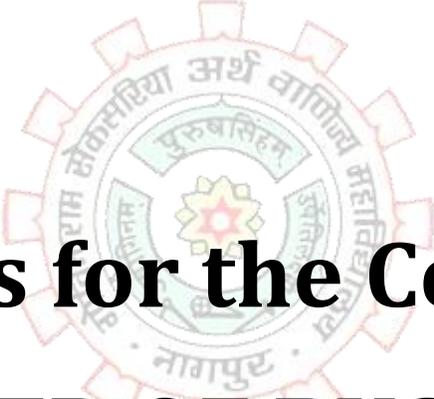


Shiksha Mandal's

G. S. College of Commerce & Economics, Nagpur

NAAC Accredited "A" Grade Autonomous Institution



Syllabus for the Course of

MASTER OF BUSINESS

ADMINISTRATION

w.e.f. 2020-2021

MASTER OF BUSINESS ADMINISTRATION [M.B.A.]	
A.	PROGRAMME OUTCOMES
	After completing two years of M.B.A. programme, students are expected to
PO-1	Acquire requisite knowledge, skills and attitude to provide effective leadership in global environment
PO-2	Be able to gain basic knowledge for designing business solutions for problems across the various functional domains of management across various sectors.
PO-3	Become competent management professionals with strong ethical values capable of assuming important managerial positions in various sectors.
PO-4	Develop entrepreneurial approach and requisite skill sets.
PO-5	Be able to use and apply their knowledge and contribute to the growth and development of the society through their research acumen and entrepreneurial skills.
PO-6	Be able to acquaint themselves with the relevant interpersonal skills, communication skills with a higher empathy quotient and develop an appropriate aptitude in becoming job ready for the industry.
PO-7	Be able to adapt skills and talent to develop solutions that are out of the box for challenging situations and facilitate their decision making process by applying various analytical, logical and synthetic modes of reasoning.
PO-8	Have a solid foundation to build a larger corpus of knowledge through higher studies and research not only in the field of Management but also in other areas owing to the interdisciplinary approach and study of domain specific Electives.
PO-9	Get empowered to demonstrate the ability to innovate and execute the most challenging tasks in trying circumstances.
B.	PROGRAMME-SPECIFIC OUTCOMES
	After completing two years of MBA programme, students would
PSO-1	Be able to develop and understand Principles of management including Human resources, marketing and finance and management skills and utilize communication skills to bridge diverse perspectives, cultures, and disciplines in taking decisions for problems of business management.
PSO-2	Be able to demonstrate critical and analytical thinking skills by evaluating and synthesizing information across all functional areas of business through live field research projects and case studies through subjects like Research methodology and quantitative techniques.
PSO-3	Be able to cultivate the art of being creative, innovative, and develop entrepreneurial solutions to business problems with subjects like Entrepreneurship development.
PSO-4	Be able to demonstrate an ability to act as a global citizen through community engagement, incorporating financial, social, and environmental context in organizational and business decisions with subjects like Strategic Management and International trade and Business Management.
PSO-5	Be able to apply knowledge of all functional areas of business using integrated problem-solving skills and strategic analysis and be able to accurately assess the feasibility of business

	propositions and develop an integrated plan for a business using Project Management techniques.	
PSO-6	Be able to apply responsible business practices and ethical principles in analyzing business problems and understand corporate governance and Business Ethics for making informed decisions through case studies, research, and coursework.	
PSO-7	Be able to demonstrate abilities in relationship building, teamwork, and application of MBA subject matter evaluated by self-reflection, assessment, and projects.	
PSO-8	Be able to practise ethical, mature, and professional values in their behaviour in all decisions and contexts through peer- and self-assessments and observation.	
PSO-9	Be able to understand Technical/Digital Literacy by developing and integrating technical, digital, and media literacy through applications of current and emerging technologies.	
PSO-10	Be able to integrate and develop quantitative and qualitative research processes and methods by defining, analyzing, and solving business problems through cases and research projects.	
C.	COURSE OUTCOMES	
	Course	Outcomes
1.	Evolution of Business Management	Students will be able to understand the concepts related to Business and demonstrate the Roles, Skills and Functions of Management.
2.	Fundamentals of Human Resource Management	Students would be able to build understanding about the fundamentals of managing Human Resources in an organization. Also, they will be able to understand various functions that HR performs for employees welfare in order to maximize productivity.
3.	Fundamentals of Financial Accounting	Students will be able to understand the concepts of financial accounting and its procedure. They will also learn how the accounts are maintained by the various business organizations.
4.	Fundamentals of Marketing Management	Students will be able to identify and explain factors which influence consumer buying behaviour and use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
5.	Economics for Managers	Students would be familiarized with the economic framework for managerial decision making and they would be introduced to the application of economic principles through the use of various managerial attributes and perspectives.
6.	Business Communication & Information Systems	Students will be able to learn effective business writing, effective business communications; research approaches and information collection; effective interpersonal communications; skills that maximize team effectiveness and students will be able to define information systems.
7.	Corporate Image Building	Students will be able to build a corporate identity of a company to make it distinctive and better able to clearly differentiate itself from

		competitors. The concept of a corporate identity must be well planned and strategically implemented.
8.	Financial Planning and Wealth management	Student will get ways and means to understand the intricacies of financial planning and help manage financial investments and wealth management through research tools and planning.
9.	Business Valuation	Students will be able to understand the difference between equity value and enterprise value. They will understand the drivers of equity multiples and value a business using equity multiples. Calculate and analyses valuation multiples.
10.	Economic Environment of Business	Students will be able to discuss the supply and demand theory and its impact on particular business model, explain the effects of government policy on the economic environment, outline how an entity operates in a business environment, describe how financial information is utilized in business and explain the legal framework that regulates the insurance industry.
11.	Cost & Management Accounting	Students will be able to understand the concepts of cost and management accounting. They also learn the accounting procedure of cost and management account.
12.	Entrepreneurship Development	Students will be able to learn oral and visual presentation skills and establish a foundation of confidence in the skills necessary to cause others to act. Entrepreneurship and Innovation minors will be able to find problems worth solving. These students become Job Providers instead of Job seekers.
13.	Quantitative Techniques for Business	Students will learn quantitative skills that are required to make business decisions. These skills involve using statistics, forecasting and estimation techniques. Students will be able to formulate and apply mathematical models in business decision-making scenarios.
14.	Business Research Methods & Application	Students will be familiarized with basic of research and the research process. Students would have developed understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. It will enable students /participants in conducting research work and formulating research synopsis and final report with interpretation.
15.	Regulatory Aspect of Banking & Finance	Students will be able to understand the Indian Banking System, role of Reserve Bank of India, understand different types of bank accounts, KYC and Anti-money laundering measures and calculation of interest and annuities.
16.	Environment Management & Legislation	Students will be able to learn the methods from ecological and physical sciences and their application in environmental problem solving. Appreciate the ethical, cross-cultural, and historical context

		of environmental issues.
17.	Project Management	Students can manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders. Also they can identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders
18.	Agri-Business Management	Students will demonstrate the ability to communicate effectively by analysing the current events and issues that are occurring in agriculture and how they affect the future of agriculture. They will also be able to understand the policies and programs chalked out by government from time to time in order to develop this sector.
19.	International Business Management	Students will be able to conduct an environmental scan to evaluate impact of world issues on an organization's international business opportunities. Conduct, evaluate and present market research to support an organization's international business decision-making. Manage preparation of documents and application of procedures to support the movement of products and services in the organization's global supply chain. Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives
20.	Advanced Strategic Management	Students will be able to learn various perspectives and concepts in the field of Strategic Management and develop skills for applying these concepts to the solution of business problems.
21.	Summer Internship Project/ Report writing & Assessment	Students will develop awareness, understanding and capacity in the specific roles and responsibilities of a business and industry in their subject specializations and, as far as possible, to effectively participate in these roles and responsibilities.
22.	Sales and Distribution Management	Students will be able to know the building blocks of a winning sales force, and enduring in the new environment. Frameworks to diagnose, and address sales issues in the new environment. The changing buyer and role of the salesperson and digital channels. How new sales roles impact sales force structure, size and deployment and channel partner decisions.
23.	Integrated Marketing Communication & Brand Management	Student will be able to identify brand equity, branding and communication strategies require to adopt during the process of Marketing & Branding.
24.	Corporate Financial Management	Students will be able to demonstrate various aspects of Corporate Financial Management such as Valuation, Dividend policy, mergers, acquisitions and related issues.
25.	Security Portfolio and	Students will know and be able to do analysis valuation of

	Risk Management	securities, equity analysis, derivatives and portfolio theory.
26.	Training & Development Practices	Students will get ability to explain the role of training and development in human resources management, psychology of learning process and evaluate the value of training once completed from the individual employee and the organization's viewpoint.
27.	Performance Management & Compensation	Students will be able to learn basic compensation concepts, context of compensation practice and different ways to strengthen the pay-for-performance link.
28	Logistics and Supply Chain Management	Students will be able to apply knowledge in evaluation and improve the overall efficiency and effectiveness while implementing the supply chain management process.
29.	Operations Research	Students will be able to formulate and solve problems as networks and graphs, develop linear programming (LP) models for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems. Solve the problems using special solution algorithms.
30.	Banking & Insurance Services	Students will understand Banking and Insurance sectors which mobilize funds in the economy. Students will be well-versed with study of the sector: its structure, operations, functions, instruments, regulations and other roles. Students will understand the changing national and global banking and insurance operations, technology and paradigm shift in the sector.
31.	Hospitality Management	Students will be able to identify and recognize legal issues that may impact hospitality industry. Distinguish among the various types of costs in the hospitality industry. Monitor and control food, beverage. Make managerial decisions based on analysis of cost data and expectations of customers.
32.	Business Ethics & Corporate Governance	Students would acquire the skills with which they will recognize and resolve ethical issues in business; enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in business/workplace setting; they would further imbibe the ethical issues in corporate governance and adhere to the ethical codes.
33.	Corporate Laws	Students would get basic and broad knowledge in business laws in management, also the ability to apply concepts, principles and theories to understand simple business laws. Global Perspective: awareness of the different business laws.
34.	Advanced Financial Management	Students will be able to develop the ability to take decisions and plan, execute and control financial strategies towards attainment of organizational financial goals.

35.	Corporate Tax Planning & Management	Students will be able to use knowledge of tax planning, provisions, capital gains and depreciation management process under companies act and income tax act.
36.	Consumer Behaviour	Students would establish the relevance of consumer behavior theories and concepts to marketing decisions. Implement appropriate combinations of theories and concepts. Recognize social and ethical implications of marketing actions on consumer behaviour. Use most appropriate techniques to apply market solutions.
37.	Investment Environment & Wealth Management	Students will be able to explain the financial and investment environment, assess the financial objectives, evaluate factors affecting investment decisions, identify alternative sources of finance and consider their suitability and apply techniques in managing wealth.
38.	Industrial relations and Labour Laws	Students will be able to elaborate the concept of Industrial Relations. Students will be able to illustrate the role of trade union in the industrial set-up. Students will be able to outline the important causes and impact of industrial disputes. Students will be able to elaborate Industrial Dispute settlement procedures.
39.	Total Quality Management	Students can demonstrate principles and processes of quality management which involves statistical techniques, tools and system. They will also be able to understand the methods of minimizing deficiencies and defects while learning various quality management tools and techniques.
40.	Health Care Management	Students will be benefited by studying this subject because the healthcare industry will continue to expand and diversify, requiring administrators to help ensure smooth business operations. Great growth potential. Skills-focused program that helps you to acquire the skill-sets to work as a Health Care Office Administrator.
41	Project Work	Industry based live projects will allow students to gain valuable work experience during study. This will pave way for self-empowerment through skill building and hands-on-training.

Subjects Offered in M. B. A.

SEMESTER I

Sr No.	Subjects	L	T	P	Teaching Hours	Credits
CORE / COMPULSORY						
1.	Evolution of Business Management	3	1	0	4	4
2.	Fundamentals of Human Resource Management	3	1	0	4	4
3.	Fundamentals of Financial Accounting	2	2	0	4	4
4.	Fundamentals of Marketing Management	3	1	0	4	4
5.	Economics for Managers	3	1	0	4	4
6.	Business Communication & Information System	3	1	0	4	4
SKILL / FOUNDATION COURSES (Any One)						
7.	Corporate Image Building	2	0	2	4	4
8.	Financial Planning & Wealth Management	3	0	1	4	4
9.	Business Valuation	3	0	1	4	4

SEMESTER II

Sr No.	Subjects	L	T	P	Teaching Hours	Credits
CORE / COMPULSORY						
1.	Economic Environment of Business	3	1	0	4	4
2.	Cost & Management Accounting	2	2	0	4	4
3.	Entrepreneurship Development	3	1	0	4	4
4.	Quantitative Techniques for Business	2	2	0	4	4

5.	Business Research Methods & Applications	2	2	0	4	4
6.	Regulatory Aspects of Banking & Finance	3	1	0	4	4
SKILL / FOUNDATION COURSES(Any One)						
7.	Environment Management & Legislations	2	2	0	4	4
8.	Project Management	2	2	0	4	4
9.	Agri Business Management	2	2	0	4	4

SEMESTER III

Sr No.	Subjects	L	T	P	Teaching Hours	Credits
CORE / COMPULSORY						
1.	International Business Management	3	1	0	4	4
2.	Advanced Strategic Management	3	1	0	4	4
3.	Summer Internship Project /Report Writing & Assessment	0	0	4	4	4
Elective Courses (Core- Any two) - (Marketing/Finance/ HR)						
4.	Paper I : Sales and Distribution Management (MM)	3	1	0	4	4
5	Paper II : IMC & Brand Management (MM)	3	1	0	4	4
6.	Paper I : Corporate and Financial Management (FM)	3	1	0	4	4
7.	Paper II : Security Portfolio and Risk Management (FM)	3	1	0	4	4

8.	Paper I : Training and Development (HRM)	3	1	0	4	4
9.	Paper II: Performance Management & Compensation (HRM)	3	1	0	4	4
Elective Courses (Complimentary - Any one) (Operations Mgmt/ Service Sector Mgmt)						
10	Paper I : Logistic and Supply Chain Management (OM)	3	1	0	4	4
11	Paper II : Operations Research (OM)	3	1	0	4	4
12	Paper I : Banking and Insurance Services (SSM)	3	1	0	4	4
13	Paper II : Hospitality Management (SSM)	3	1	0	4	4

SEMESTER IV

Sr No.	Subjects	L	T	P	Teaching Hours	Credits
Compulsory Subjects						
1.	Business Ethics & Corporate Governance	3	1	0	4	4
2.	Corporate Laws	3	1	0	4	4
3.	Advanced Financial Management	3	1	0	4	4
4.	Corporate Tax Planning & Management	3	1	0	4	4
Elective Courses (Core- Any two - Marketing/Finance/ HR)						
5.	Paper III: Consumer Buying Behaviour (MM)	3	1	0	4	4
6.	Paper III: Investment Environment and Wealth Management (FM)	3	1	0	4	4
7.	Paper III: Industrial Relations and Labour Laws (HRM)	3	1	0	4	4

Elective Courses (Complimentary- Any one - Operations Mgmt/ Service Sector Mgmt)						
8.	Paper III: Total Quality Management (OM)	3	1	0	4	4
9.	Paper III: Healthcare Management (SSM)	3	1	0	4	4
Project work (Compulsory) (Any subject- Either core or complimentary subject)		0	0	4	4	4

GROUP - I

Sr. No.	Subjects	Semester
MARKETING MANAGEMENT		
1	Sales & Distribution Management	III
2	Integrated Marketing Communication & Brand Management	III
3	Consumer Buying Behaviour	IV

Sr. No.	Subjects	Semester
FINANCIAL MANAGEMENT		
1	Corporate Financial Management	III
2	Security Portfolio & Risk Management	III
3	Investment Environment & Wealth Management	IV

Sr.No.	Subjects	Semester
HUMAN RESOURCE MANAGEMENT		
1	Training & Development Practices	III
2	Performance Management & Compensation	III
3	Industrial Relations & labour Law	IV

GROUP - II

Sr. No.	Subjects	Semester
OPERATIONS MANAGEMENT		
1	Logistics & Supply Chain Management	III
2	Operations Research	III
3	Total Quality Management	IV

Sr.No.	Subjects	Semester
SERVICE SECTOR MANAGEMENT		
1	Banking & Insurance services	III
2	Hospitality Management	III
3	Health Care Management	IV



SEMESTER I

(MBC 1.1) Evolution of Business Management

<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
Objectives:			
1. To understand the conceptual framework of management and its relationship with administration.			
2. To understand the development of management thought and to understand the different management functions.			

Learning Outcome:

Students will be able to understand the concepts related to Business and Demonstrate the Roles, Skills and Functions of Management.

Unit	Contents
I	Introduction to Management: Management Concept- Nature – Function – Definition – Importance of Management – Scope of Management – Is management a science or art? – Management Functions and skills – Characteristics of Quality Managers. Development of Management Thought (Contribution of Taylor, Fayol, Hawthorne experiments)- Decision Theory Approach.
II	Planning & Decision Making Planning : Concept – Nature – Importance – Types of Planning – Strategic and Operational Plans (Policy, Procedures, Methods, Rules, Budget, Mission, Objectives) – Process of Planning – Barriers to effective planning – Making Planning effective – Planning Premises (Concept & types)- Strategic planning in Indian Industry- MBO.
III	Organizing: Concept – Principles involved – Types of organization structure – Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Accountability – Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each – Span of control – Pros and cons of narrow and wide spans of control.
IV	Staffing: Concept- System Approach- Manpower Planning- Job

	Design- Recruitment & Selection- Training & Development- Performance Appraisal- Motivation: Concept- Motivation and Performance- Theories Of Motivation- Approaches for Improving Motivation- Pay and Job Performance- Quality of Work Life- Morale Building. Decision Making: Concept – Types – Approaches to Problem Solving - Steps involved- methods of decision making – Committee Decision Making.
V	Coordination & Directing: Importance and need for coordination – Principles of coordination – Methods of achieving effective coordination. Concept of Direction – Importance – Principles – Effective supervision – Quality of work life – Morale Building – Leadership: The Core of Leadership: Influence- Functions of Leaders- Leadership Style- Leadership Development
VI	Control: Concept – Planning and Control relationship – Types of control (a) Feed forward control (b) Concurrent Control (c) Feedback Control) – Process of Control – Problems of Control Process – Requirements of Effective control – Comparative study of main features of Japanese Management and Z culture of American Companies..
Books Recommended:	
<ol style="list-style-type: none"> 1. Management , Robbins & Coulter, Prentice Hall of India, 8th Edition 2. Fundamentals of Management: Essential Concepts and Applications , Robbins S.P. and Decenzo David A, Pearson Education, 5th Edition 3. Management Stoner, Freeman, Gilbert Jr. ,6th ,Prentice Hall 4. Management A Global Perspective, Heinz Wehrich &Harnold Koontz, 10th Tata McGraw Hill 5. A Dictionary of Business , Elizabeth Martin – Oxford 3ed 6. Fundamentals of Management, Robins ,3rd Pearson Education Asia. 7. Principles and Practice of Management: L M Prasad, Sultan Chand & Sons educational, New Delhi 	

SEMESTER I

(MBC 1.2) Fundamentals of Human Resource Management

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

Group: Core

Objectives:

1. To develop an understanding of the basic concepts of Human Resource Management
2. To develop an understanding of various functions of Human Resource Management
3. To develop an understanding of the various legal aspects in the HR Domain

Learning Outcome:

Students would be able to build understanding about the fundamentals of managing Human Resources in an organisation. Also, they will be able to understand various functions that the HR performs for the welfare of employees in order to maximise their productivity.

Unit	Contents
I	Human Resource Management- Introduction: Definition, Nature, Scope, Importance, Evolution of the concept of HRM, Personnel Management vs. Human Resource Management, Role of personnel manager- administrative roles and operational roles, Qualities and Qualifications of a Personnel Manager, Future of HRM- Influencing factors, Functions of a human resource manager, Workforce diversity in India and its issues, Managing diversity.
II	Human Resource Planning & Acquisition : Job Analysis:- Process, Competency approach, methods to collect job analysis data, Job description, job specification, Role analysis, Human Resource Planning- Objectives, importance, Process, Recruitment- Introduction, constraints and challenges, sources of recruitment, methods of recruitment, Indian experiences, Selection- purpose, process, selection tests, Achievements tests, interviews- types of interviews, interview process, mistakes in interviews.
III	Training & Development: Training- Introduction, benefits, Training vs. Education vs. Development, Checklist to avoid training pitfalls, Philosophy of training in HRM, Types of training, Training methods, Evaluation of a Training Programme- Decision Points in Planning Training Evaluation, Methods of Evaluation, Management

	Development Program- methods/ techniques.
IV	Performance and Potential Appraisal: Performance appraisal- Definition, objectives, importance, process, methods- traditional and modern, Characteristics of an effective appraisal process, Pitfalls of Performance Appraisal system, Potential appraisal- meaning, steps involved in introducing a good potential appraisal, Performance appraisal practices in India, Performance management- meaning, concepts and challenges in Performance management
V	Compensation Administration, Incentives & Employee benefits: Compensation planning- objectives, Equity and pay rates, Components of pay structure in India, Factors influencing compensation levels, choices in designing a compensation system, Wage Payment- characteristics, methods of wage payment, Incentive plans- individual incentive plans, group incentive plans, organization incentive plans, fringe benefits- meaning, objectives and types.
VI	Employee welfare, Grievances and Industrial disputes: employee welfare- agencies for welfare work, types of welfare facilities, Health and safety- legal provisions regarding health, Employee assistance programmers, employee safety, Effective safety management in the factory, Employee grievances and discipline- Model grievance procedure, approaches to discipline, Industrial disputes- forms, causes, Preventive machinery, settlement machinery, conciliation, Voluntary arbitration.
Books Recommended:	
<ol style="list-style-type: none"> 1. A Text book of Human Resource Management, C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House 2. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House 3. Human resource Management, P. Jyothi, Publication – Oxford University Press. 4. Human Resource Management, Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education 5. Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw- Hill Publishing co. ltd. 	

SEMESTER I

(MBC 1.3) Fundamentals of Financial Accounting

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

Group: Core

Objectives:

1. To develop a sound understanding of the basic fundamentals on which the accounting methodology is built.
2. Ability to prepare, analyze and present financial transactions and statements for decision-making.
3. To develop an understanding of the application of Computers in accounting with specific reference to MS Excel and Tally.

Learning Outcome:

- 1) The basic concept, conventions, principles of accounting and Generally Accepted Accounting Principles (GAAP).
- 2) The accounting aspects of the process of issue, forfeiture and re-issue of shares.
- 3) The procedure for maintenance of books of accounts and preparation of final accounts of Joint Stock Company.
- 4) Various techniques of Financial Statements Analysis for managerial decision making.
- 5) The preparation and analysis of cash flow and fund flow statement.
- 6) Overview of various branches of accounting.

Unit	Contents
I	Introduction to Accounting: Introduction of financial accounting, Importance, Objectives and Principles of Accounting, Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), Accounting Process- Journal and ledger, Trial Balance, Classification of capital and revenue expenses, Reconciliation between bank pass book and cash book. (Simple Basic Problems.)
II	Issue of Shares: Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. (Simple 'Issue of Shares' Problems only.)
III	Final Account of Joint Stock Companies: Meaning of Company - Maintenance of Books of Account-Statutory Books, Final Accounts of

	Joint Stock Companies – contents, and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustment. New Schedule VI, w.e.f 2013.
IV	Financial Analysis : Objectives, Techniques of financial statement analysis, Interpreting financial reports, practical or real cases. Ratio Analysis; Classification of Ratios; Balance Sheet Ratios; Revenue Statement Ratios; Activity of Turnover Ratios; Profit Cover Ratios; Dupont Chart.(Simple Ratio Practical Problems.)
V	Fund Flow Statements : Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement. (Simple Practical Problems on FundFlow Statement.)
VI	Types of Accounting Responsibility Accounting; Human Resource Accounting, Social Accounting, Forensic Accounting; Management Accounting; Cost Accounting – Meaning, Features and Importance
Note :-	
<ul style="list-style-type: none"> • Question no. 1 A shall be a theory question. • Question no. 7 A B C D E F – shall be theory questions from each unit respectively. 	
Books Recommended:	
<ol style="list-style-type: none"> 1. Financial Accounting (A Management Perspective) R.Narayanaswamy: PHI Learning Pvt.Ltd, 2009. New Delhi. 2. Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: Vikas, 2009. 3. Financial Statement Analysis, Gokul Sinha: PHI, 2009 4. Financial Accounting Management An Analytical Perspective, Ambrish Gupta: Pearson Education-2009 5. Accounting for Management, Jawaharlal: HPH,2008 6. Financial Accounting Reporting & Analysis, Stice & Stice:, Cengage, 7/e, 2008. 	

SEMESTER I

(MBC 1.4) Fundamentals of Marketing Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>

Objectives:

1. To develop an understanding of the concepts involved in marketing management
2. To develop an understanding of the concepts involved in promotion, distribution and pricing decisions

Learning Outcome:

Identify and explain factors which influence consumer buying behaviour. Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make. Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations. Relate the role of marketing strategy in achieving a firm's goals.

Unit	Contents
I	Introduction : Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment – macro and micro components and their impact on marketing decisions.
II	Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.
III	Product Decisions : Concept of a product; Classification of products; levels of product, Major product decisions; Product line strategies and product mix strategies; Product life cycle – strategic implications; New product development and consumer adoption process. Packaging and labelling. Pricing Decisions : Factors affecting price determination; Pricing policies and strategies
IV	Distribution Channels and Physical Distribution Decisions : Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
V	Promotion Decisions : Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion –

	tools and techniques.
VI	<p>Marketing Research: Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing; Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.</p> <ul style="list-style-type: none"> • Case analysis. • Mini Projects
Books Recommended:	
<ol style="list-style-type: none"> 1. “Marketing Management”, Rajan Saxena, Tata McGraw-Hill. 2. “Introduction to Marketing Management”, Adrian Palmer,, – Oxford University Press. 3. “Basic Marketing”, William D Perreault R, 15th edition - Tata McGraw-Hill. 4. “Marketing Management”, P. Kotler, - Prentice Hall Inc. 5. “Marketing Management, Planning, Implementation and Control”,V. S. Ramaswamy and S. Namakumari, – McMillan. 	

SEMESTER I

(MBC 1.5) Economics for Managers			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
Objectives:			
<ol style="list-style-type: none"> 1. To understand the theoretical framework for Economics. 2. To understand the concept of National Income. 			

Learning Outcome:
<p>Students would be familiarised with the economic framework for managerial decision making.</p> <p>Students would be introduced to the application of economic principles through the use of various managerial attributes and perspectives.</p>

Unit	Contents
I	Introduction to Managerial Economics: Definition, Nature and Scope of Managerial Economics to Business Decisions. Consumer Behavior: Choice and Utility Theory, the Indifference Curve Analysis.

II	Demand and Supply Functions – Demand and Supply Analysis – Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand Forecasting, Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.
III	Production & Cost Analysis - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost. Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. Production function – Cobb-Douglas production function.
IV	Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination.
V	National Income: Basic concepts - GDP & GNP, Methods of measuring national income. Concept of Multiplier and Accelerator.
VI	Business cycles & Stabilization - Theory of Business or Trade Cycle: Concepts and Causes of Business or Trade Cycles. Measures to Control Business Cycles. Inflation & Deflation-Types, Causes, Effects Remedial Measures; Monetary and Fiscal Policy- Meaning, Scope and Instruments
	NB: Numerical shall be based on the following topics. Unit I: Utility Maximization Unit II : Demand and Supply analysis, Elasticity of demand Unit IV: Price output determination under Perfect competition, monopoly competition and price discrimination. Unit V: Measurement of National Income and Multiplier.
Books Recommended:	
1. Managerial Economics , P. L. Mehta, Sultan Chand & Sons, New Delhi	
2. Managerial Economics , D.N.Dwidevi, Vikas Publishing House Pvt. Ltd.	
3. Managerial economics in a Global economy , Dominick Salvatore, Thomson	

learning Press

4. **Managerial Economics**, Suma Damodran, 2006, Oxford University Press, New Delhi

5. **Indian Economy**, Mishra &Puri, 2007, Himalaya Publishing House

6. **Managerial Economics**, Peterson & Levis, Prentice Hall of India

7. **Mathematical Methods and Economic Theory**, AnjanMukerji, Oxford University Press

SEMESTER I

(MBC 1.6) Business Communication & Information Systems

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

*Group:
Skill/Foundation*

Objectives:

1. To develop an understanding in the students regarding communication skills and information systems
2. To develop the reading, writing and speaking skills in the students and trends in information systems.

Learning Outcome:

- Effective business writing,
 - Effective business communications;
 - Research approaches and information collection;
 - Developing and delivering effective presentations;
 - Effective interpersonal communications;
 - Skills that maximise team effectiveness;
 - Upon completion, students will be able to define information systems.

Unit	Contents
I	Communication: Meaning and importance of communication in business, Types of communication- formal and informal and their characteristics, Essentials of effective business communication, Channels of communication, limitations, Barriers of communication.

	Listening, Barriers to listening, persuasion.
II	Business Correspondence: Etiquettes of Business writing, Business letters: Memos, minutes, agendas, enquiries, orders, sales letters, notice, tenders, letters of application, letter of complaints, Job applications/Covering letters
III	Report writing: Types of report (Sales report, Committee report and technical report) . E-Mail Etiquettes, Formal & Informal email writing
IV	Introduction to Information Systems and MIS: Concepts of Data and Information, Attributes of Information, Introduction to MIS, DSS, TPS, EIS, OAS, ISS. MIS in functional areas like Production, HR, Finance and Marketing. MIS in Web-environment , MIS and E-business
V	Modern trends in Information Systems: Online and Real time Information system, OLAP, Basic Concept of Data mining and Data warehousing.
VI	Introduction to Business Intelligence and Business Analytics and Knowledge management, Business Performance management – Scoreboards and Dashboard.

Books Recommended:

1. **Basic Communication**, Raymond V. Lesikar, John D. Pettit and Mary E. Flatley – Lesikars
Tata McGraw Will 8th Edition, 1999
2. **Effective Business Communication**, Krizan et al (2010). Cengage Learning.
3. **Contemporary Business Communication**, Scot, O. (2009). Biztantra, New Delhi.
4. **Business Communications**, Raman & Singh -- Oxford University Press
5. **Business Communication Excel**, Diwan & Aggarwal
6. **Communication Skills**, Sanjay Kumar, Oxford University Press
7. **"Technical Writing – Process and Product"** , Sharan J. Genrson and Steven M. Gerson –
Pearson Education, 2000

8. **How to write first class Business Correspondence**, Baugh, Frayer & Thomas Viva Books.

9. **Effective Business Communication** ,Herta A Murphy & Herbert W Hildebrandt - - Mc Graw - Hill international Edition.

10. **Business Communication Today**, Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Pearson.

11. **Management Information and Systems**, Text and Cases, Waman Javdekar, 4th Edition, McGraw Hill Publications

12. **Management Information Systems**, Effy Oz, Indian Edition, Cengage Publication

13. **Computer based Information System**, Dr. Sushila Madan, 3rd University Edition, Taxmann Pub

SEMESTER I

SKILL FOUNDATION COURSES (ANY ONE)

(MBSF 1.1) CORPORATE IMAGE BUILDING

<i>Teaching Hours: 40</i>	<i>Total Credit: 4</i>	<i>Total Marks: 100</i>	<i>Group: Skill/Foundation</i>
Objectives:			
<ul style="list-style-type: none"> a. To develop an understanding in the students regarding Corporate culture and its different techniques of image projections. b. To extend the core values of successful corporate and its implementation 			

Learning Outcome:

The students will be able to deliver the following with clarity-
The aim of a corporate identity is to make a company distinctive and better able to clearly differentiate itself from competitors. The concept of a corporate identity must be well planned and strategically implemented.

Unit	Contents
I	CORPORATE STRATEGIC PLANNING & CULTURE Core values, long term and short term objectives, Characteristics of

	Successful corporate culture. Analyzing the cases of Corporate failures
II	STRATEGIC STAKEHOLDERS/CUSTOMER SATISFACTION: Internal customers:- Employees within the organizations, External Customers:- Government Consumers etc, Trading Relationships
III	CORPORATE INFORMATION COMMUNICATION ABILITY Types of corporate Information and its importance, corporate information style to internal and external stake holders.
IV	CORPORATE LEADERSHIP: Importance of corporate leadership, Concept of involving a leader and followers, Cases of successful corporate leaders
V	CORPORATE RELATIONS MANAGEMENT ABILITY: Developing & managing Human Relations & Public Relations
VI	ENGAGEMENT FOR COMMUNITY:- Defining CSR and its motives. Case analysis of TATA group and Reliance Industries.
Books Recommended:	
<ol style="list-style-type: none"> 1. Knowledge @Wharton on Building Corporate values by Mukund Pandya 2. Building and learning organization: Mastering The 5 Elements for corporate learning by Michael J Marquardt. 3. Successful Failures by by Joyce Knudsen. 	

SEMESTER I

(MBSF 1.2) FINANCIAL PLANNING & WEALTH MANAGEMENT			
<i>Teaching Hours: 40</i>	<i>Total Credit: 4</i>	<i>Total Marks: 100</i>	<i>Group: Skill/Foundation</i>
Objectives :			
1. To develop an understanding among the student about business valuation.			

Learning Outcome:

It provides the student the ways and means to understand the intricacies of financial planning and help manage financial investments and wealth management through research tools and planning.

Unit	Contents
I	Financial Planning: Need for Personal Financial Planning, Misconception about Financial Planning, Planning for a lifetime, Financial Planning process, Macro Economic Factors, Personal Financial Statement.
II	Investor Profiling: Investor's Life Cycle, Financial Goals of Investors, Risk Appetite, Risk Profiling
III	Banking Products: Liability (Deposit) Products, Asset (Loan) Products, Special Products/Benefits to Senior Citizens
IV	Introduction to Wealth Management: Meaning of WM, Scope of WM, Components of WM
V	Importance of Wealth Management: Process of WM, WM Needs and Expectations of Clients, code of Ethics for Wealth Manager.
VI	Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Concurrent

Books Recommended:

1. WEALTH MANAGEMENT & FINANCIAL PLANNING: Concepts & Practices ; Balaji Rao D G, Partridge Publishing India.
2. Introduction to Financial Planning, Taxmann 2017, Author: Others
3. "The only financial planning book, U will ever need" By Amar Pandit, Network 18
4. Publications Ltd. (CNBC TV. 18)

SEMESTER I

(MBSF 1.3) BUSINESS VALUATION

<i>Teaching Hours: 40</i>	<i>Total Credit: 4</i>	<i>Total Marks: 100</i>	<i>Group: Skill/Foundation</i>
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Objectives:

1. To develop an understanding in the students regarding Business Valuation and its different techniques.
2. To extend the skill of reading and evaluating the business houses.

Learning Outcome:

The students will be able to understand the difference between equity value and enterprise value. Learn how to calculate various equity and enterprise value multiples. Understand the drivers of equity multiples and value a business using equity multiples. Calculate and analyses valuation multiples.

Unit	Contents
I	Concept of Value: An understanding of 'Value', The nature and scope of Valuation, Objectives of Valuation, Importance of Business Valuation, Misconceptions about Valuation.
II	Principles & Techniques of Valuation: Elements of Business Valuation, Conceptual Overview, Valuation Approaches, Choice of Approach, Fair Market Value, Adjustments for Valuation Purposes.
III	Discounted Cash Flow Valuation: Definition and description of DCF analysis, Assumptions in DCF Model, Importance of DCF approach, Advantages and Limitations of DCF approach, Application of DCF Valuation, Value drivers, Steps in DCF Valuation.
IV	Relative Valuation: Definition and description of Relative Valuation, Steps in Relative Valuation, Market Value, Market Multiples, Wide application of Relative Valuation, Advantages and Limitations of Relative Valuation, When to use Relative Valuation.

V	Asset Valuation: Determining Book Value, Adjusting Book Value, Factors in Asset Valuation.
VI	Valuation of a Firm: Steps in estimating Free Cash Flows (FCFs) of the Firm, Horizon Period and Terminal Value, Value of the firm's equity- Steps involved
Books Recommended:	
<ol style="list-style-type: none"> 1. BUSINESS VALUATION (Text & Cases); Pitabas Mohanty , Taxmann's 2. A premier on valuation of business & valuation methodologies, Virendra Pamecha, X cess Infostore Pvt 3. Company valuation : Measurement & Management ; Vinod Sople; Himalaya Publishing House. 	

SEMESTER II

(MBC 2.1) Economic Environment of Business

<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
Objectives: To understand the concept and importance of Economic Environment of Business and apply the various tools and techniques available in cost and management accounting			

Learning Outcome:

At the end of the course, student will be able to:

1. Discuss the supply and demand theory and its impact on particular business model.
2. Explain the effects of government policy on the economic environment.
3. Outline how an entity operates in a business environment.
4. Describe how financial information is utilized in business.
5. Explain the legal framework that regulates the insurance industry

Unit	Contents
I	A Glimpse of Business environment - Types of Environment; Internal, External, Micro & Macro Environment. Competitive Structure of Industries; Competitor and Environmental analysis; Nature and

	Structure of Indian Economy; Economic Conditions; Economic Planning; Five year plans in India, Economic reforms in India
II	Economic environment of Business - Global Recession; Overview of Public, Private, Joint Venture and Cooperative Sectors with special reference to PPPs; Concept of Privatization, Disinvestment and Divestment.
III	Industrial Sickness: Definition, Causes & Consequences of Industrial Sickness, Remedial measures, Provisions of Companies Act, 2013 for revival & Rehabilitation of Sick Companies.
IV	International Business Environment - Concept of Balance of Payment; Letter of credit ,International Monetary Fund , World Bank, Types of Foreign Investment, Foreign exchange management act .
V	Technological Environment - Technological Innovation, Product & Process Innovation, Technological „S” curve, Technological Leadership and Followership
VI	Technology and Competitive Advantage, Technological Dynamics, Time lags in Technology Introduction/Absorption, Adaptation, and Transfer of Technology.
Books Recommended:	
<p>1.Business Environment (Text and Cases) , Francis Cherunilam – Himalaya Publishing House.</p> <p>2. Business Environment, Third Edition ,Text and Cases – Justin Paul – Mc Graw Hill.</p> <p>3. Economic Environment of Business,7th Revised Edition – H. L. Ahuja, S. Chand Publishing</p> <p>4.Economic Environment of Business, 2nd Edition – Biswanath Ghosh – Vikas Publishing House.</p> <p>5. Government and Business, 6th Edition – N. K. Sengupta – Vikas Publishing House.</p>	

SEMESTER II

(MBC 2.2) Cost & Management Accounting

Teaching Hours: 4	Total Credit: 4	Total Marks: 80	Group: Core
Objectives: <ol style="list-style-type: none">1. To understand the importance and applications of cost and management accounting2. To understand and apply the various tools and techniques available in cost and management accounting			

Learning Outcome:

- 1) Overview of various branches of Cost and Management Accounting and Preparation of Cost Sheet.
- 2) The concept of marginal costing and its use in various managerial decisions.
- 3) The concept of cost volume profit and break even analysis.
- 4) The concept of budget and preparation of budget for various managerial decisions.
- 5) The concept of standard costing and variance analysis.
- 6) The concept of Responsibility accounting, transfer pricing, activity based costing, target costing

Unit	Contents
I	Introduction : Nature and scope of cost Accounting and Management Accounting, Cost Accounting VS Management Accounting vs Financial Accounting and their interrelationships , Advantages and limitations of cost accounting , types of cost , Elements of cost - Materials, Labour and overheads, Role of Cost in decision making. Preparation of cost sheet,
II	Marginal Costing : Concept of Marginal cost ,Product and period costs, Marginal costing, Absorption Costing, Marginal Costing versus Absorption Costing, Income statement under Absorption and Marginal Costing , Applications of Marginal Costing.
III	Marginal Costing Cost - Volume - Profit Analysis : Concept of contribution and P/V Ratio, CVP Analysis, Break even analysis, Methods of Break Even Analysis, Graphic presentation of Break Even Analysis , Margin of safety, Sales mix and Break Even Point.

IV	Budgetary Control : Concept of Budget, Budgeting and Budgetary Control, Objectives, advantages and limitations of budgetary control, essentials of effective budgeting , Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Zero Base Budgeting.
V	Standard Costing and Variance Analysis : Concept of standard costs, establishing various cost standards, Concept of standard costing , Advantages and limitations of standard costing , Variance Analysis : calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.
VI	Neo Concepts : Responsibility Accounting : Concept and various approaches to Responsibility Accounting, Types of responsibility centres, Measuring divisional performance, Transfer Pricing : concept & importance, Method of transfer pricing, Activity Based Costing, Target Costing & Life Cycle Costing.
Books Recommended:	
<ol style="list-style-type: none"> Management Accounting: Text Problems and Cases, KHAN and Jain, McGraw-Hill Education 6th Edition Modern Cost and Management Accounting, HANIF, Mc Graw - Hill Education, 1st edition Cost and Management Accounting, M.N.Arora, Himalaya publishing house 3rd edition Management Accounting, Pandey IM, Vikas Publication, 3rd edition Introduction to Management Accounting, Horngren et al, Prentice Hall. 	

SEMESTER II

(MBC 2.3) Entrepreneurship Development			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
Objectives:			
<ol style="list-style-type: none"> To develop an understanding about the basic concepts of Entrepreneurship To enable the students to develop their Entrepreneurial Skills To develop an understanding about New Venture Planning, Financing and Institutional support for new ventures 			

4. To develop an understanding about Ancillarization
5. To create awareness about some special issues for Entrepreneurs

Learning Outcome:

The expected Student Learning Outcomes for the Entrepreneurship Program are: Students master oral and visual presentation skills and establish a foundation of confidence in the skills necessary to cause others to act. Entrepreneurship and Innovation minors will be able to find problems worth solving. These students become Job Providers instead of Job seekers.

Unit	Contents
I	<p>Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Evolution of entrepreneur, Entrepreneurship, concepts of intrapreneurship, Success stories of intrapreneurs, types of entrepreneurs, functions of entrepreneur, entrepreneur as a career option,, entrepreneurial decision-process, challenges faced by entrepreneurs, common oversight in entrepreneurship, and changing role of entrepreneur. Cases of Womenenterprises, social, and rural entrepreneurship.</p>
II	<p>Developing Entrepreneurial Mind-set: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: roles and process; idea to business opportunity. Entrepreneurial motivation, meaning of entrepreneurial competencies, major entrepreneurial competencies, developing entrepreneurial competencies. Opportunity assessment, business opportunities in various sectors, challenges of new venture start-up, reasons for failure; how to begin with low investment.</p>
III	<p>Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan,</p>

	and, Feasibility Analysis – aspects and methods: Economic-analysis, financial analysis, market-, and technological feasibility.
IV	<p>New Venture planning and financing:- Franchising-process and opportunities, Business plan-need, perspective, elements, Business plan failures, Managing growing and ending the new venture - Preparing for the new venture launch, criteria for evaluating new venture proposals. Early management decisions. New venture expansion strategies and issues - Going public -ending the venture.</p>
V	<p>Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Financing of small scale industries in developing countries. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.</p>
VI	<p>International Entrepreneurs:- Global Entrepreneurs- Opportunities and challenges, Disruptive innovation-meaning and process, Business models:- CASES of successful and failure business models and leadership.</p>
Books Recommended:	
<ol style="list-style-type: none"> 1. Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Kumar, Arya, Pearson, India 2. Starting, Developing and Managing a New Enterprise, Hishrich., Peters, Entrepreneurship: Irwin 3. Launching New Ventures: An Entrepreneurial Approach, Allen, K.R., Cengage Learning. Ramachandran, K., Entrepreneurship Development,Tata McGraw Hill, India. 4. Entrepreneurship, Roy, Rajeev, Oxford University Press. 	

SEMESTER II

(MBC 2.4) Quantitative Techniques for Business

<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
Objectives: <ol style="list-style-type: none">1. To understand the various statistical concepts that are used in business and research.2. To develop an ability to apply the various statistical concepts to practical situations in business and research.			

Learning Outcome:

Provides students with quantitative skills that are required to make business decisions. These skills involve using statistics, forecasting and estimation techniques. Students will be able to formulate and apply mathematical models in business decision making scenarios.

Unit	Contents
I	Role of statistics : Applications of inferential statistics in managerial decision - making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis.
II	Correlation & Regression Analysis : Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.
III	Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.
IV	Time series analysis : Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non - Linear equations, Applications in business decision -

	making.
V	T- Test and Z- Test Univariate T and Z Test for mean, Bivariate T and Z test including T test for comparing two means. Z test for comparing two means, Z test for comparing two proportions.
VI	Linear Programming and Problem Formulation: Meaning of LPP and Optimisation, Constraints and feasible region, Formulation of LPP for 2 variables, Determination of optimum solution by graphical method only.

Books Recommended:

1. **Business Statistics** ,Bhardawaz - Excel Books
2. **An Introduction to Statistical Methods** ,Gupta C B, Gupta V - Vikas1995, 23rd Edition.
3. **Business Statistics**, Black - Wiley Dreamtech
4. **Business statistics**, Sharma J K - Pearson education 2nd edition
5. **Quantitative Analysis for Management**, Render and Stair Jr - Prentice - Hall, 7th edition
6. **Statistics for Management**, Levin Rubin - Pearson 2000, New Delhi, 7th Edition
7. **Business Statistics** ,Beri G C- Tata Mc Graw Hill, 2nd Edition
8. **Statistics for Business and Economics** ,Chandan J S - Vikas 1998.1st Edition

SEMESTER II

(MBC 2.5) Business Research Methods & Application

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

Group: Core

Objectives:

1. To understand the basic concepts and approaches involved in conducting research
2. To understand and apply the various statistical tools and processes in practical research situations

Learning Outcome:

It would familiarize students with basic of research and the research process. Students would have developed understanding on various kinds of research, objectives of doing

research, research process, research designs and sampling. It will enable the students/participants in conducting research work and formulating research synopsis and final report with interpretation.

Unit	Contents
I	<p>Introduction - Meaning, Objectives and Types of research, Research Approach, Research Process, Defining research problem, problem identification process, Formulation of research hypothesis. Procedure for hypothesis testing; Communication and presentation of research, Types of research reports, formulation, Layout, format and guidelines for effective report.</p>
II	<p>Research Design - Features of good Design, Types of Research Design – exploratory, descriptive, experimental, Research design process, Classification of research designs – exploratory, secondary source analysis and descriptive; Basic principles of experimental Design, Causality, Validity in experimentation, factors affecting internal and external validity of experiment Classifications of experimental designs – pre, quasi, true and statistical designs</p>
III	<p>Data Collection: Primary and secondary data, Data collection methods – observation, interview, schedules, focus group, personal interview method, projective techniques – sentence completion, word association, story completion, verbal projection tests, Pictorial techniques; play techniques, quizzes, tests and examinations, Socio-metric analysis, Content analysis.</p>
IV	<p>Scaling and Questionnaire design: Introduction, types of measurement scales, classification of scales, Scaling and scale construction technique. Measurement error criteria for good measurement Criteria for questionnaire design, types of questionnaire, design procedure, types of questions, structure of questionnaire, physical characteristics, pilot testing, administering the questionnaire, reliability and validity of questionnaire, E questionnaire – salient features.</p>
V	<p>Parametric and Non-Parametric testing: Cross tabulation, Use of correlation and regression Analysis, Test of significance of regression parameters, application of regression analysis in various functional areas of management. Z, t, goodness of fit and F test,</p>

	Small and large sample concept, Practical problems involving parametric and non parametric tests.
VI	Advanced Data Analysis Techniques- Multivariate technique, Factor Analysis, Cluster Analysis, Discriminant Analysis, Conjoint Analysis, Multi Dimensional Scaling. Application of advanced techniques in decision making, decision situations and application suitability of these Techniques. Meaning and Norms of Plagiarisms.
Books Recommended:	
<ol style="list-style-type: none"> 1. Business Research Methods , Zikmund , Thomson Learning Books 2. Marketing Research, G C Beri third edition McGraw Hill 3. Research Methods in Behavioural Science , Dwivedi –Macmillan 4. Management Research, Bennet, Roger : ILO, 1993 5. Exploring Research, Salkind, Neil J. : Prentice – Hall, 1997 6. Research Methodology: Concepts and Cases, Dr. Deepak Chawla & Dr. Neena Sondhi, Vikas Publications 	

SEMESTER II

(MBC 2.6) Regulatory Aspect of Banking & Finance

<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
About the course: The candidates would be able to acquire knowledge in the legal & regulatory framework of the banking system and the various laws and enactments affecting day to day Banking Operations.			

Learning Outcome:

After learning this subject, students will be able to

- i) Understand the Indian Banking System.
- ii) Understand the role of Reserve Bank of India.
- iii) Understand different types of bank accounts
- iv) Understand Know Your Customer (KYC) and Anti-money laundering measures.
- v) Understand calculation of interest and annuities.
- vi) Understand accountancy for Bankers.

Unit	Contents
I	Indian Banking System – Public sector banks in India, Private banks in India, Indian Banks' operations abroad, Local Area Banks (LAB), Pre-reforms Development, Credit guarantee fund trust for small industries.
II	Reserve Bank of India – Legal Framework, Main functions of Reserve Bank of India, Functions of various departments of Reserve Bank of India.
III	Different Types of Accounts – Hindu Undivided Family (HUF), Married Women, Pardanashin Lady, Illiterate persons, Blind persons, Insolvent Persons, Insane Persons, Intoxicated, Executors and Administrators, Liquidator, Receiver/Assignee, Trusts, Societies and Clubs, Minors, Agent/ Attorney, Joint Accounts, Partnership Firms, Joint Stock Companies.
IV	KYC Norms and Anti-money Laundering – Policy on “Know Your Customer” (KYC) Standards/ “Anti-money Laundering” (AML) Measures, Obligations Under Prevention of Money Laundering Act 2002.
V	Calculation of Interest and Annuities - Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Installments; Fixed and Floating Interest Rates; Calculation of Annuities; Interest Calculation using Products/Balances.
VI	Accountancy for Bankers - Expenditure; Distinction between Capital and Revenue Expenditure; Receipts; General Illustrations. Different types of errors, Depreciation, Bank Reconciliation.

Books Recommended:-

1. **Introduction to Banking**, Vijayaragavan Iyenger, Excel Books
2. **Accounting & Finance for Bankers**, IIBF, Macmillan
3. **Basics of Banking**, IIBF, Taxmann

4. **Principles and Practice of Bank Management**, P.Subba Rao , P.K.Khanna ,
Himalaya Publishing House

SEMESTER II

GENERIC ELECTIVES (ANY ONE)

(MBSF 2.1) Environment Management & Legislation

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

Group: Core

Objectives: To understand the basic concepts of Environment Management which involves ecosystem and biodiversity and to understand various laws and policies related to environment management

Learning Outcome:

Students:- Appreciate concepts and methods from ecological and physical sciences and their application in environmental problem solving. Appreciate the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.

Unit	Contents
I	Introduction to Environment Management - Definition, Scope & importance, Need for public awareness- institution in environment, Fundamentals- sustainable development, Unsustainable to sustainable development. Natural resources - Renewable and non renewable resources, and associated problems, Role of an individual in conservation of natural resources; equitable use of resources for sustainable life cycles;
II	Ecosystem & Biodiversity - Concept of an Ecosystem , ecosystem degradation, resource utilization; Structure & functions of an ecosystem-producers, consumers and decomposers; Ecological succession; food chains, food webs and ecological pyramids; Ecosystem types – characteristics features, structure and functions of

	forest, grassland, desert and aquatic ecosystems, Industrial Ecology and Recycling Industry. Introduction- biodiversity at genetic, species and ecosystem levels; Bio-geographic classification of India; Value of diversity- Consumption use value, Productive use value, Social, Ethical, Moral, aesthetic and optional value if diversity; India as mega-diversity nation
III	Human population & environment - Global population growth, variations among nations. Population explosion, Family welfare Programmes-methods of sterilization; Urbanization, Environment & human health-climate and human health, infectious diseases, water related diseases, risk due to chemicals in food, Cancer and environment. Human rights -Equity, Nutrition and health rights, intellectual property rights (IPRS), HIV/AIDS; Women and children Welfare; Information technology in environment and human health. Application of carbon rating and its uses.
IV	Environment Pollution: Soil, Water, Marine, Noise, Thermal & Nuclear Pollution- Introduction, impact on health, environment and industry, measures of control, individual contribution. Green House Effect, Global Warming, Acid Rain, Rain Water Harvesting, Ozone Layer depletion.
V	Social issues and environment - Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Environmental ethics- issues and possible solutions, resource consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Need for gender equity; Public awareness-Using an environmental calendar of activities. Environmental Economics- Estimation of Costs and Benefits- Cost-Benefit Analysis.
VI	Environment legislation & Institutions - Environmental (protection) Act, The water (prevention and control of Pollution); The wild life protection Act; Forest conservation Act; Issues involved in enforcement of environmental legislations; Environment Impact Assessment; Environmental Auditing; Clearance / Permission for

	establishing Industry. Ministry of Environment and Forest, Central Pollution Control Boards, State Pollution Control Boards, Local Bodies- their scopes, organizational and functional issues.
Books Recommended:	
<ol style="list-style-type: none"> 1. A text book of environmental, K M Agrawal, P K Sikdar, S C Deb, published by Macmillan 2. Environment management , N K Uberoi, published by Excel Books 3. Environment management , Dr. Swapan Deb, published by Jaico Publishing House. 4. Environmental Management , S K Agrawal”, published by A.P.H. publishing Corporation. 5. Environmental Studies, Rajagopalan- Pub. By Oxford. 	

(MBSF 2.2) Project Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
Objectives:			
<ol style="list-style-type: none"> 1. To develop an understanding of a structured approach towards project management 2. To develop an understanding regarding the various tools and techniques of Project Management. 			

Learning Outcome:
Students can manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders. Also can identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders

Unit	Contents
I	Introduction to Project Management- Characteristics & Objectives of Project, Project Life Cycle, Importance of Project Management, Constraints of Project, Project Portfolio Management.

II	Project Organisation Structure & Project Definition- Advantages & Disadvantages of various Organisation Structure used in Project. Project Scope, Project Priorities, WBS, Integration of WBS with Organisation, Project Communication Plan.
III	Estimating Project Time, Costs & Scheduling Resources - Factors influencing quality of estimates, Top Down & Bottom Up methods of Estimating, Various Costs associated with Projects, Projects Cost – Duration Graph, Time Constrained & Resource Constrained Projects.
IV	Reducing Project Duration & Risk Management: Options for accelerating Projects, Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control.
V	People Issues in Project Management- Network of Stakeholders, Qualities of an effective Project Manager, Five Stage Team Development Model, Building high performance project teams.
VI	Project Performance, Evaluation & Closure- Structure of Project Monitoring Information System, Project Control process, Monitoring Time performance, Earned Value System, Types of Project Closure. Introduction to Project Management Software

Books Recommended:

1. **Project Management**, Clifford F. Gray, Erik W. Larson, McGraw Hill
2. **Project Management**, Jeffrey Pinto, Pearson
3. **Project Management**, Rory Burke, Wiley India
4. **Project Management**, S Chowdhary, McGraw Hill
5. **Project Management**, V C Sontakki, Himalaya Publishing House
6. **Project Management**, Arun Kanda, PHI

(MBSF 2.3) Agri Business Management

<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
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Objectives:

1. To develop an understanding of a structured approach towards agriculture management
2. To develop an understanding regarding the role of management in rural marketing and study the distribution pattern in the field of agriculture

Learning Outcome:

Students will demonstrate the ability to communicate effectively by analysing the current events and issues that are occurring in agriculture and how they affect the future of agriculture. They will also be able to understand the policies and programs chalked out by govt from time to time in order to develop this sector.

Unit	Contents
I	Introduction: Concept of Agricultural Inputs, types and importance of agro inputs , demand and supply scenario of agro inputs, role of fertilizers, agro-chemicals and seeds in agro production, status and structure of fertilizer industry, seed industry and agro-chemical industry, Role of trade fairs like Agro Vision.
II	Livestock management : Present status of livestock products industry in India: dairy, meat, poultry, hatchery, skin, hides, wool and livestock, demand-supply scenario for livestock products in domestic and global markets.
III	Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit , storage, transportation and marketing of livestock.
IV	Management of floriculture: Biotech and food : present status and advances in floriculture and flower, landscaping, fruit production, food processing industry , Agricultural needs & application of biotechnology for agricultural uses and benefits.
V	Rural Marketing : Rural market segmentation, rural communications (Case study of ITC's E-Chaupal Initiative), Role of Government in the Development of Agricultural Marketing, Agricultural Credit.

VI	Crop Insurance and Commodity Markets (COSAMB, NAFED, NCDC, PDS, FCI, DMI, NIAM and SHGs).
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Books Recommended:

1. **Agri Business Management**, Himanshu. Jaipur, Ritu Publications Jaipur.
2. **Encyclopaedia of Agricultural Marketing:Marketing of Farm Inputs Seed**, Jagdish Prasad, Fertilizer and Irrigation, Vo. IX, www.vedamsbooks.com/
3. **Livestock Feeding Strategies for Dry Regions**/edited by P.S. Pathak and S.S. Kundu, www.indianbooksandperiodicals.com
4. **Food Processing and Preservation**, Neelam Khetarpaul, www.astralint.com
5. **Fruit Production- Problems and Solutions**, R.R. Sharma, www.indianbooksandperiodicals.com
6. **Emerging Trends in Post Harvest Processing and Utilization of Plant Foods**, Neelam Khetarpaul, R.B. Grewal, Sudesh Jood and Umaid Singh, api.champagnetravel.com.
7. **Rural Marketing**, Pradeep Kashyap , Pearson Education.

**SEMESTER III
CORE COURSES**

(MBC 3.1) International Business Management

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

Group: Core

Objective:

1. To develop an understanding among students of the basic concepts of International Trade.
2. To familiarize students with the International Business environment.
3. To create an awareness regarding the Institutional Support For Foreign Trade in India

Learning Outcome:

Students will able to conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities. Conduct, evaluate and present market research to support an organization's international business decision-making. Manage the preparation of documents and the application of procedures to

support the movement of products and services in the organization's global supply chain. Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives

Unit	Contents
I	International Trade – Concepts And Theories: International Trade, Origin, Need & Importance, Historical Background, Barter Trade, Factor Endowment Theory, Comparative Cost Theory, Opportunity Cost Theory, Modern Theory Of International Trade.
II	Global Trade Scenario Overview- Trading Blocs, (Eu, Nafta Etc), Trade Agreements, Trade & Tariff Barriers, Specific & Advaloram Tariff, Non Tariff Areas Quota, Subsidies, Gatt & Unctad, Impact of Globalization And WTO On World Trade.
III	International Business Environment – Factors Affecting Environment – Economic, Social, Cultural, Commercial, Competitive,, Political, Legal & Technological Etc.
IV	Foreign Trade of India – Direction, Flow And Trends, Exim Policy, Institutional Support For Foreign Trade – Dgft, Exim Bank, Ecgc, Export Promotion Councils, Epz, Eou, Sez Etc.
V	Exchange Rate Management – Basic Concepts – Balance Of Trade, Balance Of Payments, Exchange Rate Theories (Purchasing Power Parity), Working Of Foreign Exchange Markets, Determination Of Rate Of Exchange, Role Of Rbi, Introduction To Fema.
VI	International Economic Organizations and International Monetary/ Financial System – World Bank, Imf, Ifc, Adb Etc., Settlement Of International Financial Transactions, International Liquidity,.

Books Recommended:

1. **International Business** , Subba Rao, Himalaya Publications
2. **International Business** , R.M. Joshi, Oxford University Press
3. **International Business Strategy**, A. Nag, Vikas Publishing House
4. **Global Business Management**, M. Adhikary, Macmillan Publishers

SEMESTER III

(MBC 3.2) Advanced Strategic Management

Teaching Hours: 4	Total Credit: 4	Total Marks: 80	Group: Core
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Course Objective:

1. To enable the students to grasp the main concepts and thought processes in strategic management.
2. To understand the main concepts involved in implementing strategy at various corporate levels.

Learning Outcome:

Expose students to various perspectives and concepts in the field of Strategic Management. help students develop skills for applying these concepts to the solution of business problems.

Unit	Contents
I	<p>Strategic Management:</p> <p>Introduction: Strategic management- Evolution, definition, characteristics, Strategic Management Process, Model, Limitations and Pitfalls of strategic Management, Difference between Strategic Development and Operational development, Vision, mission, Preparation of vision and mission statements, Characteristics of a vision and mission statement, Approaches to Strategy Formulation, The Delta Model- A new framework of Strategy.</p>
II	<p>Internal & Resource analysis: SWOT analysis, Resource analysis- a) Organization capabilities & competitive advantage b) Value chain analysis; Concept of synergy – Core competency, Competitive analysis -Interpreting the five forces model, Competitors analysis. External analysis - Environment analysis a) Components of External environment b) Components of Internal environment c) Environmental Scanning. Industry Analysis a) A Framework for industry analysis b) Michael Porter’s Analysis c) Usefulness of industry analysis.</p>
III	<p>Strategy Formulation: Corporate level strategy: A) Growth-Concentration, Horizontal, Vertical, B) Diversification- Concentric, Conglomerate. C) Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances D) Stability - Pause/proceed with</p>

	Caution, No change, Profit strategies. E) Retrenchment – Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation.
IV	Portfolio Approach & analysis: a) Portfolio analysis, advantages & disadvantages, b) BCG Matrix c) General Electric's Business Screen, d) Life cycle or Arthur D Little matrix, e) Balance scorecard, SPACE Approach, QSP Matrix, 7s Framework, Strategic Business Unit (SBU), Merits & Demerits of SBU; Leadership, Power & organization culture.
V	Global Strategy- Introduction, Forces pushing for globalization, Reasons for globalization, Global expansion strategies, types of global strategies, International Portfolio analysis, Market entry strategies, International strategy and competitive advantage.
VI	Strategy Evaluation And Control- Introduction, Nature of evaluation and control, Characteristics of effective Evaluation and Control system, Importance of Strategic Evaluation and Control, Strategic Controls, Operational Controls, Mechanisms for strategic Control, Limitations of Strategic Control, Guidelines for Proper Evaluation and Control, Six Sigma- Introduction, Meaning, Elements of six sigma, Six Sigma Methodology, Six Sigma Philosophy, Benefits, Implementation, Criticism of Six sigma.
<p>Books Recommended:</p> <ol style="list-style-type: none"> Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namaumari, Publication- Macmillan, India. Strategic Management -9 th Edition , John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi. Understanding Strategic Management, Henry, Oxford University Press Crafting & executive strategy -14 th edition, Arthur A. Thompson Jr, A.J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi. Management Policy & strategic Management , R.M. Srivastava, Publication – Himalaya Publishing House. Global Strategic management – Kamel Mellahi, J. George Frynas, Paul Finlay Publication- Oxford University Press, New Delhi. Strategic Management, Chandrasekara, Anant Narayanan, Oxford University Press 	

SEMESTER III

(MBC 3.3) Summer Internship Project/ Report writing & Assessment

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

Group: Core

Objectives:

1. To provide industry exposure to the students
2. To enable the students to apply their knowledge of management concepts in real-life business situations.

Learning Outcome:

Students will develop awareness, understanding and capacity in the specific roles and responsibilities of a business and industry in their subject specialisations and, as far as possible, to effectively participate in these roles and responsibilities.

Contents

1. At the end of second semester examination, every student of MBA will undergo on-the job practical training in an organization. The training will be of 8 to 10 weeks duration.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Project Report (SPR). The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive

chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 50 to 75 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates; one by the Head of the Institute/College and another by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.

7. The report will be evaluated by two examiners appointed by the Director. It will carry total 100 marks divided into written report of 50 marks and presentation of 50 marks. Person having minimum 3 years of experience of teaching MBA OR a person from industry having 3 years experience at managerial level shall be appointed as examiner.

8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a presentation.

SEMESTER III

CORE GROUP SPECIALIZATIONS (ANY ONE OR MAXIMUM TWO)

(Group-I) (Core) Marketing Management (MBCE 3.1.1) Paper I - Sales and Distribution Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Elective/ Specialisation</i>
Course Objective:			
1. To familiarize the student with the sales management functions, sales process and			

distribution management.

2. To develop understanding of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.

Learning Outcome:

The building blocks of a winning sales force, and enduring in the new environment. Frameworks to diagnose, and address sales issues in the new environment. The changing buyer and role of the salesperson and digital channels. How new sales roles impact sales force structure, size and deployment and channel partner decisions.

Unit	Contents
I	Introduction to sales management, Selling skills and selling strategies, selling process.
II	Sales organizational design, Management of sales territory, Management of sales quota.
III	Recruitment and selection sales force, determining size of the sales force, Training the sales force, Designing a motivational programme.
IV	Types of compensation plans and designing a compensation plan, Sales force performance evaluation-Steps in sales force performance appraisal.
V	Introduction to distribution channel management, Distribution channel strategies, Designing Customer Oriented Marketing Channels, Business through e- commerce.
VI	Managing Channel member behaviour: Channel relationships, channel control, channel power and channel conflict.

Books Recommended:

1. **Sales & Distribution Management**, Tapan Panda –publisher, Oxford Publication.
2. **Sales Management**, Pradip Kumar Mallik, Oxford Publication.

3. **Sales & Distribution Management**, Krishna K Harvadkar -publisher: McGraw Hill.
4. **Physical Distribution Management**, Kulkarni, M V, Everest Publishing House.
5. **Marketing Management**, V S Ramaswami& S Namkumari, Macmillan India Ltd.

SEMESTER III

(Group-I) (Core) Marketing Management (MBCE 3.1.2) Paper II - Integrated Marketing Communication & Brand Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
Course Objective: <ol style="list-style-type: none"> 1. To develop an understanding of the concepts involved in Brand Management 2. To develop an understanding of the concepts involved in Integrated Marketing Communication. 			

Learning Outcome:

Student will be able to identify brand equity, branding and communication strategies require to adopt during the process of Marketing & Branding.

Unit	Contents
I	Marketing Communication - The functional areas of marketing communication; Integrated marketing Communications; Who are the IMC partners? How is the agency world organized? Consumer Response - Prospects and customers, consumers and business buyers - How brand decision makers respond to IMC messages - How IMC messages influence consumer decisions; The IMC Planning Process; DAGMAR: An approach to setting objectives; Data Driven Communication – Using databases to build relationships - Setting up a consumer database.
II	Media Characteristics - Media classifications - Print media -

	Broadcast media - Out-of home media; Advertising and IMC Media Planning - A four step planning process; Consumer Sales Promotion and Packaging; Channel marketing: Trade Promotion and Co-Marketing; Personal Selling; Public Relations and Brand publicity; Direct marketing: The Dialogue Builder; Experiential Contact: Events, Sponsorships, and Customer Service ; Measurement, Evaluation and Effectiveness
III	Brand and Brand Equity - What is a brand?; Why do brands matter?; Can everything be branded?; What are the strongest brands?; Branding challenges and opportunities; The brand equity concept; Strategic brand management process; Customer based brand equity.
IV	Making a brand strong: Brand Knowledge; Sources of brand equity; Building a strong brand: The four steps of brand building; Creating customer value ; Defining and establishing brand mantras; Internal branding
V	Choosing brand elements to build brand equity; Developing a brand equity measurement and managing system - The brand value chain.
VI	Designing brand tracking studies; Designing and implementing branding strategies - Brand architecture - Brand hierarchy - Designing branding strategy; Brand Stretching and Retrenching. <u>Mini Projects</u>
Books Recommended: <ol style="list-style-type: none"> 1. Consumer Behaviour , Schiffman, Kanuk & Kumar 2. Consumer Behaviour & Branding , Kumar 3. Integrated Advertising, Promotion & Marketing Communications , Clow & Baack 4. Advertising , Jafkins 5. Advertising Management , R Batra, J Myers, D Aaker 	

SEMESTER III

(Group-I) (Core) Financial Management (MBCE 3.2.1) Paper I - Corporate Financial Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group:</i>

			<i>Specialisation</i>
Course Objective:			
<ol style="list-style-type: none"> 1. To develop an understanding about the concepts involved in the management of corporate finance. 2. To familiarize the students with the Contemporary issues with reference to Financial Management in corporates 			

Learning Outcome:
Students will be able to demonstrate various aspects of Corporate Financial Management such as Valuation, Dividend policy, mergers, acquisitions and related issues.

Unit	Contents
I	Long-term Investment Decisions: Capital Budgeting – Identification of Cash Flows and evaluation of proposals, Risk and Uncertainty Analysis, Certainty Equivalent Approach, Sensitivity Analysis, Probability Distribution Approach and Decision Tree Approach.
II	Leasing, Hire-purchase - Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire purchase arrangement, Choice between leasing & hire purchase.
III	Valuation of business and Dividend Decisions - Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method.
IV	Dividend policies - Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models, Stability of dividends – concept and significance.
V	Mergers & Acquisitions and Contemporary issues in Financial Management - M&A – Exchange ratio, Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.
VI	Contemporary issues in Financial Management – Public offerings - IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Carbon Credit, Balanced score card, P notes, GDR, ADR, ECB, Indian Depository Receipts, Hundi, Parta

system.

Books Recommended:

1. **Financial Management**, Ravi Kishore, Taxmann"s, New Delhi.
2. **Financial Management: Problems and Solutions**, Ravi Kishore, Taxmann, New Delhi
3. **Financial Management – Theory & Practice** , Prasanna Chandra, TMH Publishers 2004
4. **Financial Management**, I.M. Pandey, Vikas publishing house, New Delhi.
5. **Financial Management & Policy**, V. K. Bhalla – (Anmol Publication, New Delhi)
6. **Strategic Financial Management**, Dr. J.B. Gupta – Taxmann"s, New Delhi
7. **Financial Management**, Rajiv shrivastava , Anil Misra – Oxford Higher Education.
8. **Financial Management** , M. Y. Khan & P. K. Jain – Tata McGraw Hill Education Pvt. Ltd. 6th

SEMESTER III

(Group-I) (Core)
Financial Management
(MBCE 3.2.2) Paper II – Security Portfolio and Risk Management

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

*Group:
Specialisation*

Course Objective:

1. To develop an understanding about the concepts involved in valuation of securities and bond valuations.
2. To familiarize the students with the contemporary concepts and methods involved in Portfolio and Risk Management.

Learning Outcome:

Students will know and able to analysis valuation of securities,equity analysis,derivaties and portfolio theory.

Unit	Contents
I	Valuation of Securities: Bond Valuation Types of Bonds - Dated

	Securities and Zero Coupon Bonds; Strips, Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. Shares valuation - Features of equity, valuation of shares- asset backing method, EPS method, Market value, Yield based methods, Fair value of shares, Dividend discount models- with constant dividend, with constant growth, multistage growth models. P/E based valuation.
II	Equity analysis: -Fundamental analysis - Concept, process, Economy analysis, sector analysis, company analysis; Tools and techniques of fundamental analysis, business cycle and industry analysis.
III	Technical Analysis -- Fundamental Principles; Dow Theory, EMH, Random walk Hypothesis, Indian Markets and Efficiency Charts – Line Charts, Bar Charts, Japanese Candlestick Chart; Moving averages – Simple; Momentum analysis/Relative Strength Index (RSI); MACD
IV	Portfolio Theory - Risk and return for one security, two security and portfolio. Efficient frontier, Investor utility, Capital Market theory - Background, risk free asset, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, Arbitrage pricing theory.
V	Portfolio Management - Passive v/s. Active, Value v/s. Growth, Understanding the Stock Index, Construction and composition - Sensex and Nifty, Calculation of indices. Free float Market capitalization.
VI	Futures and Option Derivatives – Types of Futures – On the basis of Maturity, On the basis of the underlying asset; Futures Pricing – Cost of Carry Model; Mark to market; Definition of options; Types of Options - Call Options, Put Options; Option Pay-Offs; Option Pricing – Binomial Model and Black & Scholes Model; Option Greeks. Risk management and Hedging with Derivatives.
Books Recommended:	
<ol style="list-style-type: none"> 1. Strategic Financial Management , Dr. J.B. Gupta – Taxmann"s, New Delhi 2. Financial Management , Rajiv Shrivastava , Anil Misra – Oxford Higher Education 3. Financial Management, Ravi Kishore, Taxmann"s, New Delhi. 	

4. **Financial Management: Problems and Solutions**, Ravi Kishore, Taxmann, New Delhi
5. **Financial Management – Theory & Practice**, Prasanna Chandra, TMH Publishers 2004
6. **Financial Management**, I.M. Pandey, Vikas publishing house, New Delhi.
7. **Options Futures and other Derivatives** – John C.Hull, PHI-EEE, 2011
8. Reference Material of NCFM from www.nseindia.com

SEMESTER III

GROUP –I (Core) HUMAN RESOURCE MANAGEMENT (MBCE 3.3.1) Paper I - Training & Development Practises			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
Course Objective: <ol style="list-style-type: none"> 1. To understand the Function of Training & Development followed in the organizations. 2. To understand identification of training needs, design & evaluation of training programs 			

Learning Outcome:

The student will get ability to to explain the role of training and development in human resources management, psychology of the learning process and evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

Unit	Contents
I	<u>Introduction to Training</u> : Definitions, Training Objective elements, Tool for meeting Participants' Training Needs, Training vs Education vs Development, Benefits of Training to both Organisation and to employees, Classifying employees for training, Current training and development practises- national and international perspective, The Japanese and American Training Scene- A case study.

II	<p><u>Training Need Analysis & Training Design:</u> TNA- definition, reasons, components of TNA, TNA model- levels of TNA, Framework of conducting TNA, advantages & disadvantages, Perspectives for designing training, Objectives of training design, components and methods, models of training design, Principles of Training Design, Design Process, Training of Trainers programme.</p>
III	<p><u>Training Methods Techniques & Skills of Trainer:</u> Approaches to training, Training methodology- On the Job and Off the Job Training- Management Games, Case Study Method, Role Play method, In Basket Exercises, Lab Training, Experiential Learning Techniques, Syndicate method, Fish Bowl exercise, Mentorship Training, Training techniques and Audio Visual Aids, Tips for Technology training, Instrumentation of Training, Qualities of a trainer, Trainer's knowledge and skills, Interpersonal communication skills.</p>
IV	<p><u>Evaluation of Training:</u> Definition, Principles, Bases of Evaluation, Types of Training Evaluation, Different models of Evaluation- Cost Benefit Analysis, ROI on Training, Kirkpatrick Model, CIRO Model, CIPP Model, Brinkerhoff Model, Ethical Issues in Training Evaluation, Barriers in Training Evaluation, Resistance to Training evaluation.</p>
V	<p><u>Areas of Organisational Training:</u> Orientation training, diversity training, Cross cultural training- components, process, factors, benefits and issues, Team Training, Talent management training, Management Development- need, objectives, focus, levels, process, role and types of Management development Programmes, Training for Executive Level Management, Leadership styles.</p>
VI	<p><u>Career Planning & Employee Stress Management Techniques:</u> Career Planning- Meaning & definition, Characteristics, objectives, steps, importance and limitations, Measures for successful career planning, Succession planning- importance, types and process, Stress management- job related stress, symptoms of stress, sources of stress- organisational and personal factors, management of stress, Burnout, employee counselling and process of employee counselling.</p>

Books Recommended:

1. **Personnel Management and Human Resources**, N.C. Jain & Saakshi (Allied

Publisher)

2. **Effective Human Resource Training and Development Strategy**, Dr. B. Rathan Reddy Publication –Himalaya Publication House
3. **Human Resource and Personnel Management – Text and cases**, K. Aswathappa, Publication - McGraw- Hill Publishing co. ltd
4. **Human Resource Management** , Tenth Edition, Gary Dessler, Publication- Pearson Education
5. **Human Resource Management** , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education
6. **Human Resource and Personnel Management**, by K Aswathapha, Publisher: Mc-Graw Hill.
7. **Strategic Human Resource Management**, Tanuja Agrawal, Publisher: Oxford University Press.
8. **Personnel and Human Resource Management: Text and Cases**, P. Subba Rao, Publisher: Himalaya Publishing House.
9. **Knowledge Management and the Role of HR**, Chris Harman, Publisher: FT Prentice Hall
10. **HR Interventions in the Global Competitive Regime: Strategies for Leadership**, Charles Xavier, C.S. Adhikary and Ramana Murty, Publisher: Excel Books

SEMESTER III

GROUP -I (Core)

HUMAN RESOURCE MANAGEMENT

(MBCE 3.3.2) Paper II – Performance Management & Compensation

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

*Group:
Specialisation*

Course Objective:

1. To develop an understanding of practices followed in performance management and compensation
2. Understanding the significance of linking the right performance to appropriate rewards and compensation system

Learning Outcome:

Students will be able to learn basic compensation concepts, context of compensation practice and different ways to strengthen the pay-for-performance link.

Unit	Contents
I	PERFORMANCE MANAGEMENT : Concepts, Objectives, Scope & Significance, Challenges- Theoretical Foundations of Performance Management, Learning Theories- Motivation Theories, Performance monitoring & coaching, performance measurement, Performance Management Systems- Case Study.
II	GOAL SETTING AND PERFORMANCE TARGETS : Performance Planning, Linking individual & team goals to organizational goals. Performance analysis- Objectives, factors influencing performance analysis, key result areas, performance areas, key performance indicators. Performance Appraisal- Meaning, Methods & approaches, Traditional methods- appraisal.
III	PERFORMANCE MEASUREMENT : Modern methods of performance appraisal, 360 degree appraisal, BARS, Self appraisal, assessment centers, Performance reviews, Coaching & Counselling, Performance Management in manufacturing, Services and IT sector, Strategies for improving performance, balanced score card, HR Score Card.
IV	REWARD MANAGEMENT : Rewards in performance management, Theoretical Foundations of reward based performance management, factors influencing reward system, reward based performance strategy, non-monetary rewards, Case Studies.
V	COMPETENCY MANAGEMENT : Significance, Theoretical Foundations of performance management, competency based performance management, Leadership in performance management, Theoretical foundations of Leadership in performance management, Leadership Based performance strategy, Case Study.
VI	COMPENSATION : Concepts & principles of compensation, Influencing factors, Current trends, methods of payment,

	compensation mechanisms, Wage & Salary administration- concept, wage structure, policies, determinants, incentive payment system, Welfare management.
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Books Recommended:

1. **Human Resource Management**, Snell / Bohlander Publication – Thomson
2. **Compensation**, Milkovich & Neman, 8 th edition. Publication – McGraw –Hill
3. **Human Resource Management**, Gary Dessler Publication – Thomson
4. **Accounting Practices in HRM** M. Kolay
5. **Managing Human Resources**, Monappa Publication – Macmillan

COMPLEMENTARY GROUP SPECIALIZATION (ANY ONE)

SEMESTER III

Group-II (Complimentary) OPERATIONS MANAGEMENT (MBCMPE 3.1.1) Paper I - Logistics and Supply Chain Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
<p>Course Objective:</p> <ol style="list-style-type: none"> 1. To develop an understanding regarding the main concepts of SCM and the strategic role that SCM plays in business 2. To develop an understanding regarding the functions of purchasing, warehousing, inventory management, and transportation and how these functions interact with each other and other business functions 3. To develop an understanding regarding the issues involved in planning and operations of the supply chain 			

Learning Outcome:

Learners will be able to apply knowledge in evaluation and improve the overall efficiency and effectiveness while implementing the supply chain management process.

Unit	Contents
I	<p>Logistics Management:- Meaning, Basic Concepts of Logistics-Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Logistical Competency, Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment. Supply Chain Management : concept, objectives & importance, Decision Phases in a Supply Chain, Competitive and Supply Chain Strategies, Drivers of Supply Chain Performance, Framework for Structuring Drivers, competitive advantages through supply chain management.</p>
II	<p>Elements of Logistics Mix Transportation, Warehousing & Packaging:- Introduction, Principles and Participants in Transportation, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure. Supply Chain Network: Designing Distribution Networks and Applications to Business: Role of distribution in a supply chain, Factors influencing distribution network design, design options for a distribution network, e-supply chain, factors influencing network design decisions</p>
III	<p>Inventory Management, Logistics Costing, Performance Management- Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical – EOQ and Reorder levels). Logistics Costing: - Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing. Performance Measurement in Supply Chain: - Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System</p>
IV	<p>Framework for network design decisions, models for facility location and capacity allocation, Network Design in an Uncertain Environment: Impact of uncertainty on network design. Network Design in the Supply Chain: Network Design & Optimization Approach and Techniques Role of Transportation in Supply Chain- Factors influencing Transportation Decisions - Modes of Transportation - Transportation mode, Selection Process</p>
V	<p>Advanced Fleet Management System Inter modal Freight Technology Transportation Security Initiatives and Role of Technology. Introduction to Air Cargo: Aviation and airline terminology- IATA areas-Country-Currency-Airlines-Aircraft layout-</p>

	different types of aircraft - aircraft manufacturers - ULD - International Air Routes - Airports - codes - Consortium - Hub & Spoke - Process Flow.
VI	Logistics and supply chain management in the Global Environment: - Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management . Information Technology in Logistics:- Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System
Books Recommended:	
<ol style="list-style-type: none"> 1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition 2. Supply Chain Management concepts and case, Rahul V Altekar, PHI, New Delhi. 3. Supply Chain Management ,Robert B Handfield and Ernest L Nichols, PHI, New Delhi. 4. Logistics and Supply Chain Management - Cases and Concepts.G Raghuram & N Rangaraj, Mac Millan. 	

SEMESTER III

Group-II (Complimentary) OPERATIONS MANAGEMENT (MBCMPE 3.1.2) Paper II - Operations Research			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
Course Objective:			
<ol style="list-style-type: none"> 1. To identify and articulate how operations research & management contributes to the achievement of an organization's strategic objectives. 2. To develop an understanding of the various concepts and limitations in network models in projects related to operations management 			

Learning Outcome:
Students will be able to-

Formulate and solve problems as networks and graphs.
 Develop linear programming (LP) models for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems.
 Solve the problems using special solution algorithms.

Unit	Contents
I	LPP - Resource Allocation: Introduction to Linear Programming Problems, Graphical Method - Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness, Infeasibility, Multiple Optimum Solutions. Simplex method of solution.
II	LPP – Transportation & Assignment – Transportation: Formulation and Solution by North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel’s Approximation Method (VAM); Optimization by Modified Distribution Method (MODI). Assignment: Formulation and Solution.
III	Queuing Theory - Queuing model- Features and Elements, Static and Dynamic Arrivals, Single Server and Multiple Server Queues. Transition-rate diagrams, Kendall’s Notation, Queuing Model [M/M/1: (∞/FCFS)], Introduction to Simulation Process, Monte Carlo Simulation, Generation of Random Numbers, Simulation of Queuing System.
IV	Replacement & Inventory models- Replacement Policies: Equipment Deteriorate Gradually, Time Value of Money Considered. Equipment Fail Suddenly (Group Replacement), Staff Replacement. Inventory Models with Probabilistic and Deterministic Demand. Classic EOQ, EOQ with bulk purchasing, Simulation on Inventory System.
V	PERT/CPM – Rules of Network Construction, Network Analysis (Forward Pass, Backward Pass, Critical Paths and Floats). Resource Analysis and Allocation (Crashing), Probability in PERT, PERT vs. CPM. Limitations and Difficulties in Network Methods.
VI	Game Theory - Terminology, Game Models, Two Person Zero Sum Games and their Solutions, Graphical Method, Algebraic Method, Arithmetic Method, Method of Matrices. Sequencing - Introduction, Terminology & Assumptions, Processing ‘n’ jobs through 2, 3 and ‘m’ machines. Idle time minimization through sequencing models.

Books Recommended:

1. **Introduction to Operations Research**, Hillier & Liberman – McGraw Hill

2. **Quantitative Techniques in Management**, N. D. Vohra – Tata McGraw Hill
3. **Operations Research**, Paneersevam – Prentice Hall of India
4. **Operations Research**, J. K. Sharma - McMillan
5. **Operations Research**, Hira and Gupta – S. Chand & Co.
6. **Operations Research**, V.K. Kapoor – Sultan Chand & Sons, New Delhi.

SEMESTER III

Group-II (Complimentary) SERVICE SECTOR MANAGEMENT

(MBCMPE 3.2.1) Paper I - Banking & Insurance Services

<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
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Course Objective:

1. To understand the basic functioning of bank and the various concepts involved in banking.
2. To understand the concept, significance and functioning of insurance industry.

Learning Outcome:

Students will understand banking and Insurance sectors which mobilize funds in the economy. Students will be versed with study of the sector: its structure, operations, functions, instruments, regulations and other roles. Students will accumulate knowledge to understand the changing national and global banking and insurance operations, technology and paradigm shift in the sector.

Unit	Contents
I	Banking Services -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Introduction to Banking services, Types of customers, Types of Deposit Accounts, Common guidelines of opening and operating accounts and KYC, Deposit Insurance.
II	Basics of bank Lending: Principles of Lending, Basics of Loan

	Appraisal, Credit decision making and Review, Types of Advances, Management of Non Performing Assets.
III	Concept of PLR, Base rate; Customer relationship management, Ombudsmen, New trends in banking .
IV	Insurance Services – Concept of insurance, principles of insurance. IRDA: powers and functions; Basics of Life Insurance: Principles in Life Insurance Contract, Title and claims.
V	Role and functions of life insurance policies, life insurance products-proposal, policy and documents, types of life insurance products.
VI	General Insurance: Principles in General Insurance Contracts, Essentials of general insurance policies, general terms and conditions documentations, underwriting; Types of general insurance products, claims procedure.
Books Recommended: <ol style="list-style-type: none"> 1. Commercial Banking in India, NCFM reference material 2. Essentials of financial services, Dr S.Gurusamy, Mc-Graw Hill 3. Manual of Insurance Laws, Bharat Publication Private limited 4. Insurance Manual, Taxmann Publication Private Limited 5. Principles of Insurance Law, M. N. Srinivasan, Wadhwa & Co 	

SEMESTER III

Group-II (Complimentary) SERVICE SECTOR MANAGEMENT (MBCMPE 3.2.2) Paper II - Hospitality Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
Course Objective: To understand the concept, significance and functioning of hospitality industry and the role of management in running it.			

Learning Outcome:

Identify and recognize legal issues that may impact hospitality industry. Distinguish among the various types of costs in the hospitality industry. Monitor and control food, beverage. Make managerial decisions based on analysis of cost data & expectations of customers

Unit	Contents
I	Hospitality Industry : Management of Hotel, scientific management and operations of hospitality services, scope and functioning of a hotel, The guest in a hotel, Computerized Hotel Management system, English-French terms in Hospitality , Management of Tourism, recreation, clubs, gaming and entertainment.
II	Departments in a hotel : Departmental structure, front office operations, guest services, housekeeping , linen and uniforms, kitchen and its operations, restaurant operations, Bar operations, Stewarding, sales and marketing, maintenance, administration and HRD, accounting and finance control.
III	Minor operating departments: Laundry, facilities, Banquet functions, conferences and catering services management, outdoor catering and mobile catering.
IV	Exhibitions and other income sources, Purchase and store.
V	Security and safety systems: security and safety, security measures for cash and credit, pilferage and theft, maintenance of building, machineries and equipments.
VI	Prevention against accidents and fire, staff training for safety preventions.

Books Recommended:

1. **Hospitality Management**, Jagmohan Negi, Gaurav Manohar, University Science
2. **Press Introduction to Hospitality**, 6th Ed, John Walker, Prentice Hall Hotel

3. **Management & their Technology**, Dinesh Tomar, Neha Publishers and distributors
 4. **Introduction to Management in the hospitality industry**, Clayton Barrows, Power and Reynolds, John Willy & Sons Publication

SEMESTER IV

CORE COURSES

(MBC 4.1) Business Ethics & Corporate Governance

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

Group: Core

Course Objective:

1. To promote ethical thinking and behaviour in students
2. To develop an understanding of the need and concepts of Business Ethics
3. To sensitize students regarding the ethical issues arising in various domains of business

Learning Outcome:

This course would provide the skills with which to recognise and resolve ethical issues in business; Enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting; It would further imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

Unit	Contents
I	Business Ethics: Introduction, Concepts and theories, definitions, importance and need for Business ethics, Values and morals. Management and ethics, Normative Theories, – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.
II	Business & Organisational Ethics: The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India. Organizations & Organisation culture, Types of Organization, Corporate code of ethics – Formulating, Advantages,

	implementation Professionalism and professional ethics code.
III	Corporate Governance: Introduction, mechanisms and systems of corporate governance, Indian model of Corporate Governance, OECD principles, World Bank on Corporate Governance, McKinsey Survey on CG, Indian Committees and guidelines.
IV	Corporate social Responsibility: Introduction, Models for implementation of CSR, Advantages, Scope, and steps to attain CSR, Prestigious awards for CSR, CSR & Indian Corporations-A Score Card, Future of Indian CSR.
V	Environment Ethics: Marketing Ethics & Ethics in HRM, India's Environment Policy, Environment Risk Management, Environment Audit, Areas in Marketing Ethics ,Beyond the 4P's,Role of HR in creating an ethical organisation.
VI	Globalisation & Business ethics: Growth of Global Corporations, Factors facilitating Globalisation, Impact of globalization on Indian corporate and social culture,Advantages and disadvantages of MNC's to the Host Country, International codes of Business Conduct, Whistle blowing and its codes.
Books Recommended:	
1. Business Ethics - Concept & Practice , B. H. Agalgatti & R. P. Banerjee, Nirali Publication	
2. Ethics in Business & Management , R. P. Banerjee, Himalaya Publication	
3. Business Ethics , Crane, Pub. By Oxford Press	
4. Corporate Governance & Business Ethics - (Text & Cases) , U. C. Mathur, Macmillan India Ltd.	
5. Business Ethics , C S V Murthy, Himalaya Publishing House	
6. Business Ethics & Corporate Governance , A. C. Fernando	

SEMESTER IV

(MBC 4.2) Corporate Laws			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
Course Objective:			
1. To develop a basic understanding of the legal framework in India with specific			

reference to Corporate Business situations

2. To develop a basic level knowledge about the various laws that concern the area of Business in India

Learning Outcome:

It would provide: Basic and broad knowledge in business laws in management. Also the Ability to apply concepts, principles and theories to understand simple business laws. Global Perspective: Awareness of the different business laws.

Unit	Contents
I	Introduction to companies act 2013 (as amended from time to time), Company- an introduction, features, kinds of companies, statutory company ,Registered company, Government company, Foreign Company, Sec 8 Company, Holding and subsidiary company, one person company, Conversion of Private company to Public company, conversion of Public company to Private company, Section 8 to other kinds.
II	Formation of company- promotion, incorporation, commencement of business, preliminary contracts and provisional contracts Memorandum of Association- clauses and alterations, Articles of Association- Content and alterations. Binding effect of Memorandum of Association and Articles of Association, Doctrine of ultra vires, doctrine of constructive notice, Doctrine of indoor management. Laws and Procedures of Corporate Restructuring leading to: Mergers; Amalgamations, Takeovers / Acquisitions, Joint Ventures,
III	Company Management: Directors, qualifications, legal position of directors, number of directors, duties, liabilities ,D.I.N, Types of Directors-managing director, whole time director, women director, executive director, Independent director, Resident executive director, additional director, Meaning of KMP-types, Nominee director, Board of Directors-Meaning and powers

IV	Company meetings -Meaning of meeting, kinds of meetings, notice, agenda, quorum, chairman, voting (postal, electronic and poll), Proxy and its provisions, resolutions, Board of Directors meetings, frequency, time and place of business meetings, notice, quorum, agenda, chairman of board meeting, voting at board meeting
V	Secretarial Practices - definition of company Secretary, Appointment of whole time company secretary, position of company secretary , Duties, liabilities, qualifications, duties of secretary with respect to Board meeting, general meetings, concepts of secretarial standards, Secretarial audit, objectives of Secretarial audit
VI	MCA-21 - MCA Services, Meaning, objective of MCA 21 application, use of MCA website, DSC, requirements for DIN, E-filing- meaning, advantages, process of E-filing, uploading an e-form, meaning of public document of a company

Books Recommended:

1. **Business Law including Company Law**, S. S. Gulshan, G. K. Kapoor, New Age International Publishers, New Delhi
2. **Elements of Mercantile Law**, N. D. Kapoor , Sultan chand & Sons
3. **Indian Contract Act**, Avtar Singh, Eastarn Book Company
4. **Company Law & Secretarial Practice**, Kapoor N.D, Sultan Chand & Sons, New Delhi
5. **Company Law and Secretarial Practice**, Dr. R. K. Nelakha, Ramesh Book Depot, Jaipur
6. **Corporate & Allied Laws**, Munish Bhandari, Best Word Publication.

SEMESTER IV

(MBC 4.3) Advanced Financial Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Core</i>
Objectives:			
<ul style="list-style-type: none"> • To understand the conceptual framework of Capital structure of a firm and its relationship with administration. • To understand the concept of Lease, Joint Ventures and mergers through Advanced Financial Management functions. 			

Learning Outcome:

Students will be able to develop the ability to take decisions and plan, execute and control financial strategies towards attainment of organizational financial goals.

Unit	Contents
I	Capital structure & Value of firm Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signaling theory. EBIT-EPS Analysis.
II	Cash Management Motives of holding cash, factors determining the cash balance, Managing the cash flow, Options for investing surplus funds & strategies for managing surplus funds, Cash Management Models- The Baumol model, The Beranek Model, The Miller-Orr Model
III	Leasing, Hire-purchase (6 sessions) Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire-purchase arrangement, Choice between leasing & hire purchase.
IV	Risk Analysis in Capital Budgeting (8 sessions) Sources & perspective of risk, Sensitivity analysis, Scenario analysis, Breakeven analysis, Miller Model, Simulation analysis, Decision tree analysis, Corporate risk analysis.
V	Valuation of business and Mergers & Acquisitions (6 sessions) Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method. M&A – Exchange ratio Financial evaluation of mergers..
VI	International Financial Management (6 sessions) The foreign exchange market, International parity relationships, Foreign exchange risk and hedging, International Capital investment analysis, Political risk of foreign investments, Financing international operations.

NB: Numerical & cases shall be based on Unit I, Unit II, Unit III, Unit IV, and Unit V only.

Suggested Readings:

1. **Financial Management**, Ravi Kishore, Taxmann's, New Delhi.
2. **Financial Management: Problems and Solutions**, Ravi Kishore, Taxmann, New Delhi
3. **Financial Management - Theory & Practice**, Prasanna Chandra, TMH Publishers 2004
4. **Financial Management**, I.M. Pandey, Vikas publishing house, New Delhi.
5. **Financial Management & Policy**, V. K. Bhalla - (Anmol Publication, New Delhi)
6. **Strategic Financial Management**, Dr. J. B. Gupta - Taxmann's, New Delhi
7. **Financial Management**, Rajiv shrivastava, Anil Misra - Oxford Higher Education.
8. **Financial Management**, M. Y. Khan & P. K. Jain - Tata McGraw Hill Education Pvt. Ltd.

SEMESTER IV

(MBC 4.4) Corporate Tax Planning & Management

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

Group: Core

Course Objective:

1. To summarize the principles of courtesy as they are practiced in the workplace
2. Syllabus will also discuss the effects that improper communication and poor listening may have on the work environment.
3. To Identify examples of the proper and improper use of technology in the workplace
4. Students can also interpret common cultural differences, taboos, and customs that may be practiced in the workplace, and discuss ways to navigate and honour such differences

Learning Outcome:

Students will be able to use knowledge of tax planning, provisions, capital gains and depreciation management process under companies act and income tax act.

Unit	Contents
I	<p><u>Basic Concepts</u></p> <p>Theory: Introduction to Income Tax Law: Overview of Income Tax Law in India, Constitutional powers to levy Income Tax, Concepts of Finance Act, Income Tax Rules, Circulars and Notifications, Levy of Income Tax, Rates of Taxes applicable for various assesseees for</p>

	<p>relevant assessment year, Introduction to heads of Income.</p> <p>Important Definitions: Assessee [Section 2(7)], Assessment [Section 2(8)], Person [Section 2(31)], Income [Section 2(24)], India [Section 2(25A)], Assessment Year, Previous Year</p> <p>Problems: Residential Status (Section 6): Residential Status of an Individual Assessee (Basic and Additional Conditions including exceptions to these conditions) and Residential Status of Companies, Concept of Place of Effective Management.</p>
II	<p><u>Profits and Gains from Business and Profession</u></p> <p>Theory and Problems: Computation of Profits and Gains from Business or Profession: Scope of Chargeability (Section 28), Admissible Deductions (Section 30 to 37) (excluding depreciation on assets held by power generation units). Inadmissible Deductions (Section 40), Disallowances under certain circumstances (Section 40A), Deemed Profits (Section 41), Deductions on the basis of actual payments (Section 43B) Compulsory maintenance of books of accounts (Section 44AA), Audit of books of accounts of certain persons carrying on business or profession (Section 44AB), Presumptive Taxation (Section 44AD and Section 44AE)</p>
III	<p><u>Capital Gains</u></p> <p>Theory: Scope of Chargeability (Section 45), Ascertainment of Cost of acquisition in Specified Circumstances (Section 49), Cost of Acquisition and Cost of Improvement (Section 55); Definitions of Capital Asset, Short Term and Long-Term Capital Assets, Transfer.</p> <p>Problems: Computation of Capital Gains (Section 48), Computation of Capital Gains in respect of Depreciable Asset (Section 50 and 50A) Taxation of Capital Gains (Section 111A, 112 and 112A)</p> <p>Capital Gains in Special Cases: Capital gains in respect of: Conversion of capital asset into stock in trade and its subsequent sale; Conversion of stock in trade into capital asset; Transfer of Intangible Asset; Transfer of Right shares and offer for right shares; Buy back of own shares and other specified securities by a company (Section 46A)</p> <p>Exemptions of Capital Gains: Provisions of Section 54D, Section 54EC and Section 54EE.</p>
IV	<p><u>Income from Other Sources</u></p> <p>Theory and Problems: Dividend [Section 2(22)], Scope of Chargeability [Section 56(1) and Section 56(2)]; Rules for</p>

	<p>determination of fair market value of property; Admissible Deductions (Section 57), Disallowances (Section 58)</p> <p>Computation of Income under the head other sources: Concept of Dividend and Deemed Dividend and its taxability, Taxation of winnings from lotteries, crossword puzzles, horse races & card games; Taxation of interest on securities; Taxation of gifts, Taxation of compensation and enhanced compensation; Concept of Dividend Stripping [Section 94(7)]; Concept of Bonus Stripping [Section 94(8)]</p>
V	<p><u>Computation of Tax Liability of a Corporate Entity and Corporate Tax Compliances</u></p> <p>Theory: Corporate Tax Compliances: Income Tax Return – Form 6, Due dates for filing income tax returns for corporate assessee, Income Tax Payment Challans: ITNS 280 and ITNS 281, Procedure of online payment of Income Tax by corporate assessee.</p> <p>Problems: Computation of Tax Liability of a corporate assessee including Computation of Minimum Alternate Tax (MAT), Set-off and Carry forward of losses of companies.</p>
VI	<p><u>Tax Planning</u></p> <p>Introduction to Tax Planning: Concept of Tax Planning, Tax Management, Tax Evasion and Tax Avoidance.</p> <p>Tax Planning in respect of Financial Management Decisions: Tax Planning relating to Capital Structure decisions, Tax Planning in respect of Bonus Shares and Buy Back of Shares, Tax Planning in respect of Inter-Corporate Dividend (Section 80M)</p> <p>Tax Planning in respect of managerial decisions: Tax planning in respect of Own or lease transactions, Tax Planning in respect of Make or buy decisions; Tax planning in respect of Repairs, Replace, Renewal or Renovation of an Asset.</p>
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Corporate Tax Planning, V. K. Singhania, TAXMAN PUBLICATION. 2. Corporate Tax Planning and Management Direct Tax Law & Practice , Girish Ahuja & Ravi Gupta, Bharat Publication. 3. Taxman’s students guide to income tax, Dr. Vinod K. Singhania. 4. Systematic approach to income tax and central sales tax , Ahuja and Gupta. 5. Income tax ready reckoner , V. G. Mehta 	

SEMESTER IV

CORE GROUP SPECIALIZATIONS (ANY ONE OR MAXIMUM TWO)

Group-I Marketing Management (MBCE 4.1.1) Paper III - Consumer Buying Behaviour			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
Course Objective: To develop an understanding of the concepts and the significance involved in Consumer Buying Behaviour			

Learning Outcome:

It would establish the relevance of consumer behaviour theories and concepts to marketing decisions. Implement appropriate combinations of theories and concepts. Recognise social and ethical implications of marketing actions on consumer behaviour. Use most appropriate techniques to apply market solutions.

Unit	Contents
I	Concept of consumer personality & brand personality as related to STP, buying influences on consumers and organizational buyers, consumer motivation, perception, learning & attitudes
II	Reference groups, buying process, factors influencing buying decisions, models of buying behaviour, post purchase behaviour.
III	Marketing research, methods of research and research process, data collection techniques, sources of secondary data for marketing decisions, relevance of secondary data, marketing metrics.
IV	IMC definition, scope, elements, role, etc., models of IMC, media and media planning, IMC strategy and process, new media
V	IMC and brand communication process, role of advertising in branding process BTL, OOH, etc., promotions in IMC – consumer, trade

	sales, co-branding, in-branding, etc.
VI	Creativity and innovation in IMC, packaging and labelling in IMC, PR and ethics in PR, corporate communications, International communications, cross cultural issues in IMC.
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Consumer Behaviour , Schiffman, Kanuk & Kumar 2. Consumer Behaviour & Branding , Kumar 3. Integrated Advertising, Promotion & Marketing Communications, Clow & Baack 4. Advertising, Jafkins 	

SEMESTER IV

<p>Group- I Financial Management (MBCE 4.2.1) Paper III - Investment Environment & Wealth Management</p>			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
<p>Course Objective: Understanding the concepts involved in wealth management and the significance and analysis of portfolio analysis</p>			

<p>Learning Outcome: Students will be able to explain the financial and investment environment, assess the financial objectives, evaluate the factors affecting investment decisions, identify alternative sources of finance and consider their suitability and apply techniques in managing wealth.</p>

Unit	Contents
I	Investment Management: Introduction, Financial & Economic meaning. Difference between Investment & Speculation, Investment

	& Gambling and Investment & Arbitrage; Real & financial asset. Investment media, Investment process, Investment program.
II	Financial System - Financial markets [Money, Debt and Equity Markets]- structure, regulatory bodies- Role and functions-(RBI, IRDA, PFRDA and SEBI); Product features and uses (CP/CD, T bills, REPO, reverse REPO, dated securities, rated securities, equity shares) and participants – Role and functions (CCIL, FIMMDA, PDs, NSCCL, NSDL, CDSL.)
III	Portfolio analysis : Traditional v/s Modern; Investors attitude towards Risk & Returns; Portfolio Selection – its introduction, Importance of Beta – CAPM.
IV	Insurance Services - Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different types of insurance products – whole life products, interest sensitive products, term assurance annuities, endowment, assurance. Brief idea of Medi-Claim and health insurance products.
V	Mutual Funds – Organization Structure, Classification of Funds – Types of Funds – Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Real-Estate Funds; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and Value Averaging; AMFI; AGNI. Recent developments in the Mutual Fund industry.
VI	Wealth Management - Investor life cycle and investment goals, Investment options available and their comparison, Asset Allocation Strategies; Selecting appropriate allocation, Models of asset allocation.
Books Recommended:	
1. Strategic Financial Management , Dr. J. B. Gupta – Taxmann"s, New Delhi	
2. Financial Management , Rajiv Shrivastava , Anil Misra – Oxford Higher Education	
3. Financial Management , Ravi Kishore, Taxmann"s, New Delhi.	
4. Financial Management: Problems and Solutions , Ravi Kishore, Taxmann, New Delhi	

5. **Financial Management - Theory & Practice** , Prasanna Chandra, TMH Publishers 2004
6. **Financial Management**, I.M. Pandey, Vikas publishing house, New Delhi.
7. **Options Futures and other Derivatives**, John C.Hull, PHI-EEE, 2011
8. **Financial Institutions and Markets** , L. M. Bhole – 4th Edition
9. Reference Material of NCFM from www.nseindia.com
10. Reference Material of NISM Mutual Fund Module from www.nseindia.com

SEMESTER IV

Group- I Human Resource Management (MBCE 4.3.1) Paper III - Industrial relations and Labour Laws			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
Course Objective: <ol style="list-style-type: none"> 1. To understand the concepts, legislations relating to Social Security Measures, Wages and Industrial Relations, Trade Unions and Employment Conditions. 2. To understand Industrial Relations and Grievance Redressal Procedures 			

Learning Outcome:

Students will be able to elaborate the concept of Industrial Relations. The students will be able to illustrate the role of trade union in the industrial setup. Students will be able to outline the important causes & impact of industrial disputes. Students will be able to elaborate Industrial Dispute settlement procedures.

Unit	Contents
I	Industrial Relations & Democracy - Definition and concept of industrial relation, scope, objectives, factors affecting industrial relations, approaches to industrial relations, importance of industrial relations

	<p>(A) Collective Bargaining: definition, importance, types, prerequisites of effective collective Bargaining and Collective Bargaining in India; (B) Workers Participation: Concept, aims and objectives, importance, forms of participation, conditions essential for working of the scheme..</p>
II	<p>Grievances & Disputes - meaning and causes, grievance redressal procedure, Industrial Disputes- causes of industrial disputes, concept of strike and lockout, authorities for settlement of industrial dispute namely works committee, Conciliation Officer, Conciliation Board, court of Enquiry, Labor Court, Industrial Tribunal, National Tribunal, grievance settlement authority as per Industrial Disputes Act-1974 Industrial peace- measures and significance of peace and harmony to industrial productivity and progress</p>
III	<p>Code on wages 2019- Minimum wages: Concept, fixation of minimum wages, Procedure for fixing and revising minimum wages; Payment of wages: concept, mode of payment of wages, deductions which can be made from wages Payment of Bonus: eligibility for bonus, disqualification for bonus, minimum and maximum bonus, available surplus, allocable surplus, set on and set off of allocable surplus, Time limit for payment of bonus..</p>
IV	<p>Laws relating to working hours and work conditions- Factories Act 1948- important definitions, provisions regarding workers health, safety and welfare, provisions relating to working hours of adult, rules relating to employment of women, provisions of employment of young persons Child Labors (Prohibition and Regulation) Act, 1986:- Scope and application of the act, objectives, provisions regarding hours and periods of work for children, provisions regarding health and safety for working children, prohibition of employment of children in certain occupations and processes</p>
V	<p>Labour Welfare and Social Security Meaning and objectives of labour welfare, theories of labour welfare, welfare officer in Indian industry, qualification and role of welfare officers Workmen's Compensation Act: Object, definition of employer and employee, partial disablement and total disablement, employer's</p>

	liability for compensation Payment of Gratuity act: Concept, Scope and application of the act, Provisions relating to payment of gratuity, nomination, Employers duty to pay gratuity
VI	Labour Legislations & ILO –Need of labour legislation, principles of labour legislation, labour legislation and the Constitution of India, Conventions and recommendations of ILO ILO: structure, main bodies of ILO, objectives and functions of ILO, importance, impact of ILO on labour legislations in India, Ministry of Labour: Offices attached to Ministry of Labour
Books Recommended:	
<ol style="list-style-type: none"> Dynamics of Industrial Relations, Mamoria & Mamoria, Himalaya Publishing House. Industrial Jurisprudence & Labour Legislation, A.M. Sarma, 9th revised edition, Himalaya Publishing House Labour Laws, Taxman's Essentials of Human Resource Management & Industrial Relations, P. Subbha Rao, Himalaya Publishing House. Industrial Relations, C. S. Venkata Ratnam, Oxford University Press. 	

SEMESTER IV

COMPLIMENTARY GROUP SPECIALIZATION (ANY ONE)

Group- II			
Operations Management			
(MBCMPE 4.1.1) Paper III - Total Quality Management			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>
Course Objective:			
<ol style="list-style-type: none"> To develop an understanding of the concept and the major issues in Quality management To develop an understanding regarding the various tools and techniques of Quality Management 			

Learning Outcome:

Students can demonstrate principles and processes of quality management which involves statistical techniques, tools and system. They will also be able to understand the methods of minimising deficiencies and defects while learning various quality management tools and techniques.

Unit	Contents
I	Understanding Quality and Quality Philosophies - Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs, Quality Philosophy of Deming, Joseph Juran, Philip Crosby, Genich Taguchi
II	TQM Principles - What is TQM?, What Does TQM Cover?, Guiding Principles of TQM, Managerial Perspective to TQM
III	Statistical Process Control (SPC) and Other Quality Improvement Techniques - Process Control Charts, Control Charts for variables and attributes, Pareto Diagrams, Scatter Diagrams, Run Charts, Cause and Effect Diagrams, Concept of six sigma.
IV	TQM Tools - Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), QFD Process, Benefits, Taguchi's Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs, FMEA - Stages of FMEA.
V	Quality Improvement Systems - Kaizen, Lean, Poka-Yoke, 5S, 3M, Quality Circles, Value Analysis and Value Engineering.
VI	Business Process Reengineering - What is BPR?, Need for BPR, BPR in USA, Europe, India

Books Recommended:

1. **Total Quality Management**, Dale H. Besterfield, et al., Pearson Education Asia, 1999. Indian reprint 2002
2. **The Management and Control of Quality**, James R. Evans & William M. Lidsay, 5th Edition, South-Western Thomson Learning, 2002 ISBN 0-324-06680-5.
3. **Total Quality Management**, Feigenbaum, McGraw-Hill, 1991
4. **Total Quality Management**, Poornima M. Charantimath, 2nd Edition, Pearson

SEMESTER IV

Group- II
Service Sector Management
(MBCMPE 4.2.1) Paper III - Health Care Management

Teaching Hours: 4

Total Credit: 4

Total Marks: 80

*Group:
Specialisation*

Course Objective:

1. To create an understanding of the various concepts involved in the issues relating to Healthcare and social development.
2. To create an awareness of social welfare and factors relating to health policy formulations.

Learning Outcome:

The healthcare industry will continue to expand and diversify, requiring administrators to help ensure smooth business operations. Great growth potential. Rewarding Experience: Enjoy the gratification of helping those in need. Skills-focused program that helps you to acquire the skill-sets to work as a Health Care Office Administrator.

Unit	Contents
I	Social Welfare, Social policy, Factors in Social Policy: Situational, Structural, Ideological and Environmental, Health Policy formulation: Factors, Determinants and other sectoral issues. Health & Family welfare services.
II	Health care and Social development.
III	National health policy: Review of different committees. Health policy: Input, Output and Performance; Role of Private and Voluntary groups; Role of national and International agencies. Health and Social Policy: International Perspective; Health policy the Disadvantaged.
IV	Concept of Health Care Planning, Health Expenditures, Hospitals as a

	Health Care Delivery System. Management of Health Care Systems in India. Dimensions of Health Care Management.
V	Concepts of Environmental Health Care; Microbiological considerations; Laundries, CSSD, Insect, Rodent Control, Emergency and Disaster Planning; Safety Management; Patients and Personnel Safety, Fire Safety, General Sanitation.
VI	Hazardous Waste Management; Solid Waste Handling & Disposal; Liquid Waste Handling, Collection & Disposal; Water Treatment and Distribution, Planning and Organising for Safety and Waste management. Legal and Social Aspects of Waste Management; Trends and Practices.

Books Recommended:

1. **Implementing Health Policy**, Chatterice, Meera, 1988, Manohar, New Delhi.
2. **Alternative Approaches to Meeting Basic Health Needs in Developing Countries**, Djunkanovic, V and Mach, E P. ed 1975. WHO, Geneva.
3. **Policy making and Planning in Health Sector** Lee Kenneth and Mills, Anne. 1987, Oxford University Press, Oxford.
4. **A comparative approach to Policy Analysis: Health Care Policies in Four Nations**, Leichter, HM. 1979. Cambridge University Press, Cambridge.
5. **Comparative National Policies on Health**, Care|| Roemer, M I. 1977. Mareel Dekker, New York.
6. **Safety & Health Management Planning**, Ferry, Ted Van Nostrand Reinhold, New York. 1990.
7. **Waste Management** Journal of Hazardous. U.S.A.
8. **Health Economics** , Zweife, Peter I and Friedrich Breyer, Oxford University Press, New York, 1997.
10. **Hospital Organization and Management Text and Brading**, Kurt. Darr & Jonathan S R, CBS Publishers & Distributors, 1992
11. **Handbook of Hospital Personnel Management**, Goyal, R.C, Prentice Hall of India

Project Work (MBPR 7.0) (From any one core/ complimentary)			
<i>Teaching Hours: 4</i>	<i>Total Credit: 4</i>	<i>Total Marks: 80</i>	<i>Group: Specialisation</i>

Learning Outcome:

Industry based live projects will allow students to gain valuable work experience during study. This will pave way for self-empowerment through skill building and hands-on-training.

Project Work: Project work will be compulsory for each student appearing at the semester- IV (M.B.A) Examination.

(i) Project shall carry 100 marks as follows:

Particulars	Marks
Project Report Evaluation	50
Assessment by External Expert	30
Assessment by Internal Expert	20
Total	100

(ii) For Project work a batch of Twenty students per guide /supervisor has to be allotted by the Institute.

(iii) A copy of Project work (Printed or Type Written) shall be submitted to college, at Fifteen Days prior to the date of commencement of Semester-IV Examination, which will be retained by the college/Department for internal evaluation purpose.

(iv) A Candidate shall submit with his/her project work, a certificate from the Supervisor to the effect- That the candidate has satisfactorily completed the Project work for not less than one session and That the Project work is the result of the candidates own work and is of sufficiently high standard to warrant its presentation for examination.



PATTERN OF QUESTION PAPER (THEORY/NUMERICAL)

Time: 3.00 Hours

Marks: 80

- **Note: All questions are compulsory.**

		THEORY SUBJECTS	NUMERICAL SUBJECTS		
Q. No.	Sub-Question	Nature		Unit	Marks
1.		LAQ	LAQ	-	
	A	Theory	Problem	Unit No. I	10
	OR		OR		
	B	Theory	Problem	Unit No. I	10
2.		LAQ	LAQ		
	A	Theory	Problem	Unit No. II	10
	OR		OR		
	B	Theory	Problem	Unit No. II	10

3.		LAQ	LAQ		
	A	Theory	Problem	Unit No. III	10
	OR		OR		
	B	Theory	Problem	Unit No. III	10
4.		LAQ	LAQ		
	A	Theory	Problem	Unit No. IV	10
	OR		OR		
	B	Theory	Problem	Unit No. IV	10
5.		LAQ	LAQ		
	A	Theory	Problem	Unit No. V	10
	OR		OR		
	B	Theory	Problem	Unit No. V	10
6		LAQ	LAQ		
	A	Theory	Theory	Unit No. VI	10
	OR				
	B	Theory	Theory	Unit No. VI	10
7.		SAQ (Any Five)	SAQ (Any Five)	-	
	A	Theory	Theory	Unit No. I	4
	B	Theory	Theory	Unit No. II	4
	C	Theory	Theory	Unit No. III	4
	D	Theory	Theory	Unit No. IV	4
	E	Theory	Theory	Unit No. V	4
	F	Theory	Theory	Unit No. VI	4

INTERNAL ASSESSEMENT
(ALL THEORY AND PRACTICAL SUBJECTS)

Sr. No.	Particular	Marks
1	Two Unit Tests (4 marks each)	08

2	Term Examination	04
3	Attendance	04
4	Viva Voce	04
	Total	20

