance Market INCOTERMS Ex works, delivered, etc., Bank and shipping documents, port procedures, Bill of lading, way bill, freight and its relations to marine insurance, Maritime fraud and precautionary measures .
- **Cargo Loss Prevention** : Types and causes of cargo loss, Role of Insurance in C.I.P, Role of LPA, IUMI, in CLP, various types and methods of packing, role of Indian Institute of Packing, storage of cargo, stacking method, material handling, loading, unloading, stowage on board ship, unitization and containerization, Theft and pilferage, port and customs procedures.
- **Marine Clauses** : S.G. Forms, MAR Form, Policy and scope, cargo contract clauses, Hull clause, special declaration policy, annual policy.
- **Marine Underwriting** : Underwriting documents, purpose and scope, payment of premium, exchange control regulations, insurable interest and assignment seller's interest contingency insurance, Risk and rating factors with cargo underwriting,
- **Marine Insurance claims** : M.I. Act 1963, carriage of goods by Sea, Act 1925, Railway Act 1890, Adjustment and settlement of claims with respect to cargo, hull, freight, collision, general average, salvage, effect or claims settlement.

Section B

Case and Problems

References:

1. Insurance: Principles & Practise, M.J.Mathew, RBSA Publisher,jaipur.
2. Risk Management, & Insurance, Harrington, Tata McGraw Hill.
3. Risk management & Insurance Perspective in Global Economy, Skipper, Wiley India.
4. Fundamental of Risk & Insurance, Vaughan, Wiley India.
5. Essentials of Insurance: A Risk Management Perspective, Wiley, India.