

MASTER OF BUSINESS ADMINISTRATION (HONOURS) PROGRAMME

(With Effect from Academic Session 2018-19)

The syllabus and scheme of examinations of MBA (Honours), a two-year full-time programme in dual specialization, is as under:

MBA (Hons.) 1st Semester (Total Credits: 32, Marks-800)

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-11	Management Process and Organizational Behaviour	3	1	0	4	4
MBA(H)-12	Statistics for Business Decisions	3	1	0	4	4
MBA(H)-13	Managerial Economics	3	1	0	4	4
MBA(H)-14	Business Environment	3	1	0	4	4
MBA(H)-15	Business Communication	3	1	0	4	4
MBA(H)-16	Accounting for Managers	3	1	0	4	4
MBA(H)-17	E-Business	3	1	0	4	4
	Open Elective *	3	1	0	4	4

* = Credits for Open Elective(s) shall be earned by the students from other departments.

MBA (Hons.) 2nd Semester (Total Credits: 32, Marks-800)

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-21	Research Methodology	3	1	0	4	4
MBA(H)-22	Quantitative Techniques	3	1	0	4	4
MBA(H)-23	Comprehensive Viva-Voce	-	-	-	-	2
MBA(H)-24	Seminar	-	-	-	-	2
	Open Elective *	3	1	0	4	4

* - Credits for Open Elective(s) shall be earned by the students from other departments.

Any four of the following:

MBA(H)-25	Marketing Management	3	1	0	4	4
MBA(H)-26	Human Resource Management	3	1	0	4	4
MBA(H)-27	Corporate Finance	3	1	0	4	4
MBA(H)-28	Bank Management	3	1	0	4	4
MBA(H)-29	International Business	3	1	0	4	4
MBA(H)-210	Management Information System	3	1	0	4	4
MBA(H)-211	Production and Operations Management	3	1	0	4	4
MBA(H)-212	Rural and Urban Management	3	1	0	4	4

MBA(H)-213	Hospital Administration	3	1	0	4	4
MBA(H)-214	Public System Management	3	1	0	4	4
MBA(H)-215	Personality Development	3	1	0	4	4
MBA(H)-216	Business Ethics and Corporate Governance	3	1	0	4	4
MBA(H)-217	Economic Legislation	3	1	0	4	4

Summer Training: At the end of second semester, all the students shall have to undergo summer training of 8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in the organization(s). Each student will be required to submit a summer training report to the department for the work undertaken upto 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation and remaining 50 marks will be awarded by external examiner after evaluation of summer training report.

MBA 2 (Hons.) 3rd Semester (Total Credits: 36, Marks-900)

After completing 1st and 2nd Semester, students are required to opt any three optional courses from each of two specializations apart from the core subjects in 3rd semester (Marketing Management, Financial Management, Organisation Behaviour and Human Resource Management, Bank Management, International Business, Production and Operations Management, Information Technology Management, Rural and Urban Management, Public System Management and Health Care Administration). For introducing the specialization in third semester, there must be at least 10 students. The specializations opted in 3rd semester will remain the same in 4th Semester also.

Core Courses						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-31	Strategic Management	3	1	0	4	4
MBA(H)-32	Summer Training Report	-	-	-	-	4
	Open Elective *	3	1	0	4	4
* = Credits for Open Elective(s) shall be earned by the students from other departments.						
Specialization: Marketing Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-MM-31	Integrated Marketing Communication	3	1	0	4	4
MBA(H)-MM-32	Consumer Behaviour	3	1	0	4	4
MBA(H)-MM-33	Service Marketing	3	1	0	4	4
MBA(H)-MM-34	Marketing Research	3	1	0	4	4
MBA(H)-MM-35	Brand Management	3	1	0	4	4

Specialization: Financial Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-FM-31	Security Analysis and Portfolio Management	3	1	0	4	4
MBA(H)-FM-32	Management of Financial Services	3	1	0	4	4
MBA(H)-FM-33	Financial Markets	3	1	0	4	4
MBA(H)-FM-34	Corporate Tax Planning	3	1	0	4	4
MBA(H)-FM-35	Strategic Cost Management	3	1	0	4	4
Specialization: Organisation Behaviour and Human Resource Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-OBH-31	Management of Industrial Relations	3	1	0	4	4
MBA(H)-OBH-32	Performance Management	3	1	0	4	4
MBA(H)-OBH-33	Compensation Management	3	1	0	4	4
MBA(H)-OBH-34	Human Resource Planning and Development	3	1	0	4	4
MBA(H)-OBH-35	Managing Interpersonal and Group Processes	3	1	0	4	4
Specialization: Bank Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-BM-31	Applied Banking	3	1	0	4	4
MBA(H)-BM-32	Merchant Banking and Financial Services	3	1	0	4	4
MBA(H)-BM-33	Retail Banking	3	1	0	4	4
MBA(H)-BM-34	International Banking and Forex Management	3	1	0	4	4
MBA(H)-BM-35	Fraud Investigation	3	1	0	4	4
Specialization: International Business (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-IB-31	International Business Environment	3	1	0	4	4
MBA(H)-IB-32	Export Import Procedures and Documentation	3	1	0	4	4
MBA(H)-IB-33	Foreign Exchange Management	3	1	0	4	4
MBA(H)-IB-34	Multinational Banking	3	1	0	4	4
Specialization: Production and Operations Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-POM-31	Material Management	3	1	0	4	4
MBA(H)-POM-32	Total Quality Management	3	1	0	4	4
MBA(H)-POM-33	Production Planning and Control	3	1	0	4	4
MBA(H)-POM-34	Applied Operations Research	3	1	0	4	4
MBA(H)-POM-35	Logistics Management	3	1	0	4	4

Specialization: Information Technology Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-IT-31	Management Support System	3	1	0	4	4
MBA(H)-IT-32	Business Process Re-engineering	3	1	0	4	4
MBA(H)-IT-33	System Analysis and Design	3	1	0	4	4
MBA(H)-IT-34	Strategic Management of Information Technology	3	1	0	4	4
MBA(H)-IT-35	Data Base Management	3	1	0	4	4
Specialization: Rural and Urban Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-RM-31	Co-operative Management	3	1	0	4	4
MBA(H)-RM-32	Rural Credit and Finance	3	1	0	4	4
MBA(H)-RM-33	Rural Resources and Development	3	1	0	4	4
MBA(H)-RM-34	Rural Industrialization	3	1	0	4	4
MBA(H)-RM-35	Participatory Development in Rural Areas	3	1	0	4	4
Specialization: Public System Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-PS-31	Public Enterprise Management	3	1	0	4	4
MBA(H)-PS-32	Financial Management in Public Systems	3	1	0	4	4
MBA(H)-PS-33	Energy Management	3	1	0	4	4
MBA(H)-PS-34	Hotel Management	3	1	0	4	4
MBA(H)-PS-35	Development Administration	3	1	0	4	4
Specialization: Health Care Administration (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-HC-31	Community Health, Epidemiology and Population Management	3	1	0	4	4
MBA(H)-HC-32	Health Care and Social Policy	3	1	0	4	4
MBA(H)-HC-33	Health System Management	3	1	0	4	4
MBA(H)-HC-34	Health Care Economics and Finance	3	1	0	4	4
MBA(H)-HC-35	Environmental Health Management and Safety Planning	3	1	0	4	4

MBA (Hons.) 4th Semester (Total Credits: 38, Marks-950)

Core Courses						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-41	Entrepreneurship Development	3	1	0	4	4
MBA(H)-42	Business Analytics	3	1	0	4	4
MBA(H)-43	Research Project	-	-	-	-	4
MBA(H)-44	Comprehensive Viva-Voce	-	-	-	-	2

Specialization: Marketing Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-MM-41	Industrial Marketing	3	1	0	4	4
MBA(H)-MM-42	Cyber Marketing	3	1	0	4	4
MBA(H)-MM-43	Distribution and Logistics Management	3	1	0	4	4
MBA(H)-MM-44	Retail Marketing	3	1	0	4	4
MBA(H)-MM-45	International Marketing	3	1	0	4	4
Specialization: Financial Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-FM-41	Corporate Restructuring	3	1	0	4	4
MBA(H)-FM-42	Financial Derivatives	3	1	0	4	4
MBA(H)-FM-43	International Financial Management	3	1	0	4	4
MBA(H)-FM-44	Financial Econometrics	3	1	0	4	4
MBA(H)-FM-45	Strategic Financial Management	3	1	0	4	4
Specialization: Organisation Behaviour and Human Resource Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-OBII-41	Training and Development	3	1	0	4	4
MBA(H)-OBII-42	Global Human Resource Management	3	1	0	4	4
MBA(H)-OBII-43	Organizational Change and Intervention Strategies	3	1	0	4	4
MBA(H)-OBII-44	Strategic Human Resource Management	3	1	0	4	4
MBA(H)-OBII-45	Labour Laws in India	3	1	0	4	4
Specialization: Bank Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-BM-41	Credit Management	3	1	0	4	4
MBA(H)-BM-42	Risk Management	3	1	0	4	4
MBA(H)-BM-43	Rural Banking and Financial Inclusion	3	1	0	4	4
MBA(H)-BM-44	Banking Technology Management	3	1	0	4	4
MBA(H)-BM-45	Legal and Regulatory Framework for Banking	3	1	0	4	4
Specialization: International Business (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-IB-41	International Strategic Management	3	1	0	4	4
MBA(H)-IB-42	International Logistics	3	1	0	4	4
MBA(H)-IB-43	Regional Economic Blocks	3	1	0	4	4
MBA(H)-IB-44	Cross Cultural and Global Management	3	1	0	4	4

Specialization: Production and Operations Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-POM-41	Goal Programming in Management	3	1	0	4	4
MBA(H)-POM-42	Transportation Management	3	1	0	4	4
MBA(H)-POM-43	Service Operations Management	3	1	0	4	4
MBA(H)-POM-44	World Class Manufacturing	3	1	0	4	4
Specialization: Information Technology Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-IT-41	Security and Control Information System	3	1	0	4	4
MBA(H)-IT-42	Multi-Media Management	3	1	0	4	4
MBA(H)-IT-43	Internet Programming for E-Commerce	3	1	0	4	4
MBA(H)-IT-44	RDBMS & SQL Concepts	3	1	0	4	4
MBA(H)-IT-45	Enterprise Resources Planning	3	1	0	4	4
Specialization: Rural and Urban Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-RM-41	Rural Marketing	3	1	0	4	4
MBA(H)-RM-42	Urbanization in India	3	1	0	4	4
MBA(H)-RM-43	Urban Planning and Regional Development	3	1	0	4	4
MBA(H)-RM-44	Urban Organisation and Management	3	1	0	4	4
MBA(H)-RM-45	Waste Land Management	3	1	0	4	4
Specialization: Public System Management (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-PS-41	Water Resource Management	3	1	0	4	4
MBA(H)-PS-42	Marketing of Social Services	3	1	0	4	4
MBA(H)-PS-43	Planning and Management of Education System	3	1	0	4	4
MBA(H)-PS-44	Manpower Policy and Planning for Public Systems	3	1	0	4	4
MBA(H)-PS-45	Marketing for Non-Profit Organizations	3	1	0	4	4
Specialization: Health Care Administration (Any 3 Course)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA(H)-HC-41	Health and Hospital Information Systems	3	1	0	4	4
MBA(H)-HC-42	Health Communication: Development and Dissemination	3	1	0	4	4
MBA(H)-HC-43	Administration of Clinical and Non-Clinical Services	3	1	0	4	4
MBA(H)-HC-44	Laws Related to Hospital and Medical Services	3	1	0	4	4
MBA(H)-HC-45	Medical Terminology and Procedures	3	1	0	4	4

Open Elective Course(s) (for the students of other departments)

Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-OE-01	Fundamentals of Management	3	1	0	4	4
MBA-OE-02	Communication Skills	3	1	0	4	4
MBA-OE-03	Entrepreneurship Development	3	1	0	4	4
MBA-OE-04	Personality Development	3	1	0	4	4
MBA-OE-05	Fundamentals of Managerial Skills	3	1	0	4	4
MBA-OE-06	Understanding Human Behaviour	3	1	0	4	4
MBA-OE-07	Event Management	3	1	0	4	4

Note: The total credits of the MBA (Honours) programme *i.e.* from the 1st to 4th semesters will be 138 (Core Courses 78 credits, Core Electives 48 credits and Open Elective 12 credits; Total Marks-3450). Out of total, 12 Credits for Open Electives shall be earned by the students from other departments as per syllabus and scheme of the examination of the concerned department.

MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR
[MBA(H)-11]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic management concepts and behavioural process in organization.

Course Contents:

Unit 1 Management: Concept, Nature and Scope, Management Process, Principles, Functions, Skills and Managerial Roles, Evolution of Management Thoughts, Environmental Context of Management, Contemporary Issues and Challenges in Management; Corporate Social Responsibility, Managerial Decision-Making.

Unit 2 Planning: Nature and Elements of Planning, Strategic Planning, Role of Planning in Decision-Making; Organizing: Meaning and Nature, Organizational Design, Span of Control, Delegation and Decentralization; Leadership skills and styles; Motivation: Concept and Theories; Controlling: Nature, Process and Controlling Techniques.

Unit 3 Organizational Behaviour: Concept and Significance, Models, Classical, Neo-classical and Modern Theories of Organizational Structure; Understanding and Managing Individual Behaviour: Personality, Perception, Values, Attitudes, Learning and Reinforcement.

Unit 4 Understanding and Managing Group Behaviour: Processes, Interpersonal and Group Dynamics, Stress and Conflict Management, Negotiation, Emotional Intelligence, Organizational Change and Development; Organizational Culture: Managing Cultural Diversity; Knowledge Based Enterprise- Systems and Processes.

Suggested Readings:

- Koontz and Wechrick, H., *Management*, Tata McGraw Hill, New Delhi.
- Robbins, Aggarwal and Madhushree, *Fundamentals of Management*, Pearson Education, New Delhi.
- Robbins, Judge and Vohra, *Organizational Behaviour*, Pearson Education, New Delhi.
- Stoner, Freeman and Gilbert, *Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

STATISTICS FOR BUSINESS DECISIONS
[MBA(H)-12]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The object of this course is to enable the students to learn about the statistical tools and techniques for decision making.

Course Contents:

Unit 1 Measures of Central Value: Meaning and Need of measuring central value; Types of averages: mean, median, mode, harmonic mean and geometric mean; Merits, Limitations and suitability of averages; Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness and Kurtosis.

Unit 2 Correlation Analysis: Meaning, Significance and Types of correlation; Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Probable error and coefficient of determination; Regression Analysis: Meaning and significance, Regression lines and Standard error of estimate.

Unit 3 Probability: Meaning and need; Theorems of addition and multiplication; Conditional probability; Baye's theorem; Probability Distribution: Binomial, Poisson, and Normal distribution; Statistical Quality Control: Construction of Control Charts, Computing the Control Limits (X and R charts), Control Charts for Attributes - Fraction Defectives and Number of Defects; Acceptance Sampling.

Unit 4 Statistical Inference: Hypothesis Testing Procedure; Estimation: Point and Interval Estimation; Parametric tests: t-test, F-test, Z-test, ANOVA; Non-parametric tests: Chi-square test, Sign test, Mann-Whitney U-test, and Kruskal-Wallis test.

Suggested Readings:

- Gupta, S. P., *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan India Ltd., New Delhi.
- Khandelwal, A., *Business Statistics*, New Age International Publishers Ltd., New Delhi.
- Sharma, J. K., *Business Statistics*, Vikas Publishing House Pvt. Ltd., New Delhi.
- Richard, I. Levin and David, S. Rubin, *Statistics for Management*, Pearson, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MANAGERIAL ECONOMICS
[MBA(H)-13]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with the concepts and techniques used in micro-economic theory and to enable them to apply this knowledge in business decision making.

Course Contents:

Unit 1 Managerial Economics: Nature and Scope, Role of Managerial Economist in Decision Making; Objectives of a Firm, Concept of Demand and Elasticity of Demand.

Unit 2 Consumer's Equilibrium; Utility and Indifference Curve Approaches, Production and Cost Functions, Economies of Scale, Break-even Point; Learning Curve.

Unit 3 Firm Behaviour under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly (cartels, kinked demand model and price leadership).

Unit 4 Macro Economics - Concepts of National Income, Circular flow of Income, Business Cycles, Growth and Development.

Suggested Readings:

- Brigham, E. F., Pappas, J. L., *Managerial Economics*, Dryden Press, Illinois.
- Dwivedi, D.N., *Managerial Economics*, Vikas Publication, New Delhi.
- Jhingan, M.L., *Managerial Economics*, Vrinda Publication, New Delhi.
- Peterson, Lewis, *Managerial Economics*, Prentice Hall of India, New Delhi.
- Salvatore, *Managerial Economics in Global Economy*, Thomson Learning, Mumbai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BUSINESS ENVIRONMENT
[MBA(H)-14]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with the nature and changing dimensions of business environment in India.

Course Contents:

Unit 1 Business Environment: Nature, Components; Dynamics of Business Environment; Key Indicators; Risk in Business Environment; Environment Scanning; Economic Environment: Monetary, Fiscal and Industrial Policies-1956 and 1991.

Unit 2 Economic Reforms; Impact of Liberalization, Privatization and Globalization; Role of MNC's in economic growth; Government Policy concerning development of Backward Areas/Regions; Future of MSMEs; Problems of Sick Industries and Remedies.

Unit 3 Corporate Governance and Ethics; Value-based Organizations; Social Responsibilities of Business; Role of Voluntary Organizations in Protecting Consumer Rights; Consumer Protection Act-An Overview; Intellectual Property Rights-An Overview; Competition Bill 2001; Environment Protection Act-An Overview.

Unit 4 Role of WTO, IMF and World Bank in Indian Economy; Foreign Direct Investment in India; Multilateral Environment Agreements (MEAs); International Trade Blocks; Emerging Opportunities for Global Business.

Suggested Readings:

- Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.
- Bedi, Suresh, *Business Environment*, Excel Books, New Delhi.
- Biswanath, Ghosh, *Economic Environment and Business*, Vikas Publishing House, New Delhi.
- Cherunilam, Francis, *Business Environment*, Himalaya Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BUSINESS COMMUNICATION
[MBA(H)-15]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills to help them in communicating effectively for handling inter as well as intra organizational issues.

Course Contents:

Unit 1 Communication: Meaning, Process, Need, Objectives and Importance; Barriers in Communication; Guidelines for Effective Communication; 7 C's of Communication, Ethics in communication.

Unit 2 Types of Communication: Verbal - Oral and Written Communication, Non-verbal - Kinesics, Proxemics and Para Language; Modern forms of Communication. Cross Cultural Communication.

Unit 3 Audience Analysis, Writing Skills, Listening Skills, Speaking Skills, Presentation Skills, Negotiation Skills.

Unit 4 Internal Communication: Memo, Notice, Circular, Order and Proposal; Report-Writing; Agenda and Minutes of the Meeting; External Communication: Meaning, Layout. Parts and features of Business letter.

Suggested Readings:

- Courtland, L. B., John, V. T. and Chaturvedi, M., *Business Communication Today*, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, *Effective Business Communication*, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., *Business Communication*, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., *Effective Business Communication*, Tata McGraw Hills, New Delhi.
- Raman, Meenakshi and Singh, Prakash, *Business Communication*, Oxford University Press, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

ACCOUNTING FOR MANAGERS
[MBA(H)-16]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of accounting information for planning, decision making and control.

Course Contents:

Unit 1 Financial Accounting: Meaning, Scope and Importance; Process; Accounting Concepts and Conventions; Performa of Balance Sheet of a Joint-Stock Company; Depreciation Accounting and Policy; Formation and Importance of Accounting Standards; Convergence of Indian Accounting Standards with International Financial Reporting Standards (IFRS).

Unit 2 Cost Accounting: Nature and Scope, Usefulness of Costing to Managers, Activity Based Costing; Standard Costing and Variance Analysis; Marginal Costing and Absorption Costing - Usefulness and Limitations, Applications of Marginal Costing for Decision Making; Break-Even Analysis.

Unit 3 Management Accounting: Nature, Scope and Tools of Management Accounting, Management Accounting vs. Financial Accounting; Financial Analysis: Ratio Analysis, Funds Flow Statement and Cash Flow Statement.

Unit 4 Budget and Budgetary Control: Types of Budgets and their preparation, Performance Budgeting and Zero-Base Budgeting; Responsibility Accounting; Divisional Performance and Transfer Pricing.

Suggested Readings:

- Anthony R. N. and Reace J. S., *Accounting Principles*, Tata McGraw Hill, New Delhi.
- Bhattacharya S. K. and Dearden J., *Accounting for Management - Text and Cases*, Vikas Publishing House, New Delhi.
- Hingorani, N. L. and Ramanathan, A. R., *Management Accounting*, Sultan Chand, New Delhi.
- Maheshwari, S. N., *Advanced Accounting*, Vikas Publishing House, New Delhi.

Note:

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E-BUSINESS
[MBA(H)-17]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The primary objective of this course is to introduce concepts, tools and approaches to electronic business to develop skills to manage business in the digital world.

Course Contents:

Unit 1 Introduction to E-Business, Electronic Commerce, Categories of E-business (B2B, B2C, B2A etc.); Definition and use of Electronic Markets, Advantages and Disadvantages associated with Electronic Markets.

Unit 2 Making Functional Areas E-Business Enabled: Value chain and supply chain, inter and intra organizational business processes, ERP, E-Procurement, E-marketing, E-Selling, E-Supply Chain Management

Unit 3 Technologies for E-Business: Internet and Web based system, Security and payment systems, Supply chain integration technologies (EDI, RFID, Sensors, IoT, GPS, GIS), Supply chain integration technologies (Web services and cloud)

Unit 4 Decision Support in E-Business: Web analytics, Customer behavior modeling, Auctions, Recommender systems.

Suggested Readings:

- Laudon and Laudon, *Management Information Systems: Managing the Digital Firm*, Pearson Education, New Delhi.
- Menasce and Almeida, *Scaling for E-Business*, PHI, New Delhi.
- Meier & Storum, *E-Business & E-Commerce – Managing the Digital Value Chain*, Springer Publishers.

Note:

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RESEARCH METHODOLOGY
[MBA(H)-21]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to instill profound understanding of basics of research orientation and application of research techniques.

Course Contents:

Unit 1 Research: Meaning, Nature and Scope, Characteristics of Good Research, Steps in Research Process, Ethics in Business Research; Defining a Research Problem; Formulation of Research Hypothesis; Developing a Research Proposal; Research Design: Basic Concepts and Descriptive, Exploratory and Experimental Research Design.

Unit 2 Sampling: Sample and Census Study, Methods of Sampling, Sampling and Non-Sampling Errors, Determination of Sample Size; Tools and Techniques of Data Collection: Checklist, Observation, Opinionnaire, Interview, Sociometric Techniques, Questionnaire, Schedule, Rating Scales, Reliability and Validity of Instrument; Scaling and Measurement.

Unit 3 Attitude Measurement: Need of Measurement in Research, Measurement Scales, Tests of Sound Measurement, Techniques of developing Measurement Tools, Characteristics of good Measurement; Scaling Techniques.

Unit 4 Multivariate Analysis: Factor Analysis, Cluster Analysis, Discriminant Analysis; Research Report: Steps and Layout of Research Report; Mechanics of writing a Research Report, Evaluation Criteria of Research Report.

Suggested Readings:

- Cooper and Schindler, *Business Research Methods*, New Delhi, TMG.
- Creswell, J. W., *Research Design*, New Delhi, Sage Publication.
- Lawrence B. Morse, *Statistics for Business and Economics*. New York: Harper Collins.
- Levin, Richard and David S. Rubin, *Statistics for Management*. New Delhi: Prentice Hall.
- Sachdeva, J. K., *Business Research Methodology*, New Delhi, Himalaya Publishing House.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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QUANTITATIVE TECHNIQUES
[MBA(H)-22]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in decision support, business analytics, marketing analysis and logistics planning.

Course Contents:

Unit 1 Linear Programming: Formulation of Product Mix Problems, Graphical, Simplex and Artificial Variables Techniques for Solution, Duality; Decision Theory: Decision making under risk and uncertainty, Value of information, Decision Trees; Game theory: Pure & Mixed strategies.

Unit 2 Transportation Problems: Initial Feasible Solution and Optimal Solution; Assignment Problems: Minimization using Hungarian Algorithm; Simulation: Generation of Random Numbers, Monte-Carlo Simulation.

Unit 3 Project Management: Network construction, PERT and CPM; Queuing Theory: Deterministic and Single server-Infinite population probabilistic models; Markov Analysis: Construction of Transition Matrix, Brand Switching Models.

Unit 4 Inventory Management: Elementary EOQ Models with and without discounts; Replacement Models: Replacement Policy for items that deteriorate with time; Sequencing System: Solution of Sequencing Problems.

Suggested Readings:

- Frederick K. Hiller and Gerald J. Lieberman; *Introduction to Operations Research*; Tata McGraw Hill, New Delhi.
- Gupta Prem Kumar & Hira, D.S.; *Operations Research*; S. Chand, New Delhi.
- Panncerselvam, R.; *Operations Research*; Prentice Hall India, New Delhi.
- Sharma, J.K.; *Operations Research Theory and Practice*; Laxmi Publications, New Delhi.
- Vohra, N.D.; *Quantitative Techniques in Management*; Tata McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

COMPREHENSIVE VIVA-VOCE

[MBA(H)-23]

Course Credits: 2; Total Marks: 50

SEMINAR
[MBA(H)-24]

Course Credits: 2; Total Marks: 50

The Seminar will be presented by each student on any topic relating to Indian Ethos and Values and current Socio-Economic context.

MARKETING MANAGEMENT
[MBA(H)-25]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues in the marketing of products and services.

Course Contents:

Unit 1 Marketing: Nature, Scope and Concept. Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research, Marketing Myopia, Marketing Mix, Understanding Consumer and Industrial Markets; Consumer Behaviour and factors influencing consumer buying behaviour, Buying process.

Unit 2 Market Segmentation, Targeting and Positioning; Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Service Marketing; Pricing: Objectives, Methods and Strategies.

Unit 3 Promotion Decisions: Promotion Mix - Advertising, Sales Promotion, Publicity and Personal Selling; Integrated Marketing Communication; Sales Management and Public Relations. Distribution Channels: Role of Intermediaries; Wholesaling and Retailing;

Unit 4 Customer Relationship Management, Relationship Marketing; Ethics in Marketing; New issues in Marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Test Marketing Network Marketing, Event Marketing; Holistic Marketing, Online Marketing; Export Marketing.

Suggested Readings:

- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar. *Marketing Management A South Asian Perspective*, Pearson India, New Delhi.
- Kumar Arun, Meenakshi N., *Marketing Management*, Vikas Publication, New Delhi.
- Saxena Rajan, *Marketing Management*, Tata McGraw Hill, New Delhi.
- Ramaswamy V.S., Namakumari S., *Marketing Management Global Perspective*, McGraw Hill Education, New Delhi.

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HUMAN RESOURCE MANAGEMENT
[MBA(H)-26]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to sensitize the students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents:

Unit 1 HRM: Concept, Perspective, Significance, Scope and Functions; Evolution, Challenges and Future of HRM; Role of Human Resource Practitioners; HRM in Changing Environment; Strategic Management of Human Resource.

Unit 2 Job Analysis: Job description and Job Specification, Human Resource Planning; Recruitment and Selection; Placement and Induction; Internal Mobility; Training and Development; Succession Planning; Career Planning and Development.

Unit 3 Performance Appraisal and Evaluation: Traditional and Modern Methods; Potential Assessment; Job Evaluation and Merit Rating; Exit Policy and its Implications; Employees' Welfare; Compensation and Benefits: Wage Determination and Salary Administration, Fringe Benefits; Rewards and Incentives.

Unit 4 Employee Morale and Productivity: Concept, Factors determining Morale; Industrial Relations and Trade Unions; Dispute Resolution and Grievance Management; Employee Discipline: Disciplinary Action, Domestic enquiry; Employee Participation; Collective Bargaining.

Suggested Readings:

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- De Cenzo, D.A & Robbins, S.P., *Human Resource Management*, Wiley, New York.
- Memoria and Memoria, *Human Resource Management*, Himalaya Publishing House, New Delhi.
- Patnayak, Bishwjeet, *Human Resource Management*, PHI, New Delhi.
- Rao, V.S.P, *Human Resource Management*, Excel Books, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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CORPORATE FINANCE
[MBA(H)-27]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The purpose of this course is to acquaint the students with the broad framework of financial decision making in business.

Course Contents:

Unit 1 Financial Management: Nature, Scope, Functions and Objectives of Financial Management; Time Value of Money; Sources of Finance; Financial Planning: Need and Elements in Process; Principles of Sound Financial Planning; Estimating Financial Needs; Capitalization: Theories of Capitalization, Over and Under Capitalization.

Unit 2 Capital Structure: Concept and Importance, Optimum Capital Structure, Theories of Capital Structure, Factors affecting Capital Structure; Leverage: Financial, Operating and Combined Leverage; Cost of Capital: Concept and Importance, Computation of Cost of Various Sources of Finance, Weighted Average and Marginal Cost of Capital.

Unit 3 Capital Budgeting: Concept and Importance, Methods of Capital Budgeting, Risk Analysis in Capital Budgeting. Working Capital: Concept, Need, Determinants and Estimation of Working Capital; Management of Cash, Inventory and Receivables; Dividend Policy and Dividend Models.

Unit 4 Management of Corporate Distress and Restructuring Strategy; Mergers and Acquisitions, Corporate Risk Management; Brief overview of Money Markets and Capital Markets, Banking and Non-Banking Financial Companies.

Suggested Readings:

- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Chandra, Prasanna, *Financial Management*, Tata McGraw Hill, New Delhi.
- Kishore, M., *Financial Management*, Taxmann Publications, New Delhi.
- Hone, Van, *Financial Management and Policy*, Prentice Hall of India, New Delhi.

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BANK MANAGEMENT
[MBA(H)-28]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this subject is to acquaint students with the contemporary issues in the banking sector.

Course Contents:

Unit 1 Banking in India - Origin and Evolution; Types of Banks and their Functions; Banker Customer Relationship; Customer Service in Banks.

Unit 2 Credit Management: Principles and Objectives, Credit Policy in banks, Credit evaluation, Credit Monitoring and follow-up; Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting securities; Priority Sector Lending.

Unit 3 Non-Performing Assets - Trends, Reasons, Recovery Mechanism, Measures of Control; Capital Adequacy in Indian Banks, Risk Management: Meaning and Types- Credit, Market and Operational Risk; Implications of Basel-I, II and III for Indian Banks.

Unit 4 Grievance Redressal - Legal framework, Banking Ombudsman Scheme, NABARD and Rural Banking, E-Banking in India.

Suggested Readings:

- Agarwal O. P., *Banking and Insurance*, Himalaya Publishing House, New Delhi.
- Bhattacharya K. M., *Risk Management in Indian Banks*, Himalaya Publishing House, New Delhi.
- Gomez Clifford, *Banking and Finance*, PHI Learning, New Delhi.
- Murali S., Subbakrishna K. R., *Bank Credit Management*, Himalaya Publishing House, New Delhi.
- Prasad S. Vipradas, *Bank Lending*, Himalaya Publishing House, New Delhi.

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INTERNATIONAL BUSINESS
[MBA(H)-29]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the paper is to acquaint the students with the fundamentals of international business and to provide an exposure to multiple dimensions of the field and imparts international perspective to business decisions.

Course Contents:

Unit 1 International Business Environment; Recent Global Trends in International Trade; Theories of International Business; India's Foreign Trade Policy; Foreign Market Entry Strategies.

Unit 2 Role of Export Zones and Export Oriented Units; Export Incentives; International Production and Operation Management, International Taxation, Global Competitiveness and Technological Developments, Global E-Business, Designing Global Organizational Structure and Control, Multi-cultural Management, Global Business Strategy, Global Marketing Strategy.

Unit 3 International Financial Environment; World Trading System and Impact of WTO; Exchange Rate System; Barriers to International Business; Control Mechanism in International Business.

Unit 4 Foreign Investment Decisions; Foreign Direct Investment and Foreign Portfolio Investment, Impact of Foreign Direct Investments on Home and Host Countries; Motives for Foreign Collaborations; Foreign Exchange Markets; External Debt Management; Country Risk Analysis.

Suggested Readings:

- Beth V. Yarbrough and Robert H. Yarbrough. *The World Economy - Trade and Finance*. Thomson Learning, Singapore.
- Cherunilam, Francis. *International Business*, PHI, New Delhi.
- Hill, Charles W.L., *International Business-competency in the Global Marketplace*, Tata McGraw Hill, New Delhi.
- Joshi Rakesh Mohan, *International Business*, Oxford Publication, New Delhi.
- Sharan, V., *International Business: Concept, Environment and Strategy*, Pearson Education, New Delhi.

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MANAGEMENT INFORMATION SYSTEM
[MBA(H)-210]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with Information Systems in Management.

Course Contents:

Unit 1 MIS - Definition, Nature, Scope; Information theory; Impact of Information Systems on Organizational Decision Making; Information–Types, Characteristics; Types of Information System in organizations and their interrelationships.

Unit 2 System Development Life Cycle, Role of System Analyst, System Analysis and Design. IT infrastructure and platforms; Telecommunications, Networks and Internet; Role and Importance of Wireless Communication in Organizations, New trends in Information Technology.

Unit 3 MIS Applications: Operational Excellence and Customer Intimacy through Information Systems, Knowledge Management Systems, Executive Support Systems; Designing for Online and Distributed Environment; Implementation and Control of Project.

Unit 4 Managing Data Resources- DSS and RDBMS; Enterprise Resource Planning (ERP), E-Commerce, E-Governance, Evaluation of Information Systems, M-Commerce; Ethical, Social and Security Issues in Information System.

Suggested Readings:

- Goyal, D. P., *Management Information System*, Vikas Publications, New Delhi
- Gupta, H., *Management Information System*, International Book House, New Delhi.
- Jha, D. G., *Computer Concepts and Management Information System*, Prentice Hall of India, New Delhi.
- Kenneth, C. Laudon and Carlo Guerico Traver, *Management Information System*, Prentice Hall of India, New Delhi.
- Sadagopan S., *Management Information System*, Prentice Hall of India, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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PRODUCTION AND OPERATIONS MANAGEMENT
[MBA(H)-211]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The basic objective of this course is to familiarize the students with the important functional areas of production management.

Course Contents:

Unit 1 Production - Meaning, Nature, Scope and Importance, Production as a Functional Area of Management; Aggregate Production Planning: Capacity Planning, Process Planning; Production Systems - Job, Batch and Flow Production, Continuous and Intermittent Production.

Unit 2 Location and Layout: Need, Meaning, and Types of Plant Layout, Plant Layout and Material Handling; Inventory Management: Techniques of Inventory Control; Production Forecasting - Concept, Importance and Methods; Production Planning and Control.

Unit 3 Management of Facilities; Line Balancing, Equipment Replacement and Maintenance; Determinants of Product Mix; Master Production Scheduling; Materials Requirement Planning; Method Study - Concept, Applications, Procedure, Waste Management.

Unit 4 Work Measurement and Time Study - Concept, Applications, Procedure, Determination of Standard, Actual and Normal Time, Performance Rating, Work Sampling; Supply Chain Management - Vendor Evaluation and Audit; Quality Management; Statistical Quality Control, Six Sigma.

Suggested Readings:

- Aswathappa, K. and Bhat, K. Shridhara: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Chunawalla, K. and Patel, D. R.: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Panneerselvam, R.: *Production and Operations Management*, PHI, New Delhi.
- Saxena J. P.: *Production and Operations Management*, Tata McGraw Hill, New Delhi.

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RURAL AND URBAN MANAGEMENT
[MBA(H)-212]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to familiarize the students with basic rural and urban socio-economic and infrastructural aspects.

Course Contents:

Unit 1 Rural Management: Nature, scope and challenges of marketing, operations, human resource, finance in rural area; Entrepreneurial opportunities in rural area; Agriculture Business Management: scope and challenges.

Unit 2 Rural Community Development: Concept of community, functions of the community, Community profile, Concept of community development: Characteristics, principles and scope; Panchayati Raj and Community Development in India.

Unit 3 Urban Development: Concept, objectives, importance, nature and scope; Characteristics of Urban Economy; Concept of Development, Distinction between Development and Growth, Indicators of Development; Prerequisites for Urban Development; Main Obstacles to Urban Development; Factors Governing Urban Development.

Unit 4 Core concepts of marketing for Rural and Urban, Company orientation towards market place, Marketing Environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Urban and Rural Marketing.

Suggested Readings:

- Chamola S. D. and Bharati Anirudh, *Agriculture and Rural Development in India*, Global Vision Publishing House, New Delhi.
- Desai, Vasant, *Fundamentals of Rural Development*, Rawat Publications, New Delhi.
- Lekhi R. K., *The Economics of Development and Planning*, Kalyani Publishers, New Delhi.
- SatyaSundaram, I., *Rural Development*, Himalaya Publishers, Mumbai.
- Prasad, B. K., *Rural Development: Concept, Approach and Strategy*, Sarup & Sons, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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HOSPITAL ADMINISTRATION
[MBA(H)-213]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with various aspects related to administration and working of hospitals.

Course Contents:

Unit 1 Routine Admission/Discharge Procedures, Discharge Summary, Hospital Utilization Statistics, Average Length of Stay (ALS), Bed Occupancy Rate; Daily Reports>Returns, Hospital Census, Matron's Report, Medical Officer's Report, Casualty Report, Medico-Legal Cases, Report from ICU/ICCU, Security Report, Maintenance Department Report, OT List; Patient's Complaints, Medical Certificates.

Unit 2 Hospital Committees: Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow up Actions; Patient Satisfaction Survey: Interviews, Questionnaires, Observations, Group Discussions, Patient Opinion Polls, Report Writing; Duty Roster of various categories of Staff.

Unit 3 Availability of Materials and Critical Items, Stock Level, Procurement Methods; Administration of Patient Related Schemes; Medical Insurance (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI; Front Office: Duties & Responsibilities; Duties & Responsibilities of the Hospital Administrator/CEOs in Profit Making Hospitals and Non-Profit Making Hospitals; Disaster Management/Disaster Plan.

Unit 4 Marketing of Hospital; Telephone Courtesy, Guest Lectures, Organization of Camps, Seminars, Workshops, Continuous Medical Education, Public Participation; Hospital Security, Staff, Patients, New born babies, Female staff/Patients, Stores.

Suggested Readings:

- Chandorkar A. G., *Hospital Waste Management*, Paras Medical Publisher, New Delhi.
- Dave D.K. and Gupta Shakti, *Emergency Medical Services & Disaster Management*, Jaypee Brothers, New Delhi.
- Mogli G. P., *Medical Records, Organisation & Management*, Jaypee Brothers, New Delhi.
- Sharma Madhuri, *Hospital Waste Management & it's Monitoring*, Jaypee Brothers, New Delhi.
- Tabish S. A., *Hospital Infection Control*, Academia, New Delhi.

Note:

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

PUBLIC SYSTEM MANAGEMENT
[MBA(H)-214]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with various aspects related to administration and working of Public Sector.

Course Contents:

Unit 1 Public System: Objectives, Types and Roles of Public Enterprises, Organizational Forms and Working of the Board of Management, Policy and Reform Measures.

Unit 2 Policies of Development of Education in India since Independence; Hierarchy in the System of Education and its implications; New Education Policy.

Unit 3 Employment Planning, Institutional Machinery for Manpower Planning and Employment, Sectoral Manpower Planning.

Unit 4 Marketing Mix for Public Enterprises, Product and Service Decisions; Pricing Decisions; Distribution and Delivery Strategy; Promotional and Public Relations Strategy.

Suggested Readings:

- Blaug, M. and Ahmed, B. *Manpower Forecasting: Select Case Studies*, Jossey Bass, San Francisco.
- Mishra, R K and Ravishanker, *Current Perspectives in Public Enterprises*, Ajanta, Delhi.
- Patil S M. and Nigam R K., *We and the Public Sector*, Documentation Centre for Corporate and Business Policy Research, New Delhi.
- Schultz, T W. *Investment in Education: The Equity, Efficiency and Quandary*, University of Chicago Press, Chicago.
- Tilak, J B G. *The Economic of Inequality in Education*, Sage, New Delhi.

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PERSONALITY DEVELOPMENT
[MBA(H)-215]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills and etiquettes which help them in developing their overall personality.

Course Contents:

Unit 1 Personality: Basics of personality, analyzing strengths and weakness, developing a pleasing personality; Goals setting; Building self-confidence, Team building.

Unit 2 Leadership skills, Making positive attitude a way of life, Building blocks of success, Making smart decisions, Positive thinking and Character building.

Unit 3 Preparation for self-introduction, Sense of dressing, Body language, Application and resume writing, Interview skills, Group discussion skills, Etiquettes and manners.

Unit 4 Stress management, Time management, Change management, Conflict management, Boss management, Dealing with difficult people and Getting things done through others.

Suggested Readings:

- Brown, David, *Dealing with Difficult People*. Harper Collins Publishers, London.
- Kahnean, Daniel et. al, *On Making Smart Decisions*, Harvard Business School Publishing Corporation Ltd., Boston.
- Manser, Martin, *Time Management*, Harper Collins Publishers, London.
- Narula, S. S., *Personality Development and Communication Skills*, Taxmann Publications Pvt. Ltd., New Delhi.
- Slater, Rus, *Getting Things Done*, Harper Collins Publishers, London.
- Salter, Heather, *Interview Secrets*. Harper Collins Publishers London.

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BUSINESS ETHICS AND CORPORATE GOVERNANCE
[MBA(H)-216]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

Course Contents:

- Unit 1** Ethics: Nature and scope, Relationship with morality, Values and law; Stages of moral and ethical development (Kohlberg's 6 stages); Ethical theories in relation to business – Egoism, Utilitarianism, Kant's ethics, Virtue ethics; Ethical Dilemma: Causes and resolution; Code of conduct.
- Unit 2** Business ethics and consumer protection; Business ethics and environment protection: Maintaining ecological balance, Sustainable development; Business ethics and human resources: Workplace issues, Privacy; Role of outside stakeholders on ethics- Media, Public and Judiciary, IT and ethics.
- Unit 3** Nature and Evolution of Corporate Governance, Agency problems; Internal Corporate Governance Mechanism: Board of Directors, Functional Committees of Board; External Corporate Governance Mechanism: Regulators, Gate keepers; Corporate Governance Ratings.
- Unit 4** Developments of Corporate Governance: Cadbury Report, Hampel Report and OECD Committee Recommendations, CII, Kumara Mangalam, Narayana Moorthy, Naresh Chandra, J.J. Irani Committee Reports, Kotak Committee Recommendations.

Suggested Readings:

- Balachandran & Chandrasekaran, *Corporate Governance and Social Responsibility*, PHI Learning, New Delhi.
- Fernando A. C., *Business Ethics: An Indian Perspective*, Pearson Education, New Delhi
- Fernando, A. C., *Corporate Governance* Pearson Education, New Delhi.
- Marianne M. Jennings, *Business Ethics: Case Studies and Selected Readings*, Cengage Learning, Mason (USA).
- Monks, R. Minow, N. Blackwell, *Corporate Governance*, John Wiley, New Delhi.
- William H. Shaw, *Business Ethics*, Cengage Learning, Boston (USA).

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ECONOMIC LEGISLATION
[MBA(H)-217]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To give an exposure to the students of some of the major commercial laws affecting business.

Course Contents:

Unit 1 Indian Contract Act: Meaning and Essentials of a Valid Contract, Void Agreements, Capacity to Contract, Free Consent; Performance of Contract, Breach of Contract and its Remedies. Quasi Contracts.

Unit 2 Contracts of Indemnity and Guarantee; Bailment and Pledge; Law of Agency; Sale of Goods Act, Conditions and Warranties, Transfer of Property, Unpaid Seller and his Rights.

Unit 3 Companies Act: Meaning and Characteristics of Company, Classification of Companies, Formation of Company, Significance of Memorandum and Articles of Association, Prospectus, Issue of shares, Directors, Composition of the Board, Company Meetings.

Unit 4 Consumer Protection Act: Scope and Applicability, Definition of Consumer, Rights of Consumers, Consumer Dispute Redressal Agencies: District Forum, State Commission and National Commission; **Right to Information (RTI) Act:** Right to Information, Obligations of Public Authorities, Designation of Public Information officers, Disposal of Requests, Exemption from Disclosure of information, Third party Information, Powers and Functions of information Commission, Appeal and Penalties; **Foreign Exchange Management (FEMA) Act:** Objective, regulation and management of foreign exchange: Dealing in Foreign Exchange, Holding of Foreign Exchange, Current Account Transactions, Capital Account Transactions, Repatriation, Authorized Person.

Suggested Readings:

- Aggarwal, S. K., Singhal, K., *Business Laws*, Galgotia Publications, New Delhi.
- Datey, V. S., *Business and Corporate Laws*, Taxmann Publications, New Delhi.
- Gulshan, S. S., *Business Law*, New Age International Publication, New Delhi.
- Kapoor, N. D., *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.
- Kuchhal and Prakash, *Business Legislation for Management*, Vikas Publishing, New Delhi.

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STRATEGIC MANAGEMENT
[MBA(H)-31]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30

Time Allowed: 3 Hours

Course Objective: The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

Course Contents:

Unit 1 Strategy: Concept and Levels, Strategic Decision Making; Schools of thought on Strategy Formulation; Strategic Management: Elements and Models in Strategic Management Process; Strategic Intent, Vision, Mission, Goals and Objectives, Strategic Business Unit.

Unit 2 Strategy Formulation: Environmental Appraisal, Organizational Appraisal, Corporate Level and Business Level Strategies.

Unit 3 Strategic Analysis and Choice: Strategic Analysis, Tools and Techniques for Strategic Analysis - BCG Matrix, Porter's Model, GE Matrix, SWOT Analysis; Strategic Choice - Process of Strategic Choice, Factors in strategic Choice,

Unit 4 Strategy Implementation: Activating Strategies, Structural, Behavioural, Functional and Operational Implementation; Strategic Evaluation and Control.

Suggested Readings:

- Gupta, Gollakota and Srinivasan, *Business Policy and Strategic Management –Concepts and Applications*, PHI, New Delhi.
- Jauch and Glueck, *Business Policy and Strategic Management*, TMH, New Delhi.
- Kazmi, Azhar, *Strategic Management and Business Policy*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Pearce and Robinson, *Strategic Management–Formulation, Implementation and Control*, McGraw Hill Publishing, New Delhi.

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SUMMER TRAINING REPORT
[MBA(II)-32]

Course Credits: 4; Total Marks: 100

Each student will be required to submit a summer training report to the department for the work undertaken after second semester in an industrial, business or service organization upto 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation and remaining 50 marks will be awarded by external examiner after evaluation of summer training report.

Specialization: Marketing Management

INTEGRATED MARKETING COMMUNICATION
[MBA(H)-MM-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to make the students to understand the process of marketing communication and to know the contribution of each tool of communication in overall communication strategy.

Course Contents:

Unit 1 Introduction: Concept of marketing communication, Marketing communication mix, Drivers of integrated marketing mix; Models of marketing communication – Blade Box Model, AIDAS Model, DAGMAR Model.

Unit 2 Marketing Communication Process: Analysis of promotional opportunities, Concepts of segmentation and target marketing, Promotional strategy of formulation and competitive positioning, Determination of promotional objectives, Integrating marketing communication programme.

Unit 3 Advertising plan, Creative strategy, Advertising appeal, Creative formats, Stages of creative strategy - Idea generation, Copy writing, Layout, Copy testing and diagnosis; Media planning - traditional and contemporary media; Media strategy, Media scheduling, Media planning models; Advertising agency - functions and types.

Unit 4 Sales promotions, Personal selling, Direct marketing, Public relations, Publicity and corporate advertising, Marketing communication budgeting, Measuring promotional performance, Global marketing communication, Legal and ethical issues in integrated marketing communication.

Suggested Readings:

- Belch, George and Belch, Michael, *Advertising and Promotion*, McGraw Hill, New Delhi.
- Clow, Kenneth & Back, Donald, *Integrated Advertising, Promotion and Marketing Communication*, Pearson Education, New Delhi.
- Duncan, Tom, *Principles of Advertising and IMC*, McGraw Hill, New Delhi.
- Percy, Larry, *Integrated Marketing Communication*, Routledge Taylor and Francis Group, London.

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CONSUMER BEHAVIOUR
[MBA(H)-MM-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to impart the knowledge to students regarding consumer's behaviour and its implications for marketers.

Course Contents:

Unit 1 Consumer Behaviour: Meaning, Nature, Scope, Theories and Models of Consumer Behaviour; Consumer Research: Meaning, Process and Methods; Consumer Behaviour and Marketing Strategy.

Unit 2 Factors Influencing Consumer Behaviour: Psychological, Motivation, Personality, Perception, Learning, Self-Concept; Attitude Formation and Change and their Marketing Implications.

Unit 3 Cultural Influences on Consumer Behaviour: Culture, Subculture and Social Class; Social, Economic, Reference Groups and Family Influences on Consumer Behaviour; Diffusion of Innovation, Opinion Leadership, Adopter Categories.

Unit 4 Consumer Decision Making: Levels, Process and Marketing Implications; Decision Making Models: Nicosia Model, Howard-Sheth Model, Blackwell Model; Consumerism: Meaning and Implications in India, Cross Cultural Consumer Behavioral Perspective & Implications.

Suggested Readings:

- Benett, Peter D. & Kassarian, Harold H., *Consumer Behaviour*, PHI, New Delhi.
- David L. Loudon and J. Della, Albert, *Consumer Behaviour- Concepts and Applications*, McGraw Hill, New Delhi.
- Del L. Hawkins and David Baugh, *Consumer Behaviour*, McGraw Hill, New Delhi.
- Engel, James, Blackwell & Miniard, PW, *Consumer Behaviour*, South eastern College, Zimbabwe.
- Schiffman L. G. & Kanuk, L. L., *Consumer Behaviour*, Pearson Education, New Delhi.

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SERVICE MARKETING
[MBA(H)-MM-33]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the service product and key elements of services marketing mix; and how to deal with managing the service delivery process and the implementation of services marketing.

Course Contents:

Unit 1 Introduction to Service Marketing: Role of services marketing; Consumer behaviour in service encounters; Customer interaction, Purchase process; Needs and expectations of customers; Positioning services in competitive markets; Search for competitive advantages; Market segmentation, positioning vis-à-vis competitors.

Unit 2 Creating the Service Product: Identifying and classifying supplementary services; Planning and branding service-products; New service development. Designing communication mix; Branding and communication; Effective pricing objectives and foundations for setting prices.

Unit 3 Distributing services; Options for service delivery, Place and time decisions, Delivery in cyberspace, Role of intermediaries, managing relationship and building loyalty; Customer-firm relationship; Analyzing and managing customer base; Customer feedback and service recovery.

Unit 4 Customer complaining behaviour, Principles and responses to effective service recover Service quality and the gap model; Measuring and improving service quality and productivity; Organizing service leadership; Search for synergy in service management.

Suggested Readings:

- Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, *Services Marketing People, Technology, Strategy*, Pearson Education, New Delhi.
- Rampal, M. K. & Gupta, S. L., *Services Marketing*, Galgotia Publications, New Delhi.
- Rao, K., Rama Mohana, *Services Marketing*, Person Education, New Delhi.
- Shanker Ravi, *Services Marketing - The Indian Perspective*, Excel Books, New Delhi.
- Zeithaml, Valarie A. & Bitner, Mary Jo, *Services Marketing - Integrating Customer Focus across the Firm*, Tata McGraw Hill, New Delhi.

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MARKETING RESEARCH
[MBA(H)-MM-34]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To enable students to learn the process, tools and techniques of marketing research

Course Contents:

Unit 1 Marketing Research (MR): Introduction, Importance, Nature and Scope, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

Unit 2 Problem Identification & Research Design: Development of Research Proposal, Types of Research Designs; Sources of Data Collection: Primary and Secondary Data Resources. Online Data Sources, Primary Data Collection Methods- Questionnaire, Online Surveys, and Observation.

Unit 3 Attitude Measurement and Scaling Techniques: Elementary Introduction to Measurement Scales; Sampling Plan: Universe, Sample frame and Sampling Unit, Sampling techniques, Sample Size Determination; Organization of field work and survey Errors- Sampling and Non-sampling errors.

Unit 4 Research Report: Preparation and Presentation; Market Research Application: Product Research, Advertising Research, Sales and Marketing Research, International Marketing Research.

Suggested Readings:

- Arora, R., Nitin, *Marketing Research*, PHI, New Delhi.
- Beri, G. C., *Marketing Research*, Tata McGraw Hill, New Delhi.
- Chisnall, Peter M, *The Essence of Marketing Research*, Prentice Hall of India, New Delhi.
- Churchill, Gilbert A., *Basic Marketing Research*, Harcourt Canada Ltd., Canada.
- Luck, D. J., *Marketing Research*, Prentice Hall of India, New Delhi.
- Tull, Donald and Hawkin Del, *Marketing Research: Measurement and Methods*, Prentice Hall of India, New Delhi.

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BRAND MANAGEMENT
[MBA(H)-MM-35]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To impart in depth knowledge to the students regarding the branding and brand management for developing and managing brand equity.

Course Contents:

Unit 1 Branding: Concept, challenges and opportunities, Brand equity, Strategic brand management.

Unit 2 Brand positioning, Brand values, Brand personality, Brand image, Brand identity, Brand revitalization, Brand portfolio, Brand product matrix.

Unit 3 Brand Hierarchy, Brand Extension and Co-branding; Managing brands over geographical boundaries and market segments; Managing brands over time.

Unit 4 Building Brand Equity, Brand Equity Measurement: Capturing changing customer mindset, Qualitative and Quantitative Research Techniques, measuring outcomes of brand equity, Capturing market performance.

Suggested Readings:

- Cowley, Don, *Understanding Brand*, Kogan Page, New Delhi.
- Kapferer, Jean Noel, *Strategic Brand Management*, The Free Press, New York.
- Kapoor, Jagdeep, *24 Brand Mantras*, Sage Publications, New Delhi.
- Keller, Kevin Lane, *Strategic Brand Management*, Pearson Education, New Delhi.
- Sengupta, Subroto, *Brand Positioning: Strategies for Competitive Advantage*, McGraw Hill, New Delhi.

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Specialization: Financial Management
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
[MBA(H)-FM-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to impart the knowledge to the students regarding the theory and practice of security analysis and portfolio management.

Course Contents:

Unit 1 Introduction: Basic concepts, Investment Objectives, Investment Process; Investment Opportunities: Fixed and Variable income securities, Non-negotiable Securities, Government Securities, Non-security forms of investment, Tax Sheltered Savings Schemes, Real Assets and Mutual Funds; Risk and Return Analysis: Systematic and Unsystematic Risks, Risk Measurement, Minimizing Risk Exposures.

Unit 2 Valuation of Securities: Debt and Equity Instruments and their valuation; Fundamental and Technical Analysis; Market Efficiency: Random Walk Theory; Weak, Semi-strong and Strong form of market efficiency; Market inefficiencies.

Unit 3 Portfolio Management: Approaches in Portfolio Construction; Markowitz Model; Sharpe Index Model; Capital Market Theory: Capital Asset Pricing Theory, Arbitrage Pricing Theory, and Fama and French Model; Investment Styles: Contrarian and Momentum Styles.

Unit 4 Portfolio Performance Evaluation: Risk adjusted methods - Sharpe, Treynor's and Jensen's Performance Index; Components of Portfolio Performance: Market Timings, Stock selectivity and Diversification, Benchmark Portfolio; Portfolio Revision: Need and Constraints, Portfolio Revision Strategies and Formula Plans.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Analysis*, S. Chand, New Delhi.
- Chandra, Prasanna, *Investment Analysis and Portfolio Management*, McGraw Hill Education, New Delhi.
- Fischer, Donald E. and Jordon Ronald J., *Security Analysis and Portfolio Management*, PII, New Delhi.
- Ranganatham, M. & Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi.

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MANAGEMENT OF FINANCIAL SERVICES
[MBA(H)-FM-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

Course Contents:

Unit 1 Financial Services: Meaning, Nature and Types; Challenges of the Financial Service Sector; Hire Purchase Finance and Consumer Credit: Conceptual Framework, Legal Aspects, Taxation, Accounting and Reporting; Financial Evaluation of Hire Purchase Finance; Features of Consumer Credit; Factoring and Forfeiting: Meaning, Characteristics, Types of Factoring Arrangements.

Unit 2 Credit Rating: Meaning and types; Benefits of Credit Rating to Investors and Companies; Credit Rating Agencies; Objectives and functions; Credit Cards: Concept and significance, Types of Credit Cards, RBI Guidelines on Credit Cards.

Unit 3 Book Building: Concept and Mechanism of Book Building, Significance and Benefits of Book Building; Bought Out Deals: Meaning and Nature, Mechanisms of Bought Out Deals, Advantages, Present Scenario; Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization, Conditions for Successful Securitization.

Unit 4 Depository: Concept, Depository Participants, Functions of Depository System, Benefits of Depository; Mutual Funds: Meaning and classification of Funds, Operation of Funds, General Guidelines, Selection of Fund, Reasons for Slow Growth; Merchant Bankers: Role and Functions, Problems and Scope of Merchant Banking in India.

Suggested Readings:

- Tripathi, Nalini, *Financial Services*, PHI, New Delhi.
- Gopal C. Rama. *Management of Financial Services*, Vikas Publishing House, New Delhi.
- Gordan, E. and Natrajan, K., *Financial Markets and Services*, Himalaya Publishing House, New Delhi.
- Gurusamy, *Financial Services*, Tata McGraw Hill, New Delhi.
- Khan, M. Y., *Management of Financial Services*, Tata McGraw Hill, New Delhi.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

FINANCIAL MARKETS
[MBA(H)-FM-33]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The aim of the course is to give an idea to the students about the operations of various types of financial markets.

Course Contents:

Unit 1 Introduction of financial markets; Products, Participants and functions; Securities Markets and Economic Development; Recent development in Indian financial market.

Unit 2 Primary Market: Concept, Role, Issuance and Process; Market Design, Demat Issues, Market Indexes: Concept, Types and uses of Market Indexes; Government Securities Market; Debt Market; Instrument and Participants.

Unit 3 Secondary Market: Introduction, Role and Functions; Stock Exchanges: Nature, Functions and Organizational Structure; Membership in NSE & BSE; Role of NSE & BSE; Regulatory Framework; Listing and Delisting of Securities; Online and Offline Monitoring; Trading and Settlements; Margin: Meaning and Uses.

Unit 4 Buy-Back of Securities, Underwriters, Portfolio Managers, Foreign Institutional Investors; Repo and Reverse Repo Rate, Negotiated Dealing System, Virtual Debt Portals, Collective Investment Vehicles, ADR/GDR, Securities and Exchange Board of India Act 1992; Government Securities Act 2006.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Management*, S. Chand Publications, New Delhi.
- Bhole, L. M., *Financial Institutions and Markets*, Tata McGraw Hill, New Delhi.
- Kahn Michael, *A Beginner's Guide to Charting Financial Markets*, Harrimaan Hosue Ltd., UK.
- Pandian, Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.
- Saunders, Anthony and Millon Cornett, Marcia, "*Financial Markets and Institutions*", Tata McGraw Hill, New Delhi.

Note:

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CORPORATE TAX PLANNING
[MBA(H)-FM-34]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the participants with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Contents:

- Unit 1** Tax planning, Tax management, Tax evasion, Tax avoidance, Corporate tax in India: Types of companies, Residential status of companies and tax incidences, Tax liability and minimum alternative tax, tax on distributed profits of companies.
- Unit 2** Tax planning with reference to setting up a new business: Locational aspect, Nature of business, Forms of business; Tax planning with reference to financial management decision - capital structure, dividend including deemed dividend and bonus shares.
- Unit 3** Tax planning with reference to specific management decisions - Make or buy, Own or lease, Repair or replace; Tax planning with reference to employee remuneration, Tax Planning with reference to business restructuring- Amalgamation, Demerger, Slump Sale, Transfer between holding and subsidiary companies.
- Unit 4** Tax deducted at source, Advance Tax, Double taxation relief.

Suggested Readings:

- Ahuja, G. K. and Gupta Ravi, *Systematic Approach to Income Tax*, Bharat Law House Allahabad.
- Iyengar, A. C., *Law of Income Tax*, Bharat Law House, Allahabad.
- Ranina, H. P., *Corporate Taxation: A Handbook*, Orient Law House, New Delhi.
- Singhanian, V. K., *Direct Taxes: Planning and Management*, Taxmann, New Delhi.
- Srinivas, E. A., *Handbook of Corporate Tax Planning*, Tata McGraw Hill, New Delhi.

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STRATEGIC COST MANAGEMENT
[MBA(H)-FM-35]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with various strategies to minimize the overall costing of organization.

Course Contents:

Unit 1 Strategic Cost Management: Applications of statistical techniques in business decisions, Applications of Operational Research Tools in Strategic Decision Making: Learning Curve, Linear Programming (Formulation only), Assignment, Transportation and Simulation.

Unit 2 Marginal Costing, Differential costing, CVP Analysis; Standard Costing in Profit Planning; Variance analysis under marginal costing and absorption costing; Activity Ratios; Applications of Budgetary Control and Standard Costing in Profit Planning, Reconciliation of Actual Profit with Standard Profit and/or Budgeted Profit.

Unit 3 Activity Based Costing, ERP, Benchmarking, Value Chain Analysis, Target Costing and their applications in strategic cost management.

Unit 4 Quality Costing; Total Quality Management (TQM), Quality Circles; PRAISE: Steps, Problems and its implementation; and PARETO Analysis.

Suggested Reading:

- Edward J. Blocher, David E. Stout, Gary Cokins, *Cost Management: A Strategic Emphasis*, McGraw Hill, New Delhi.
- Govindrajan Vijay, *Strategic Cost Management*, The Free Press, New Delhi.
- Lal Jahawar, *Strategic Cost Management*, Himalaya Publishing House, New Delhi.
- Ravi M. Kishore, *Business Strategy and Strategic Cost Management*, Taxmann, New Delhi.

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Specialization: Organization Behaviour and Human Resource Management

MANAGEMENT OF INDUSTRIAL RELATIONS
[MBA(H)-OBH-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To sensitize and expose the students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employees' relations with the management.

Course Contents:

Unit 1 Industrial Relations: Concept, Scope, Importance, Factors affecting industrial relations; Approaches to industrial relations; Impact of technological change on industrial relations; Ethical codes and industrial relations; Recent trends in industrial relations.

Unit 2 ILO: Objectives and Impact of ILO on the Indian labour scene; Trade Unions: Objectives, Functions, Problems, Types and Structure of Union, Trade Union Movement in India, Trade Union Act; Trade unions and Industrial relations.

Unit 3 Industrial Conflicts: Concept, Classification, Causes, Impact of industrial disputes; Resolution of Industrial Disputes; Discipline and Grievance Management, Collective Bargaining, Conciliation, Arbitration and Adjudication; Management of Strikes and Lockouts.

Unit 4 Participative Management: Concept, Forms, Objectives, Levels; Employee Empowerment: Concept and Role, Quality management, Quality of work life.

Suggested Readings:

- Mamoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
- Monappa, A. *Industrial Relations*, Tata McGraw Hill, New Delhi.
- Sen, Ratna, *Industrial Relations in India – Shifting Paradigms*, Macmillan, New Delhi.
- Singh, B. D., *Industrial relations and Labour Laws*, Excel Books, New Delhi.
- Sinha P., Sinha I., Sinha S., *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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PERFORMANCE MANAGEMENT
[MBA(H)-OBH-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course is designed to develop the skills essential for designing and instituting effective performance management system.

Course Contents:

Unit 1 Performance Management: Concept, Characteristics, Role, Significance and Process; Performance Appraisal vis-à-vis Performance Management; Performance Management and Strategic Planning Linkages.

Unit 2 Establishing and Operationalizing Performance Management System; Measuring Performance through Results and Behaviour, Conducting Performance Review Discussions.

Unit 3 Performance Management Strategies and Interventions: Reward Based, Career Based, Team Based, Culture Based, Measurement Based, Competency Based, Leadership Based.

Unit 4 Performance Appraisal: Feedback, Counselling and Coaching, Strategy Maps and Balanced Scorecard; Performance Management and Pay, Performance Management and Training.

Suggested Readings:

- Aguinis, Herman, *Performance Management*, Pearson Education, New Delhi.
- Kandula, Srinivas R., *Performance Management Strategies, Interventions, Drivers*, Prentice Hall of India, New Delhi.
- Rao, T. V., *Performance Management and Appraisal Systems*, Sage Publications, New Delhi.
- Cardy, Robert L., *Performance Management: Concepts, Skills and Exercise*, PIII, New Delhi.
- Sahu, R. K., *Performance Management System*, Excel Books, New Delhi.
- Kohli, A. S. and Tapomoy Deb, *Performance Management*, Oxford University Press, New Delhi.

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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COMPENSATION MANAGEMENT
[MBA(H)-OBH-33]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course is designed to promote understanding of the issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management systems, policies and strategies.

Course Contents:

Unit 1 Compensation: Concept, Importance, Components, Economic and Behavioral Theories, Determinants and Strategies for Managerial Compensation, Challenges in Compensation, Recent Trends in Managerial Compensation, Compensation Policies.

Unit 2 Compensation Practices of MNCs; Managing Employee Compensation: Determination of Inter and Intra Industry Compensation Differentials; Determining the Worth of Jobs; Internal and External Equity in Compensation Package.

Unit 3 Components of Compensation Package: Fringe Benefits, Incentives and Retirement Plans, Pay for Performance Based Plans, VRS, ESOP; Compensation of Special Groups: CEOs, Senior Managers, R and D staff, Sales Compensation Plan, Compensation of Professionals and Knowledge Workers.

Unit 4 Statutory Provisions governing different Components of Reward System; Working of Institutions related to Reward System like Wage Boards, Pay Commissions, and Role of Trade Unions in Compensation Management.

Suggested Readings:

- Bhatia, S. K., *New Compensation Management in Changing Environment*, Deep and Deep Publications, New Delhi.
- Goel, Dewakar, *Performance Appraisal and Compensation Management*, Prentice Hall of India, New Delhi.
- Henderson, R. O., *Compensation Management*, Pearson Education, New Delhi.
- Martocchio, J. J., *Strategic Compensation*, Pearson Education, New Delhi.
- Milkovich, George, Newman and Gernart B., *Compensation*, McGraw Hill, New Delhi.

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HUMAN RESOURCE PLANNING AND DEVELOPMENT
[MBA(H)-OBH-34]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in Organizations.

Course Contents:

Unit 1 Human Resource Planning: Concept, Importance, Factors, Role, Process, Prerequisites, Barriers; Levels of Human Resource Planning: Macro and Organizational Level; Models and Techniques of Manpower Demand and Supply Forecasting.

Unit 2 Behavioral Factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies; Career Management: Career Planning, Performance Planning, Potential Appraisal.

Unit 3 Career Development and Succession Planning; Human Resource Development: Concepts, Goals, Challenges and Strategies, Approaches for coping Organizational Change.

Unit 4 Emerging Trends and Issues in HRPD: Balanced Scorecard, Six Sigma, Quality of work life, Human Resource Information System, Human Resource Valuation, Human Resource Audit, Multi-skilling.

Suggested Readings:

- Aswathapa, K., *Human Resource Management-Text and Cases*, McGraw Hill Education, New Delhi.
- Bhattacharya, Kumar, Dipak, *Human Resource Planning*, Excel Books, New Delhi.
- Gupta C. B., *Human Resource Planning and Development*, Sultan Chand & Sons, New Delhi.
- Patanayak, Biswajeet, *Human Resource Management*, PHI, New Delhi.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MANAGING INTERPERSONAL AND GROUP PROCESSES
[MBA(H)-OBH-35]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To create understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.

Course Contents:

Unit 1 Group dynamics: Types and structure of groups, Stages of group development and change; Group cohesiveness: Factors contributing to group cohesiveness, Influence processes- power and politics in groups.

Unit 2 Interpersonal communication: Meaning, Nature, Process; Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- transactional analysis; Interpersonal trust; Competition and cooperation.

Unit 3 Group decision making: Meaning and Process; The Vroom Yetton Model, Techniques of group decision making, Advantages and disadvantages of group decision making; Group synergy; Team building.

Unit 4 Inter-group relation and conflict: Nature and types of conflicts, Causes and consequences of conflicts and remedial measures of group conflicts; Conflict and organizational performance; Role of negotiation in group conflicts; Distributive and integrative negotiation, Third party negotiation.

Suggested Readings:

- Ivanclvich, Konopaske, Matteson, *Organizational Behaviour and Management*, McGraw Hill, New Delhi.
- Jerald G. B., Baron Robert, *Behaviour in Organization*, Prentice Hall of India, New Delhi.
- Luthans, Fred, *Organizational Behaviors*, Tata McGraw Hill, New Delhi.
- Robbins, S. P., *Organizational Behaviour*, Pearson Education, New Delhi.
- Worley and Cummings, *Organizational Development and Change*, Cengage Learning, Delhi.

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Specialization: Bank Management
APPLIED BANKING
[MBA(H)-BM-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts in banking.

Course Contents:

Unit 1 Bankers and Customer Relationship: General and special relationship, Termination of banker-customer relationship, Opening and closing of accounts of customers, Operation of bank accounts: Rights and obligations of paying banker and collecting banker.

Unit 2 Negotiable Instrument: Meaning, Characteristics, Presumptions, acceptance and types of Negotiable Instrument, Rights and obligations of various parties to an instrument obtained by unlawful means; Negotiation: Modes of negotiation, Negotiation vs. Assignment; Endorsement: Meaning and types, requirements of valid endorsement, regularity of endorsement, liability of endorser; Marking of a cheque: Marking of post-dated cheque, Marking and paying banker, Marking vs. Acceptance.

Unit 3 Presentment and Dishonour: Presentment for acceptance and payment, Rules regarding presentment for payment, Acceptance for honour and payment for honour; Precautions before honouring a cheque, Dishonour of a negotiable instrument, Notice of dishonour, Compensation for Dishonour, Noting and protesting, Discharge of an instrument and parties.

Unit 4 Crossing: Meaning and types of crossing; Protection given to a paying banker, Position of paying banker; Material Alteration: Material alteration by banker, Effects of material alteration, Alteration Authorities by the Act; Payment in due course, Recovery of money paid by mistake, Holder and holder in due course, Privileges to holder in due course.

Suggested Readings:

- Dhal, P. C., *Bank Management: Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E. and Natrajan K., *Banking: Theory, Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A.K. & Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Shekhar, K. C., *Banking: Theory and Practice*, Vikas Publications, New Delhi.

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MERCHANT BANKING AND FINANCIAL SERVICES
[MBA(H)-BM-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

Course Contents:

Unit 1 Merchant Banking: Definition, Origin and Functions; Merchant Banking Regulatory Framework: SEBI Regulations, Registration of Merchant Banker, Code of Conduct, General Obligations; Services by Merchant Bankers in India.

Unit 2 Financial Services: Meaning, Nature and Types; Challenges of the Financial Service Sector; Hire Purchase Finance and Consumer Credit: Conceptual Framework, Legal Aspects, Taxation, Accounting and Reporting; Financial Evaluation of Hire Purchase Finance; Factoring and Forfeiting: Meaning, Characteristics, Types of Factoring Arrangements.

Unit 3 Book Building: Concept, Mechanism and Significance; Bought Out Deals: Meaning, Nature, Mechanisms, Advantages and Present Scenario; Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization, Conditions for Successful Securitization.

Unit 4 Depository: Concept, Depository Participants, Functions of Depository System, Benefits of Depository; Mutual Funds: Meaning and classification of Funds, Operation of Funds, General Guidelines, Selection of Funds, Reasons for slow growth of Mutual Funds in India.

Suggested Readings:

- Bansal, Lalit, K., *Merchant Banking and Financial Services*, Unistar Publications, Chandigarh.
- Gordan, E. and Natrajan, K., *Financial Markets and Services*, Himalaya Publishing House, New Delhi.
- Gurusamy, S., *Merchant Banking and Financial Services*, Tata McGraw Hill, New Delhi.
- Khan, M. Y., *Management of Financial Services*, Tata McGraw Hill, New Delhi.
- Vij, Madhu and Dhawan, Swati, *Merchant Banking and Financial Services*, Tata McGraw Hill, New Delhi.

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RETAIL BANKING
[MBA(H)-BM-33]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To enable the students familiarizing with operational aspects of Retail Banking products and developing suitable strategies to broaden the retail client base.

Course Contents:

- Unit 1** Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Products Development Process, Customer Requirements, Liabilities and Assets Products, Approval Process for Retail Loans, Credit Scoring.
- Unit 2** Important Retail Asset Products: Home loans, Auto/Vehicle Loans, Personal Loans, Educational Loans: Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayment/Collection.
- Unit 3** Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the Cards, Billing Cycle, Credit Points, Funds Transfer.
- Unit 4** Retail Strategies: Tie-up with Institutions for Retail Loans; Delivery Channels-Branch, Extension Counters, ATMs, POS, Internet Banking, Mobile Banking; Marketing of Retail Products; Customer Relationship Management-Role and Impact of CRM, Stages in CRM.

Suggested Readings:

- Agarwal, O.P., *Fundamentals of Retail Banking*, Himalaya Publishing House, Mumbai.
- Jha, S. M., *Banking Marketing*, Himalaya Publishing House, Mumbai
- Uppal, R. K., and Bishnupriya N, *Modern Banking in India*, New Century Publications, New Delhi
- Uppal, R. K., *Banking Services and IT*, New Century Publications, New Delhi
- Guruswamy, S., *Banking in the New Millennium*, New Century Publications, New Delhi.
- Indian Institute of Banking and Finance, *Retail Banking*, Macmillan Publishers, Chennai.

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INTERNATIONAL BANKING AND FOREX MANAGEMENT
[MBA(H)-BM-34]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To familiarize the students with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.

Course Contents:

Unit 1 International Banking: Global Trends and Developments in International Banking, International Financial Centers, Offshore Banking Units, International Financial Institutions: IMF, IBRD, BIS, IFC, ADB, Legal and Regulatory aspects of International Banking.

Unit 2 International Finance: Fundamental Principles of lending to MNCs; International Credit Agencies and Global Capital Markets; Methods of raising Equity and Debt through ECBS, ADRs/GDRs, ECCBS in International Markets.

Unit 3 Framework of Foreign Exchange: Sources and uses of Foreign Exchange, Balance of Payments; Foreign Exchange Market Mechanism, Types of Exchange Rates, Exchange Rate Determination, Convertibility of Indian Rupee; Role of Banks in Forex Markets, Maintenance of Foreign Currency Accounts.

Unit 4 Forex Business: Foreign Exchange Management Act (FEMA); Role of RBI and FEDAI in regulating Foreign Exchange Business of Banks/Authorized Dealers - NRI Customers and various Banking and Investment Products available under FEMA.

Suggested Readings:

- Apte, P. G., *International Financial Management*, Tata McGraw Hill, New Delhi.
- Bose, R. N., *Fundamentals of International Banking*, Macmillan India, New Delhi.
- Chaudhuri, B. K. and Agarwal, O. P., *Foreign Trade and Foreign Exchange*, Himalaya Publishing House, Mumbai.
- Indian Institute of Banking and Finance, *International Banking*, Macmillan, Mumbai.
- Jeevanandam C., *Foreign Exchange: Practice, Concepts & Control*, Sultan Chand & Sons, New Delhi.
- Rajwade, A.V., *Foreign Exchange, International Finance and Risk Management*, Academy of Business Studies, New Delhi.

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FRAUD INVESTIGATION
[MBA(H)-BM-35]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the various aspects of accounting and financial frauds, their reason of occurrence, detection and preventive measures so that an overall healthy and trustworthy financial environment should be created.

Course Contents:

Unit 1 Introduction to fraud: Nature of fraud, why commit fraud, fighting frauds-An overview.

Unit 2 Types of Fraud: Frauds against organization, consumer frauds, bankruptcy, divorce and tax fraud, fraud in e-commerce, security fraud, bank fraud, financial statement fraud, revenue and inventory related fraud, liability, assets and corporate disclosure frauds.

Unit 3 Fraud Investigation: Investigating theft acts, investigating concealments, conversion investigation methods, inquiry method, business intelligence and fraud reports.

Unit 4 Fraud detection: Recognizing the symptoms of fraud; Data-driven fraud detection using predictive analytics and forensic analytics (Nigrini approach).

Suggested Readings:

- Charles E. Piper, *Investigator and Fraud Fighter Guidebook: Operation War Stories*, Wiley, New Jersey.
- Mark J. Nigrini, *Forensic Analytics: Methods and Techniques for Forensic Accounting Investigation*, John Wiley & Sons Inc, New Jersey.
- Stephen Pedneault, *Anatomy of a Fraud Investigation: From Detection to Prosecution*, Wiley, New Jersey.
- Stephen Pedneault and Frank Rudewicz, *Forensic Accounting and Fraud Investigation for Non-Experts*, John Wiley & Sons, New Jersey.
- Tracy Coenen, *Expert Fraud Investigation: A Step-by-Step Guide*, Wiley, New Jersey.

Note:

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Specialization: International Business

INTERNATIONAL BUSINESS ENVIRONMENT
[MBA(H)-IB-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The primary objective of this course is to acquaint the students to emerging global trends.

Course Contents:

Unit 1 International Business: Concept and Types; Types of Environment- Economic, Political, Social, Technological and Cultural Environment; Recent World Trade and Foreign Investment.

Unit 2 Trade Theories; Balance of Payments; Tariff and Non-Tariff Barriers; Regional Blocks: SAARC, ASEAN, EU, NAFTA, IFC, IDA and ADB.

Unit 3 Multilateral Economic Institutions - IMF, World Bank, WTO, UNCTAD, Euro-Currency Market; Licensing; Joint Ventures; Foreign Direct Investment (FDI) and MNCs.

Unit 4 Contemporary Issues in International Business Environment: Negotiating an International Business; Multilateral Settlements, External Relations Approach and World Financial Environment.

Suggested Readings:

- Bhalla, V. K., and Shivaram, *International Business Environment and Business*, Anmol Publications, New Delhi.
- Black and Sundaram, *International Business Environment*, Excel Books, New Delhi.
- Charles W. Hill, *International Business*, Tata McGraw Hill, New Delhi.
- Daniels, John and Lee H., *Globalization and Business*, Prentice Hall of India, New Delhi.
- Daniels, John and Redebaugh, Lee, *International Business Environment and Operations*, PHI, New Delhi.

Note:

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EXPORT IMPORT PROCEDURES AND DOCUMENTATION
[MBA(H)-IB-32]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

Course Contents:

Unit 1 Introduction: Meaning, Nature and Significance of Export Import Procedures and Documentation in International Trade; Procedures and Documentation as Trade Barriers: Export Strategy; Import Strategy; Third Party Intermediaries.

Unit 2 Official Machinery for Trade Procedures and Documentation; Export Order Processing: Registration of Exporters; Export Contract; Export Price Quotations; Main Export Documents; Role of Forwarding Agents; Cargo Insurance and Claim Procedure.

Unit 3 Import Order Processing: Registration of Importers; Import Contract; Import Price Quotations; Import Documents; Methods of Payment in International Trade: Collection of Export Bills; UCPDC Guidelines; Realization of Export Proceeds; Provisions of RBI's Exchange Control Manual; Pre-shipment and Post- Shipment Finance.

Unit 4 Major Export Promotion Schemes in India: EPCG, Duty Exemption Scheme; DPEB Scheme; Facility for Deemed Exports; EPC; Commodity Boards; Role of EXIM Bank and ECGC; WTO Provisions regarding Export Import.

Suggested Readings:

- Bhalla, V. K. and Ramu S. Shiva, *International Business: Environment and Management*, Anmol Publication, New Delhi.
- Daniel and Radebaugh, *International Business*, Pearson Education, New Delhi.
- Edward, G. Hinkelman, *International Trade Documentation*, University Science Press, New Delhi.
- Jitendra, M. D., *Export Procedures and Documentations*, Rajat Publications, New Delhi.
- Shukla, Shyam, *International Business*, Excel Books, New Delhi.

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FOREIGN EXCHANGE MANAGEMENT
[MBA(H)-IB-33]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The aim of this paper is to expose the students to the functions and operations of foreign exchange market and the intricacies of the risks involved.

Course Contents:

Unit 1 Introduction: Meaning and Significance of Foreign Exchange, Foreign Exchange Markets- Meaning, Types, Functions and Working of Foreign Exchange Markets; Institutions of Foreign Exchange markets.

Unit 2 Foreign Exchange Rate Systems; Exchange Rate Forecasting; Exchange Rate: Structural Models of Exchange Rate Determination; Mechanics of Currency Trading; Exchange Rate Regime.

Unit 3 Futures and Options: Meaning, Types and Determination of their Market Value; Over the Counter Trade Options; Fisher Black's Optional Pricing Model; SWAPS: Meaning, Types- Currency, Interest Rate Swaps; Credit Risk of Swaps, Forward Exchange Rate in India; Forward Rate as Risk Adjusted Future Spot Rate.

Unit 4 Management of Currency Exposure: Risk Management Process, Objectives of Hedging Policy and its Measurement, Managing Transactions Exposure, Invoicing, Quantity Inertia and Operating Exposure.

Suggested Readings

- Apte, P.G., *International Finance*, McGill, New Delhi.
- Daniels and Radebaugh, *International Business*, Pearson Education, New Delhi.
- Levich, Richard M., *International Financial Markets*, McGraw Hill, New Delhi.
- Wild, John J. and Kenneth, L., *International Business*, Pearson Education, New Delhi.

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MULTI NATIONAL BANKING
[MBA(H)-IB-34]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of the course is to acquaint the students with the institutional operational aspects of multinational banking.

Course Contents:

Unit 1 Introduction: Meaning, Characteristics, Organization and Factors of Multinational Banking; Bank Lending and Macro Economic Vulnerability.

Unit 2 Bank Lending and Financial Sector Vulnerability; Lending Booms and Banking Sector Vulnerabilities; Cost of Banking Crisis.

Unit 3 International Banking Market: Meaning and Recent Trends; International Capital Market: Forces, Main Components of the International Capital Market; Investment Banks; Eurocurrency Market; Exchange Bank; Role of Banks in International Money and Capital Markets, and International Banking - Mergers and Acquisitions.

Unit 4 International Payment System; International Asset Liability Management; Strategies for Managing Non-Performing Assets, and International Credit Appraisal Techniques.

Suggested Readings:

- Bhalla, V. K., *International Business Management*, Anmol Publications, New Delhi.
- Fabozzi, Frank J., *Foundations of Financial Markets and Institutions* Pearson Education, New Delhi.
- Valdez, Stephan and Molyneux, Philip, *Introduction to Global Financial Markets*, Palgrave Macmillan, New York.
- Wild, John J. and Wild, Kenneth, *International Business*, Pearson Education, New Delhi.

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Specialization: Production and Operations Management

MATERIAL MANAGEMENT [MBA(H)-POM-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The key objective of this course is to acquaint the students with the decision-making for effective and efficient purchase, storage and flow of material in manufacturing and service organizations, cost-reduction techniques in pre-purchase, purchase and post-purchase systems, modern material planning and delivery systems like MRP and JIT and material handling and logistic system.

Course Contents:

Unit 1 Purchasing and Material Management: Role, Objectives, Organization and inter-relationship, Determination and description of material quantity; Material planning in push and pull system.

Unit 2 MRP and JIT; Determination and description of material quality, Quality inspection, Acceptance sampling plans, Vendor-process capability.

Unit 3 Cost-reduction Techniques: Standardization, Simplification and variety reduction; Values analysis and engineering, Make or buy decisions, Purchasing research, Source of supply; Price determination and negotiation, Vendor rating, Selection and development, Legal aspect of purchasing, Public pricing and tendering.

Unit 4 Material Logistic: Warehousing management, Material handling, Traffic and transportation, Disposal of scrap, surplus and obsolete materials; Inventory control of spare parts; Material Information System.

Suggested Readings:

- Ansari A., *JIT Purchasing*, Free Press, New York
- Baily P., *Purchasing Principles and Management*, Pitman, London
- Burt David N., *Proactive Procurement*, Prentice Hall Inc. New Jersey
- Dobler D. W., *Purchasing and Material Management*, McGraw Hill, New York
- Dutta A. K., *Integrated Material Management*, PIII, New Delhi.

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TOTAL QUALITY MANAGEMENT
[MBA(II)-POM-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To give the students basic idea about the various aspects of Quality Management.

Course Contents:

Unit 1 TQM: Concepts, Awareness, Defining quality, Historical review; Deming philosophy: Obstacles, Approaches: Deming, Juran, Crosby, Armand Feigenbaum, Masaaki Imai (Kaizen and Gemba Kaizen), Shigeo Shingo (fail-safe design), Taguchi and Garvin, Quality Circles and Six Sigma.

Unit 2 Managing Quality: Quality council, Core values and concepts, Shared values, Ethics; Quality statements: Vision, Mission, Quality policy statement; Strategic planning, Communication, Decision-making, 7 habits of highly effective people.

Unit 3 Performance Measures: Quality cost, Deming Prize and Malcolm Baldrige National Quality Award criteria; TQM Tools and Techniques: Pareto diagrams, Process flow diagram, Cause-and-effect diagram, House of Quality, Check sheets, Histogram: Ungrouped data, Grouped data, Scatter diagrams.

Unit 4 Quality Systems: ISO-9000 series of standards, QS-9000, TE-9000, and AS-9000, Business Process Reengineering, JIT; Benchmarking: Reasons to benchmark, Process of benchmark, Deciding what to benchmark, Understanding current performance, Planning, Studying others, Learning from the data, Pitfall and criticisms of benchmarking.

Suggested Readings:

- Feigenbaum A. V., *Total Quality Management*, McGraw-Hill, New Delhi.
- Janakiraman, B and Gopal, R.K., *Total Quality Management: Text and Cases*, Prentice Hall of India, New Delhi.
- Oakland J. S., *Total Quality Management Butterworth*, Heinemann Ltd., Oxford
- Subburaj Ramasami, *Total Quality Management*, McGraw Hill, New Delhi.
- Suganthi, L. and Anand Samuel, *Total Quality Management*, Prentice Hall of India, New Delhi.

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PRODUCTION PLANNING AND CONTROL
[MBA(H)-POM-33]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real-world problems on the other in production planning and control.

Course Contents:

Unit 1 Production Planning and Control: Functions, elements, Organization of production planning and control department, Internal organization of department, Product design factors, Process planning sheet.

Unit 2 Forecasting: Importance, types, uses, General principles and techniques of forecasting, Qualitative methods and quantitative methods; Inventory management: Functions of inventories, Relevant inventory costs: ABC analysis, VED analysis, EOQ model; Inventory control systems: P System and Q System.

Unit 3 Introduction to MRP & ERP, LOB (Line of Balance), JIT inventory and Japanese concepts, Introduction to supply chain management; Routing: Procedure, Route sheets, Bill of material, Factors affecting routing procedure; Scheduling: Policies and techniques, Standard scheduling methods.

Unit 4 Line Balancing, Aggregate planning, Chase planning, Expediting, Controlling aspects; Dispatching: Activities of dispatcher, Dispatching procedure; Follow up: Reason for existence of functions, Applications of computer in production planning and control.

Suggested Reading:

- Baffa and Rakesh Sarin, *Modern Production and Operations Management*, Wiley, New Delhi.
- Burdbridge, John L., *Principles of Production Control*, Donald and Evans, London.
- Caubang, Ted C., *Reading on Production Planning and Control*, I.L.O., Geneva.
- Samuel Eilon, *Elements of Production Planning and Control*, Universal Publishing Corp.
- Volmann, T. E., *Manufacturing Planning and Control*, Homewood, Illinois, Richard D Irwin.

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APPLIED OPERATIONS RESEARCH
[MBA(H)-POM-34]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The course is designed to introduce the students to the principles of operations research techniques and their applications in decision making.

Course Contents:

Unit 1 Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty.

Unit 2 Applied Queuing Models; Networks Models.

Unit 3 Non-linear optimization Techniques-Quadratic Programming; Portfolio Management Problem.

Unit 4 Replacement Models and Policies; Dynamic Programming; Reliability Models.

Suggested Readings:

- Ahuja A. K., *Network Flows*, Prentice Hall Inc., Englewood Cliffs New Jersey.
- Gupta M. P. and Sharma J. K., *Operation Research for Management*, National, New Delhi.
- Sharma J. K., *Operation Research: Theory and Application*, Macmillan India, New Delhi.
- Srinath L. S., *Operations Research for Executive*, Affiliated East West Press, New Delhi.
- Taha Harndy A., *Operation Research: An Introduction*, Macmillan, Englewood Cliffs, New York.

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LOGISTICS MANAGEMENT
[MBA(H)-POM-35]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The course is designed to explain basic theory and techniques of logistic to examine the issues and problems associated with logistic in a changing business environment.

Course Contents:

Unit 1 Introduction to logistic and its interface with production and marketing; Measures of logistics, Physical distribution and logistics.

Unit 2 Logistic system and design; Warehousing and distributing centers; Location; Transportation system: Facilities and services.

Unit 3 Dispatch and Routing Decisions and Models; Inventory Management Decisions; Logistic Audit and Control; Packaging and Material Handling.

Unit 4 International Logistics Management and Logistics Future Directions.

Suggested Readings:

- Shapiro R., *Logistic Strategy: Cases and Concepts*, St. Paul, West.
- James C. J., Wood and Donald F., *Contemporary Logistics*, Macmillan, New York.
- Ballau, Renald H., *Business Logistic Management*, Prentice Hall Inc., Englewood Cliffs, New York.
- Beal K., *A Management Guide to Logistics Engineering*, Institute of Production Engineering, U.S.A.
- Benjamin S. B., *Logistic Engineering and Management*, Prentice Hall Inc., Englewood Cliffs, New York.

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Specialization: Information Technology Management
MANAGEMENT SUPPORT SYSTEMS
[MBA(H)-IT-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course has been designed to develop an understanding of the concepts and applications of Information Technology based Management Support Systems.

Course Contents:

Unit 1 Overview of Computer Based Information System; Decision Making Concepts, Need for Decision Support; Decision Modeling Exercises; Role of Decision Support System in Business; Modeling in Decision Support.

Unit 2 Spread Sheet Software System as DSS Tool; Development of Planning Models in Functional Areas; Introduction to integrated Financial Planning System for Financial Modeling; Group Decision Support Systems.

Unit 3 Use of DSS Technology for Marketing, Finance, Production and HRM; Modeling of Multi-objective and Analytic Hierarchy Process; Artificial Intelligence; Need and Applications; Artificial Intelligence Based Systems; Fuzzy Knowledge in Rule-based Systems.

Unit 4 Expert System Shells; Working on an Expert System Shell; Development of an Expert System Model for a Functional Area; PROLOG - A Tool for Programming; Executive Information System and their Applications.

Suggested Readings:

- Bratko, Ivan, *Programming for Artificial Intelligence*, Addison-Wesley, California.
- Davis, Michael W., *Decision Support*, Englewood Cliffs, Prentice Hall Inc, New Jersey.
- Jayashankar, R., *Decision Support Systems*, McGraw Hill, New Delhi.
- Patterson, Dan W., *Introduction to Artificial Intelligence and Expert Systems*, Englewood Cliffs, Prentice Hall Inc, New Jersey.
- Sprague, Ralph H., *Decision Support for Management*, Englewood Cliffs, Prentice Hall Inc, New Jersey.
- Turban, E., *Decision Support & Expert Systems*, MacMillan, New York.

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BUSINESS PROCESS RE-ENGINEERING
[MBA(H)-IT-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course has been designed to develop an appreciation of process view of business and redesign thereof.

Course Contents:

Unit 1 Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR.

Unit 2 Process Improvement and Process Redesign; BPR Experiences in Indian Industry; Process Identification and Mapping.

Unit 3 Role/Activity Diagrams; Process Visioning and Benchmarking; Business Process Improvement; Business Process Redesign.

Unit 4 Man Management for BPR Implementation; Re-organizing People and Managing Change.

Suggested Readings:

- Carr, D K and Johansson, H J., *Best Practices in Re-engineering*, McGraw Hill, New York.
- Champy, James, *Re-Engineering Management: The Mandate for New Leadership*, Harper Collins, London.
- Coulson Thomas, C., *Business Process Re-engineering: Myth & Reality*, Kogan Page, London.
- Davenport, T H, *Process Innovation: Re-engineering Work Through Information Technology*, Harvard Business School Press, Boston.
- Hammer, Michael, *Re-engineering the Corporation: A Manifesto for Business Revolution*, Nicholas Brealey, London.
- Jayaraman, M S., *Business Process Re-engineering*, McGraw Hill, New Delhi.
- Pepppard, J and Rowland P., *The Essence of Business Process Re-engineering*, Prentice Hall Inc, New York.

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SYSTEM ANALYSIS AND DESIGN
[MBA(H)-IT-33]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course is aimed at developing an appreciation of analysis and design of computer based commercial data processing systems.

Course Contents:

Unit 1 Overview of Systems Analysis and Design; Software applications and the changing scenarios, Introduction to different methodologies and Structured System Analysis, Problem identification, Requirement analysis: Tools and techniques, Feasibility analysis: Operational, Technical and Economic Feasibility; Details of SDLC approach, Business Systems Concept.

Unit 2 Systems Development Life Cycle; Project Selection; Feasibility Study; Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques, Structured Techniques Available; System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organization and Intersections.

Unit 3 Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization; Detailed Design, Modulation, Module Specification, File Design, Data Base Design; System Control and Quality Assurance; Documentation Tools, Testing Techniques Available; System Controls and Audit Trails; System Administration and Training.

Unit 4 Conversion and Operations Plan; Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organization.

Suggested Readings:

- Awad, Elias M., *Systems Analysis and Design*, Prentice Hall of India, New Delhi.
- Hawryszkiewycz, *Introduction to Systems Analysis and Design*, Prentice Hall of India, New Delhi.
- Rajaraman, V., *Analysis and Design of Information Systems*, Prentice Hall of India, New Delhi.
- Whitten, J. L., *System Analysis and Design Methods*, Galgotia, New Delhi.

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STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY
[MBA(H)-IT-34]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course is aimed at developing an understanding of use of Information Technology as a strategic tool for business management.

Course Contents:

Unit 1 Key Issues in Information Systems Management and the Role of the Chief Information Officer; Analytical Framework for Strategic IT Initiatives.

Unit 2 Sustaining Competitive Advantage by use of IT; Creativity, Learning Organizations and Role of Information Technology in Business Transformation.

Unit 3 Information Partnerships; Managing in the Market space; National Information Infrastructure and IT Policy at the National Level.

Unit 4 Planning for Strategic IT Resource; Managing the IT Function; Outsourcing IT Function.

Suggested Readings:

- Gathers, R O, *Strategic Information Management: Challenges and Strategies in Managing Information Systems*, Butterworth-Heinemann, Oxford.
- McKinney, James L., *Waves of Change' Business Evolution through Information Technology*, HBS Press, Boston.
- Neuman, Seev, *Strategic Information Systems: Competition through Information Technologies*, MacMillan College, New York.
- Nolan, Richard L., *Creative Destruction: A six-stage process for transforming the organization*, HBS Press, Boston.
- Parker, Marilyn M., *Strategic Transformation and Information Technology: Paradigms for Performing while Transforming*, Englewood Cliffs, Prentice Hall Inc, New Jersey.
- Sumogyi, E K and Wailers, Robert, *Towards Strategic Information Systems*, Kent Publishing, Tunbridge.
- Ward, John, *Strategic Planning for Information Systems*, John Wiley, Chichester.

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DATA BASE MANAGEMENT
[MBA(H)-IT-35]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations.

Course Contents:

Unit 1 Data Processing Concepts; Data structures; File processing and access methods; Taxonomy of Data Management Systems; Various Data Base Management Models; Evaluation of commercially available software systems with managerial emphasis on tradeoffs among cost, capacity, and responsiveness.

Unit 2 Functions of Transaction Processes and their Communications, Interface with Database Management Systems; Distributed Data Processing Systems and a need for database environment for such a system, Physical Database Structures; Normalization and Logical Design.

Unit 3 Query Languages for Relational Database Management Systems; Study of a Relational Database Management System for Successful Implementation of Distributed Systems; Structured Query Language, Distributed Data Base Systems; On-line Data Bases; Object-Oriented Data Bases.

Unit 4 Managerial issues related to Data Base Management; Evaluation criteria; Performance analysis; Recovery issues; Re-organization problems; Implementation and maintenance issues; Database administration.

Suggested Readings:

- Coad, Peter and Edward, Yourdon, *Object-Oriented Analysis*, Englewood Clif, Yourdon Press, New Jersey.
- Kroenke, David M., *Database Processing: Fundamentals, Design, Implementation*, McMillan, New York.
- McFadden, Fred R and Hoffer, Jeffrey, A., *Database Management*, Benjamin-Cummings, Redwood City..
- Salemi, Joe, *Client/Server Data Bases*, Ziff-Davis Press, California.

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Specialization: Rural and Urban Management
CO-OPERATIVE MANAGEMENT
[MBA(H)-RM-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to expose the students to the functional problems of co-operative organizations in the view of the compulsions of technology and the changing market structure with the globalization of markets.

Course Contents:

Unit 1 Co-operative Administration: A global perspective; Ecology of co-operative administration; Cooperative sector and economic development.

Unit 2 Co-operative Management: Nature and functions; Professionalized management for cooperatives; Role of leadership in co-operative management; Placement and the role of the Board of Directors in co-operative management; The State and the cooperative movement; Effects of cooperative law on management.

Unit 3 Long Range Planning for Cooperative Expansion; Policy making; Executive direction; Human Resource Management; Organizational structure; Project formulation, Implementation and evaluation; Financial management; Marketing management; Procuring management; Distribution management.

Unit 4 Coordination between Trading Cooperatives & Public-Sector Trading Agencies: Problems & prospects.

Suggested Readings:

- Ansari, A. A., *Co-operative Management Pattern*, Anmol Publication, New Delhi.
- Akmat, J. S., *New Dimensions of Cooperative Management*, Himalaya Publishing House, New Delhi.
- Goel, B. B., *Co-operative Management and Administration*, Deep and Deep Publication, New Delhi.
- Karma, Pawan Kr., *Co-operative Management*, Deep and Deep Publication, New Delhi.
- Sah, A. K., *Professional Management for the Cooperatives*, Vikas Publishing House, New Delhi.
- Taimini, K. K., *Managing the cooperative enterprise*, Minarva Associates Pvt. Ltd, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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RURAL CREDIT AND FINANCE
[MBA(H)-RM-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To provide a conceptual framework and understanding of financial management practices and methods for rural development agencies.

Course Contents:

Unit 1 Rural Indebtedness: Factors, Analysis and Implications: System of Rural and Agricultural Credits in India: Short term, Medium term and Long term Credit Systems.

Unit 2 Rural Credit: Need, Objectives, Sources (Institutional, Non-institutional) and Types; Role of Central, State and Local Bodies, Role of Cooperative and Commercial Banks.

Unit 3 Integrated Agricultural Credit Services, Multi-agency approach to Rural Credit and Agricultural Finance, Structure and Responsibilities of Credit Agencies, Loans Overdue and Recovery, Farm Credit and Modernization.

Unit 4 District and Block level credit planning; Refinance: Purpose, guidelines, terms and conditions; Credit facilities and Support services.

Suggested Readings:

- Singh, Ajit, *Rural development and Banking in India: Theory and Practice*, Deep and Deep Publication, New Delhi.
- Dandekar, V. M., *Financing Small and Marginal Farmers through Co-operative Credit Structure*, Allied, Bombay.
- Desai, Vasant, *Rural Development: Organisation and Management*, Himalaya Publishing, House, Mumbai.
- Jain, S. C., *Management in Agricultural Finance*, Vora, Mumbai.
- Naidu, L. K. *Bank Finance and Rural Development*, Ashish Publications, New Delhi.
- Tokbi, M. R. and Sharma, D. P., *Rural Banking in India*, Oxford Press, New Delhi.

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RURAL RESOURCES AND DEVELOPMENT
[MBA(H)-RM-33]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To provide an in-depth understanding of the problems and processes of rural development, ecology, resources and other major development issues.

Course Contents:

Unit 1 Rural Economy, Income, Resource distribution and gaps, Rural ecology, Irrigation, Water supply and habitation, Land holdings, Assets distribution and land reforms, Land utilization and cropping patterns.

Unit 2 Agricultural productivity, Inputs: Water, Electrification, Fertilizers, Seeds, Implements, Plant protection and subsidies.

Unit 3 Manpower, Employment, Migration, Rural Women: Status, Role and participation, Forest resources and Social forestry.

Unit 4 Special area development programs, Wasteland development, Public services and Extension services.

Suggested Readings

- Arora, R. C., *Integrated Rural Development*, S. Chand, New Delhi.
- Bansali P. C., *Agricultural Statistics in India*, Arnold Heinemann, New Delhi.
- Gupta, A., *Ecology and Development in Third World*, Routledge, London.
- Hanumantha Rao, C., *Agricultural Production: Functions Costs and Returns in India*, Asia Publications, New Delhi.
- Joshi, P. C., *Land Reforms in India*, Institute of Economic Growth, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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RURAL INDUSTRIALIZATION
[MBA(H)-RM-34]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To provide a comprehensive understanding of linkage between rural industrialization, agro-based industries and rural development.

Course Contents:

Unit 1 Rural-urban organization and industrial pattern, Decentralization of Industries, Small and Medium Scale Industries, Choice of rural and agro based industries, Issues in the size and location of industries.

Unit 2 Appropriate technology and issues in the transfer of technology; Rural labour employment and rural industries; Policy and development of cottage industries.

Unit 3 Organization and administration of KVIC; Promotional Measures: Subsidies, incentives and financial inputs; Issues in product development: Pricing, Quality marketing and supporting organizations; Role of co-operatives, Financial institutions, Central, State and Local Governments.

Unit 4 Socio-economic impacts of rural industrialization; Sectoral systems approach to rural industrialization.

Suggested Readings:

- Acharya, S. S., *Agricultural Marketing in India*, Oxford & IBH, New Delhi.
- Dasgupta, S., *Diffusion of Agricultural Innovation in Village India*, John Wiley, New York.
- Desai, Vasant, *Rural Development*, Himalaya Publishing House, New Delhi.
- Hanumantha, C. H., *Technological Change and Distribution of Gains in Indian Agriculture*, Macmillan, New Delhi.

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PARTICIPATORY DEVELOPMENT IN RURAL AREAS
[MBA(H)-RM-35]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course aims to provide a comprehensive understanding of the organization and administration of rural institutions, decentralization, participation in decision making processes and the cooperatives.

Course Contents:

Unit 1 Concepts of community development; Traditional village organization and rural institutions: Panchayati Raj/ Local Self Government.

Unit 2 Organization and Administration; Decision making processes: Committees and recommendations; Rural development; Review for Five Year Plans.

Unit 3 Central-State control: Agrarian reforms, Conflicts; Public utilities and access. Design and evaluation of Community Development Projects; Participation and involvement.

Unit 4 Cooperative evolution, Development, Organization, Administration; Role of States in Cooperative Development, Role of Financial Institutions: Role of NGOs in participatory development.

Suggested Readings:

- Desai, Vasant, *Rural Development*, Himalaya Publication, Mumbai.
- Kamat, G. S., *Managing Co-operative Management*, Himalaya Publication, Mumbai.
- Laxmaii, T. K., *Rural Development in India: A Multidimensional analysis*, Himalaya Publication, Mumbai.
- Mathur, T., *Rural Development in India*, Agricole, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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Specialization: Public System Management
PUBLIC ENTERPRISE MANAGEMENT
[MBA(H)-PS-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to expose the students to the managerial aspects of public enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

Course Contents:

Unit 1 Genesis, Rationale, Objectives and Role of public enterprises, Organizational forms and working of the Board of Management, Public Enterprise Policy and Reform Measures.

Unit 2 Institutional Arrangement for Designing and Implementing Memorandum of Understanding (MoU); Project Management Methodologies in Public Enterprises; Problems with regard to selection, transfer and management of technologies in public enterprises.

Unit 3 Pricing policy and price controls in developing countries, Marketing problems of public enterprises, Concept of administered prices; Institutional mechanism for price fixation process: Budgetary techniques and financial control system in public enterprises; Expenditure control, Zero-base budgeting and Performance budgeting; Personnel administration in India.

Unit 4 Training and development facilities; Problems of job satisfaction, Absenteeism, System of reward and punishment; Stress and executive behaviour, Problems of industrial relations and trade unionism in public enterprises; Problems of evaluation of performance, Autonomy vs. Accountability in public enterprises; Human resource development in public enterprises.

Suggested Readings:

- Bhattacharya C. D., *Public Sector Enterprises in India*, Kitab Mahal, Allahabad.
- Laxmi Narain, *Principles and Practices of Public Enterprise Management*, Sultan Chand, New Delhi.
- A Mishra, R. K. and Ravishanker, *Current Perspectives in Public Enterprises*, Ajanta, Delhi.
- Patil S. M. and Nigam R K., *We and the Public Sector*, Documentation Centre for Corporate and Business Policy Research, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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FINANCIAL MANAGEMENT IN PUBLIC SYSTEM
[MBA(H)-PS-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The basic objective of this course is to appraise the students about the financing and investment decision-making process in public systems organizations.

Course Contents:

Unit 1 Finance functions in public enterprises; Role of financial adviser, Major sources of finance of public enterprises.

Unit 2 Capital markets for raising funds, Government grants and subsidies, Public deposits; Cost control, Profit planning and executions.

Unit 3 Capital structure, Investment decisions in public enterprises; Problems of pricing; Identifying and solving financial problems of non-profit organizations with attention to funds, accounting, budgeting and control.

Unit 4 Investment decision making; Sources of funds for non-profit organizations.

Suggested Readings:

- Glynn J. J., *Value for Auditing in Public Sector*, Prentice Hall, Englewood Cliffs. N.J.
- Gross, M. J. and Warshayer W., *Financial and Accounting Guide for Non-Profit Organisation*, Ronald Press. New York.
- Gupta, G. S., *Budgetary central in Electricity undertakings*, National Publishers, New Delhi.
- Henke, Emerson, *Accounting for Non-Profit Organizations*, Wordsworth, Belmont, California.
- Livingstone, J. L. and Gunn, S. C., *Accounting for social goals: Budgeting and Analysis of Nonmarket Projects*, Harper and Row, New York.
- Lynn, E. S. and Freeman, Robert F. Fund, *Accounting: Theory and Practice*, Prentice Hall, Englewood Cliffs. N.J.

Note:

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ENERGY MANAGEMENT
[MBA(H)-PS-33]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course would equip the participants with knowledge and skills needed in managing energy crisis, developing non-conventional sources of energy and using conservation and conversion technologies for organizational use at a macro level.

Course Contents:

Unit 1 Organisation for energy management, Goal setting in energy management; Energy crisis, Energy use patterns and scope for conservation.

Unit 2 Energy audit, Energy pricing and Review of conversion technologies.

Unit 3 Incentives for conservation in thermal and electrical systems in the organizations; Non-conventional sources of energy.

Unit 4 Utilization of solar energy; Biomass as a source of energy, Option of nuclear energy in the developing countries.

Suggested Readings:

- Donglass. C., *Energy Technology Handbook*, McGraw Hill, New York.
- Ghosh, P. K. and Gupta. G. S., *Cost of Power Generation, Transmission and Distribution*, National Publishers, New Delhi.
- Kreith, F. and Kreider, J. F., *Principles of Solar Engineering*, McGraw Hill, New York.
- Penner, S. S. and Learman. L., *Energy: Non-Nuclear Technology. Vol. II*, Addison Wesley, New York.
- Prakash, I. K., *Energy Systems and Development*, Oxford University Press, New Delhi.
- Thorndike. E. H., *Energy and Environment*, Addison Wesley, New York.
- Venkateshwara, D., *Chemical Technology*, Indian Institute of Technology, Madras.

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HOTEL MANAGEMENT
[MBA(H)-PS-34]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The basic objective of this course is to acquaint the students with the working of the hospitality industry.

Course Contents:

Unit 1 Hotel Industry: Introduction and evolution, Classification of hotels, Types of accommodation, Intermediary accommodation and grouping of accommodation.

Unit 2 Development of hotel industry in India, Early history of hotel management, Hotel industry vs Tourism industry; Characteristics of hotels, Activities of hotels, Accommodation management, Front office, Housekeeping, Bar and restaurant.

Unit 3 Room occupancy rate management, Estimation of demand, Seasonal pattern of guest occupancy, Factors affecting the determination of room rates; Marketing functions and its relevance to the hotel industry; Sales, Purchasing, Storage systems, Inventory levels, Ordering levels, Costing, Food cost reports, Recipe costing, Menu pricing and Hotel security.

Unit 4 Licenses, Permission from statutory authorities, Labour department, City corporation, Police, State excise and customs; Employee state insurance, Food and beverage services. Problems and prospects of hotel industry.

Suggested Readings:

- Anand, M. M., *Tourism and Hotel Management in India*, PHI, New Delhi.
- Doswell, Roger, *Approach to Hotel Planning*, New University Education. London.
- Medlkk, S., *The British Hotel and Catering industry*, Sir Issac Pitman and Sons Ltd., London.
- Negi, Jagmohan, *Hotels for Tourism Development*, Metropolitan Books, Delhi
- Paige, G. and D. K., *The Hotel Receptionist*, Cassell, London
- Sutton, Donald F., *Financial Management in Hotel and Catering Operation*, Helnemann.

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DEVELOPMENT ADMINISTRATION
[MBA(H)-PS-35]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The basic objective of this course is to examine the functioning of the administrative system in India, to identify its structural and peripheral deficiencies so as to streamline its functioning.

Course Contents:

Unit 1 Public Service Orientation: Issues and dilemmas; Ethics and public service; Neutrality, Responsibility and Morality; Deficiencies in the functioning of administrative services in India; Reforms in terms of structure procedure and personnel.

Unit 2 District Administration: Inter-Organizational relations between different government agencies functioning the district level, Role of the District Magistrate; Village administration: Evolution of village administration in India.

Unit 3 Changing structure of public administration in different countries like Japan, Australia, China, United States, India; Training for public administration: Methodology, techniques and strategies, Training and professionalization in different services; Innovative and performance-oriented work culture, Creation of an environment for excellence.

Unit 4 New administrative reforms measures; Performance and accountability in public services; Zero-base budgeting; Productivity in government organizations; Role of the Cabinet Secretariat in developing administration.

Suggested Readings:

- Chaturvedi, T. N., *Training in Public Administration: The Changing Perspectives*, The Indian Institute of Public Administration, New Delhi.
- Misra, R. R., *District Planning*, Concept Publishers, New Delhi
- Ramachandran, Padma, *Some Issues in Development Administration*, Oxford & IBH, New Delhi.
- Sharma, R. D., *District Administration in India - Problems and Prospects*, Deep and Deep, New Delhi.
- Singh, R. Y. and Singh A. K., *Planning in Integrated Rural Environment*, Deep and Deep, New Delhi.
- Vepa, Rani K., *Change and Challenge in Indian Administration*, Manohar, New Delhi.

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Specialization: Health Care Administration
COMMUNITY HEALTH, EPIDEMIOLOGY AND POPULATION MANAGEMENT
[MBA(H)-HC-31]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course aims to impart knowledge on the concepts of community health, community participation, vital health indicators and demographic data and the uses of these health information for a better approach to policy making and planning in the health sector.

Course Contents:

Unit 1 Meaning and scope of epidemiology: Models and factors associated with health and diseases; Health statistics and health indicator: Morbidity, Mortality: Data sources, collection, analysis and uses.

Unit 2 Primary health care and community participation, Organizational aspects of community health: Clinical care, Physical aspects of community health.

Unit 3 Psychological aspects of community health, Special aspects of community health, Drugs, Alcoholism.

Unit 4 Health information system: Use of computers; Population policy, planning and management.

Suggested Readings:

- Abelin, T. Brzenski, Z. J. and Carstairs, V. D., *Measurement in Health Promotion and Protection*, WHO, Copenhagen.
- Alderson, M., *An Introduction to Epidemiology*, Macmillan, London.
- Green, L. W. and Anderson, C. L., *Community Health*, Times Mirror Mosby, St. Louis.
- Hill, A. B., *A short textbooks of Medical Statistics*, UNI Books.
- Jolly, K. G., *Family Planning in India: A District Level Study*, Hindustan, Delhi.
- McCarthy, Mark, *Epidemiology and Policies for Health Planning*.
- Pollard, A. H., *Demographic Techniques*, Pergamos, Oxford.

Note:

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HEALTH CARE AND SOCIAL POLICY
[MBA(H)-HC-32]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course is designed to impart knowledge on (a) health and social welfare policies (b) factors related to health policy formulation (c) tools of analysis needed for the study of health policies and (d) the dynamics of policy making.

Course Contents:

Unit 1 Social welfare, Public and social policy: Factors in social policy: Situational, structural, ideological and environmental approaches to analysis, resources, structure and organizations.

Unit 2 Health Care and Social Development: Health policy formulation, factors, determinants and other sectoral issues.

Unit 3 Health Policy: Input, output and performance; Health and social policy: International perspective; Health policy and the disadvantaged.

Unit 4 National Health Policy: Review of different committees; Distribution of health services in India; Role of national and international agencies; Role of private and voluntary groups.

Suggested Readings:

- Chaterice, Meera, *Implementing Health Policy*, Manohar, New Delhi.
- Christianson, J. B. and Mamor, T. R., *Health Care Policy: A Political Economic Approach*, Sage, London.
- Djunkanovic, V. and Mach, E. P., *Alternative Approaches to Meeting Basic Health Needs in Developing Countries*, WHO, Geneva.
- Lee, Kenne and Mills Anne, *Policy making and Planning in Health Sector*, Oxford University Press, Oxford.
- Parsten, G., *Planners, Politics and Health Services*, Croorn Helm, London.
- Roemer, M. I., *Comparative National Policies on Health Care*, Marcel Dekkar, New York.

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HEALTH SYSTEM MANAGEMENT
[MBA(H)-HC-33]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The course is designed to appraise the participants on the users of systems management concepts for the purpose of efficient health sector decision making, control and evaluation.

Course Contents:

Unit 1 Systems analysis and systems dynamics in health care; Planning methodologies, Goals and functions; Strategic management in health care.

Unit 2 Quantitative foundations of health services management; Health care decision making for mega problems; Contemporary trends in health care; Operational planning and management issues in health care.

Unit 3 Health Systems Research: Uses and applications; evaluation methodologies for monitoring the performance and needs in health services.

Unit 4 Health manpower policy, Planning and management in health care; Project management in health care.

Suggested Readings:

- Ferrer, H. P., *The Health Services Administration Research and Management*, Butterworths, London.
- Hodgetts, R. M. and Casico, D. M., *Modern Health Care Administration*, Academic Press New York.
- Hornby, P., *Guidelines for Health Manpower Planning*, WHO, Geneva.
- Hyman, Herbert H., *Health Planning: A Systems Approach*, Aspen, Rockville.
- Indian Council of Medical Research, *National Conference on Evaluation of Primary Health Care Programmes*, ICMR, New Delhi.
- Ramaiah, J. J., *Health Programme Management Through PERT*, Abhinav, New Delhi.
- Wortman, P. M., *Methods for Evaluating Health Services*, Sage, London.

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HEALTH CARE ECONOMICS AND FINANCE
[MBA(H)-HC-34]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30

Time Allowed: 3 Hours

Course Objective: This course is designed to explore the range of financial and economic techniques which can be used to aid a resource decision making and resource allocation in the health sector.

Course Contents:

Unit 1 Health Services: Assessment of poor health in the developing countries, Economic appraisal of health services: need vs. demand vs. supply model.

Unit 2 Health sector financing and expenditure surveys; Primary care: Costs, resource availability and allocation; Methods and models in the analysis and evaluation of health sector financing.

Unit 3 Financial management in health services: Budgeting, control, pricing and efficiency in health services.

Unit 4 Economic development and National development planning; Non-governmental health care; National health programmes.

Suggested Readings:

- Carrin, G., *Economic Evaluation of Health in Developing Countries*, Oxford University Press, New York.
- Cleverly, W. D., *Financial Management of Health Care Facilities*, Aspen, Maryland.
- Conyers, D. and Hills, P., *An Introduction to Development Planning in the Third World*, John Wiley, New York.
- Drummond, M. F., *Principles of Economics Appraisal in Health Care*, Oxford University Press, New York.
- Ferrer, H. P., *Health Services: Administration, Research and Management*, Butterworths, London.
- Ferrati, D., *Strategies for paying for Health Services in Developing countries*, World Bank, Washington D.C.
- Fieldstein, P. J., *Health Care Economics*, John Wiley, New York.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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ENVIRONMENTAL HEALTH MANAGEMENT AND SAFETY PLANNING
[MBA(H)-HC-35]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The aim of this paper is to expose the students about the possible health hazards faced in the health care delivery process through the waste generated.

Course Contents:

Unit 1 Concept of health care planning, Health expenditure, Hospitals as a health care delivery system; Management of health care systems; Dimensions of health care management; Management of quality; Concept of environmental health care.

Unit 2 Microbiological considerations; Laundries, CSSD, insect, rodent control, emergency and disaster planning; Safety management; Patients and personnel safety, Fire safety, General sanitation; Hazardous waste management; Solid waste handling & disposal.

Unit 3 Liquid waste handling, Collection & disposal; Water treatment and distribution; Planning and organizing for safety and waste management; Legal and social aspects of waste management; Trends and practices.

Unit 4 Management of Costs; Health care budgeting; Cost containment; Management of conflicts; Organizing for better health care management; Collective employee participation; Bargaining; Rewards and punishments.

Suggested Readings:

- Ferry, Ted, *Safety & Health Management Planning*, Van Nostrand Reinhold, New York.
- Bond, Richards G. S., Michaelsen and Roger L. DeRoos, *Environmental Health & Safety in Health Care Facilities*, Macmillan, Mumbai.
- Zweife, Peter and Friedrich Breyer, *Health Economics*, Oxford University Press, New York.
- Kurt, Darr and Jonathan S. R., *Hospital Organisation and Management: Text and Readings*, CBS Publishers & Distributors.
- Goyal, R. C., *Handbook of Hospital Personnel Management*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

ENTREPRENEURSHIP DEVELOPMENT
[MBA(H)-41]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

Course Contents:

- Unit 1** Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.
- Unit 2** Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.
- Unit 3** Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning.
- Unit 4** Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme.

Suggested Readings:

- Barringer, Bruce R., and Ireland Duane, R., "*Entrepreneurship: Successfully Launching New Ventures*", Pearson Education, New Delhi.
- Gupta S. L. and Mittal Arun, "*Entrepreneurship Development*", International Book House, New Delhi.
- Hisrich, Robert D., Peters P. Michael and Shepherd A. Dean, "*Entrepreneurship*", McGraw Hill, New Delhi.
- Jayashree K., Kumar S. Anil, Poornima S. C. and Abraham M. K., "*Entrepreneurship Development*", New Age Publishers, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BUSINESS ANALYTICS
[MBA(H)-42]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in decision support and business analytics.

Course Contents

Unit 1 Foundations of Business Analytics: Introduction, Evolution and Scope; Data for Business Analytics: Data sets and Data bases, Big data, Metrics and Data Classification, Data Reliability and Validity; Models in Business Analytics; Phases of problem solving.

Unit 2 Descriptive Analytics: Data Visualization: Tools for Data Visualization; Data Queries: Tables, Sorting and Filtering; Statistical methods for summarizing data; Probability: Basic concepts, Probability Distributions; Statistical Measures: Measures of Location, Dispersion and Shape; Sampling and Estimation: Methods, Errors and Distribution of Sampling; Statistical Inference: Hypothesis testing: One sample, Two samples, Two tailed, ANOVA and Chi square tests.

Unit 3 Predictive Analysis: Forecasting techniques: Qualitative and Judgmental forecasting, Statistical forecasting methods; Time Series and Exponential Smoothing methods; Data Mining, Data Exploration and Reduction; Classification of Data: K-Nearest Neighbors (k-NN) algorithm and Discriminant Analysis; Monte Carlo Simulation.

Unit 4 Prescriptive Analysis: Linear Optimization: Graphical interpretation; Integer Optimization: General, Binary and Mixed Variable Models; Decision Analysis: Formulation of Problems, Decision Strategies with and without outcome probabilities, Decisions with conflicting objectives, Value of information; Utility and Decision Making: Constructing Utility function, Exponential Utility function.

Suggested Readings

- Evans James, *Business Analytics*, Pearson, New Delhi.
- Jay Liebowitz, *Business Analytics: An Introduction*, Auerbach Publications, New Delhi.
- Prasad R. N. and Acharya Seema, *Fundamentals of Business Analytics*, Wiley, New Delhi.
- Purba Halady Rao, *Business Analytics: An Application Focus*, PHI, New Delhi.
- S. Christian Albright and Wayne L. Winston, *Business Analytics: Data Analysis and Decision Making*, Cengage Learning, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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RESEARCH PROJECT
[MBA(H)-43]

Course Credits: 4; Total Marks: 100

COMPREHENSIVE VIVA-VOCE
[MBA(H)-44]

Course Credits: 2; Total Marks: 50

Specialization: Marketing Management
INDUSTRIAL MARKETING
[MBA(H)-MM-41]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To lay a foundation for understanding of complex dimensions of Industrial Marketing.

Course Contents:

Unit 1 Nature and Scope, Industrial vs. Consumer Marketing, Understanding Industrial Markets: Organizational Customers, Classifying Industrial Products, Nature of Demand in Industrial Markets.

Unit 2 Industrial Buyer Behaviour, Industrial Purchasing System, Industrial Marketing Research, Industrial Marketing Strategy, Strategic Planning, Assessing Marketing Opportunities.

Unit 3 Segmentation of Industrial Markets, Product Positioning, Product Decisions and Strategies, Industrial Services. Industrial Marketing Communication, Sales Force Management, Advertising and Sales Promotion.

Unit 4 Industrial Pricing, Price Determinants, Pricing Policies, Pricing Decisions, Formulating Channel Strategy, Logistics Management.

Suggested Readings:

- Havaladar, Krishna K., *Business Marketing*, Tata McGraw Hill, New Delhi.
- Kotler, Koshy, *Marketing Management: South Asian Perspective*, Pearson Education, New Delhi.
- Reeder, Robert R., *Industrial Marketing: Analysis, Planning and Control*, Prentice Hall of India, New Delhi.
- Vitale, Robert, *Business to Business Marketing*, Pearson Education, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CYBER MARKETING
[MBA(H)-MM-42]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the role of Interactive Media in marketing and promotional efforts in the twenty-first century.

Course Contents:

Unit 1 Cyber-space: Concept of Cyber Space and Internet, advantages and Challenges in using Internet, Customer Relationship Management, Knowledge Management.

Unit 2 E-Marketing: Introduction to E-commerce, Advantages and limitations of cyber marketing, Future Trends and Challenges in Cyber Marketing, E-retailing, Interactive KIOSKS in the retail environment, Search engines.

Unit 3 World-Wide-Web: Concept of world-wide-web, Website Management, Web Hosting, Blogs, Viral marketing, Permission marketing, Home page, Hits, Views, Visits, Hyperlinks,

Unit 4 E-Marketing Strategies: Media and marketing strategies for cyber marketing, Advertising on Internet, Public relations and Promotion on Internet, Measuring Effectiveness of Interactive Media vis-à-vis Traditional Media. Future of marketing-gamification and apps.

Suggested Readings:

- Ahuja, Vandana, *Digital Marketing*, Oxford Publishing House, New Delhi.
- Kheglar, Thomas Jr., *Web Advertising and Marketing*, Premier Press, USA.
- Lewis H. G., Lewis Robert D., *Selling on the Net: The Complete Guide*, NTCI Contemporary Publishing, Chicago.
- Mantravadi, Pramod M, *E-Marketing: The Emerging Trends*, ICFAI University Press, Hyderabad.
- Prasad, R, *Digital Marketing*, ICFAI University Press, Hyderabad.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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DISTRIBUTION AND LOGISTICS MANAGEMENT
[MBA(H)-MM-43]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to enable students to understand the importance and dynamics of a firm's physical distribution functions and logistics.

Course Contents:

Unit 1 Distribution Channels: Role of Marketing Channels, Factors affecting choice of Distribution; Channel Behavior and Organisation; Distribution Intensity.

Unit 2 Introduction to Distribution Logistics: Nature, Importance and Scope; Integrated logistics; Total cost concept; Concept of customer service; Transportation and Physical Distribution: Selection of transportation modes.

Unit 3 Multi-model transportation; Routing and scheduling in transportation; Design options for a transportation network; Major decision areas of inventory management: Economic Order Quantity; Techniques of Inventory Control.

Unit 4 Warehousing: Role and modern concept of warehousing; Types of warehouse; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling, Performance Measurement and Control.

Suggested Readings:

- Bowersox E.W. and Smykay D.J., *Physical Distribution Management*, Macmillan Publishers, Noida.
- Gupta, S. L., *Sales & Distribution Management*, Excel Books, New Delhi.
- Khanna, K. K., *Physical Distribution Management*, Himalaya Publishing House, New Delhi.
- Lambert, D. M., James R.S., *Strategic Logistics Management*, Tata McGraw Hill, New Delhi.
- Martin, Christopher and Gordon Wills, *Marketing Logistics and Distribution Planning*, Allen and Unwin, Michigan.
- Stern, Louis W. Adel, I., Ansary, Anne T. Coughlan, *Marketing Channels*, Prentice Hall, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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RETAIL MARKETING
[MBA(H)-MM-44]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To understand the growing importance of organized retailing in India and changing purchasing and spending habits of consumers.

Course Contents:

Unit 1 Retailing: Introduction to Retailing, Organized vs. Unorganized Retailing, Present Retail Scenario, Mushrooming growth of Retail outlets in India, Key Drivers of Retailing in India – Demographic and Psychographic.

Unit 2 Retailing Formats: Different Retail Formats and their characteristics viz. Location, Space/Layout, Merchandising; Vendor Development, Channel Dynamics, Supply Chain Management, Retail Marketing Mix.

Unit 3 Mall Culture: Management of Shopping Malls, Specialty and Department Stores Super-Markets and Hyper Markets, Store Designing, Warehouse Management, Visual Merchandising and Displays, Point of Sale (POS), Store Operations, Location Planning, Site Selection, Atmospherics and Retail Space Management.

Unit 4 Retail Branding: Building Store Brands, Positioning for Differentiation, Retail Advertising, Sales Promotion, Future Trends in Retailing, Regulatory Environment: Current Economic and Financial policies by Govt. of India for Retail Sector, FDI in Retailing.

Suggested Readings:

- Bajaj C., Varma N., *Retail Management*, Oxford University Press, New Delhi.
- Berman, Berry and Evans, Joel R., *Retail Management: A Strategic Approach*, Pearson Education, New Delhi.
- Diamond, Jay and Gerald, Pintel, *Retailing*, Prentice Hall, New Delhi.
- Gilbert, David, *Retail Marketing Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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INTERNATIONAL MARKETING
[MBA(H)-MM-45]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the growing importance of international marketing.

Course Contents:

Unit 1 International Marketing: Nature, Scope, Risks and Benefits; International Marketing environment; Assessing global marketing opportunities; Barriers facing international marketers. WTO provisions relevant to international marketing.

Unit 2 Understanding foreign consumers; Research and information system for international marketing; Foreign market entry strategies; Product development for foreign markets; International market segmentation and product positioning; Branding and packaging decisions; International product life cycle.

Unit 3 Intermediaries in international distribution; Channel selection, Evaluation and strategies; International advertising and promotion; Challenging of international selling; Pricing decisions in international marketing.

Unit 4 Structure of international distribution logistics; Price quotations and terms of sale; Basic export procedure and documentation; Cargo insurance; Methods and instruments of trade financing.

Suggested Readings:

- Cateora, R. P. and L. J. Grahans, *International Marketing*, McGraw Hill. New Delhi.
- Keegan, W. J., *Global Marketing Management*, Prentice Hall of India, New Delhi.
- Onkvisit, Sak and Shaw, *International Marketing*, Prentice Hall of India, New Delhi.
- Paul, Justin and Kapoor Ramneek, *International Marketing: Text and Cases*, McGraw Hill Education, New Delhi.
- Walter, I. and Murray T., *Handbook of International Business*, Wiley, New York.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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Specialization: Financial Management
CORPORATE RESTRUCTURING
[MBA(H)-FM-41]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course is designed to provide an understanding of the essential elements and methods for restructuring of business organizations.

Course Contents:

Unit 1 Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A; Handling cross-culture and taxation issues in cross-border M&A.

Unit 2 Demerger: Types of demerger, Reverse merger, Buyback of shares, Leverage buy-out strategy, Merger strategy- Growth, synergy, operating synergy, financial synergy, diversification; Takeover and its types, Takeover strategy, Takeover bids, Legal framework for mergers and acquisitions, Leverages and buyouts; Hostile tender offers and various anti-takeover strategies.

Unit 3 Deal Valuation and Evaluation: Factors affecting valuation, Methods of valuation, Cash flow approaches, Economic Value Added (EVA), Sensitivity analysis, Valuation under takeover regulation, Valuation for slump sale, Cost-benefit analysis and Swap ratio determination

Unit 4 Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholder's Wealth; Methods of payment and financing options in Mergers and Acquisitions, Merger, Acquisitions and Competition Law 2002, SEBI (Securities and Exchange Board of India) Takeover Code 2011, Criteria for negotiating friendly takeover.

Suggested Readings:

- Gupta, Manju, *Contemporary Issues in Mergers and Acquisitions*, Himalaya Publishing House, New Delhi.
- Ramanujan. S., *Mergers: The New Dimensions for Corporate Restructuring*, McGraw Hill, New Delhi.
- Sundarsanam, *Creating Value from Mergers and Acquisitions*, Pearson Education, New Delhi.
- Weston, Fred, Chung, Kwang S. and Siu Jon A., *Takeovers, Restructuring and Corporate Governance*, Pearson Education, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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FINANCIAL DERIVATIVES
[MBA(H)-FM-42]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to give an in-depth knowledge of the functioning of derivative securities market.

Course Contents:

Unit 1 Financial Derivatives: Introduction, Types of Derivatives, Derivatives Markets in India, Traders in Derivatives Markets, Management of Derivative Exposure.

Unit 2 Forward: Introduction, Pricing and Trading Mechanism, Foreign Currency Forwards; Greek Letters: Delta Hedging, Delta of Portfolio, Theta of Portfolio, Gamma: Making a portfolio Gamma Neutral.

Unit 3 Futures: Meaning, Trading Mechanism of Future contracts, Future Pricing, Hedging Strategy using Futures, Stock Index Futures, Interest Rate Futures and Currency Futures.

Unit 4 Options: Introduction, Option Pricing Models, Option Trading Strategies, Option Hedging Strategies, Currency Options; Swaps: Meaning, Types and Valuation of Swaps.

Suggested Readings:

- Bansal Manish and Bansal Navneet, *Derivatives and Financial Innovations*, Tata McGraw Hill, New Delhi.
- Gupta, S. L., *Financial Derivatives: Theory, Concepts and Problems*, Prentice Hall of India, New Delhi.
- Hull, John C., *Options, Futures and Other Derivatives*, PHI, New Delhi.
- Kumar, S. S. S., *Financial Derivatives*, PHI, New Delhi.
- Mishra, Bishnupriya and Debasish, Sathya Swaroop, *Financial Derivatives*, Excel Books, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

INTERNATIONAL FINANCIAL MANAGEMENT
[MBA(H)-FM-43]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The aim of this paper to give students an overall view of the international financial system and how multinational operations operate.

Course Contents:

Unit 1 Introduction: Finance Function in a Multinational Firm; Institutional Structure of International Financial Markets; Foreign Exchange Market: Cost and Availability of International Financial Flows.

Unit 2 International Financial Instruments; International Financing: International Aspects of Raising Capital. Capital Budgeting for Foreign Direct Investment; International CAPM.

Unit 3 Determining Financial Structure of Subsidiaries of MNCs; Financial Choices of an MNC and Foreign Affiliates; Costs and Risks of Financing; Assessing and Managing Political/Country Risk.

Unit 4 International Working Capital Management: Aspects of International Cash Management, Investment Criteria and Borrowing Decisions, Centralized vs. Decentralized Cash Management; International Receivables Management; Securitization of Receivables; International Investment: Factors and Benefits; Direct and Portfolio Management.

Suggested Readings:

- Apte, P. G., *International Financial Management*, Tata McGraw Hills, New Delhi.
- Buckley, A., *Multinational Finance*, Pearson Education, New Delhi.
- Maurice, D. Levi, *International Finance*, Routledge, New Delhi.
- Shapiro, A. C. and Moles Peter, *International Financial Management*, Wiley, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

FINANCIAL ECONOMETRICS
[MBA(H)-FM-44]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers estimation and diagnostic testing of simple and multiple regression models. The course also covers the applications in Accounting and Finance

Course Contents:

Unit 1 Introduction to econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation and BLUE, Properties of Estimators, Multiple Regression Model and Hypothesis testing related to Parameters-Simple and Joint.

Unit 2 Violations of Classical Assumptions; their identification and impact on parameters; Tests related to parameters and impact on the reliability and validity of inferences in case of violations of assumptions; Methods to take care of violations of assumptions, Goodness of fit.

Unit 3 Time Series Models: Test of Stationary- Unit Root Test: Intercept Stationarity, Trend Stationarity, Difference Stationarity, Weak Stationarity and Strong Stationarity.

Unit 4 Dummy variables: Intercept dummy variables, Slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/binary/structural changes, Other Functional Forms, Qualitative Response Regression Models or Regression Models with Limited Dependent Variables- Use of Logit and Probit Models.

Suggested Readings:

- Christopher Dougherty, *Introductory Econometrics*, Oxford University Press, New Delhi.
- Gujarati, Damodar and Sangeetha, *Basic Econometrics*, McGraw Hill, New Delhi.
- Pindyck, Robert S. and Daniel L. Rubinfeld, *Econometric Models and Economic Forecasts*, McGraw Hill, Singapore.
- Ramanathan Ramu, *Introductory Econometrics with Applications*, Thomson learning, Mumbai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

STRATEGIC FINANCIAL MANAGEMENT
[MBA(H)-FM-45]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The course aims at discussing the issues related to venture capitals, corporate control and corporate restructuring, etc.

Course Contents:

Unit 1 Corporate Restructuring: Meaning and objectives, Mergers - reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios, Evaluation of merger proposal; Legal accounting and tax issues in merger and acquisitions.

Unit 2 Corporate and distress restructuring; Corporate Control: Mechanism, share repurchase and exchange, Non-voting shares, Disinvestment of Public Sector Undertakings.

Unit 3 Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of Leasing from Lessor and Lessee point of view; Lease vs. owned decision; Venture Capital: Concept and developments in India; Process and methods of financing.

Unit 4 Fiscal Incentives; Corporate Strategy: Financial Policy and shareholder value creation; Linkage between Corporate Strategy and Financial Strategy; Shareholder value-creation. Measurement and management.

Suggested Readings:

- Allen, D., *An Introduction to Strategic Financial Management*, Kogan page, London.
- Hampton, John, *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc., New Jersey.
- Jakhotiya, G. P., *Strategic Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M. Y. and Jain, P. K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi.
- Van Horne & James C., *Financial Management and Policy*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Organization Behaviour and Human Resource Management
TRAINING AND DEVELOPMENT
[MBA(H)-OBH-41]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To enable the students to manage training processes and system for developing human resource of the organization.

Course Contents:

Unit 1 Training: Concept, Rationale, Benefits, Types, Training Process; Organization and Management of Training Function; Training Need Assessment; Competency Mapping; Role, Responsibilities and Challenges of Training Manager; Training Aids.

Unit 2 Training Methods and Techniques: Role Playing, Lecture, Group Discussion, Seminars, In-Basket Exercises, Demonstration, Case Study, Debate, Fish Bowl Exercise, Management Games, Simulations, T-group Method, Problem Based Learning, Project Based Learning, Ice Breaker, Laboratory Training, Mind Mapping, Programmed instructions.

Unit 3 Effectiveness and Evaluation of Training: Monitoring Trainee's performance, Evaluation of Training, Models and Stages of Evaluation; Designing the Training Programme: Training Climate and Pedagogy; Developing Training Modules; Instructional objectives and Lesson planning.

Unit 4 Emerging Trends and Institutions Governing Training Programme: Cross Culture Training, Knowledge Management, Grid Training; E-learning, Government Agencies, Central Board of Workers Education.

Suggested Readings:

- Agochia, Devendra, *Every Trainer's Handbook*, Sage Publications, New Delhi.
- Blanchard, P. Nick, and James W. Thacker, *Effective Training-Systems, Strategies and Practices*, Pearson Education, New Delhi.
- Goldstein, *Training in Organization*, Cengage Learning, Delhi.
- McGrath, *Training for Life and Leadership in Industry*, Prentice Hall of India, New Delhi.
- Noe, Raymond, *Employee Training and Development*, McGraw Hill Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

GLOBAL HUMAN RESOURCE MANAGEMENT
[MBA(H)-OBH-42]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of International Organizations.

Course Contents:

Unit 1 Global Human Resource Management: Concept, Nature, Difference between Domestic and GHRM, Challenges of GHRM, Strategic GHRM; Cross Cultural Issues in GHRM.

Unit 2 Hofstede's Study, Cross Cultural Differences and Managerial Implications, Cross Cultural Communication and Negotiation, Leadership across Cultures, Multiculturalism.

Unit 3 Managing and Supporting Global Assignments: International Recruitment and Selection, Training and Development for Global Assignments; International Compensation Management, International Performance Management, Repatriation.

Unit 4 International Industrial Relations; Global HRM Trends: International Business Ethics, Social Responsibility of GHRM, Women Expatriates and their issues, Future of GHRM.

Suggested Readings:

- Aswathappa, K., Dash, Sadhna, *International Human Resource Management*, Tata McGraw Hill, New Delhi.
- Bedi, Kishore, *Global Human Resource Management*, Wisdom Publications, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- Dowling, P. J., Welch, D. E., *International Human Resource Management*, Cengage Learning, Delhi.
- Edwards, T., Rees, C., *International Human Resource Management*, Prentice Hall India, New Delhi.
- Vance C., Paik, Y., *Managing a Global Workforce*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES
[MBA(H)-OBH-43]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To make the students to learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.

Course Contents:

Unit 1 Organizational Change: The domain of change, Change Agents, Strategic management of change; Managerial approaches for implementing change; Models of Organizational Change, Kurt Lewin's Models of Change, Huse's 7 stages model of change

Unit 2 Change Management: Understanding the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies and Development of Learning Organization; Organizational Diagnosis- Meaning and Importance, Weisbord's model of Organizational Diagnosis and Methods of obtaining diagnostic information

Unit 3 Organizational Development: An overview, steps in OD process, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD; Designing OD Interventions- Interpersonal, Team, Intergroup, Structural and Comprehensive Interventions; Evaluation of Organizational Development

Unit 4 Organizational Culture and Change; Corporate Culture, Types of Culture, Importance, Nature, Formal and Informal Components of Organizational Culture, Designing for Cultural Change; Organizational Culture and Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD.

Suggested Readings:

- Cameron Esther, *Change Management*, Kogan Page, Canada
- Cummings, Thomas G. and Christopher G. Worley, *Organization Development and Change*, Cengage Learning, Delhi.
- French, W. L. and. Bell, C.H. *Organization Development*, Pearson Education, New Delhi.
- Sharma, R. Radha, *Change Management and Organisational Transformation*, McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

STRATEGIC HUMAN RESOURCE MANAGEMENT
[MBA(H)-OBH-44]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To develop in-depth understanding of the strategic role performed by HR in business organization and to gain insight of the alignment between different HR systems, practices.

Course Contents:

Unit 1 Concept of SHRM and HR environment: Investment perspective of SHRM, Evolution of SHRM, barriers to strategic HR, Role of HR in strategic planning; Strategic HR vs Traditional HR.

Unit 2 Strategic fit frameworks: Linking business strategy and HR strategy; HR bundles approach, best practice approach; business strategy and human resource planning, HRM and firm performance linkages: Measures of HRM performance, sustained competitive advantages through inimitable HR practices.

Unit 3 Business Strategy and Human Resource Planning; Sustained, Competitive Advantage through inimitable HR practices; HR Systems: staffing systems, reward and compensation systems.

Unit 4 Employee and career development systems, performance management systems; Strategic options and HR decisions: Downsizing and restructuring, Outsourcing and off shoring.

Suggested Readings:

- Agarwala, Tanuja, *Strategic Human Resource Management*, Oxford University Press, New Delhi.
- Belcourt, Maonica and Kenneth Mc Bay, Ying Yong and Margaret Yep, *Strategic Human Resource Planning*, Nelson, Canada.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- Mello, Jeffrey A., *Strategic Human Resource Management*, Cengage Learning, Delhi.
- Dreher, George and Thomas Dougherty, *Human Resource Strategy*, McGraw Hill, New Delhi.
- Greer, Charles, *Strategic Human Resource Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

LABOUR LAWS IN INDIA
[MBA(H)-OBH-45]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and other labour issues.

Course Contents:

Unit 1 Labour Legislation: Objectives, Forms, Significance, Principles, Indian Constitution and Labour Legislations; International Labour Organization: Principles, Functions, Influence of ILO on Indian Labour Legislations.

Unit 2 Regulative Legislations: Trade Union Act, Industrial Disputes Act and Factories Act.

Unit 3 Wage Legislations: Payment of Wages Act, Minimum Wages Act, Equal Remuneration Act and Payment of Bonus Act.

Unit 4 Social Security Legislations: Workmen's Compensation Act, Employee State Insurance Act, The Employees' Provident Funds and Miscellaneous Provisions Act and Maternity Benefit Act.

Suggested Readings:

- Kapoor, N.D., *Elements of Industrial Laws*, Sultan Chand and Sons, New Delhi
- Padhi, P.K., *Labour and Industrial Laws*, Prentice Hall of India, New Delhi.
- Srivastava, S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House, New Delhi.
- Saravanavel, P., *Industrial and Labour Laws*, Galgotia Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Bank Management
CREDIT MANAGEMENT
[MBA(H)-BM-41]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts of Credit Management.

Course Contents:

Unit 1 Credit Management: Principles and Objectives; Credit Policy in Banks; Types of Bank Advances and Securities, Precautions in Accepting Securities; Attributes of Good Tangible Security.

Unit 2 Credit Planning, Credit Authorization Scheme; Loan Pricing, Need to Improve Quality of Loan Portfolio, Restricting High Growth of Credit to Sensitive Sectors, RBI's Guidelines on Bank Credit Sanctions, Post-disbursal Follow up and Monitoring Credit and Compliance Parameters.

Unit 3 Non-Performing Assets: Meaning and Classification, Income Recognition, Classification and Provisioning of Assets; Reasons, Impacts and Consequences of NPAs; Trends in NPAs, CAMEL Model of Performance Evaluation.

Unit 4 Measures for Recovery of NPAs: Corporate Debt Restructuring, Loan Compromise and One-time Settlement, Recovery through Specialized Branches, Lok Adalats, DRTs and SARFAESI Act.

Suggested Readings:

- Dhal, P.C., *Bank Management–Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E., and Natrajan, K., *Banking–Theory Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A.K. and Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Popli, G. S., and Jain Anuradha, *Principles and Systems of Banking*, PHI, New Delhi.
- Shekhar K. C. and Shekhar Lekshmy, *Banking–Theory and Practice*, Vikas Publications, New Delhi.
- Vijayarangan, G., *Bank Credit Management*, Himalaya Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RISK MANAGEMENT
[MBA(H)-BM-42]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to impart knowledge to students about the measurement, monitoring and control of risk.

Course Contents:

Unit 1 Risk: Meaning and Types; Risk Management: Meaning, Need, Process, Principles of Risk Management; Solvency Risk: Concept of Capital Adequacy and Risk Based Capital, Risk Based Supervision of Banks: Need, Objectives and Process; Implications of Basel Accord I, II and III for Indian Banks.

Unit 2 Credit Risk: Meaning, Need, Components; Credit Risk Management Techniques, Credit Risk Measurement and Credit mitigation, Credit Risk Models, Managing Risk in Inter-Bank Exposure and Off Balance Sheet Exposure.

Unit 3 Market Risk: Meaning, Need and Components, Asset Liability Management System, Management of Interest Rate Risk, Liquidity Risk, Foreign Exchange Risk, Equity Price Risk, Commodity Price Risk, Measurement of Market Risk: Value at Risk (VaR) and Stress Test Techniques.

Unit 4 Operational Risk: Meaning, Components, Scope and Need to Identify Operational Risk, Measurement of Operational Risk: Basic Indicator Approach (BIA), Standardized Approach (SA), Advanced Measurement Approach (AMA), Operational Risk Capital: An Alternative Approach, Principles of Management of Operational Risk.

Suggested Readings

- Bhattacharya, K. N., *Risk Management in Banks*, Himalaya Publishing House, New Delhi.
- Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, New Delhi.
- Indian Institute of Banking and Finance, *Theory and Practice of Treasury and Risk Management in Banks*, Taxmann Publications, New Delhi.
- Kenneth A. Foot, *Financing of Catastrophic Risk*, University of Chicago Press, Chicago.
- Suryanarayana, A., *Risk Management Models: A Primer*, ICFAI Reader, Hyderabad.
- Vaish, M., *Financial Risk Management*, Dun & Bradstreet - Tata McGraw-Hill Professional: Finance Essentials Series, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RURAL BANKING AND FINANCIAL INCLUSION
[MBA(H)-BM-43]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To expose the students with the functioning of rural credit institutions in India along with the prospects and problems of financial inclusion including priority sector.

Course Contents:

Unit 1 Rural India: Demographic and Economic features; Financing of Rural Development: Functions and Policies of RBI and NABARD; Rural Credit Institutions, Role and Functions, Role of Information and Communication Technologies in Rural Banking, Regulation of Rural Financial Services.

Unit 2 Financial Inclusion: Concept and its role in inclusive growth, Micro Credit, Micro Insurance Scheme, Business Facilitators and Business Correspondents in Rural Financing, SHGs/NGOs, Linkages with Banking.

Unit 3 Priority Sector Financing: Components of Priority Sector, RBI Guidelines; SHGs and Bank Linkages, Micro-finance: Indian and International Scenario; Government Initiatives: Poverty Alleviation Programmes, Provisions regarding Rural Housing and Educational Loans.

Unit 4 Problems and Prospects of Rural Banking: Problems of Rural Branches of Commercial Banks and Regional Rural Banks, Emerging Trends in Rural Banking, Financing poor as Bankable Opportunity.

Suggested Readings:

- Desai Vasant, *Indian Banking-Nature and Problems*, Himalaya Publishing House, Mumbai.
- Gurusamy, S., *Banking in the New Millennium*, Kanishka Publishers, New Delhi.
- Indian Institute of Banking & Finance, *Rural Banking*, Macmillan, Mumbai.
- Indian Institute of Banking, *Rural Banking Operations*, Taxmann, New Delhi.
- Khan, M.Y., *Indian Financial System*, McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BANKING TECHNOLOGY MANAGEMENT
[MBA(H)-BM-44]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To make the students aware of technological aspects of banking.

Course Contents:

Unit 1 Technological Impact in Banking Operations, Total Branch Automation, Centralized Banking: Concept, Opportunities, Challenges and Implementation; Recent Core Banking Softwares.

Unit 2 Core Banking Solutions: Technology behind CBS, Servers at the Data Center; ATM, Internet Banking and Mobile Banking Functionality, Payment Gateways, Card Technologies.

Unit 3 Interbank Payment System Functionality: MICR, NEFT and RTGS, Interface with Payment System Network, Structured Financial Messaging System, Negotiated Dealing System and Securities Settlement System.

Unit 4 Inter Branch Reconciliation; Knowledge Management (MIS/DSS/EIS); Overview of IT Governance Frameworks: COSO, ITIL, COBIT, ISO 17799, CMMI; Evaluation of Security and Control in CBS.

Suggested Readings:

- Sohani, A. K., *Technology in Banking Sector*, SBS Publishers, New Delhi.
- Keyes Jessica, *Financial Services Information Systems*, Auerbach Publications, Florida.
- Kaptan, S. S. & Choubey, N. S., *Indian Banking in Electronic Era*, Sarup & Sons, New Delhi.
- Uppal, R. K., *Banking with Technology*, New Century Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

LEGAL AND REGULATORY FRAMEWORK FOR BANKING
[MBA(H)-BM-45]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To make the students aware of the regulatory environment for banking.

Course Contents:

Unit 1 Banking Regulation Act 1949, RBI Act 1934, Banking Companies (Acquisition and Transfer of Undertaking) Act 1994, Banking Laws Act, 2012.

Unit 2 Regional Rural Banks Act 1987; Legal aspects of Banking Operations: Borrowers, Credit facilities, Indemnities, Bank Guarantees, Letter of Credit, Laws relating to Bill Finance; Banks and Financial Institutions Act 1993.

Unit 3 Legal Services Authorities Act 1987, Payment and Settlement Act 2007, Prevention of Money Laundering Act 2002, Information Technology Act, 2000.

Unit 4 The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act 2006; Banking Ombudsman Scheme 2006, Mobile Banking Transactions in India: Operative Guidelines for Banks; Lender's Liability Act 1996.

Suggested Readings:

- Cranston Ross, *Principles of Banking Law*, Oxford University Press, New Delhi.
- Gomez Clifford, *Banking and Finance: Theory Law and Practice*, PHI, New Delhi.
- Indian Institute of Banking and Finance, *Legal and Regulatory Aspects of Banking*, Macmillan Publication, New Delhi.
- Tannan, M. L., *Banking Law and Practice in India*, Lexis Nexis, Mumbai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: International Business

INTERNATIONAL STRATEGIC MANAGEMENT [MBA(H)-IB-41]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To impart knowledge of formulation, implementation and evaluation of strategies in International Management.

Course Contents:

Unit 1 Introduction: Nature and Dimensions of International Strategic Management; Domestic versus International Strategic Management; Functions of International Strategic Planning; Pre-requisites and Complexities of International Business Strategy.

Unit 2 Strategies for Foreign Market Entry and Penetration: Growth Strategy; International Business Integration; Strategy for Risk and Stability; Revival Strategies; Restructuring and Divestment; Approaches to Strategy Formulation: Traditional Approach; Modern Approaches-Gap Analysis; Capital Investment Theory; ANSOFF' Adaptive Search Approach.

Unit 3 Portfolio Approaches, Boston's Model; GE-McKinsey Model; Hofer's Model and Shell's Directional Policy Model; Competitive Strategy Vis-à-vis Domestic Firms.

Unit 4 Strategy Implementation: Role and Responsibility of the Corporate Leader; Impact of Competition, Corporate Culture and Personal Values; Organizational Structure for Strategy Formulation; Factors of Successful Implementation of Multinational Strategy.

Suggested Readings:

- Ansoff, H. I., *Corporate Strategy*, McGraw Hill, London.
- Dunning, J. H., *Explaining International Production*, Routledge Revivals.
- Garpand, J. and Farmer, R. N., *International Dimensions of Business Policy and Strategy*, Kent Publishing Co., Boston Massachusetts.
- Porter, M. E., *Competitive Strategy*, Free Press, New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

INTERATIONAL LOGISTICS
[MBA(H)-IB-42]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To impart knowledge of formulation, implementation and evaluation of strategies in International Logistics.

Course Contents:

Unit 1 Introduction: Meaning, Characteristics, Importance of Logistics and its Interface with Production and Marketing Components.

Unit 2 Logistical Mission, Services and Costs; Logistic Operations Integration; Customer Service; International Supply Chain Relationship; International Supply Contracts; Logistical Resources; Information Forecasting; Inventory Strategy and Management; International Transportation Infrastructure and Management.

Unit 3 International Commercial Documentation; Warehouse Management and Material Handling; Export Packaging; Logistics Positioning; Role of Information Technology in Logistics; Information Management for Global Logistics; Logistics Service Firms and Third Party Logistics.

Unit 4 Planning Design Techniques; Planning Costing and Pricing; Operations and Logistics Control; Measuring Performance in Functional and Sectoral Integration; Control and Security Aspects in International Logistics.

Suggested Readings:

- Bowersoze, Douald, J. and J. David Cross, *Logistic Management: The Integrated Supply Chain Process*, McGraw Hill, New Delhi.
- Christopher, Martin, *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service*, Pearson Education, New Delhi.
- Khanna, K. K., *Physical Distribution Management: Logistical Approach*, Himalaya Publishing House, New Delhi.
- Laylor, David, *Manufacturing Operations and Supply Chain Management*, Thomsan Learning, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

REGIONAL ECONOMIC BLOCKS
[MBA(H)-IB-43]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To familiarize the students with the theoretical framework of the theory of economic integration and its impact on trade and investment flows among the regions and on the global economy.

Course Contents:

Unit 1 Theory of Economic Integration, Economic Integration and Endogenous Growth, Benefits and costs of Economic Integration, Economic Integration Schemes.

Unit 2 Regional Blocks; Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC; Globalization vs. Regionalization;

Unit 3 Building Blocks and Stumbling Blocks; Ongoing Challenges, Environment Volatility; Rise of Global Mania; Regional Alternatives.

Unit 4 Regionalism in World Economy; Regional Competition; New Organizational Challenges; India's Free Trade Agreements.

Suggested Readings:

- Balkassa, Bela, *Theory of Economic Integration*, Routledge Revivals, New Delhi.
- Dreze, Jean and Sen, Amratya, *Indian Development: Selected Regional Perspective*, Oxford University Press, New Delhi.
- Krugman, Paul R and Obstfeld, M., *International Economics*, Pearson Education, New Delhi.
- Machlup, F, *A History of Thought on Economic Integration*, Palgrave Macmillan, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CROSS CULTURAL AND GLOBAL MANAGEMENT
[MBA(H)-IB-44]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To develop a diagnostic and conceptual undertaking of the cultural and related behavioral variables in the International Organizations.

Course Contents:

Unit 1 Human and Cultural Variables in Global Organizations. Cross Cultural Differences and Managerial Implication; Cross Cultural Research Methodologies and Hofstede's Study.

Unit 2 Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making; Management of Cultural Diversity.

Unit 3 Cross Cultural Communication and Negotiation; Human Resource Management in Global Organization; Management of Industrial Relations.

Unit 4 Ethics and Social Responsibility in International Business; Western and Eastern Management Thoughts in the Indian Content.

Suggested Readings:

- Alder, N. J., *International Dimensions of Organizational Behaviour*, Cengage Learning, Delhi.
- Bartlett, A. C. and Beamish, W.P., *Transnational Management: Text, Cases and Readings in Cross Border Management*, McGraw Hill Education, New Delhi.
- Dowling, P. J., Schuler S.R. and Welch E.D., *International Dimensions of Human Resource Management*, Cengage Learning, Delhi.
- Hodgett, G., *Cultures Consequence: International Differences in Work Related Values*, Sage Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Production and Operations Management

GOAL PROGRAMMING IN MANAGEMENT [MBA(H)-POM-41]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective:

The objective of this course is to acquaint the students with the concepts, solution, methods and application of goal programming to real world problems

Course Contents:

Unit 1 Goal Programming - Basic Concepts, Model Formulation, Graphical and Simplex Method; Integer Goal Programming.

Unit 2 Post-Optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming under Uncertainty.

Unit 3 Applications of Goal Programming in functional areas of management; Implementations of Goal Programming.

Unit 4 Overview of Applications of Softwares such as QSB, Micro Manager and LIGO.

Suggested Readings:

- Cook, Thomas M and Rursell, Robert A., *Introduction to Management Science*. PHI, New Delhi.
- Eppen, G. D., *Quantitative Concept for Management*, PHI, New Delhi.
- Ignizio, J P., *Goal Programming and Extensions*, Lexington Books, Lanham, Maryland, US.
- Ijier Y., *Management Goals and Accounting for Control*, Amsterdam, North Holland.
- Lee S. M., *Goal Programming for Decision Analysis*. Philadelphia, Auerbach.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

TRANSPORTATION MANAGEMENT
[MBA(H)-POM-42]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective:

The objective of this course is to acquaint the students with the problems faced in planning policy and executing the transportation system.

Course Contents:

Unit 1 Growth of urbanization and problems of transport – Challenges and limitations.

Unit 2 Government activities in transportation; Transportation System: Planning, Operation and management; Trip generation and distribution.

Unit 3 Load Planning; Transportation Modes and their section; Sequential travel demand forecasting models.

Unit 4 Future Developments in Transportation; Motor Vehicle Act 1988 and its impact on urban transport system; Emission norms.

Suggested Readings:

- Baerwald, J. E., *Transportation and Traffic Engineering Handbook*, PHI, New Delhi.
- Dicky, J. W., *Metropolitan Transportation Planning*, McGraw Hill, New Delhi.
- Grey, G. E., and Hole, L. A. *Public Transportation Planning: Operations and Management*, PHI, New Delhi.
- Gupta, M. P., *Metropolitan Transportation System*, National Publishers, New Delhi.
- Papacostas, C. S., *Fundamentals of Transportation Engineering*, PHI, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

SERVICE OPERATIONS MANAGEMENT
[MBA(H)-POM-43]

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective:

The objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations.

Course Contents:

Unit 1 Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services.

Unit 2 Facility Location and Layout for Services; Job Design, Safety and Physical Environment; Effects of Automation.

Unit 3 Operations Standards and Work Measurement; Measurement and Control of Quality of Services Personnel and Vehicles; Waiting Line Analysis

Unit 4 Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services.

Suggested Readings:

- Baerwald, J. E., *Transportation and Traffic Engineering Handbook*, PHI New Delhi.
- Collier David A, *Service Management: Operating Decisions*, PHI New Delhi.
- Fitzsimmons, James A and Sullivan, *Robert S Service Operations Management*, McGraw Hill, New Delhi.
- Sharma, J. K., *Service Operations Management*, Anmol Publishers, New Delhi
- Voss, C. etc., *Operations Management in Services Industries and the Public Sector*, Wiley Publishers, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

WORLD CLASS MANUFACTURING
[MBA(H)-POM-44]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective:

The objective of this course is to acquaint the students with the world class manufacturing environment and optimized production principles.

Course Contents:

Unit 1 World Class Manufacturing Environment: Imperative for success: Technology, Systems approach and change in the mindset; Strategic Decisions in Manufacturing Management; Choice of Technology, Capacity, Layout/Automation in Material handling system; Aggregate Planning and Master Production Scheduling, Materials Requirement Planning Software.

Unit 2 Optimized Production; Technology Principles advocated by Eliyahu Goldtratt; Just in Time System; JIT Manufacturing System, JIT Pull system – Use of Kanban, JIT Purchase Source Development, Buyer-Seller Relations; Supply Chain Management/Bench Marking.

Unit 3 Total Productive Maintenance, Objectives of TPM, Total System effectiveness, Break-down Maintenance, Preventive Maintenance, Predictive Maintenance, Condition Monitoring Systems Maintenance, Prevention, Maintainability improvement, Reliability improvement, Total Employee Involvement and Small Group Activities.

Unit 4 Customer driven Project Management (Integration of TQM, Project Management Systems with customer driven team structure); Automation in Design and Manufacturing; Automated Material handling equipments, Role of IT in World Class Manufacturing; Flexible Manufacturing Systems (FMS), Group Technology/Cellular Manufacturing System.

Suggested Readings:

- Buffa, Elwoods and et al., *Programmed Learning for Production and Operations Management*, Illinois Learning System.
- Dervisiotis, Kostas N., *Operations Management*, McGraw Hill, New Delhi.
- Hughes, Chris., *Production and Operations Management*, Pan Books London.
- Schonoberger, Richard J., *Japanese Manufacturing Techniques*, Free-Press, New York.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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Specialization: Information Technology Management
SECURITY AND CONTROL INFORMATION SYSTEM
[MBA(H)-IT-41]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to familiarize the participants with the security and control system used in the business world.

Course Contents:

Unit 1 Introduction to Security: Need for security and control, Risks to information system data and resources, Definitions of information security, Computer crimes and virus, Internal control, Types of security: Physical security: Threats to security, Physical access, Protection from fire, theft and environmental hazards.

Unit 2 Logical Security: Threats to security, Access control, Identification, Authentication, Authorization, Password control and management, Access control software; Data Security: Threats to security, Access control, Back-up and recovery strategies, Data input / output control, Data encryption.

Unit 3 Tele-Communication Security: Physical security, Logical access security, Dial-in access security, Network management control, Authentication protocols, Internet intranet/extranet security; Computer Configuration and Operation Security: Hardware/Software security, Startup/Shut down procedures, Journals, Back-up /recovery strategies.

Unit 4 Personal Security: Threats security, Protection from people, Protection of employees; Security Planning: Risk and security policy, Security management: Business continuity planning, Security audit.

Selected Readings:

- Weber Ron, *Electronic Data Processing*, McGraw Hill, New Delhi.
- Cobb Stephen, *PC and LAN Security*, Windcrest, New Delhi.
- Kabey E. Michel, *Enterprise Security - Protecting information assets*, McGraw Hill, New Delhi.
- Miora, *Enterprise Disaster Recovery Planning*, McGraw Hill, New Delhi.
- Atkins Derek et al, *Internet Security*, Indianapolis, Indiana, New Riders Publishers.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MULTI-MEDIA MANAGEMENT
[MBA(H)-IT-42]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The aim of the course is to acquaint the participants with the applications of multimedia in business.

Course Contents:

Unit 1 Introduction to multimedia, Stages in a multimedia project, Multimedia hardware, Multimedia software, Basic tools, Making instant multimedia, Authoring tools.

Unit 2 Multimedia building blocks, Text, Sound, Images and Video Animation; Multimedia and Internet, Tools for the World Wide Web, Designing for World Wide Web.

Unit 3 Assembling and delivering a project, Planning and costing, designing, producing and delivering.

Unit 4 Multimedia education, Training, Business applications in hotel management, Banking information system and Tourist information system.

Selected Readings:

- Elaine England and Andy Finney, *Managing Multimedia*, Addison-Wesley, New Delhi.
- Jain Satish, O Level Introduction to Multimedia, BPB Publications, New Delhi.
- Roy Strauss, *Managing Multimedia Projects*, Focal Press, Pennsylvania State University.
- Steinmetz, *Multimedia: Computing Communications & Applications*, Pearson, New Delhi.
- Vaughan, Tay, *Multi-Media: Making it work*, McGraw-Hill, New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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INTERNET PROGRAMMING FOR E-COMMERCE
[MBA(H)-IT-43]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to familiarize the students with the internet programming for e-commerce.

Course Contents:

Unit 1 HTML: Authentication, Building blocks of HTML, Page design, Site design, Linking HTML documents, Adding images, Audio and Video.

Unit 2 Scripts: Java scripts, Visual Basic scripts; LINUX: Basic features, LINUX Commands, Elements of Shell Programming.

Unit 3 Com Concepts: Dot Com companies Vs. Brick and Mortar companies, Critical success factors for Dot Com companies.

Unit 4 Hybrid companies, Security of Data Transfer Cryptography, Encryption and Decryption of data, Digital Signatures and Cyber Laws.

Suggested Readings:

- Coleman, Pat and Peter Dyson, *Internet*, BPB Publications, Delhi.
- Keen, Peter and Mark McDonald, *The e-Process Edge*, McGraw Hill, Delhi.
- Oberoi, Sundeep, *e-Security and You*, McGraw-Hill, Delhi.
- Rich, Jason R., *Starting an E-Commerce Business*, IDG Books, New Delhi.
- Samantha Shurety, *E-business with Net Commerce*, Addition Wesley, Singapore.
- Schneider, Robert D. & J.R. Garbus, *Optimizing SQL Server 7*, PHI, New Delhi.

Note:

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RDBMS & SQL CONCEPTS
[MBA(H)-IT-44]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The students are to be provided basic understanding of the RDBMS & SQL and the skills to make their use in business organizations.

Course Contents:

Unit 1 RDBMS: Introduction, Database and DBMS software, Three Layered Architecture, Data Modeling: Object Oriented and Record Based Models, E-R Model and E-R Diagram, Hierarchical Model, Network Model and Relational Model; Normalization techniques - First, Second and Third Normal Form.

Unit 2 Transaction Management, Properties of a transaction, Commit and Rollback, Concurrency, Locking, Access control, Data integrity, Integrity constraints, Auditing, Backup and Recovery; Data Dictionary - System catalogue, Distributed database and Distributed data access, Introduction to client server and ODBC connectivity.

Unit 3 SQL Language, DML Commands: Select, Insert, Update, Delete-retrieving data, Summarizing data, Adding data to the database, Updating data to the database.

Unit 4 Arithmetic, Comparison and logical operators; DDL commands: View, Create, Alter, Drop Integrity Constraints; Transaction Processing - Commit, Rollback, Savepoint.

Suggested Readings:

- Coleman, Pat and Peter Dyson, *Internets*, BPB Publications, New Delhi.
- Keen, Peter and Mark McDonald *The e-Process Edge* McGraw Hill, New Delhi.
- Oberoi, Sundeep *E-Security and You*, McGraw-Hill, New Delhi.
- Ricart, Alberto Manuel and Stephen Asbury *Active Server*, 10G Books, New Delhi.
- Rich, Jason R., *Starting an E-Commerce Business*, IDG Books.
- Samantha Shurety, *E-business with Net Commerce*, Addison Wesley, Singapore.
- Schneider, Robert D. & J.R. Garbus, *Optimizing SQL Server*, PHI, New Delhi.

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ENTERPRISE RESOURCES PLANNING
[MBA(H)-IT-45]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career.

Course Contents:

Unit 1 Enterprise Resources Planning (ERP): Evolution of ERP, Problems of system islands, Need for system integration and interface, Early ERP Packages, ERP Products and Markets, Opportunities and problems in ERP selection; ERP Implementation: Process, Consultant Intervention and Selection.

Unit 2 Managing changes in IT Organisation, Preparing IT infrastructure, Measuring benefits of ERP, Integrating with other systems; Post-ERP; Business Modules of ERP Package.

Unit 3 Reengineering Concepts: Emergence of reengineering concept, Identification of re-engineering need, Preparing for re-engineering, Implementing change. Change management, BPR and ERP; Supply Chain Management, Issues in selection and implementation of SCM solutions, CRM solutions;

Unit 4 E-Business: Evolution of E-Commerce, EDI and E-Business, E-business opportunities, Basic and advanced business models on internet, Internet banking and related technologies, Security and privacy issues, Future of e-business.

Suggested Readings:

- Ellen Monk, Bret Wagner, *Concepts in ERP*, Course Technology, Delaware.
- Lineke Sneller, *A Guide to ERP*, Bookboon Publishers, New Delhi.
- Ptak, Carol A. & Eli Schragenheim, *Enterprise Resources Planning*, St. Lucie Press, New York.
- Thomas F. Wallace, Michael H. Kremzar, *ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning*, Wiley, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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Specialization: Rural and Urban Management
RURAL MARKETING
[MBA(H)-RM-41]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to explore the rural market environment and the emerging challenges in the globalization of the economies.

Course Contents:

Unit 1 Nature, characteristics and the potential of rural markets in India, Socio-cultural economic and other environmental factors affecting rural marketing, Attitudes and behavior of the rural consumers and farmers, Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning.

Unit 2 Media planning, Planning of distribution channels and organizing personal selling in rural markets in India, Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors; organization and functions of agricultural marketing in India, Classification of agricultural products with particular reference to seasonality and perishability.

Unit 3 Marketing structure and performance, Processing facilities for different agricultural products, Role of warehousing, Determination of agricultural prices and marketing margins, Role of agricultural price commission.

Unit 4 Role of central and state government institutions and organizations in agricultural marketing, Unique features of commodity markets in India, Problems of agricultural marketing, Nature, scope and role of co-operative marketing in India.

Suggested Readings

- Arora, R C., *Integrated Rural Development*. S Chand, New Delhi.
- Desai, Vasant, *Rural development*, Himalya, Bombay.
- Mishra, S N., *Politics and Society in Rural India*, Inter India, Delhi.
- Porter, Michael E., *Competitive Strategy*, Free Press, New York.
- Rudra, Ashok, *Indian Agricultural Economics-Myths and Realities*. Allies, New Delhi.
- Stalk, George, *Competing Against Time*, Free Press, New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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URBANIZATION IN INDIA
[MBA(H)-RM-42]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To provide a comprehensive understanding of the problems associated with the processes of urbanization and industrialization in India.

Course Contents:

Unit 1 Dimensions and processes of urbanization: Features of urban economy: Industrialization and Urban Growth: Socio-economic implications.

Unit 2 Urbanization trends in India: Regional disparities, Growth of urban settlements, Distribution patterns, Migration: Infrastructural and service needs.

Unit 3 Problems of housing and space, Slums and unauthorized settlements.

Unit 4 Urban Land Policy and Utilization: Urban employment and the informal sector, City-hinterland relationships and rural-urban continuum.

Suggested Readings

- Bose, Ashish, *Indian Urbanisation*, McGraw Hill, New Delhi.
- DeSouza, A., *Urban growth and Urban Planning: Political Context of Peoples' Priorities*, Indian Statistical, New Delhi.
- Dube K. and Singh A K., ed., *Urban Environment in India*, Abhinay, New Delhi.
- Ghost P K. ed., *Urban Development in the Third World*, Green Wood, West Port.
- Satyaraja R., *Urban Unorganised sector in India*, Mitali Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



URBAN PLANNING AND REGIONAL DEVELOPMENT
[MBA(H)-RM-43]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To provide a comprehensive understanding of the importance of regional planning and micro level planning in urbanization and urban development.

Course Contents:

Unit 1 Regional Disparities, Urbanization: Indices and structural characteristics, Systems approach to regional urbanization

Unit 2 Role of small towns and Institutions in urbanization.

Unit 3 Micro Level Planning: Concepts, strategies and factors.

Unit 4 Regional Planning Strategies: Information needs, networking, generation and utilization for planning, evaluation and monitoring.

Suggested Readings:

- Clavel, P., *Urban and Regional Planning in an Age of Austerity*, Pergamon Press, New York.
- Mandal, R .S. and Peter G S. cd., *Urbanization and Regional Development*, New Delhi.
- Shukla, V., *Urban Development and Regional Policy in India: An Econometric Anlysis*, Himalaya, Mumbai.
- Wishwa Karma, R K., *Urban and Regional Planning Policy in India*, Uppal Books, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

URBAN ORGANISATION AND MANAGEMENT
[MBA(H)-RM-44]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The aim of the course is to review the functions of the urban institutions, their organization and administration; and the role of the local government in the management of urban community development services.

Course Contents:

Unit 1 Urban Community Development: Concepts and strategies; Municipal and Urban Administration: Evolution, functions, finances and personnel.

Unit 2 Urban and Metropolitan Growth: Central, State and Local organizations; Functions and systems in India; Public utilities and services, Water Supply, Transport, Energy and Housing.

Unit 3 Health sanitation and social welfare, Employment, Unorganized labour, Customer and commercial services, Law and order, and other social services/utilities. Organisation and administration of public utilities in slums/unauthorized settlements.

Unit 4 Applied Urban Analysis: Land policy, Settlement control, Tenant and Rent control, Financing of public utilities and control.

Suggested Readings:

- Bahl, Roy ed., *Urban Government Finance: Emerging Trends*, Sage, Beverly Hills.
- Bent, Alan E and Rossum, Ralph A., *Urban Administration: Management Politics and Chance*. National University Press.
- Bertugila, ed., *Urban Systems: Contemporary Approaches to Modelling*. Croom Heim, London.
- Bhattacharya, M., *Management of Urban Government in India*, Uppal Books, New Delhi.
- Cullen Lan, *Applied Urban Analysis: A Critique and Synthesis*. Methuen, London.
- Datta A., *Urban Government Finance and Development*, World Press, Calcutta.
- Gupta, R P., *Planning and Development of Towns*, Oxford and IBII, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

WASTE LAND MANAGEMENT
[MBA(H)-RM-45]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to familiarize the students with the issues concerning wasteland and the optimal use of wasteland.

Course Contents:

Unit 1 Identification of waste land, Typology and distribution of waste land, Factors affecting waste land.

Unit 2 Spatial analysis of waste land, Spread of waste lands, Geomorphic processes and hazards, Morphometry and terrain evaluation-Waste land terrain evaluation.

Unit 3 Waste lands capacity classification, Reclamation of waste lands, remedies for reclamation of waste land, Management of waste land, Waste land conservation and planning, Economics of waste land reclamation.

Unit 4 Problems during development, Selection of crops, Package of fruits, vegetables, ornamental plants and other trees of commercial value.

Suggested Readings:

- Anil Kumar, R. N., Pandey, *Waste land management in India*, Ashish Publishing House, New Delhi.
- Hridai Ram Yadav, *Genesis and Utilization of Waste Lands A Case study of Sultanpur District*, Concept Publishing Co., New Delhi.
- Karthikeyan K. and Cinthia Fernandez, *Dryland Agriculture and Wasteland Management*, Atlantic Publishers, New Delhi.
- Sharma, V. K., *Waste Land, Horticulture*, A.P.H. Pub, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Public System Management
WATER RESOURCE MANAGEMENT
[MBA(H)-PS-41]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: This course focuses on the effective water resources planning, development and utilization, and aims to acquaint the participants to the problem solving aspects of conservation of water resources, water crisis and latest scientific techniques for tapping water resources.

Course Contents:

Unit 1 Objectives and organisation of water resource management; Optimization techniques for water resources projects.

Unit 2 Scientific utilization of agriculture water, Irrigation projects, Treatment of waste water, recycling and implementation.

Unit 3 Remote sensing in water resources evaluation, Water crisis management: Floods and droughts.

Unit 4 Water harvesting, Problems relating to supply and timely use of water in cities and towns.

Suggested Readings:

- Arthur, Mass, *Design of Water Resource Systems*, Macmillan, New York.
- Chaturvedi, M. C. and Rogers P., *Water Resources Systems Planning: Some Case Studies for India*, Indian Academy of Sciences, Bangalore.
- Campbell, T. H. and Sylvester, R. D., *Water resources Management and Public Policy*, University Press, Washington.
- Goodmad, A. S., *Principles of Water Resources Planning*, Prentice Hall, Engle Wood Cliffs, N.J.
- Hall, Y. M., *Water Resource Systems Engineering*, McGraw Hill, New York.
- Nobe, Kenneth and Sampat, R. L., *Irrigation Management in Developing Countries*, West View, Colarado.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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MARKETING OF SOCIAL SERVICES
[MBA(H)-PS-42]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The course is designed to give an opportunity to acquire knowledge about the applications of marketing tools and techniques in the marketing socially desirable courses especially in the context of developing countries like India.

Course Contents:

Unit 1 Relevance of social services in a developing economy; Applications of marketing in social services such as health and family welfare, adult literacy programme. environment protection and social forestry.

Unit 2 Socio-economic-cultural influences on beneficiary system; Organising for marketing social services; Beneficiary research and measurement of their perceptions and attitudes.

Unit 3 Planning and implementation of mass campaigns; Beneficiary contact programme; Use of print and electronic media in mass communication; Diffusion of innovative ideas.

Unit 4 Geographical expansion strategies in mass contact programme; Review and monitoring of marketing strategies of socially relevant programmes.

Suggested Readings:

- Betsy, D. Gelb and Ben, M., *Marketing is Everybody's Business*, Goodyear, Santa Monica (California).
- Gather, A. and Warren, M. D., *Management and Health Services*, Pergamon Press, Oxford.
- Hyenion, K. E., *Ecological Marketing*, Columbus, Ohio
- Jena, B. and Pati R., *Health and Family Welfare Services in India*, Ashish, New Delhi.
- Kotler, Philip and Roberto, Eduardo L., *Social Marketing: Strategies for Changing Public Behaviour*, Free Press, New York.
- Maitra, T., *Public Services in India*, Mal, New Delhi.
- Pena, J. J. and Posen B. ed., *Hospital Quality Assurance*, Aspen, Maryland.

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PLANNING AND MANAGEMENT OF EDUCATION SYSTEM
[MBA(H)-PS-43]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To equip the students to apply the knowledge of management to education systems and to familiarize them with education system in India.

Course Contents:

Unit 1 Education as development priority; Education and economic growth: International comparison; Strategies of development of education system.

Unit 2 Concept of investment in man; Relationship between education and earning; Strategies of planning of education systems; Cost benefit analysis of education systems.

Unit 3 Understanding of education systems as organizations; Personnel and administrative problems of education systems; Financing of education systems; Systems of education in India: Formal, informal, primary, secondary and higher education.

Unit 4 Policies of development of education in India since independence, Hierarchy in the system of education and its implications, New education policy.

Suggested Readings:

- Bowman, M. J. et. al, *Readings in Economics of Education*, UNESCO, Paris.
- Gray; H. L., *The Management of Educational Institutions: Theory and Practice*, Falmer Press, Sussex (U.K.).
- Harbinson, F. and Myers, Charles A., *Education Manpower and Economic Growth: Strategy of Human Resources Development*, Oxford & IBH, New Delhi.
- Harbinson F. and Myers, Charles A., *Manpower and Education: Country Studies in Economic Development*, McGraw Hill, New York.
- Schultz, T. W., *Investment in Education: The Equity, Efficiency and Quandary*, University of Chicago Press, Chicago.
- Tilak, J. B., *The Economic of Inequality in Education*, Sage, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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MANPOWER POLICY AND PLANNING FOR PUBLIC SYSTEMS
[MBA(H)-PS-44]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To impart knowledge on the scientific approaches to the manpower planning at the macro as well as micro levels.

Course Contents:

Unit 1 Manpower Policy: Macro and micro approaches, Socio-economic implications, Manpower Planning: Goals and objectives, Stages and approaches.

Unit 2 Techniques for Macro Level Manpower Planning: Manpower audit, Labour market, Manpower information, Data requirements and accuracy of forecasting.

Unit 3 Forecasting the demand and supply requirements, Employment planning, monitoring and implementation, Institutional machinery for manpower planning and employment, Sectoral manpower planning.

Unit 4 Education and Training: Technology, Environment and Manpower planning, Planning the employment of the disadvantaged.

Suggested Readings:

- Agarwal, S. P., *Manpower demand: Concepts & Methodology*, Meenakshi, Delhi.,
- Agarwal, S. P., *Manpower Supply*, Meenakshi Prakashan, Delhi.
- Amjad, Rashided, *Human Resource Planning: The Asian experience*, ILO, New Delhi.
- Barthalomew, D. J., *Manpower and Management Science*, English University Press, London.
- Blaug, M. and Ahmed, B., *Manpower Forecasting: Select Case Studies*, Jossey Bass, San Francisco.
- Casson, J. and Bannison, M., *Manpower Planning Handbook*, McGraw Hill, London.
- Gaulam, Vinayshil, *Comparative Manpower Planning Practices: Select Indian Experiences*, Vikas, New Delhi.

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MARKETING FOR NON-PROFIT ORGANIZATIONS
[MBA(H)-PS-45]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objectives: This course is designed to acquaint the students with the applications of marketing principles, tools and techniques in the non-profit organizations specifically in the context of developing countries like India.

Course Contents:

Unit 1 Scope and applications of marketing in the context of non-profit organization; Non-profit institutions in Indian market context such as Police, Public Service, Hospitals, etc.

Unit 2 Setting marketing objectives; Analysing socio-cultural environment affecting non-profit organizations; Analysing beneficiary behaviour; Market segmentation and customer targeting.

Unit 3 Planning of marketing strategy in a non-profit organization; Concept of product service life cycle; Market segmentation and related issues.

Unit 4 Elements of Marketing Mix; Product and service decisions; Pricing decisions. Distribution and delivery strategy; Promotional and public relations strategy, Role of institutional image; Monitoring and review of marketing programme.

Suggested Readings:

- Kotler, Philip and Andresen Alan R., *Strategic Marketing for non-profit organizations*, Prentice Hall Inc, Englewood Cliffs, New Jersey.
- Kotler, Philip and Roberto, Eduardo L., *Social Marketing*, The Free Press, New York.
- Kotler Philip, *Cases and Readings for Marketing for Non-profit organizations*, Prentice Hall Inc, Englewood Cliffs, New Jersey.
- Lauffer, Armand, *Strategic Marketing for Non-for-profit organizations*, The Free Press, New York.
- Lovelock, Christopher H. and Charles B. Weinberg, *Marketing for Public and Non Profit Managers*, John Wiley, New York.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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Specialization: Health Care Administration
HEALTH AND HOSPITAL INFORMATION SYSTEMS
[MBA(H)-HC-41]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objectives: The purpose of this paper is to inculcate awareness about the need for a systems approach to decision making process in hospitals.

Course Contents:

Unit 1 Concept of health, health care and hospitals, Indian health care system, Government-health care interface; Hospital as a subsystem of health care system; Hospital functions; Hospital organization, Classification of hospitals; Components of a hospital system.

Unit 2 Changing role of hospital administration; Need for managerial functional specialists; Decision making in hospitals, Understanding decision making process; Drawbacks of hospital communication system.

Unit 3 Need for systems approach to hospitals, Concept of computers and communication technology, Database concepts, Networks and communication; Types of networks, Network technologies, Information technology in hospitals; Information system concepts, Types of information systems; Design considerations; Development approaches; Implementation strategies.

Unit 4 Functionality of computerized hospital information system, Merits and demerits of CHIS, Trends in HIS; HIS as a control system; Resource utilization and control in hospitals, Issues and challenges of hospital management.

Suggested Readings:

- Central Bureau of Health Intelligence, *Health Information in India*, Ministry of Health and Family Welfare, New Delhi.
- Panko, Raymond R., *Business Data Communications*, PHI, New Delhi.
- Saini, Kumar Anil, *Management Information System in Hospitals*, Deep & Deep Publications, New Delhi.
- Velde, Rudi Van, *Hospital Information System*, Springer, Verlag.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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HEALTH COMMUNICATION: DEVELOPMENT AND DISSEMINATION
[MBA(H)-HC-42]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with special field of communication to enable them in the crafting and delivery of messages and strategies based on consumer research to promote the health of individuals and community.

Course Contents:

Unit 1 An overview of substantive areas of study within health communication like interpersonal communication, Inter-cultural communication, Mass media health images, Communication campaigns, Alternative medicine, Health ethics.

Unit 2 Use of three artifacts (such as pamphlets, print ads, video, etc.) analyses the rhetoric of a successful or an unsuccessful health communication campaign such as AIDS awareness, smoking cessation.

Unit 3 Planning, delivery and evaluation of health information and disease prevention campaigns, Health policy initiatives and management of health care delivery systems and television programmes.

Unit 4 Health literacy programmes and genetic counseling for inherited disorders such as hearing, balance, smell, taste, voice, speech.

Suggested Readings:

- Payers, Lynn, *Medicine & Culture*, Henry Holt & Company, New York.
- Du Pre, Athena, *Communicating about Health: Current Issues and Perspectives*, May Field Publishing Company, LA.
- *Health Communication*, New Jersey School of Public Health, New Jersey.
- Waman S. Javdekar, *Management Information System*, McGraw Hill, New Delhi.

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ADMINISTRATION OF CLINICAL AND NON-CLINICAL SERVICES
[MBA(H)-HC-43]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with various aspects related to administration and working of hospitals.

Course Contents:

Unit 1 Health administration in India; Health care delivery system; National health policy.

Unit 2 National health programmes, Tuberculosis's control programme, Dots, Programme for control of blindness, Family welfare programme, AIDS control programme, Role and functions of National AIDS Control Organisation (NACO).

Unit 3 Epidemiological triad, Levels of disease prevention, Radiology services, Pathology and clinical laboratory, Laundry and linen services, Housekeeping services; Disposal of biomedical waste, Medical records department.

Unit 4 Engineering services: Maintenance of building, Campus and utilities, Biomedical services, Fire safety; Quality management in health care: Quality control, ISO, ISO standards, Hospital accreditation: Role of Quality Council of India (QCI), National Accreditation Board of Hospitals (NABH).

Suggested Readings:

- Park K., *Park's Text Book of Preventive & Social Medicine*, Banarasidas Bhanot, Jabalpur.
- Sharma Madhuri, *Essential of Hospital Support Services & Physical Infrastructure*, Jaypee Brothers, New Delhi.
- Parthsarathi S. K., *Hospital Services Management*, K.J. Hospital, Madras.
- MogliG.P., *Medical Records Organisation & Management*, Jaypee Brothers, New Delhi.
- Waman S. Javdekar, *Management Information System*, McGraw Hill, New Delhi.
- Joan C. Branson, Margaret & Lennox, *Hotel, Hostel & House Keeping*, Book Power.

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LAWS RELATED TO HOSPITAL AND MEDICAL SERVICES
[MBA(H)-HC-44]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with various legal and regulatory aspects related to hospitals and medical services

Course Contents:

Unit 1 Introduction and Legal Procedures: Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons; Medico legal aspects of emergency services.

Unit 2 Legal knowledge pertaining to IPC, CRPC, Civil PC, Evidence Act, Organizational and Procedural Laws: Indian Contract Act, Nursing Home-Registration Act, Birth-Death Registration Act.

Unit 3 Labour laws applicable to hospitals: Indian Trade Union Act 1926, Industrial Dispute Act 1947, The Bombay Shops & Establishment Act, The Workmen's Compensations Act, The Industrial Employment (Standing Orders) Act 1946, Payment of Wages Act, Employee Provident Fund Act, Maternity Benefit Act.

Unit 4 Laws Related to Medical Procedures: Medical Termination of Pregnancy Act 1971(MTP Act), Prenatal Diagnostic Techniques, Regulations and Prevention of Misuse Act 1994, Transplantation of Human Organs Act 1994.

Suggested Readings:

- Parikh C. K., *Parikh's Text Book of Medical Jurisprudence & Toxicology*, CBS Publications, New Delhi.
- Singh Jagdish, *Medical Negligence & Compensation*, Bharat Law, Jaipur.
- Kaushal K. Anoop, *Medical Negligence & Legal Remedies*, Universal.
- *Medical Termination of Pregnancy Act.*
- *Preconception & Prenatal Diagnostic Techniques (Prohibition of Sex Selection) Act 1994.*

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MEDICAL TERMINOLOGY AND PROCEDURES
[MBA(H)-HC-45]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with basic medical terminology and procedures.

Course Contents:

Unit 1 Fundamentals of Medical Terminology: Word Roots, Prefix, Suffix, Abbreviations and Symbols; Introduction to Anatomy and Physiology, Organs and Systems: Gastro Intestinal, Respiratory, Circulatory, Renal, Reproductive, Nervous.

Unit 2 Common Diseases and Procedures; Gastro Intestinal: Cholecystitis, Cholelithiasis, Appendicitis, Intestinal Obstruction, Hernia, Peritonitis, Gastroscopy, Endoscopy, Laparotomy, Laparoscopy.

Unit 3 Common Diseases and Procedures: Respiratory, Tuberculosis, Bronchial Asthma, Respiratory Failure, Pulmonary Embolism, Pneumonia (Bronchoscopy, Pulmonary Function Test, Cardio-Pulmonary Resuscitation).

Unit 4 Circulatory: Hypertension, Coronary Artery Disease, Arrhythmias, Cardiac Arrest; Nervous: Stroke (Cerebrovascular Accident), Brain Tumor, Brain Injuries, Spinal Cord Injuries, Lumbar Puncture, Myelography, CT Scan, MRI, EEG, EMG.

Suggested Readings:

- Gerard J. Tortora, *Principles of Anatomy & Physiology*,
- Waugh Anne, *Anatomy & Physiology in Health & Illness*, Churchill Livingstone.
- Pearce Evelyn, *Anatomy & Physiology for Nurses*, Jaypee Brothers, New Delhi.
- Sampath Madhyastha, *Manipal Manual of Anatomy*, CBS Publication, New Delhi.

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Open Elective Course(s)

**FUNDAMENTALS OF MANAGEMENT
(MBA-OE-01)**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To facilitate an understanding of concepts, principles and functions of management.

Course Contents:

Unit 1 Management: Concept, Nature and Scope; Management Process, Principles and Functions of Management; Management as an Art, Science and Profession; Levels of Management; Management versus Administration, Managerial Roles.

Unit 2 Financial Management: Concept, Approaches, Objectives, Functions and Importance; Organization of Finance Functions; Sources of finance and Time Value of Money.

Unit 3 Human Resource Management: Concept, Scope, Significance and Functions; Job Analysis: Job Description and Job Specification; Human Resource Planning; Recruitment and Selection; Training and Development: Objectives, Types and Methods.

Unit 4 Marketing: Concept, Nature and Scope; Marketing Mix; Market Segmentation: Introduction, Importance and Basis of Segmentation; Product Mix, Product Life Cycle; Advertising and Sales Promotion.

Suggested Readings:

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Prasad, L.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar. *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.

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COMMUNICATION SKILLS
(MBA-OE-02)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills to help them in communicating effectively and handling inter as well as intra organizational issues.

Course Contents:

Unit 1 Communication: Meaning, Process, Need, Objectives and Importance; Barriers in Communication; Guidelines for Effective Communication; 7 C's of Communication, Ethics in communication.

Unit 2 Types of Communication: Verbal - Oral and Written Communication, Non-verbal - Kinesics, Proxemics and Para Language; Modern forms of Communication, Cross Cultural Communication.

Unit 3 Audience Analysis, Writing Skills, Listening Skills, Speaking Skills, Presentation Skills, Negotiation Skills.

Unit 4 Internal Communication: Memo, Notice, Circular, Order and Proposal; Report-Writing; Agenda and Minutes of the Meeting; External Communication: Meaning, Layout, Parts and features of Business letter.

Suggested Readings:

- Courtland, L. B., John, V. T. and Chaturvedi, M., *Business Communication Today*, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, *Effective Business Communication*, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., *Business Communication*, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., *Effective Business Communication*, Tata McGraw Hills, New Delhi.
- Raman, Meenakshi and Singh, Prakash, *Business Communication*, Oxford University Press, New Delhi.

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ENTREPRENEURSHIP DEVELOPMENT
(MBA-OE-03)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

Course Contents:

Unit 1 Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

Unit 2 Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

Unit 3 Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Demand Analysis; Market Potential Measurement; Working Capital Requirements; Profit and Tax Planning.

Unit 4 Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme.

Suggested Readings:

- Barringer, Brace R., and Duane, R., *Entrepreneurship*, Prentice Hall, New Jersey.
- Gupta S. L. and Mittal Arun, *Entrepreneurship Development*, International Book House, New Delhi.
- Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
- Kumar S. Anil, Poornima S. C. and Abraham M. K., *Entrepreneurship Development*, New Age Publishers, New Delhi.

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PERSONALITY DEVELOPMENT
(MBA-OE-04)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills and etiquettes to help them in developing their overall personality.

Course Contents:

Unit 1 Personality: Basics of personality, analyzing strengths and weakness, developing a pleasing personality; Goals setting; Building self-confidence and Team building.

Unit 2 Leadership skills, Making positive attitude a way of life, Building blocks of success. Making smart decisions, Positive thinking and Character building.

Unit 3 Preparation for self-introduction, Sense of dressing, Body language, Application and resume writing, Interview skills, Group discussion skills, Etiquettes and manners.

Unit 4 Stress management, Time management, Change management, Conflict management, Boss management, Dealing with difficult people, and Getting things done through others.

Suggested Readings:

- Brown, David, *Dealing with Difficult People*, Harper Collins Publishers, London
- Kahnean, Daniel et. al, *On Making Smart Decisions*, Harvard Business School Publishing Corporation Ltd., Boston
- Manser, Martin, *Time Management*, Harper Collins Publishers, London
- Narula, S. S., *Personality Development and Communication Skills*, Taxmann Publications Pvt. Ltd., New Delhi
- Slater, Rus, *Getting Things Done*, Harper Collins Publishers, London
- Salter, Heather, *Interview Secrets*. Harper Collins Publishers London.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

FUNDAMENTALS OF MANAGERIAL SKILLS
(MBA-OE-05)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The main objective of this course is to familiarize the students with fundamentals of managerial skills.

Course Contents:

Unit 1 Skills: Concept, types and need of managerial skills; Decision Making: concept, types of decisions, decision making process; Approaches for decision making, creativity and innovation; Group Decision Making - methods of group decision making, positive and negative aspects of group decision making, and techniques of improving group decision making.

Unit 2 Motivation: Concept and theories of motivation - Maslow's Need Hierarchy Theory, Herzberg's Motivation-Hygiene theory, McGregor's Theory X and Theory Y, Theory Z, Equity theory, Carrot and Stick approach, Contingency approach; Motivational applications - financial and non-financial incentives; Leadership: concept and leadership theories, leadership styles and qualities of a good leader.

Unit 3 Work Stress: Concept causes and effects of stress; Stress Management - individual and organizational coping strategies; Conflicts: concept, stages, types - positive and negative, intrapersonal and interpersonal, individual, group and organizational level of conflicts; Managing conflicts - curative measures and conflicts resolution.

Unit 4 Organizational Change: Concept, nature and factors in organizational change; resistance to change: factors in resistance to change and overcoming resistance to change; role of change agents; Organizational Culture: concept and impact of organizational culture, creating and maintaining organizational culture.

Suggested Readings:

- Gupta C. B., *Management - Theory and Practice*, Sultan Chand & Sons, New Delhi.
- Koontz and Wechrick, H., *Management*, Tata McGraw Hill, New Delhi.
- Prasad, I.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Robbins, S.P., *Management*, Englewood Cliffs, Prentice Hall Inc., New Jersey.
- Stoner, Freeman and Gilbert, *Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

UNDERSTANDING HUMAN BEHAVIOUR
(MBA-OE-06)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with basic behavioural process in organization.

Course Contents:

Unit 1 Human Behaviour: concept, process, and managerial implications; factors causing individual differences and Implications of individual differences; Personality: concept, personality theories, determinants of personality, personality traits affecting behavior, personality traits of Indian managers.

Unit 2 Perception: concept, process and importance; perceptual selectivity, perceptual organization, interpersonal perception: factors in perceiver, person perceived and situational factors; developing perceptual skills; Learning: concept and components: theories of learning - conditioning, cognitive and social, and factors affecting learning.

Unit 3 Attitudes: concept, theories of attitude formation, attitude and behaviour, factors in attitude formation, attitude measurement, effects of employee's attitude, attitude change: methods of attitude change and developing positive attitude by the employees; Values: concept and types; factors in value formation, values and behaviour.

Unit 4 Emotional Intelligence: concept, applying emotional intelligence in organizations, developing emotional intelligence, managing emotions; Power and Politics: basis of power and contingency approach of power, power distribution in organization, sources and limits of authority.

Suggested Readings:

- Luthans, Fred, *Organizations Behaviour*, Tata McGraw Hill, New Delhi.
- Morgan, C. T. and King, *Introduction to Psychology*, McGraw Hill, New Delhi.
- Parsad L. M., *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
- Robbins, Judge and Vohra, *Organizational Behaviour*, Pearson Education, New Delhi.
- Robert, A. Baron, *Psychology*, Pearson, New Delhi.
- Stephen P. Robbins, Seema Sanghi, *Essentials of Organizational Behaviour*, Pearson, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

EVENT MANAGEMENT
(MBA-OE-07)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The purpose of this course is to make the students familiar with techniques and skills required for successful organisation of special events.

Course Contents:

Unit 1 Principles of Event Management; Types of events: Sports, Rallies, Wedding, Festivals, Educational and Corporate events; Developing mission, Establishing objectives, Preparing event proposal.

Unit 2 Leadership Traits and characteristics, Crowd management, Major risks and emergency planning; Event Budget Different types of sponsorships, Strategic development and Implementation.

Unit 3 Purpose, Venue, Timing, Guest list, Invitations, Food & drink, Room dressing, Equipment, Protocols, Dress codes, Staging, Guest of honor, Speakers, Media, Photographers, Podium, Exhibition.

Unit 4 Marketing tools: Advertising and Promotions, Flyers, Posters, Newsletters, Blogs and Tweets; Media tools: Media invitations, Photo-calls, Press releases, Telecast, Radio interviews; Evaluation: Budget, Cost of event, Return on investment, Media coverage, Attendance and Feedback.

Suggested Readings:

- Anton Shone & Bryn Parry, *Successful Event Management*, Cengage Learning, New Delhi.
- Chaturvedi Ashutosh, *Event management, a professional approach*, Global India Publications, New Delhi.
- Glenn Bowdin, William O'Toole, Johnny Allen, Rob Harris, Ian McDonnell, *Events Management*, Routledge Publishers, New Delhi.
- Lynn Van Der Wagen & Brenda R Carlos, *Event Management*, Pearson, New Delhi.
- Razaq Raj, Paul Walters & Tahir Rashid, *Event management, an integrated & practical approach*, Sage, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.