

श्री VENKATESHWARA UNIVERSITY



Evaluation Scheme & Syllabus
(Academic session 2023-24 onwards)

Master of Business Administration
(MBA)

School of Commerce & Management

Shri Venkateshwara University, Gajraula

PROGRAMME STRUCTURE

Master of Business Administration (MBA)

w.e.f. 2023-24 onwards

Semester	No. of papers	Credit	Marks
I	8	26	700
II	8	26	700
III	8	28	700
IV	8	28	700
Grand Total	32	108	2800

Program Educational Objectives (PEOs)

The main objective of the MBA program is to educate and prepare a diverse group of men and women with the knowledge, analytical ability, and management perspectives and skills needed to provide leadership to organizations competing in a world increasingly characterized by diversity in the workforce, rapid technological change, and a fiercely competitive global marketplace. Shri Venkateshwara University, MBA course is designed to prepare students for careers in management and leadership in both the private and public sectors. Students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for intelligent decision-making.

List of Subjects

Sr. No.	Subject Category	No. of Subjects	Details of Subjects	
			Sub. Code	Subject Name
1	Core Courses (CC)	16	MMB-101	Human Resource Management
			MMB-102	Principles and Practices of Management
			MMB-103	Managerial Economics
			MMB-104	Marketing Management
			MMB-201	Organizational Behavior
			MMB-202	Financial Accounting
			MMB-203	Business Ethics
			MMB-204	Research Methodology
			MMB-301	Production & Operations Management
			MMB-302	Quantitative Techniques & Operation Research
			MMB-303	Business Laws
			MMB-304	Project Management
			MMB-401	Strategic Management
			MMB-402	International Business Management
			MMB-403	Entrepreneurship Development
			MMB-404	Management Information System
2	General Elective (GE)	08	MMB-105	Business Environment
			MMB-106	Rural Development
			MMB-107	Business Statistics
			MMB-108	Negotiation and Counseling
			MMB-205	Financial Management
			MMB-206	Management Accounting
			MMB-207	Computer Applications in Business
			MMB-208	Travel & Tourism Management
3	Discipline-Specific Course (DSC)	06	FINANCE	
			MMB-311	Security Analysis & Investment Management
			MMB-312	Working Capital Management
			MMB-313	Financial and Commodity Derivatives
			MMB-411	Risk Management & Insurance
			MMB-412	Corporate Financial Reporting
			MMB-413	International Financial Management
			MARKETING	
			MMB-321	Service Marketing
			MMB-322	Sales and Distribution Management
			MMB-323	Customer Relationship Management
			MMB-421	Digital and Social Media Marketing
			MMB-422	Competitive Marketing Strategy
			MMB-423	Retailing & Distribution Management

			HUMAN RESOURCE MANAGEMENT	
			MMB-331	Industrial Relations & Labour Enactments
			MMB-332	Negotiation and Counseling
			MMB-333	Strategic Human Resource Management
			MMB-431	Training & Development
			MMB-432	Human Resource Information System
			MMB-433	Compensation Management
			ENTREPRENEURSHIP MANAGEMENT	
			MMB-341	Entrepreneurship Theory & Practices
			MMB-342	Technology Innovation & Sustainable Enterprise
			MMB-343	Dynamics of Family Business & Governance
			MMB-441	Team Building & Leadership
			MMB-442	New Enterprise Creation & Start-Up
			MMB-443	Social Entrepreneurship
			BUSINESS ANALYTICS	
			MMB-351	Basics of Data
			MMB-352	System Analysis and Design
			MMB-353	Big Data Analytics
			MMB-451	Ethical & Legal Aspects of Analytics
			MMB-452	Simulation Modeling
			MMB-453	Predictive Analytics
			SUPPLY CHAIN MANAGEMENT	
			MMB-361	International Logistics
			MMB-362	Port & Airport Management for Logistics
			MMB-363	Global Supply Chain Management
			MMB-461	Supply Chain Software
			MMB-462	Storage & Warehouse Management
			MMB-463	Multi-Modal Transport
			HOTEL & TOURISM MANAGEMENT	
			MMB-371	Food & Beverage Management
			MMB-372	Accommodation Management
			MMB-373	Hospitality Law
			MMB-471	Nutrition & Dietetics Management
			MMB-472	Hospitality Marketing & Sales
			MMB-473	Facilities Design & Management
			HOSPITAL ADMINISTRATION	
			MMB-381	Basic Concept of Health
			MMB-382	Healthcare Environment
			MMB-383	Hospital Architecture & Planning
			MMB-384	Medical Law & Ethics
			MMB-385	Hospital Operation Management
			MMB-386	Patient Care Management
4	Discipline-Specific Course (DSC) For MBA (HA)	12		

			MMB-481	Purchase Management & Inventory Control
			MMB-482	Hospital Facilities & Management
			MMB-483	Hospital Information System
			MMB-484	Public Health System & Outreach Programme
			MMB-485	Total Quality Management
			MMB-486	Medical Negligence & Legal Remedies
5	Skill Enhancement Course (SEC)	02	MMB-109	Food Technology & Processing
			MMB-209	Creative Writing
6	Project Work (PW) / Comprehensive Viva	02	MMB-305	Summer Internship Project & Viva-voce
			MMB-405	Comprehensive Viva-voce
7	Ability Enhancement Course / Co-Curricular (Non-CGPA)	01 for each Semester	MMB-001	Communicative English
			MMB-002	Environmental Studies
			MMB-003	Swachha Bharat Abhiyan
			MMB-004	Unnat Bharat Abhiyan



STUDY & EVALUATION SCHEME

Master of Business Administration

MBA – 1st Semester

Sr. No.	Subject Code	Subject		PERIODS			EVALUATION SCHEME					Credit
				L	T	P	INTERNAL			UE	Max. Marks	
							MT	IA	Total			
1	MMB-101	Human Resource Management	CC	4	0	0	20	10	30	70	100	4
2	MMB-102	Principles and Practices of Management	CC	4	0	0	20	10	30	70	100	4
3	MMB-103	Managerial Economics	CC	4	0	0	20	10	30	70	100	4
4	MMB-104	Marketing Management	CC	4	0	0	20	10	30	70	100	4
5	MMB-105	Business Environment	GEC	4	0	0	20	10	30	70	100	4
	MMB-106	Rural Development										
6	MMB-107	Business Statistics	GEC	4	0	0	20	10	30	70	100	4
	MMB-108	Negotiation and Counseling										
7	MMB-109	Food Technology & Processing	SEC	2	0	0	20	10	30	70	100	2
Total				26	0	0	140	70	210	490	700	26
8	MMB-001	Communicative English (Non-CGPA)	AEC	2	-	-	20	10	30	70	100	0

MBA – 2nd Semester

Sr. No.	Subject Code	Subject		PERIODS			EVALUATION SCHEME					Credit
				L	T	P	INTERNAL			UE	Max. Marks	
							MT	IA	Total			
1	MMB-201	Organizational Behavior	CC	4	0	0	20	10	30	70	100	4
2	MMB-202	Financial Accounting	CC	4	0	0	20	10	30	70	100	4
3	MMB-203	Business Ethics	CC	4	0	0	20	10	30	70	100	4
4	MMB-204	Research Methodology	CC	4	0	0	20	10	30	70	100	4
5	MMB-205	Financial Management	GEC	4	0	0	20	10	30	70	100	4
	MMB-206	Management Accounting										
6	MMB-207	Computer Applications in Business	GEC	4	0	0	20	10	30	70	100	4
	MMB-208	Travel & Tourism Management										
7	MMB-209	Creative Writing	SEC	2	0	0	20	10	30	70	100	2
Total				26	0	0	140	70	210	490	700	26
8	MMB-002	Environmental Studies (Non-CGPA)	AEC	2	-	-	20	10	30	70	100	0

MBA – 3rd Semester

Sr. No.	Subject Code	Subject		PERIODS			EVALUATION SCHEME					Credit
				L	T	P	INTERNAL			UE	Max. Marks	
							MT	IA	Total			
1	MMB-301	Production & Operations Management	CC	4	0	0	20	10	30	70	100	4
2	MMB-302	Quantitative Techniques & Operation Research	CC	4	0	0	20	10	30	70	100	4
3	MMB-303	Business Laws	CC	4	0	0	20	10	30	70	100	4
4	MMB-304	Project Management	CC	4	0	0	20	10	30	70	100	4
5	MMB-305	Summer Internship Project	PW	0	2	0	-	30	30	70	100	4
6	DSC – I	DSC	4	0	0	20	10	30	70	100	4
7	DSC – II	DSC	4	0	0	20	10	30	70	100	4
Total				24	2	0	120	90	210	490	700	28
8	MMB-003	Swachha Bharat Abhiyan (Non-CGPA)	CCR	2	-	-	20	10	30	70	100	0

MBA – 4th Semester

Sr. No.	Subject Code	Subject		PERIODS			EVALUATION SCHEME					Credit
				L	T	P	INTERNAL			UE	Max. Marks	
							MT	IA	Total			
1	MMB-401	Strategic Management	CC	4	0	0	20	10	30	70	100	4
2	MMB-402	International Business Management	CC	4	0	0	20	10	30	70	100	4
3	MMB-403	Entrepreneurship Development	CC	4	0	0	20	10	30	70	100	4
4	MMB-404	Management Information System	CC	4	0	0	20	10	30	70	100	4
5	MMB-405	Comprehensive Viva-voce	CV	0	0	0	-	-	-	100	100	4
6	DSC – III	DSC	4	0	0	20	10	30	70	100	4
7	DSC – IV	DSC	4	0	0	20	10	30	70	100	4
Total				24	0	0	120	60	180	520	700	28
8	MMB-004	Unnat Bharat Abhiyan (Non-CGPA)	CCR	2	-	-	20	10	30	70	100	0

MBA (HA) – 3rd Semester

Sr. No.	Subject Code	Subject		PERIODS			EVALUATION SCHEME					Credit
				L	T	P	INTERNAL			UE	Max. Marks	
							MT	IA	Total			
1	MMB-381	Basic Concept of Health	DSC	4	0	0	20	10	30	70	100	4
2	MMB-382	Healthcare Environment	DSC	4	0	0	20	10	30	70	100	4
3	MMB-383	Hospital Architecture & Planning	DSC	4	0	0	20	10	30	70	100	4
4	MMB-384	Medical Law & Ethics	DSC	4	0	0	20	10	30	70	100	4
5	MMB-385	Hospital Operation Management	DSC	4	0	0	20	10	30	70	100	4
6	MMB-386	Patient Care Management	DSC	4	0	0	20	10	30	70	100	4
7	MMB-305	Summer Internship Project	PW	0	2	0	-	30	30	70	100	4
Total				24	2	0	120	90	210	490	700	28
8	MMB-003	Swachha Bharat Abhiyan (Non-CGPA)	CCR	2	-	-	20	10	30	70	100	0

MBA (HA) – 4th Semester

Sr. No.	Subject Code	Subject		PERIODS			EVALUATION SCHEME					Credit
				L	T	P	INTERNAL			UE	Max. Marks	
							MT	IA	Total			
1	MMB-481	Purchase Management & Inventory Control	DSC	4	0	0	20	10	30	70	100	4
2	MMB-482	Hospital Facilities & Management	DSC	4	0	0	20	10	30	70	100	4
3	MMB-483	Hospital Information System	DSC	4	0	0	20	10	30	70	100	4
4	MMB-484	Public Health System & Outreach Programme	DSC	4	0	0	20	10	30	70	100	4
5	MMB-485	Total Quality Management	DSC	4	0	0	20	10	30	70	100	4
6	MMB-486	Medical Negligence & Legal Remedies	DSC	4	0	0	20	10	30	70	100	4
7	MMB-405	Comprehensive Viva-Voce	CV	0	0	0	-	-	-	100	100	4
Total				24	0	0	120	60	180	520	700	28
8	MMB-004	Unnat Bharat Abhiyan (Non-CGPA)	CCR	2	-	-	20	10	30	70	100	0

L – Lecture

T – Tutorial

P – Practical

MT – Midterm Exam	IA – Internal Assessment	UE – University Examination
CC- Core Courses	GE- General Elective Course	SEC- Skill Enhancement Course
AEC- Ability Enhancement Course	PW- Project Work	CV- Comprehensive Viva-voce
DSC- Discipline-Specific Course	CCR- Co-Curricular	

SPECIALISATION GROUPS

1. FINANCE

Semester – III

MMB-311 Security Analysis & Investment Management
MMB-312 Working Capital Management
MMB-313 Financial and Commodity Derivatives

Semester – IV

MMB-411 Risk Management & Insurance
MMB-412 Corporate Financial Reporting
MMB-413 International Financial Management

2. MARKETING

Semester – III

MMB-321 Service Marketing
MMB-322 Sales and Distribution Management
MMB-323 Customer Relationship Management

Semester – IV

MMB-421 Digital and Social Media Marketing
MMB-422 Competitive Marketing Strategy
MMB-423 Retailing & Distribution Management

3. HUMAN RESOURCE MANAGEMENT

Semester – III

MMB-331 Industrial Relations & Labour Enactments
MMB-332 Negotiation and Counseling
MMB-333 Strategic Human Resource Management

Semester – IV

MMB-431 Training & Development
MMB-432 Human Resource Information System
MMB-433 Compensation Management

4. ENTREPRENEURSHIP MANAGEMENT

Semester – III

MMB-341 Entrepreneurship Theory & Practices
MMB-342 Technology Innovation & Sustainable Enterprise
MMB-343 Dynamics of Family Business & Governance

Semester – IV

MMB -441 Team Building & Leadership
MMB -442 New Enterprise Creation & Start-Up
MMB -443 Social Entrepreneurship

5. BUSINESS ANALYTICS

Semester – III

MMB-351 Basics of Data
MMB-352 System Analysis and Design
MMB-353 Big Data Analytics

Semester - IV

MMB-451 Ethical & Legal Aspects of Analytics
MMB-452 Simulation Modeling
MMB-453 Predictive Analytics

6. SUPPLY CHAIN MANAGEMENT

Semester – III

Semester – IV

MMB-361 International Logistics
MMB-362 Port & Airport Management for Logistics
MMB-363 Global Supply Chain Management

MMB-461 Supply Chain Software
MMB-462 Storage & Warehouse Management
MMB-463 Multi-Modal Transport

7. HOTEL & TOURISM MANAGEMENT

Semester – III

MMB-371 Food & Beverage Management
MMB-372 Accommodation Management
MMB-373 Hospitality Law

Semester – IV

MMB-471 Nutrition & Dietetics Management
MMB-472 Hospitality Marketing & Sales
MMB-473 Facilities Design & Management

- **From the above discipline-specific groups, the student must take one as a specialization.**
 - **Any two subjects are to be taken in the third & fourth semesters from the discipline-specific group.**
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8. HOSPITAL ADMINISTRATION

Semester – III

MMB-381 Basic Concept of Health
MMB-382 Healthcare Environment
MMB-383 Hospital Architecture & Planning
MMB-384 Medical Law & Ethics
MMB-385 Hospital Operation Management
MMB-386 Patient Care Management

Semester – IV

MMB-481 Purchase Management & Inventory Control
MMB-482 Hospital Facilities & Management
MMB-483 Hospital Information System
MMB-484 Public Health System & Outreach Programme
MMB-485 Total Quality Management
MMB-486 Medical Negligence & Legal Remedies

- **The student has to take/ study all the subjects under the MBA (HA) discipline-specific group.**
 - **There is no choice of the subject under the MBA (HA) discipline-specific group.**
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The offered specialization groups may be subject to change as per the requirements of the program and availability of resources.



Detailed Syllabus

Master of Business Administration

(Semester - 1st)

School of Commerce & Management

Master of Business Administration (MBA)
Semester-1st

MMB-101

Human Resource Management

Credit Hours-4

Course Objective

The present course aims to familiarize the students with various aspects of human resource management and the functioning of the human resource management department. This will help them in gaining a deeper understanding of the subject, functions, and various strategies to tackle the human resource management related problems in the organization.

Unit I

Introduction to HRM & HRD, Concept of HRM, Objectives, Process, HRM vs. Personnel Management, HRM Vs. HRD, Objectives of HRD, focus of HRD System, Structure of HRD System, role of HRD manpower.

Unit II

Human Resource Policies & Strategies Introduction, role of HR in strategic management, HR policies & Procedures, HR Programme., developing HR policies and strategies, Strategic control, Types of Strategic Control, Operational Control System, Functional and grand strategies, Strategy factors.

Unit III

Human Resource Procurement & Mobility Productivity & improvement job analysis & Job design, work measurement, ergonomics. Human Resource planning objectives, activities, manpower requirement process Recruitment & Selection Career planning & development, training methods, the basic concept of performance appraisal. Promotion & Transfer.

Unit IV

Employee Compensation Wage policy, Wage determination, Wage board, factors affecting wages and salary, systems of payments, Job evaluation, components of wage/salary-DA, incentives, bonus, fringe benefits etc., Minimum Wages Act 1948, Workmen Compensation Act 1923, Payment of Bonus Act 1965.

Unit V

Employee relations Discipline & Grievance handling types of trade unions, problems of trade unions

Course Outcomes

1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.
2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.
3. Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.

Suggested Books:

1. Human Resource Management – Dipak Kumar Bhattacharya
2. Managing Human Resource-Arun Monappa

3. Essential of HRM and Industrial Relations-P.Subba Rao
4. Personnel Management-C.B. Memoria

**Master of Business Administration (MBA)
Semester-1st**

MMB-102

Principles and Practices of Management

Credit Hours-4

Course Objective

The present course aims at familiarizing the participants with various aspects of fundamental of management and the process of management. This will help them in gaining a deeper understanding of the management functions and various strategies to tackle the employees in business organizations.

UNIT- I

Introduction: Management concepts, Objectives, Nature, Scope and Significance of management. Evolution of management thought—Contribution of various researchers, Taylor, Weber and Fayol management.

UNIT-II

Planning: Concept, Objectives, Nature, Limitation, Process of planning, Importance, Forms of Planning, Techniques, and Process of decision making.

UNIT-III

Organizing: Concept, Objectives, Nature of organizing, Types of Organization, Delegation of Authority, Authority and responsibilities, Centralization and Decentralization, Span of control.

UNIT-IV

Directing: Concept, Principles & Techniques of directing and Coordination Concept of leadership—Meaning, Importance, Styles, Supervision, Motivation, Communication.

UNIT-V

Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and controlling.

Course Outcomes:

1. Discuss and communicate the management evolution and how it will affect future managers.
2. Observe and evaluate the influence of historical forces on the current practice of management.
3. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
4. Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.

Suggested Readings:

1. Pagare Dinkar, Principles of Management
2. Prasad B M L, Principles and Practice of Management
3. Satya Narayan and Raw VSP, Principles and Practices of Management
4. Srivatava and Chunawala, Management Principles and Practice

Master of Business Administration (MBA)
Semester-1st

MMB-103

Managerial Economics

Credit Hours-4

Course Objective

The Basic objective of this course is to familiarize the students with the concepts and tools of managerial Economics as applicable to decision making in a contemporary business environment.

Unit I-

Nature and Scope: Nature and Scope of Managerial Economics, its relationship with other subjects. Fundamental Economic Tools-Opportunity cost concept, Incremental concept, Principle of time perspective, discounting principle, and Equi-marginal principle.

Unit II- Demand Analysis: Concept and importance of Demand & its determinants Income & Substitution effects. Various elasticity of demand, using elasticity in managerial decisions, revenue concepts, relevance of demand forecasting and methods of demand forecasting.

Unit III- Cost Concept: Various cost concepts and classification, Cost output relationship in short run & long run cost curves). Economics and diseconomies of scale, Cost control and Cost reduction, Indifferent curves.

Unit IV- Pricing: Pricing methods, Price and output decisions under different market structures-perfect competition, Monopoly and Monopolistic Competition, Oligopoly.

Unit V- Profit & Inflation: Profit, Functions of profit, Profit maximization, Break Even analysis. Elementary idea of Inflation.

Course Outcomes:

1. Students will be able to remember the concepts of microeconomics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.
2. The students would be able to understand the law of demand & supply & their elasticities evaluate & analyse these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to forecast demand for better utilization of resources.
3. The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies.
4. The students would be able to analyses macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

Suggested Readings:

1. Varsney& Maheshwari : Managerial Economics
2. Mote Paul & Gupta : Managerial Economics : Concepts & Cases
3. D.N.Dwivedi : Managerial Economics
4. D.C.Huge : Managerial Economics
5. Peterson & Lewis : Managerial Economics

Master of Business Administration (MBA)
Semester-1st

MMB-104

Marketing Management

Credit Hours: 4

Course Objective

This course intends to provide an experience-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basics of marketing. Topics of the syllabus shall be addressed and discussed from an application-oriented perspective

Unit I

Core Concepts of Marketing: Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, adapting marketing to new liberalized economy - Digitalization, Customization, Changing marketing practices

Unit II

Market Analysis and Selection: Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of Market Potential & Market Share, Concept, Characteristics of consumer and organizational markets, Buyer Behavior, 5 step Buyer decision process. Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization.

Unit III

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit IV

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit V

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Course Outcomes:

1. Understand and Analyze marketing for creating value with Product and price Strategy.
2. Develop aptitude to Create and Craft Brand Positioning/ Equity by Evaluating Brands and Identifying Market Segments and Targets.

3. Understand and Analyze marketing for delivering and communicating value with Integrated Marketing Channels and promotion strategy.
4. Creating and developing marketing strategies and plans for Conducting marketing responsibly for long-term success

Suggested Readings

1. Philip Kotler-Agnihotri : Principle of marketing 13 e, Pearson Education
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
3. Rajan Saxena: Marketing Management, Tata McGraw Hill.
4. R Kumar & Goel-Marketing Management(UDH Publishers, edition 2013).
5. Tapan Panda : Marketing Management, (ExcelBooks)
6. Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill)
7. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).



Master of Business Administration (MBA)
Semester-1st

MMB-105

Business Environment

Credit Hours: 4

Course Objectives

To develop basic understanding and provide knowledge about business environment to the management students and enable them to realize its impact on environment of business.

Unit I

Introduction: Understanding of business systems and firms, global business environment; A glimpse of Indian business environment: Macro-economic indicators- Fiscal, Monetary and Industrial Policy.

Unit II

PEST analysis: Political, Economic, Social & Cultural and Technological environment; Demographic environment. Interaction between internal and external environments, Emergence of Market Driven Economies, Essential of competitive economies.

Unit III

Financial environment: Financial systems: an overview. Corporate social responsibility and sustainable development; Trend of foreign investment in India; Small Scale industry: Emergence of knowledge-based ventures, service sector and traditional small scale sector.

Unit IV

Introduction to Labour Laws, FEMA, Environmental Protection Act, Consumer Protection Act, Competition Act. Stock exchange, Commodity exchanges in India, the role of SEBI. Assessment of Regulatory Business Environment, Change from control to regulation-changing role of RBI, IRDA, Pension, Board of Financial Supervision

Unit V

Consumer Rights, Consumerism and Business, Consumer Protection in India. Emerging Trends: Green Initiatives, Sustainable Development Practices, Corporate Governance, Corporate Social Responsibility and Institutional Framework for Planning. NITI Aayog and its functioning.

Course Outcomes

1. Outline how an organization operates in a business environment explaining its framework that regulates the industry.
2. Explain the effects of Government Policies on the economic environment and the industries in the country.
3. Be able to use the theory and background knowledge learned to enhance general understanding of the significance and likely impacts of different business decisions.

Suggested Reading

1. Cherunilam, Francis, Business Environment, Himalya Publishing House.
2. Paul Jastin, Business Environment, Tata Mc Graw Hill.
3. Faisal Ahmed & M. AbsarAlam, Business Environment – India in Global Perspective, PHI.
4. Aswathapa, K., Business Environment, Excel Books.
5. Bedi S.K., Business Environment, Excel Books.
6. Latest Economic Survey, Govt. of India.

Master of Business Administration (MBA)
Semester-1st

MMB-106

Rural Development

Credit Hours: 4

Course Objective

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing and development practices in Indian context.

Unit I

Rural Business and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period.

Unit II

Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, Sericulture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes, and relationship among agro climate and natural resources, production system and livelihood of rural people.

Unit III

Managing co-operatives, emergence, endurance, and growth of co-operatives; Leadership issues in co-operatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; Anand pattern of co-operative-federal structure, causes of sickness, leadership issues and managing boards.

Unit IV

Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives.

Unit V

Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth vs equity oriented approach; area vs group based approach; top down vs participatory and people oriented approach to development planning; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-NGOs; success and sustainability of rural development interventions, MNREGA

Learning Outcome:

On successful completion of the course, the student will be able to

1. gain insight into the socio-economic structure of rural India
2. understand the prospects and problems of rural development in India
3. Collaborate as members of teams, effectively working with multiple stakeholders from various backgrounds to address rural developmental issues.
4. To be familiar with some of the technological tools commonly used to address rural developmental challenges.

Suggested Reading

1. Jonathan Reuvid, Guide to Rural Business (Kogan Page)
2. Chaturvedi S.K.-Rural Development in India(Universities Press)
3. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
4. Brown Ben, Practical Accounting for Farm and Rural Business (Lavoisier) 2003.
5. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)

Master of Business Administration (MBA)
Semester-1st

MMB- 107

Business Statistics

Credit Hours: 4

Course Objective

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision-making.

Unit I

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

Unit II

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non-Linear equations, Applications in business decision-making.

Unit III

Index Numbers:- Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Correlation:- Meaning and types of correlation, Karl Pearson, and Spearman rank correlation.

Regression:- Meaning, Regression equations and their application, Partial and Multiple correlation & regression: An overview.

Unit IV

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes 'Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit V

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test, and Chi-Square test. Techniques of association of Attributes & Testing.

Course outcome:

1. Gaining Knowledge of basic concept / fundamentals of business statistics.
2. To develop practical understanding of various statistical concepts.
3. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4. Evaluating basic concepts of probability and performing probability theoretical distributions.

SUGGESTED READINGS

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

Master of Business Administration (MBA)
Semester-1st

MMB-108

Negotiation & Counseling

Credit Hours: 4

Course objectives:

The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling such that to equip the students with valuable skills, techniques, and strategies in counseling.

Unit I

Negotiation: nature, characteristics, strategy and tactics of distributive bargaining, strategy, and tactics of integrative negotiation; strategy and planning for negotiation.

Unit II

Negotiation sub processes: perception, cognition, and emotion communication: what is communicated during negotiation and how people communicate in negotiation.

Unit III

Best practices in negotiation – fundamental structure of negotiation and batna. Case i - role negotiation at Bokaro steel plant (understanding organizational behaviour. By UdaiPareek, oxford, second edition page 410-415).

Unit IV

International and cross-cultural negotiation: context and concept, influence of culture on negotiation: case ii - the dabhol debacle (negotiation made simple, slrao, excel books pp.30-35 and pp. 196-197).

Unit V

Emergence & growth of counseling: factors contributing to the emergence, approaches to counseling: behavioristic, humanistic approaches and rogers' self-theory counseling process : steps in counseling process. Modern trends in counseling role of a counselor and model of counseling.

Course Outcome:

1. Discusses distributive negotiation skills, or how to optimally allocate resources in ways that are favorable to one's self-a process called "slicing the pie."
2. Discusses how to establish trust and build a relationship when negotiating.
3. Describe power, persuasion, and influence tactics at the bargaining table.
4. Discuss strategies to think out of the box and to use creativity and imagination in negotiation.

Suggested Readings :

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (ThomsonIndia, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

Master of Business Administration (MBA)
Semester-1st

MMB-109

Food Technology & Processing

Credit Hours: 2

Course objective

The primary objective is to Be aware of the different methods applied to processing foods. And the secondary is to understand the significance of food processing and the role of food and beverage industries in the supply of foods.

Unit-I

Introduction: Definition and scope of food Science and Technology, historical development of food processing and preservation, general principles of food preservation. Preservation by heating: Principles of the method, thermal resistance of the microorganisms and enzyme. Microwave heating: Principles and application in food processing.

Unit-II

Baking: Milling, General principles of baking. Various types of baked products. Radiations: Sources of radiation. Mode of action, effect on microorganisms and different nutrients; dose requirements for radiation preservation of foods.

Unit-III

Refrigeration and freezing preservation: Refrigeration and storage of fresh foods, major requirements of a refrigeration plant, controlled atmospheric storage, refrigerated storage of various foods, freezing point of selected food, influence of freezing and freezing rate of the quality of food products, methods of freezing, storage and thawing of frozen foods.

Unit-IV

Chemical Preservation: Preservation of foods by use of sugar, salt, chemicals, and antibiotics and by smoking.

Concentration: Application in food industry processes and equipment for manufacture of various concentrated foods and their keeping quality.

Fermentation: Applications in preservation of food; pickling; curing etc.

Drying and dehydration: Sun drying of various foods, water activity and its effect on the keeping quality, sorption, isotherms, and their use. Characteristics of food substances related to their dehydration behavior, drying phenomenon, factors affecting rate of drying, methods of drying of various food products, type of driers and their suitability for different foods, intermediate moisture foods

Unit-V

Processing of Wheat: Composition of grain and environmental effects on its processing quality, enzymes of wheat and their role in the manufacture of wheat products.

Processing of Rice: Composition, type of proteins, starch content, amylase, and amylopectin fractions. presence and effect of lipases; distribution of vitamins; minerals, and proteins in rice grain and its relation to milling.

Processing of Corn: Composition of grain and environmental effects on its processing quality,

Processing of Sorghum: Chemical composition, refining and nutritive value. processing of oilseeds as protein concentrations, properties and uses of oil seed meals, technology vegetable protein isolates; Barrier compounds in the utilization of oil seed proteins. Low-cost protein foods from oilseeds.

Packaging of Food Material

Course Outcome:

1. Learning of different methods applied to processing foods.
2. Better understanding of the significance of food processing and the role of food and beverage industries in the supply of foods.

Suggested Reading

1. Karnal, Marcus and D.B. Lund “Physical Principles of Food Preservation”. Rutledge, 2003.
2. VanGarde, S.J. and Woodburn. M “Food Preservation and Safety Principles and Practice”. Surbhi Publications, 2001.
4. Sivasankar, B. “Food Processing & Preservation”, Prentice Hall of India, 2002.
5. Khetarpaul, Neelam, “Food Processing and Preservation”, Daya Publications, 2005.



Course objectives

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

Unit I

Introduction: definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 c's of communication, impact of cross-cultural communication.

Unit II

Employment communication: writing CVs& application letter, group discussions, interview, types of interviews, candidates' preparation, interviewers' preparation; impact of technological advancement on business communication; communication networks, intranet, internet, teleconferencing, videoconferencing.

Oral communication: what is oral communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, body language, paralanguage.

Unit III

Written communication: purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

Business letters and reports: introduction to business letters, types of business letter, layout of business letter, reports: definition & purpose, types of business reports, reports writing.

Unit IV

Group communication- meetings: need, importance & planning of meetings, drafting of notice, agenda, minutes & resolutions of meeting, writing memorandum, press release, press conference, business etiquettes – netiquettes, telephonic & table etiquettes.

Presentation skills :what is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

Unit V

Corporate communication :definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

Course Outcomes:

1. It will increase their reading speed and comprehension of academic articles
2. It will improve their reading fluency skills through extensive reading
3. It will enlarge their vocabulary by keeping a vocabulary journal
4. It will heighten their awareness of correct usage of English grammar in writing and speaking

Suggested Books:

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
4. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
5. P.D. Chaturvedi – Busines Communication (Pearson Education, 3st Edition 2006).



Detailed Syllabus

Master of Business Administration

(Semester – 2nd)

School of Commerce & Management



Master of Business Administration (MBA)

Semester-2nd

MMB-201

Organizational Behavior

Credit Hours: 4

Course Objective:

To familiarize the students with the basic concepts and principles of management. The students should clearly understand the definitions of different areas of management. This course will facilitate students to understand and describe specific theories related to perception, motivation, leadership, job design, and organizational change. Also, this will help the student to demonstrate effective teamwork behavior by learning the concept of group dynamics and conflict management. The course will help them evaluate methods of motivating and rewarding individuals & groups and integrate individual, group, and organizational level concepts.

UNIT I

Evolution of Management Thought: Scientific Management, Classical Organization Theory School, Management Science School, Behavioral School, Systems Approach and Contingency Approach.

Concept of Management: Definition, Need, Concept and Nature of Management, Skills & Management Levels, Managing in Present Competitive Environment.

UNIT II

Process of Management: Planning; Organizing- departmentalization, Line and Staff relationship; Directing; Coordinating & Controlling; Decision Making; Authority and Responsibility.

UNIT III

Elements of Human Behavior at Work: Definition, Concept, Need, Importance and Foundations of Organizational Behavior, Personality, Perceptual Processes, Management and Behavioral applications of Personality, and Perception.

UNIT IV

Psychological Variables and Communication Technology: Learning; Values and Attitudes; Motivation; Management and Behavioral Applications of Attitude and Motivation on Performance.

UNIT V

Leadership : Style and Functions of Leader, Transformational -Transactional, Charismatic-Visionary Leadership, Likert's Four Systems of Leadership and Managerial Grid.

Organizational Conflict: Concept, classification, process, and conflict resolution strategies.

Organizational Culture: Concept, Process and Implications of Organizational Culture.

Organizational Change: Concept, Nature, Kurt Lewin Theory of Change, Implementing Change, Managing Resistance to Change.

COURSE OUTCOME:

1. Comprehending the nature, functioning and design of organizations as social collectives
2. To evaluate the reciprocal relationship between organizational characteristics and managerial behavior.
3. Develop practical insights and problem-solving capabilities for effectively managing the Organisational processes)
4. Analysing the behavior of individuals and groups in organizations.

SUGGESTED READING:

1. VSP RAO-Managing Organization (EXCEL 1 EDITION)
2. Chaturvedi & Saxena -Managing Organization (Himalaya Publication)
3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
4. Koontz Harold & Weinrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2008)
5. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata McGraw Hill, 12th Edition)

Master of Business Administration (MBA)

Course Objective:

The main objective of financial accounting is to accurately prepare an organization's final accounts for a specific period, otherwise known as financial statements. The three primary financial statements are the income statement, the balance sheet, and the statement of cash flows

Unit I

Meaning and Scope of Accounting, Accounting Principles, Accounting Equation, Accounting Conventions and Postulates, Double Entry System of Accounting.

Unit II

Hire Purchase and Installment Payment System.

Unit III

Royalty Accounts, Insolvency Accounts of Individuals.

Unit IV

Departmental and Branch accounting.

Unit V

Admission of New Partners, Retirement and Death of a Partner, Dissolution of Partnership.

Course Outcome:

1. Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.
2. Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.
3. Create and prepare financial statements in accordance with Generally Accepted Accounting Principle
4. Utilize the technology (such as computers, information databases) in facilitating and enhancing accounting and financial reporting processes

Suggested Reading:

1. Lal, Jawahar, Accounting: Theory and Practice, Himalaya Publishing House, New Delhi
2. Sehgal, Ashok, Sehgal, Deepak, Advanced Financial Accounting. Taxmann's, New Delhi
3. Sharma, D.G., Financial Accounting, Taxmann's, New Delhi
4. Baker, Richard , Advanced Financial Accounting, Tata McGraw Hill, Publishing Company, New Delhi
5. Maheshwari, Advanced Accounting, Vikas Publishing House, New Delhi

Course Objective

The basic objective is job security, better working conditions, and a proper salary can be achieved by good business ethics. Good relationships and business in society can also be developed with business ethics. It helps us to increase the profit and economic growth of the business with ethics.

Unit I- Business Ethics- An Overview-Concept, nature, evolving ethical values, Arguments against business Ethics.

Unit II- Work life in Indian Philosophy: Indian ethos for work life, Indian values for the workplace, Work-life balance.

Unit III- Relationship between Ethics & Corporate Excellence-Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM.

Unit IV- Gandhian Philosophy of Wealth Management-Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins.

Unit V- Corporate Social Responsibility-Social Responsibility of business with respect to different stakeholders, Arguments for and against social responsibility of business, Social Audit.

COURSE OUTCOME:

1. Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions.
2. Explain the relationship between ethics, morals, and values in the workplace.
3. Formulate ethical philosophy to explain how it contributes to current practice.
4. Appraise some of the competing demands on business when scrutinizing the ethics of business activity.

Suggested Books:

1. Kotler, Philip : Marketing Management
2. Stanton, Etzel Walker, Fundamentals of Marketing
3. Saxena Rajan Marketing Management
4. McCarthy, FJ Basic Marketing

Semester-2nd

MMB-204

Research Methodology

Credit Hours: 4

Course Objective:

The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

Unit I

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Unit II

Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design, Collection of Data.

Unit III

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

Unit IV

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion, and their Advantages.

Unit V

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Course Outcomes

1. Demonstrate knowledge of research processes (reading, evaluating, and developing)
2. Perform literature reviews using print and online databases
3. Employ American Psychological Association (APA) formats for citations of print and electronic materials
4. Identify, explain, compare, and prepare the key elements of a research proposal/report

Suggested Readings:

1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)
2. Saunders - Research Methods for Business students (Prentice Hall, 2nd Edition, 2007)
3. Cooper and Schindler - Business Research Methods (Tata McGraw Hill, 9th Edition)
4. C. Murthy- Research Methodology (Vrinda Publications)
5. Bhattacharyya-Research Methodology (Excel Books)
6. Paneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)

Master of Business Administration (MBA)

Semester-2nd

MMB-205

Financial Management

Credit Hours: 4

Course Objective

The present course aims at familiarizing the participants with the skills related to basic principles, tools, and techniques of financial management.

Unit I

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Concept of Risk and Return

Unit II

Capital Budgeting Decisions, Calculation of NPV and IRR, Cost of Capital, Concept of Opportunity Cost, Cost of Preference and Equity capital, Cash Flows as Profit, and components of Cash Flows

Unit III

Capital Structure, Relevance and Irrelevance of Capital Structure, Trade-off Theory, Pecking order Theory, Leverage analysis – financial, operating, and combined leverage along with its implications, Dividend Relevance: Walter and Gordon Model, Miller-Modigliani(MM) Hypothesis, Linter Model of Corporate Dividend Behaviour, Forms of Dividends

Unit IV

Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Trade Credit, Accrued Expenses and Deferred Income, Bank Finance for Working Capital

Unit V

Nature, Need, Objective of Inventory Management, Inventory Management Techniques, Inventory Control Systems, Factoring, Facets of Cash Management, Motives for Holding Cash

Course Outcome:

1. Understand the practical application of time value of money and evaluating long term investment decisions
1. Developing analytical skills to select the best source of capital ,its structure based on cost of capital
2. Understand the use and application of different models for firm's optimum dividend payout.
3. Understand the recent trends of primary and secondary markets and developing skills for application of various financial services.

Suggested Readings:

1. Pandey I M - Financial Management (Vikas, 2004, 10th Ed.)
2. Van Horne - Financial Management and Policy (Prentice Hall, 2003, 12th Ed.)
3. Shapiro- Multinational Financial Management (Wiley Dreamtech)
4. Sheeba kapil-Fundamental of financial management (Pearson)
5. Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
6. Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
7. Knott G - Financial Management (Palgrave, 2004)
8. Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004)
9. R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

Course Objective

The objective of the course is to enable students to acquire knowledge of concepts, methods, and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

Unit I

Management Accounting: Meaning, Nature, Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. financial accounting and cost accounting. Tools and techniques of management accounting

Unit II

Financial statement: Meaning, Importance, Limitations of financial statements, Objectives and methods of financial statements analysis, Ratio analysis, Classification of ratios – Profitability ratios, Turnover ratios, and financial ratios, Advantages of ratio analysis, Limitations of accounting ratios.

Unit III

Ratio analysis: Introduction, Definition, interpretation of ratio, objectives and advantage of ratio analysis, limitation of ratio analysis, classification of ratio, current ratio, Liquid ratio, cash ratio, fixed asset ratio.

Unit IV

Variance Analysis: Material & Labour variance, Meaning of variance analysis, classification of variance, Importance of variance analysis, Managerial uses of variance analysis MCV, MPV, MUV, LCV, LPV, LUV

Suggested Readings:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mar Young, Management Accounting, Prentice Hall.
2. Horngren Charles T. and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India.
3. Drury Colin, Management and Cost Accounting, Thomson Learning.
4. Garison R.H. and E.W. Noreen, Managerial Accounting, McGraw Hill.
5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education.
6. Garison R.H. and E.W. Noreen, Managerial Accounting, McGraw Hill.
7. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education.
8. Jawahar Lal, Advanced Management Accounting, Text, Problems and Cases, S. Chand & Co., New Delhi

Master of Business Administration (MBA)
Semester-2nd

MMB-207

Computer Applications in Business

Credit Hours: 4

Unit I

Introduction to Computers – History, basic anatomy, operating system, memory, input/output devices; types of computers, classification of computers; hardware and software, Decimal number system, binary number system, conversion of a binary number to decimal number, conversion of a decimal number to a binary number, addition of binary numbers, binary subtraction, hexadecimal number system, octal number system.

Unit II

Networking – Advantage, types, devices and network connection, wireless networking; virus and firewalls. Computer Networks: Overview and Types (LAN, WAN and MAN) and network topologies; Operating Systems: Definition, Functions, Types and Classification.

Unit III

Internet Basics: Basic ways of connecting to the internet, Web Browsers, Search Engines, Internet Protocols and IP Address. E-commerce: Introduction, Comparison between Traditional commerce and Ecommerce, Advantages & disadvantages of E-commerce; Buying & Selling on Internet.

Unit IV

Computer applications using internet, chatting and e-mailing; computer applications, advantages and limitations, education, institutions, healthcare, Multimedia applications in business; marketing and advertising; web applications of multimedia

Unit V

Computer applications in offices, use of computers in books publication, desktop publishing system, application of computers for data analysis, application of computer in education, application of computer in banks, medical field

Suggested Readings:

1. Gill, Nasib, Computer Fundamental and Internet
2. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
3. B. Ram, Computer Fundamentals, New Age Publications, New Delhi
4. Rajaraman, V., Computer Fundamentals, PHI, New Delhi
5. Sinha, P. K. and Sinha Priti, Computer Fundamentals, BPB Publications.
6. Rajaraman, V., Introduction to Information Technology, PHI.
7. Shrivastava., Fundamental of Computer& Information Systems, Wiley Dreamtech.

Master of Business Administration (MBA)
Semester-2nd

MMB-208

Travel & Tourism Management

Credit Hours: 4

Course objective

This course acquaints the student with the scope and complexity of the hospitality and tourism industry by exploring the national and global relationships.

Unit I

What is Tourism? Definitions and Concepts, Tourist destination, services and industry, General Tourism Trends. Types of Tourists, Visitor, Traveler, and Excursionist–Definition and differentiation. Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or ‘roots’ tourism and VFR. New Trends of travel, E- Commerce and Online communication in Tourism

Unit II

Definition of Tourism Product, Elements, and characteristics of tourism products. Tourism product Life Cycle, Typology of tourism products. Natural Resources: Wildlife Sanctuaries, National Parks, and Natural Reserves in India. World Heritage Sites of India: Ajanta & Ellora Caves, Taj Mahal, Agra Fort, Sun Temple, Konark, Monuments at Khajuraho, Monuments at Hampi. Fairs and Festivals: Kumbha, Pushkar, Pongal/Makar-Sankranti, Baishakhi, Holi, Onam, Durga Puja, Diwali, Kartik Purnima (Dev Deepawali, Guru Parb), Rathayatra, Barabafat, Id-UI-Fitr, Easter, Christmas, Carnival (Goa), Ganga Mahotsav, Taj Mahotsav, Khajuraho Mahotsav and Desert Festival. Dance & Music: Classical

Unit III

Origin of Travel Agency. Definition and scope of Travel Agency. Definition of Tour Operator and Tour operation. Differences between Travel Agency and Tour Operator. Travel Agency: Functions, Organization, Tour operator functions and organizations, client handling; Income sources. Setting up of Travel Agency, Approval procedure for Travel Agent and Tour operator by DOT: IATA rules and regulations.

Unit IV

Introduction to the Hospitality Industry - Origin, Nature and Importance, Hotel Organisational structure and its hierarchy of Very Large, Large, and medium hotels and Hotel Chains of India, Classification of Hotels and Hotel Categories (Star Rating), Hotel Revenue Centers – Rooms Division, F& B Division,

Unit V

Hotel Cost Centers- Marketing, Engineering, Accounting, Human Resources, Security. Types of Hotels Rooms, Plans and Rates, Front Office and its coordination with other , Classification of Hotels – as per Location, Size, Target Markets, Levels of Service, Ownership & Affiliation, Other Lodging Establishments departments, Laws and rules pertaining to Hospitality Industry, Hospitality Organisation-FHRAI, HRACC, IH&RA, Customer Care - general etiquettes, telephone handling, effective communication skills

Course Outcome:

1. Use knowledge and skills associated with problem solving, creative and critical thinking, reflection and decision making to function effectively in the classroom, community, and industry.
2. Apply the concepts and skills necessary to achieve guest satisfaction.
3. Demonstrate leadership and teamwork to achieve common goals.

Suggested Readings:

1. Goeldner-Tourism Principles & Philosophy (Wiley Dreamtech)
2. Dixit, M and Sheela, C. Tourism Products (New Royal Book, 2001)
3. Hospitality and Tourism – Kadam R (UDH Publishers edition 2013)
4. Tourism Marketing-Devashish Das Gupta-(Pearson)
5. Misra & Sadaul- Basic of Tourism Management (Excel Books)
6. Walker –Introduction to hospitality Management 2e (Prentice Hall)
7. Kotler-Marketing for Hospitality and Tourism (Prentice Hall)



Master of Business Administration (MBA)
Semester-2nd

MMB-209

Creative Writing

Credit Hours: 2

Course objectives

You will learn some of the fundamental concepts and techniques of poetry and fiction in this course. You will practice writing creatively in the seveners and will gain a greater understanding of how to approach this type of writing. Additionally, you will learn to analyze writing for craft and technique and respond to an author about the subjects critically.

Unit I

Short Stories: You will be required to write two shorts, 750–1500-word fictional stories incorporating elements of fiction writing that we discuss in class. You will choose one story to be reviewed by your peers and revised for your final portfolio. These stories are designed to be short so that you will have a chance to complete two full stories. If you would like to write a longer story for one or both short story assignments or if you would like to combine your first and second stories for workshop, please speak with me. The specific requirements of this assignment will be given to you closer to the assignment due date.

Closed Form Poem: You will be required to write one poem which uses a closed form, incorporating the elements of that poetic form that we discuss in class. One of your poems (closed form or free verse) will be reviewed by your peers and revised for your final portfolio. The specific requirements of this assignment will be given to you closer to the assignment due date.

Free Verse Poem: You will be required to write one free verse poem, incorporating the elements of that poetic form that we discuss in class. One of your poems (closed form or free verse) will be reviewed by your peers and revised for your final portfolio. The specific requirements of this assignment will be given to you closer to the assignment due date.

Unit II

Writing Prompts: You will be given short creative writing assignments in the form of prompts throughout the semester. These prompts are designed to allow you to generate ideas for your assignments and practice the elements of fiction and poetry writing that we will discuss in class. While the prompts will be designed to help you focus on one or a few of the fundamental concepts we discuss, the content will be up to you—the prompts are meant to help you practice certain basic concepts while allowing you creative freedom. Developing prompt responses into short stories and poems to turn in is encouraged. Writing prompts will be a component of your Homework and In-Class Assignments grade.

Critical Responses: You will be required to write four 1-2 page, double-spaced, critical responses to the texts we discuss in class: 2 in response to short stories and 2 in response to poems. In these responses, you will need to discuss fundamental elements of the text and how the author is using them. These responses are to be turned in the same day that the text is up for discussion. These exercises are about learning to break down and examine written texts; you will be graded on the effort and thought you put into your analysis of the text and completion of the requirements, not “correctness” of interpretation. Critical responses will be a component of your Homework and In-Class Assignments grade.

Unit III

In-Class Assignments: Sometimes, you will be assigned work in-class. This work may include creative writing prompts, group assignments, responses to the reading, questions on the reading, and if necessary, reading quizzes. In-class assignments will be a component of your Homework and In-Class Assignments grade.

Workshop Responses: You will be required to write 30 responses, 1-2 pages in length (double-spaced), to your peers' texts that are up for workshop: 15 responses to short stories and 15 responses to poems. Your peer responses must be thoughtful analyses of the text you are responding to. You will summarize the text briefly, discuss elements of the text that work well, and, using specifics, discuss what elements might be improved and how. Your response must be one of constructive criticism and needs to focus on what the author's goals are for his/her text, not on what you would do if it were your own text.

Unit IV

Rude or inappropriate comments about the text or author will not be tolerated and will result in a zero for the response. To ensure that each student will receive 15 responses from the class each workshop, you will sign up for your 30 response times in advance. I will provide a response for all student texts. I will provide an example response before the first workshop in each genre.

Participation and Attendance: Coming to class every day is essential for learning the material in this class—more than 2 absences will result in a lower attendance grade. Your attendance grade is calculated by adding up the classes you attended and turning that into a letter grade by dividing the number of classes you attended by the total number of classes. So, if you have 4 absences out of 29 total classes, you will receive a

- Participation and Attendance:10%
- Workshop Responses:10%
- Homework and In-Class Assignments:25%
- ShortStories:20%(10% each)
- Poems:20%(10% each)
- Portfolio and Reflection Essay:15%

Course outcome:

1. Develop and hone skills in creating, editing, and revising in the student's primary genre.
2. Demonstrate ability to read and respond thoughtfully and critically in both oral and written form to other student's work.
3. Demonstrate knowledge of how to perform in a workshop situation.

Suggested Readings:

1. The Creative Writing Coursebook: Forty-Four Authors Share Advice and Exercises for Fiction and Poetry
2. The God of Small Things by Arundhati Roy (1997)
3. A Fine Balance by Rohinton Mistry (1995)

Master of Business Administration (MBA)
Semester-2nd

MMB-002

Environmental Studies

Credit Hours: 0

Unit I

Fundamentals of Environmental Management: Definition, principles, and scope; Types and components of environment; Man- environment relationship; Causes of environment destruction; Environmental ethics; Environment Awareness Programme.

Unit II

Natural Resources - Awareness: Eco-system, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Biodiversity, Conservation of natural resources.

Unit III

Environmental Protection - Policies & Legislations: National environment policy, Environmental Legislations, International conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.

Unit IV

Environment Management System: ISO-14000, Environment Audit, Eco-Friendly products(Ecomark), Green Industry.

Unit V

Environmental Impact Assessment (EIM): EIM-Methods and tools, Appraisal and clearance for industry, Evaluation Systems.

Course Outcome:

1. Appreciate the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.
2. Understand the transnational character of environmental problems and ways of addressing them, including interactions across local to global scales.
3. Apply systems concepts and methodologies to analyze and understand interactions between social and environmental processes.
4. Reflect critically about their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world.

References:

1. N.K.Oberoi - Environmental Management, Excell Books.
2. G.N.Pandey - Environmental Management, Vikas.
3. K.M.Agrawal & P.K.Sikdar - Text Book of Environment, Macmillan.
4. L.W.Canter - Environmental Impact Assessment, Tata McGraw Hill.

Detailed Syllabus

Master of Business Administration

(Semester – 3rd)

School of Commerce & Management



Master of Business Administration (MBA)
Semester-3rd

MMB-301

Production and Operations Management

Credit Hours: 4

Course Objective:

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation and also understanding the logistics management.

Unit I

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, New Product Development, Product Design, Plant Location, Layout Planning.

Unit II

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothens, Measurement of errors, Monitoring and Controlling forecasting models, Productivity and Work study, Work Measurement.

Unit III

Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule.

Unit IV

Inventory Management – Objectives, Factors, Process, Inventory control techniques. Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools, ISO 9000-2000 clauses,

Unit V

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, Distribution and warehousing management.

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, accounting for materials.

Course Outcome:

1. Identify the roles and responsibilities of operations managers in different organisational contexts
2. Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organisation
3. Identify operational and administrative processes

Suggested Reading:

1. MUHLEMANN: Production & Operation management (PEARSON)
2. Bisen & Singh-Operation & Logistics Management(Excel Books)

Master of Business Administration (MBA)
Semester-3rd

MMB-302 Quantitative Techniques & Operation Research Credit Hours: 4

Course Objective

This Course is designed to develop a deeper understanding of the quantitative techniques which could be successfully used for improving the quality of managerial decisions. To impart knowledge in concepts and methods of Quantitative Techniques, to understand the concepts & mathematical models used in Operations Research, to apply these techniques constructively to make effective business decisions

Unit I

Role and uses of quantitative techniques in business decision making; Frequency Distribution, Measures of Central Tendency; Measures of Variation, Skewness and Kurtosis; Correlation – types, Coefficient of correlation, Coefficient of determination; Regression- types, linear regression model, construction of regression lines, Coefficient of regression

Unit II

Matrix -Definition, algebra & types, determinant and elementary operations on matrix, Inverse of Matrix, methods of solving linear equations by matrices, Application of matrices for solution to simple business and economic problems.

Probability- concepts, approaches, conditional probability, marginal probability, Bayes' theorem and applications of Probability; Probability Distributions- Concept, types and application of Binomial, Poisson, Exponential and Normal distributions

Unit III

Game Theory – characteristics & formulation of game models, Two-person Zero sum games, pure game with saddle point, Mixed strategies, dominance in games, $2 \times N$ and $M \times 2$ games - Graphical and algebraic methods

Decision Theory- decision under uncertainty, decision under Risk- Expected Value of perfect information, decision tree problems.

Unit IV

Operations Research: Uses, Scope and Applications of Operation Research in managerial decision-making. Decision-making environments: Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications. Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.

Unit V

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

Course Outcome:

1. Formulate and solve mathematical models (linear programming problem) for a physical situations like production, distribution of goods and economics.
2. Apply the concept of simplex method and its extensions to dual simplex algorithm.
3. Solve the problem of transporting the products from origins to destinations with least transportation cost.

4. Identify the resources required for a project and generate a plan and work schedule.

Suggested Readings:

1. Apte-Operation Research and Quantitative Techniques (Excel Books)
2. S Kalawathy-Operation Research (Vikas IVth Edition)
3. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
4. Singh & Kumar—Operation Research (UDH Publisher edition 2013)



Master of Business Administration (MBA)
Semester-3rd

MMB-303

Business Laws

Credit Hours: 4

Course Objective:

The present course aims to familiarize the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest techniques, ever changing procedures & practices in the field of Law in a comprehensive way.

Unit I

The Indian Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. **Special Contracts** Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

Unit II

The Indian Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Limited Liability Partnership Act, 2000

Incorporation by registration, Relationship of members, members as agents, ex- members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up

Unit III

The Sale of Goods Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

The Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

Unit IV

The Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

The Consumer Protection Act, 1986

Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.

Unit V

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

The Right to Information Act, 2005

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Course Outcome:

1. Demonstrate an understanding of the Legal Environment of Business.
2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology.

Suggested Readings

1. Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
4. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)
5. Durga Das Basu- Constitution of India (Prentice Hall of India)



Master of Business Administration (MBA)
Semester-3rd

MMB-304

Project Management

Credit Hours: 4

Course Objective

The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Unit I

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

Unit II

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

Unit III

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts.

Financial Estimation: Project cost, source of finance, cost of production.

Unit IV

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

Unit V

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach,

Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

Learning Outcomes

1. Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.
2. Align the project to the organization's strategic plans and business justification throughout its lifecycle.
3. Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.

Suggested Readings

1. Chaturvedi & Johari- Project Management (Himalaya Publishing)
2. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
3. Mishra - Project Management (Excel Books)
4. Goyal BB – Project Management : A Development Perspective (Deep & Deep)

Master of Business Administration (MBA)
Semester-3rd

MMB-305

Summer Internship Project

Credit Hours: 4

The students will undergo six weeks summer internship training in this semester...



Master of Business Administration (MBA)
Semester-3rd

MMB-003

Swachha Bharat Abhiyan (Non-CGPA)

Credit Hours: 0

Course objectives

To promote Swachhata Awareness campaign in villages adopted by the University. To understand the importance of cleanliness and hygiene living in villages to remain healthy and fit. To apply classroom knowledge of courses to field realities and improve quality of living in villages

Unit I

Introduction to Swachha Bharat Abhiyan, concept, scop, objectives and mode of functioning, Unnat Bharat Abhiyan and Swachha Bharat Abhiyan – comparison and integration.

Unit II

Introduction to Constitution, Constitutional Amendments on Panchayati Raj, Panchayati Raj Institutions (Gram Sabha, Gram Panchayat, Standing Committee), local civil society, local administration, Municipal Corporation & its functions and Administration. Role of Local Self Government in Swachha Bharat Abhiyan, Community participation in Swachh Bharat Abhiyan, Sanitation, Personal and community hygiene.

Assignment 1- How effectively are Panchayati Raj institutions functioning in the village? What would you suggest improving their effectiveness? Present a case study (written or audio-visual).

Unit III

Water and wastewater, water crisis, water conservation, climate change, rain water harvesting, reuse, borewell, recharge structures ,water disposal ,sewage system and its management, open defecation and Swachha Bharat Abhiyan.

Smart Cities- Concept of Smart Cities, Smart Cities and Swachha Bharat Abhiyan.

Sustainable Development Goals – concept, objectives and merits, UN and National intervention

Assignment 2- Water Conservation – Opportunities, Mapping, Challenges & Viable Solutions.

Field visit- Awareness on Water Conservation

Assignment 3- Project Report on Sustainable Development in India – Problems & Prospects.

Field Visit- Awareness Campaign on Swachha Bharat Abhiyan

Unit IV

Pollution Control Boards-Central and State, Waste Management System (Solid and Liquid), Waste disposal,

Assignment 4- Waste Management System in the villages – Challenges & Opportunities.

Field Visit- Awareness on Waste Management System in the Village

Activities to be undertaken under Swachh Bharat Abhiyan

- Cleanliness in the offices /Departments/surroundings and nearby areas
- Segregation of waste and proper disposal of garbage as per pollution control board norms
- Cleanliness/Bus stand/Public places and Market places
- Periodic cleaning of hostel messes
- Developing green belt on roadside of the campus to prevent aerosol pollution

- One day cleanliness awareness camp in the villages adopted under Unnat Bharat Abhiyan
- To ensure that facility of toilets fresh drinking water, first aid and basic amenities be provided by the contractor to the laborers staying in the campus
- Awareness of people about sanitation related issues and trigger a change in sanitation related behaviour
- Change of behaviour about open defecation, hygiene practices, and solid/liquid waste management in campus and at village level in adopted villages.

Learning outcomes:

After completing this course, student will be able to

1. Gain an understanding of rural life and social realities
2. Learn to understand the village problems and find solutions relating to cleanliness and hygienic living.
3. Develop the spirit of community participation by involvement of common people

Suggested Books:

1. Singh, Katar, Rural Development Principles, Policies and Management,
2. Sage Publications, New Delhi, 2015.
3. A Handbook on Village Panchayat Administration, Rajiv Gandhi Chair for
4. Panchayati Raj Studies, 2002.
4. United Nations, Sustainable Development Goals, 2015 un.org/sdgs/
5. M.P. Boratian, Best Practices in Rural Development, Shanlax Publishers,
6. Unnat Bharat Abhiyan Website : www.unnatbharatabhiyan.gov.in



Detailed Syllabus

For

Discipline Specific Course

Master of Business Administration

(Semester – 3rd)

Master of Business Administration (MBA)
Semester-3rd (DSC- Finance)

MMB-311

Security Analysis & Investment Management

Credit Hours: 4

Unit I

The Investment Environment - Meaning and objective of investment, investment vs. gambling and speculation, investment alternatives, investment process, concept of return and risk.

Unit II

Security Analysis – Fundamental analysis: economic analysis, industry analysis and company analysis. Technical analysis: assumptions Dow theory, chart patterns, moving averages and market indicators. Efficient market theory: weak form hypothesis, semi-strong form hypothesis and strong form hypothesis.

Unit III

Fixed Income Securities - Bond fundamentals: bond characteristics, pricing and yields. Valuation of fixed income and variable income securities.

Unit IV

Indian Security Market - New issue market, secondary market: SEBI, NSE, BSE and market indices. Recent trends in Indian and international stock markets, exposure to leading business web portals like www.moneycontrol.com, www.bloomberg.com etc.

Text & Reference Books:

1. Reilly, Frank K. And Brown, Keith C., Investment Analysis and Portfolio Management, South-Western Cengage Learning India Pvt. Ltd.
2. Bodie, Z., Kane, A. and Marcus, A., Investments, McGraw-Hill.
3. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall of India.
4. Sharpe, William F. et al, Investment. New Delhi, Prentice Hall of India.
5. Fuller, Russell J. and Farrell, James L., Modern Investment and Security Analysis, New York, McGraw Hill.

Master of Business Administration (MBA)
Semester-3rd (DSC- Finance)

MMB-312

Working Capital Management

Credit Hours: 4

Unit I

Introduction: Concepts of Workings Capital - Gross and Net Working Capital; Nature, Scope and Objectives of Working Capital Management; Factors Influencing Working Capital Requirements; Estimating Working Capital Needs.

Unit II

Management of Cash: Motives for Holding Cash; Need and Objectives of Cash Management; Cash Forecasting and Budgets; Cash Models; Marketable Securities – Concept and Need; Investment in Marketable Securities - Strategies.

Unit III

Management of Receivables: Concept of Receivables; Cost and Benefits of Receivables; Managing Accounts Receivable – Optimum-size Determination; Sound Credit Policy – Credit Standard, Credit Period, Cash Discounts and Collections.

Unit IV

Management of Inventory: Major Determinants of the Volume of Inventory; Objectives of Inventory Management; Costs and Benefits of Inventory; Inventory Control and Planning; Inventory Control Techniques.

Text & Reference Books:

1. Pandey I.M., Financial Management, Vikas Publication, New Delhi.
2. Prasanna Chandra, Financial Management-Theory and Practice, Tata Mcgraw Hill, New Delhi.
3. Sehall, Lawrence D and Charles W Haley, Introduction to Financial Management, Mcgraw Hill, New York.
4. Bechler, Pant, J, Contemporary Cash management, Principles, Practices and Perspectives, Johnwiley& Sons, New York.
5. Parashar, S.P. Liquidity Management –Principles and Practices of Managing Cash Flow-Vision Books, New Delhi.
6. Singh, S.P. and Singh S., Financial Analysis for Credit Management in Banks, Vikas, New Delhi.
7. Mehta D.R., Working Capital Management, Prentice Hall, N.J.

Master of Business Administration (MBA)
Semester-3rd (DSC- Finance)

MMB-313

Financial and Commodity Derivatives

Credit Hours: 4

Unit I

Financial Derivatives – Meaning, types, uses and factors driving the growth of derivatives. Forward Contracts v/s Future Contracts. Types of Traders: Futures Markets and the use of Futures for Hedging.

Unit II

Future Payoffs: long futures and short futures. Pricing stock futures: with dividend and without dividend. Application of futures: Hedging, speculation and arbitrage. Currency Futures: Meaning, uses and contract details. Interest Rate Futures: Meaning, uses and contract details.

Unit III

Stock Options: meaning, types and uses. General factors affecting stock option price. Black- Scholes Option Model and Binomial model. Option based investment strategies-bullish, bearish, straddle, strangle and butterfly, Swaps: meaning& uses, currency swap & interest rate swap

Unit IV

Introduction to Commodity Derivates: meaning, uses, Cereals, metals and energy products. History and Contemporary issues of Indian derivative market

Text & Reference Books:

1. Brennet, M., Option Pricing: Theory & Applications. Toronto, Lexington Books.
2. Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, Prentice Hall Inc.
3. Huang. Stanley S C and Randall, Maury R., Investment Analysis and Management, Allyn and Bacon.
4. Hull. John C. Options, Futures and Other Derivative Securities, PHI.
5. Sharpe. William F. et al., Investment, Prentice Hall of India.

Master of Business Administration (MBA)
Semester-3rd (DSC- Marketing)

MMB-321

Service Marketing

Credit Hours: 4

Unit I

Introduction to Services: Service and Technology, Goods versus Services, Service Marketing Mix, Gap model of Services, important service industries-Hospitality and Tourism, Transportation, Telecom, Banking and Insurance, Education and Entertainment, Healthcare. Service classification and challenges in Service Business.

Unit II

Focus on the Customer: Consumer behaviour in Services, Customer Expectation of Services, and Customer perception of services. Elements in an effective services marketing research programme, Building customer relationship, Relationship development strategies, Reasons of Service failure, Service recovery and strategies.

Unit III

Aligning Service design and standards: Challenges of Services Innovation and design, new service development process Service Blueprinting, Customer-defined service standards and its types, Physical evidence and types of service scape, Strategic roles of service scape

Unit IV

Delivering and performing services: Employees role in service delivery, Customers role in service delivery, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges, Approaches to pricing services, Financial and Economic impact of services.

Text & Reference Books:

1. Zeithaml, V., Bitner, M.J., Gremler, D.D. & Pandit, A., Service Marketing. McGraw Hill.
2. Lovelock, C., Wirtz, J.& Chatterjee, J., Services Marketing. Pearson Education.
3. Srinivasan, Service marketing: Indian Context, PHI
4. Swartz, T., Iqobucci, D., Handbook of Service Marketing and Management, Sage Publication

Master of Business Administration (MBA)
Semester-3rd (DSC- Marketing)

MMB-322

Sales and Distribution Management

Credit Hours: 4

Unit I

Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; Determining size of sales force.

Unit II

Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Salesforce: Recruitment, selection, training, compensation, motivating and leading the salesforce; Sales meetings and contests.

Unit III

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; Evaluating sales force performance; Ethical issues in sales management.

Unit IV

Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behavior and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

Text & Reference Books:

1. Still, Cundiff, Govoni, Sales Management: Decisions, Strategies & Case, – Prentice Hall, India.
2. Anderson R, Professional Sales Management, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton, Management of a Sales Force, McGraw-Hill Irwin, Boston.
4. Dalrymple, Douglas J., and William L., Sales Management: Concepts and Cases, New York, NY: John Wiley and Sons.
5. Panda, T. K., Sahadev , S., Sales And Distribution Management, Oxford Publishing, India

Master of Business Administration (MBA)
Semester-3rd (DSC- Marketing)

MMB-323

Customer Relationship Management

Credit Hours: 4

Unit I

Prerequisites to CRM: Changing face of Indian market, Customer ownership and customer values, Customer life cycle (CLC) and Customer lifetime value (CLV), Customer relationship. Relationship Marketing- From traditional marketing approach to relationship marketing organisational pervasive approach, Service level agreements (SLA)

Unit II

Understanding CRM, Technology and CRM, Levels of CRM, Loyalty Management, Loyalty programmes reasons of failure of loyalty programmes. Service quality and service capacity planning: service capacity planning process; Customer driven quality and Quality Management System (QMS)

Unit III

Planning and implementation of CRM, CRM and Sales Force Automation (SFA): Objectives, Strategic advantage of SFA, Key factor for successful SFA. eCRM: Benefits, Data handling, eCRM systems/applications in market, specifications of eCRM solutions, Scope and Significance of a CRM project, CRM implementation process.

Unit IV

Making CRM a success: Success factors for CRM, Business Process Reengineering (BPR) for CRM implementation, Data Quality Management (DQM). Securing Customer Data: Information security management system, Ethical issues in CRM, IT solutions of CRM and its Integration, Future of CRM.

Text & Reference Books:

1. Makkar, U. & Makkar, H. K., Customer Relationship Management, McGraw Hill Education.
2. Dyche, Jill., The CRM Handbook-A Business Guide to CRM, Pearson Education Asia.
3. Anton, J., Petouhoff, N.L. & Kalia, S., Customer Relationship Management, Pearson.
4. Kumar, V. & Reinartz, W., Customer Relationship Management: Concept, Strategy, and Tools, Springer, 2nd Ed.
5. Brown, A. Stanly, Customer Relationship Management, John Wiley.
6. Gosney, John W. and Thomas P. Boehm, Customer Relationship Management Essentials, Prentice Hall.

Master of Business Administration (MBA)
Semester-3rd (DSC- Human Resource Management)

MMB-331

Industrial Relations & Labour Enactments

Credit Hours: 4

Unit I

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

Trade Unionism : Trade Union: origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.

Unit II

Labour problems: Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

Unit III

Technological Change in IR- Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

Unit IV

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, and Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Suggested Readings:

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
2. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
3. Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)
4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)

Master of Business Administration (MBA)
Semester-3rd (DSC- Human Resource Management)

MMB-332

Negotiation and Counseling

Credit Hours: 4

Unit I

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation. Negotiation Sub processes: Perception, Cognition and Emotion Communication

Unit II

Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, and Second Edition Page 410-415).

Unit III

International and Cross-Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

Unit IV

Emergence & Growth of Counseling: Factors contributing to the emergence, Approaches to Counseling: Behavioristic, Humanistic Approaches and Rogers Self Theory Counseling Process: Steps in Counseling Process. Modern Trends in Counseling: Trends, Role of a Counselor and Model of Counseling.

Suggested Readings:

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counseling Skills for Managers (PHI, 1st Ed.)
5. Welfel, Patterson- The Counseling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

Master of Business Administration (MBA)
Semester-3rd (DSC- Human Resource Management)

MMB-333

Strategic Human Resource Management

Credit Hours: 4

Unit I

Concept of SHRM and HR environment: investment perspective of SHRM, evolution of SHRM, barriers to strategic HR, role of HR in strategic planning.

Unit II

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 III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems.

Unit IV

Strategic options and HR decisions: Downsizing and restructuring, outsourcing and off shoring, Other HR practices/decisions.

Text & Reference Books:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwal, Tanuja, Strategic Human Resource Management, Oxford University Press.
3. Dreher, George & Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill.
4. Greer, Charles, Strategic Human Resource Management, Pearson Education.
5. Belcourt, Monica & Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.

Master of Business Administration (MBA)
Semester-3rd (DSC- Entrepreneurship Management)

MMB-341

Entrepreneurship Theory & Practices

Credit Hours: 4

Unit I

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process; Factors impacting emergence of entrepreneurship; Theories of entrepreneurship; Role of Socioeconomic environment.

Qualities of an Entrepreneur: Managerial versus Entrepreneurial Decision Making; Entrepreneurial Attributes and Characteristics; Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors; Entrepreneurial Culture, Entrepreneur as a leader.

Unit II

Classification and Types of Entrepreneurs: Women Entrepreneurs; Social Entrepreneurship; Corporate Entrepreneurs, characteristics of entrepreneur: Leadership; Risk taking; Decision-making and business planning.

Role of Entrepreneur: Role of an entrepreneur in economic growth as an innovator; generation of employment opportunities; complimenting and supplementing economic growth; bringing about social stability and balanced regional development of industries.

Unit III

Creating Entrepreneurial Venture: Generating Business idea – Sources of Innovation, generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Entrepreneurial strategy, Business planning process; Drawing business plan; Business plan failures.

Promotion of a Venture: External environmental analysis - economic, social and technological, Competitive factors: Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required.

Unit IV

Success Stories of Leading Entrepreneurs of India: Ratan Tata, Narayan Murli, Mukesh Ambani, Azim Premji, Akhila Srinivasan, Kumar Mangalam, Lakshmi Narayan Mittal.

Suggested Readings:

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin.
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall.
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage.
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill.
5. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill.

Master of Business Administration (MBA)
Semester-3rd (DSC- Entrepreneurship Management)

MMB-342 Technology Innovation & Sustainable Enterprise Credit Hours: 4

Unit I

Sustainable Enterprise: Definition, Purpose, Need, Focus of Sustainable enterprises; Pressures faced by Sustainable enterprises like economic, social & environmental and their potential impacts; Sustainable production & consumption, sustainable Product Design & Marketing, Sustainable Value Chains & Communications for Sustainable enterprises; challenges of sustainability, sustainable world order. Organization's goals alignment to sustain technological change.

Unit II

Technology Innovation: Technological evolution; Innovation vs invention; Information, Knowledge, Core competence & Competitive edge; Types of innovation: Incremental, Disruptive, Architectural and Radical; Technology innovation: Need, Importance, Objectives, opportunities as innovation drivers; establishing innovation conducive organizations; Evaluation of economic and social value of innovation.

Issues in Technology innovation Development and Implementation: Innovation attributes; Methods and steps in development of innovation process; R&D and other costs for development of Innovation; Factors affecting the commercialization of innovation; Identifying potential opportunities for investing in new innovations; Venture Capitalists and Angel Investors for innovations; Issues in technology transfer and import: concept, types, challenges in Collaboration & Agreements; Innovation & Intellectual Property rights.

Unit III

Innovative Technologies for Sustainable Enterprises 1: e-commerce-based technologies: Meaning, Benefits, Myths and Facts; example: e-shopping, e-banking & payment apps, online education, insurance, health sector, virtual reality etc.; Understanding the issues related with Internet like mindset, Web Advertising, cyber laws & Intellectual property rights: Copyright, Censorship, Privacy;

Innovative Technologies for Sustainable Enterprises 2: Clean Energy Based technologies: solar energy based, e-vehicles, renewable energy based and other technologies, Issues related with these technologies and their impact on businesses for sustainability.

Unit IV

Advance Innovative Technologies for Sustainable Enterprises - Uses of AI, Machine learning, IOT, robotics, drones, Augmented Reality Devices, Wireless Conference Rooms, Cloud Computing, Wearable Technology; Creation of new value propositions, business models, revenue streams and services by these technologies for sustainable businesses.

Suggested Readings

1. Knowledge Management for Competitive advantage-Harish Chandra Chaudharaty, Excel Books Publications, New Delhi.
2. Technology Transfer and Joint Ventures Abroad-R. R. Azad, Deep& deep Publications, New Delhi.
3. Web Advertising and marketing thomas J Kuegler, Jr. #rd Edition-Prentice- Hall of India, New Delhi.
4. e-Business Roadmap for Success- Dr. Ravi Kalakota- Perason Education.
5. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, AdditionWesley, 2000.

Master of Business Administration (MBA)
Semester-3rd (DSC- Entrepreneurship Management)

MMB-343

Dynamics of Family Business & Governance

Credit Hours: 4

Unit I

Family Business Ownership and Control: Inter-generational transfers of ownership, control, and wealth, Match Ownership to Control; Tools for Transferring Ownership; Trusting the Firm to Trustees.

Unit II

Management of Succession: Issues; Employment of Family Members; Assessing Family Member Managers; Grooming Family Managers to be Successors; Compensation for Family Members; Managing Family Disagreements; Integrating the Family Component in Business Planning; Preserving Company Values; Support for Senior Managers; Help for Employees, Suppliers, Customers from Second to Third Generations.

Unit III

Renewing Entrepreneurship beyond the Founder's Generation: Change, adaptation and innovation in family business; Trans-generational value creation; Changing roles of family members; The Deep Reasons for Founders Resistance, Letting Go with Grace and Style.

Unit IV

Professional Management of Family Business: Non-family Managers; Non-Executive Directors; Professional Advisors & Consultants; The role of balanced board of directors; Aligning the incentives of non-family executives with the family's goals.

Governance in Family Business Systems: The roles of management, the family, and the board; Governance in family-controlled public corporations; Motivating and compensating family members; The Family Council and the Family Assembly; The Family Constitution; Family shareholder governance; Family business system governance and corporate strategy.

Suggested Readings

1. Piramal, G (1998), Business Legends, New Delhi.
2. Aronoff C (1993), Rules for nepotism - Family Business - Column. Nation's Business.
3. Lansberg, I (1999), Succeeding Generations: realizing the dream of families in business, Harvard Business School Press, Boston, MA.
4. Karanjia, B.K. (1997), Godrej – a hundred years, vol. 2, Publisher Viking, New Delhi.

Master of Business Administration (MBA)
Semester-3rd (DSC- Business Analytics)

MMB-351

Basics of Data

Credit Hours: 4

Unit I

Introduction to Data: Quantitative Vs Qualitative Data, Elements; Types of Variables- Dependent Vs Independent Variables; Extraneous variables; Confounding Variables; Data categorization.

Introduction to Data Collection: Experiments and Surveys; Collection of Primary Data & Secondary Data; Selection of Appropriate Method of Data Collection.

Unit II

Measurement and Scaling: Classification of Measurement Scales; Sources of error in Measurement; Techniques of Developing Measurement Tools; Scale Classification Bases, Scaling Techniques- Comparative Scaling Techniques Vs Non-Comparative Scaling Techniques.

Unit III

Introduction to types of Statistics: Descriptive Statistics: Measures of Central Tendency- Mean, Mode, Median; Measures of Dispersion- Range, Mean deviation, Standard Deviation; Measure of Skewness, Kurtosis; Measures of Relationship.

Unit IV

Data Preparation: Data Preparation Process; Questionnaire Checking, Editing, Coding, Classification, Tabulation, Graphical representation, Data Cleaning, Data Adjusting, Missing Values and Outliners.

Introduction to Tools for Data Analysis: Excel, R Programming, basic SQL, Python, MatLab etc.

Suggested Reference

1. Kothari, C.R. (2004), Research Methodology: Methods and Technique (2nd Ed.), New Delhi: New Age International (P) Ltd.
2. Business Research Methods –Donald Cooper & Pamela Schindler, TMGH, 9th edition2.
3. Business Research Methods –Alan Bryman & Emma Bell, Oxford University Press.
4. Fundamentals of research methodology and data collection, Isbn: 978-3-659-86884-9, Publisher: LAP Lambert Academic Publishing (2016-04-19)

Master of Business Administration (MBA)
Semester-3rd (DSC- Business Analytics)

MMB-352

System Analysis and Design

Credit Hours: 4

Unit I

System Definition and Concepts: Characteristics and types of system, Manual and automated systems. Real-life Business sub-systems: Production, Marketing, Personal, Material and Finance. Systems model types of models: Systems environment and boundaries, Real-time and distributed systems, Basic principles of successful systems.

Role and Need of Systems Analyst: Role and need of systems analyst, Qualifications and responsibilities, Systems Analyst as an agent of change. Introduction to systems development lifecycle (SDLC): Various phases of development: Analysis, Design, Development, Implementation and Maintenance.

Unit II

System Planning: Data and fact gathering techniques: Interviews, Group communication, Presentations, Site visits. Feasibility study and its importance Types of feasibility reports System Selection plan and proposal Prototyping.

Unit III

Systems Design and Modeling: Process modeling, Logical and physical design, Design representation, Systems flowcharts and structured charts, Data flow diagrams, Common diagramming conventions and guidelines using DFD and ERD diagrams. Data Modeling and systems analysis, Designing the internals: Program and Process design, Designing Distributed Systems.

Unit IV

Modular and Structured Design: Module specifications, Module coupling and cohesion, Top- down and bottom-up design.

System Implementation and Maintenance: Planning considerations, Conversion methods, producers and controls, System acceptance Criteria, System evaluation and performance, Testing and validation, Systems quality Control and assurance, Maintenance activities and issues.

Suggested Readings

1. System Analysis and Design Methods, Whitten, Bently and Barlow, Galgotia Publication.
2. System Analysis and Design Elias M. Award, Galgotia Publication.
3. Modern System Analysis and Design, Jeffrey A. Hofer Joey F. George Joseph S. Valacich Addison Weseley.
4. J. W. Satzinger, R. B. Jackson and S. D. Burd. Systems Analysis and Design in a Changing World, 6th ed. Boston, USA: Thomson Course Technology, 2012.
5. Hoffer, Jeffrey A., George, Joey & Valacich, Joseph (2013) Modern Systems Analysis and Design ISBN: 9780273787099 (paperback).

Master of Business Administration (MBA)
Semester-3rd (DSC- Business Analytics)

MMB-353

Big Data Analytics

Credit Hours: 4

Unit I

Introduction to Big Data: Types of Digital Data, Introduction to Big Data, Big Data Analytics-Importance and Application.

Unit II

Hadoop: History of Hadoop, Apache Hadoop, Analyzing Data with Unix tools, Analyzing Data with Hadoop, Hadoop Streaming; Hadoop Echo System; IBM Big Data Strategy; Introduction to Infosphere Big Insights and Big Sheets.

HDFS (Hadoop Distributed File System): The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces; Data flow, Data Ingest with Flume and Scoop and Hadoop archives; Hadoop I/O: Compression, Serialization, Avro and File-Based Data structures.

Unit III

Map Reduce: Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.

Hadoop Eco System: Pig-Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases; Hive-Hive Shell, Hive Services, Hive Meta store, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions; Hbase-HBasics, Concepts, Clients, Example, Hbase Versus RDBMS; Big SQL: Introduction

Unit IV

Data Analytics with R Machine Learning: Introduction, Supervised Learning, Unsupervised Learning; Collaborative Filtering; Big Data Analytics with Big R.

Suggested Readings/ Reference

1. Big Data Analytics with R and Hadoop Paperback 2013, Vignesh Prajapati
2. Tom White "Hadoop: The Definitive Guide" Third Edit on, O'reily Media, 2012.
3. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
4. Pete Warden, "Big Data Glossary", O'Reily, 2011.
5. Michael Mineli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.

Master of Business Administration (MBA)
Semester-3rd (DSC- Supply Chain Management)

MMB-361

International Logistics

Credit Hours: 4

Unit I

Overview of International Logistics- Components, Importance, Objectives, Integrated Logistics, Barrier to Internal Integration. Marketing and Logistics Customer Focused Marketing; International Marketing: International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics.

Unit II

Basics of Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice.

Unit III

Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.

Unit IV

Inventory Management and Packaging Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking; Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned

Suggested References

1. International Marketing by Sak Onkvisit & John J. Shaw, Publisher: Prentice Hall of India
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
3. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication
4. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

Master of Business Administration (MBA)
Semester-3rd (DSC- Supply Chain Management)

MMB-362

Port & Airport Management for Logistics

Credit Hours: 4

Unit I

Port Structure and Functions: Definition - Types and Layout of the Ports – Organisational structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity Administrative functions - Operational functions. Main services: Services and facilities for ships - Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA.

Unit II

Port Operations: Berths and Terminals - Berth Facilities and Equipment - ship Operation, Pre-shipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.

Port Development: Phases of port development - Growth in world trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed - Other technical development affecting port.

Unit III

Port Administration Ownership and Management Port ownership structure- Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development Rise and fall of Ports - information technology in ports. Portownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models.

Unit IV

Air Transport: Introduction to Air Transport – Air Freight – IATA – Cargo Handling at Goods at Airport – Information Management of Air Cargo – System and Modules – Distribution of Goods.

Suggested Reference

1. PATRICK M.ALDERTON. 2008, Port Management and Operations. Information Law Category, U.K.
2. WORLD BANK. 2007, Port Reform Tool Kit. World Bank, Washington.
3. MARIA G.BURNS. 2014., Port Management and Operations. CRS Press, U.K.
4. ALAN E.BRANCH. 2008, Elements of Shipping. Chapman and Hall, Fairplay Publications, U.K.
5. DE MONIE. 1989., Measuring and Evaluating Port Performance and Productivity. UNCTAD, New York.

Master of Business Administration (MBA)
Semester-3rd (DSC- Supply Chain Management)

MMB-363

Global Supply Chain Management

Credit Hours: 4

Unit I

Introduction, Forces of Global Supply Chain- Global market force, Technology force, Global cost force, Political force. Stages of International Development.

Unit II

Risk of Global Supply Chain- Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security. Issues in international Supply Chain Management – International Versus Regional Product, Local autonomy versus control logistics –Importing & Exporting, Main forces, Barriers

Unit III

The Global Supply Chain-Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting, Main force.

Unit IV

Green Supply Chain –Strategies. Green Supply Chain indicators, Strategic, tactical, Operational. Wastivity in Supply Chain.

Suggested References

1. Sunil Chopra & PeterMeindl, SUPPLY CHAIN MANAGEMENT , PHI
2. Donald J. Bouersox David J. closs, LOGISTICAL MANAGEMENT , TATA MC GRAWHILL
3. Dr. R.P.Mohanty & Dr. S.G.Deshmukh ESSENTIALS OF SUPPLY CHAIN MANAGEMENT, Jaico Student Edition

Master of Business Administration (MBA)
Semester-3rd (DSC- Hotel & Tourism Management)

MMB-371

Food and Beverage Management

Credit Hours: 4

Unit I

Introduction to the Food and Beverage Operations: The evolution of catering operations & its scope. Structure of F & B Operations – Service Areas & Production Areas. Organisational structure of F & B Department – F & B Services & Food Production Divisions, Duties & Responsibilities of Staff, Attributes required, etc. **Back areas:** Still Room, Wash-up, Hot-Plate, Plate Room, Kitchen Stewarding, Kitchen Stores.

Unit II

Food and Beverage Equipment: Operating Equipment, Requirements, and Criteria for selection, quantity and types. Classification of crockery/ cutlery/ glassware/ hollowware/ flatware/ special equipment upkeep and maintenance of equipment. Furniture & Fixtures. Linen, Disposables, Packing Materials.

Food and Beverage Working Environment: The working environment, Maintaining a safe and secure environment, Maintaining a professional & hygienic appearance, maintaining effective working relationships contributing to the development of self and others. Selection, uses and care of knives and equipment, Maintaining clean food production areas.

Unit III

Architecture & Interior Design-

- Planning
- Regulatory compliance's - permits-licenses
- Interior design- Establishing & theme -planning for space allocation- planning for traffic flow- floors windows- walls & wall coverage-ceilings- furniture and equipment-planning for color, Air control & conditioning - sound control-lighting control
- Exterior design.
- The Front Bar Definition-the back bar, under bar, under bar equipment's like speed rack, ice bin, glass etc.
- The Service Bar Definition -purpose-mini-bar in rooms. Bar equipment's Accessories- Tools (includes glassware)
- Bar layout -a model.

Service and Selling Techniques

- A guest-oriented approach to service.
- Establishing service standards for Successful service & selling (the techniques & strategies)
- The Bartender-his role as a psychologist, his role as a sales person, his role in alcohol awareness.
- Method of drink making – shakes, blended drinks
- Desk station setup for effective service.

Unit IV

Food and Beverage Production Methods

- Methods of cooking - Stocks, Soups & Sauces, Salads & prepared foods, Pasta & Rice.
- Methods of cooking - Eggs, fish & shell fish, Meat & poultry
- Methods of cooking Vegetable dishes. Vegetable & pulses, potatoes.
- Methods of preparing Pastries, desserts, dough products, pastry products, cakes & biscuits, snacks, savories & convenience foods.
- Ethnic cooking methods - Indian, Caribbean, Chinese, Greek, Indonesian, Japanese, Mexican, Middle East, Spanish, Thailand, and USA.



Master of Business Administration (MBA)
Semester-3rd (DSC- Hotel & Tourism Management)

MMB-372

Accommodation Management

Credit Hours: 4

Unit I

Introduction to Hotel Industry

- A brief history of hotels – India & Abroad
- Classification & Categorization of hotels
- Types & Organization Structure of a Hotels
- Meaning, Definition & Importance of Rooms Division
- Organizational Structure of Rooms Division
- Job Description & Job Specifications of Rooms Division staff.
- Inter departmental Communication.

Unit II

The Guestrooms & Facilities

- Types of rooms
- Room Status Terminology
- Standard layout (single, double, twin, suite rooms)
- Smoking, Non-Smoking & Barrier free rooms
- Furniture / Fixtures / Fittings / Soft Furnishing /Accessories / Guest Supplies /Amenities in a guestroom
- Public Area Facilities.

Front Office Procedures

- Front Office Equipment
- Telecommunication
- Reservations – Types, Procedures, Rates, Plans.
- Bell Desk Operations
- Guest Registration
- Front Office Accounting
- Check Out & Settlement of Bills.

Unit III

House Keeping Procedures

- Control Desk.
- Forms, Files, Formats & Registers.
- The Linen Room & HK Stores procedures.
- Supervision in House Keeping – Rules on a guest floor, TBBC Rule, Key Controls.
- Guestroom Cleaning Services.
- Cleaning the Public Areas.
- Laundry Systems – In-house v/s Contract.
- Briefing & Debriefing

- Control desk
- Duty Rota & work schedule
- Files with format used in Housekeeping department.

Unit IV

Design and type of design

- Elements of Design (Line, Shape, Form, Color, Size, Texture, Direction, Value).
- Principles of Design(Scale, Composition, Harmony, Rhythm Proportion, Balance, focal point)
- Color and color scheme uses, factors affecting the Color scheme of a guest room.

Light and Light Fitting

- Light and types of Light Source of Light Kinds of Light
- Principles of Lighting - Glare & Shadows
- Windows and Window treatments-(Blinds -Roller, Venetian, Draperies, Casements, Curtains, Glass Curtains, Cafe Curtains, Valence, Swage & tail, Pelmets, Cornice.
- Factors to be considered in selection of Window treatment.
- Beds & Bedding Types of Bed & Sizes- Bed linen, Blankets, Bedspread, quilt, Types of mattresses & Pillows with sizes -(Interior spring, Mattresses, Rubber & Plastic Mattresses)



Master of Business Administration (MBA)
Semester-3rd (DSC- Hotel & Tourism Management)

MMB-373

Hospitality Law

Credit Hours: 4

Unit I

Introduction to Hotel Law

- Laws applicable to hotel and catering industry.
- Procurement of licenses and permits required to operate hotel restaurant and other catering establishments.
- Criterion of fixation of taxes for various tariff structures applicable to hotels– luxury expenditure sales surcharge service tax etc.

Overview of Applicable Acts & Laws

- The Indian Contract Act - Definition and importance with various provisions.
- Factories Act 1944 – working environment welfare health and safety measures
- Sale of Goods Act 1930
- The Companies Act 1956
- Indian Partnership Act 1932.
- The standards of weight and measures Act 1956
- Prevention of food adulteration Act 1954 - Jurisdiction of inspectors.
- The payment of Wages Act 1948
- The minimum Wages Act 1948
- Payment of Bonus Act 1965
- Employees Provident Fund and miscellaneous Payment of Gratuity Act 1972
- Workmen Compensation Act 1948.
- Environment Protection Act.
- Consumer Protection Act.

Unit II

Hotel – Guest Relationship

- Right to receive or refuse accommodation to a guest.
- Guests' right to privacy.
- Tenancy laws.
- Duty to protect guest.
- Employees and third-party threats in restrooms and parking lots.

Laws governing lost and found property

- Hotel's liability regarding guest property unclaimed property loss of property.
- Hotel defenses to liability claims.
- Statutory limits on hotel liability.

Unit III

Food Legislation

- Hotel's liability regarding guest property unclaimed property loss of property.
- Central State and local food laws.

- Warranty.
- Truth in menu and labeling laws.
- Food adulteration.
- Powers and duties of a Food Inspector.

Liquor Legislation

- Independent bar Operation.
- Dispense Bar.
- Satellite Bar.
- Compound license.
- Beer bars.

Unit IV

Taxation

- Direct and Indirect Taxes
- Registration
- Payment of Taxes
- Maintenance of books of accounts and documents
- Submission of returns and statement -assessments under the provisions of the following: Indirect Taxes: Commercial/Sales Tax Act (State)
- Tax on Luxuries (Hotels & Lodging Houses), Hotel Receipts Tax Act 1980 (Central), Profession Tax Act (State)
- Direct Taxes: The Indian Income -tax Act, 1961 (Special reference to deductions in newly set up hotel).

Suggested Readings:

1. Mercantile Law – ND Kapoor
2. Mercantile Law – SP Iyengar
3. Principles of Business Law – Aswathapa K
4. Business Law – MC Kuchal
5. Bare aspects of respective legislation
6. Shops & Establishments Act.
7. Industrial Laws - P.L. Malik
8. Industrial Laws - Sanjeev Kumar
9. Labour Law Journals - Monthly
10. Current Labour Reporter - Monthly
11. CLR Annual Digest - 1999 – 2005
12. Hotel & Tourism Laws – Dr. Jagmohan Negi.

Master of Business Administration (MBA)
Semester-3rd (DSC- Hospital Administration)

MMB-381

Basic Concept of Health

Credit Hours: 4

Unit I

Concept of Health and Disease

- Concept of health & disease and wellbeing.
- Natural history of disease and role of hospitals to offer various levels of care
- Prevention aspect of diseases
- Dynamics of disease transmission
- Changing pattern of diseases
- Concept of health indicators

Unit II

Park Preliminary Human anatomy and Physiology

- Basic concepts of human anatomy
- Basic concepts of human physiology

Unit III

Common Pathological Conditions

- Basic concepts of pathogenesis of common diseases
- Basic concepts of interpretation of investigations reports

Unit IV

Basic concepts of Pharmacology

Commonly used Medicine in a hospital, Narcotic drugs, use and abuse of drugs. Dispensing of medicine, drugs store, drug stock / purchase of medicine, oxygen, I/V Fluid, Chemicals etc.

Suggested Reading:

1. Textbook of Preventive & Social Medicine- Dr. K.
2. Human Anatomy- Prof. Samar Mitra
3. Human Anatomy- Prof. A. K. Dutta
4. Robbin's Textbook of Pathology – Robbin, Cotran, Kumar
5. Textbook of Microbiology – Ananantanarayan & Paniker
6. Textbook of Human Physiology- Dr. C. C. Chatterjee
7. Textbook of Pharmacology: Dr. K. D. Tripath

Master of Business Administration (MBA)
Semester-3rd (DSC- Hospital Administration)

MMB-382

Healthcare Environment

Credit Hours: 4

Unit I

Introduction, Theoretical framework, Environment - Internal and External, Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment – International and Technological Environment.

Unit II

A Conceptual Approach to Understanding the Health Care Systems, Evolution, Institutional Setting - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services – Neuro – Surgery service – Neurology services

Unit III

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals- Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

Unit IV

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems. Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods - Uses

Suggested References

1. Seth, M.L. MACROECONOMICS, Lakshminarayana Agrawal, Edu, Pub. Agra. 1996
2. Peter, Z & Fredrick, B. HEALTH ECONOMICS, Oxford Pub., New York, 1997
3. Shanmugansundaram, Y., HEALTH ECONOMICS, Oxford Pub. New York, 1997

Master of Business Administration (MBA)
Semester-3rd (DSC- Hospital Administration)

MMB-383

Hospital Architecture & Planning

Credit Hours: 4

Unit I

Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

Unit II

Planning: Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety

Facilities planning: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

Unit III

Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements –hospital drawings & documents-preparing project report.

Unit IV

Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone –List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

Suggested Reading

1. G. D. Kunders, Designing For Total Quality In Health Care
2. Gupta S.K; Sunilkant Chandra Shekhar; R Satpathy, Modern Trends In Planning And Designing Of Hospitals
3. Syed Amin Tabish, Hospital And Nursing Homes Planning, Organisations & Management
4. G.D.Kunders, Hospitals, Facilities Planning And Management

Master of Business Administration (MBA)
Semester-3rd (DSC- Hospital Administration)

MMB-384

Medical Law & Ethics

Credit Hours: 4

Unit I

Laws relating to Hospital formation: Promotion, Forming society, The Companies Act- Law of Partnership, Medical Ethics. Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy- FEMA. Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source.

Unit II

Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules- Radiation Safety System.

Unit III

Medical Terminology- Glossary of medical terms: major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

Unit IV

Illness- Classification and description of diseases-Infection Control- Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission- Overview of Hospital Services -Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department-Medical Records – Fatal documents – Medical Registers – Statutory records.

Suggested References

1. Bm Sakharkar, Principles Of Hospital Administration And Planning – Jaypee Brothers Publications.
2. Francis Cm, Mario C De Souza ; Hospital Administration – Jaypee Brothers Medical Publishers

Master of Business Administration (MBA)
Semester-3rd (DSC- Hospital Administration)

MMB-385

Hospital Operation Management

Credit Hours: 4

Unit I

Front Office - Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead - Maintenance and Repairs Bio Medical Equipment

Unit II

Clinical Services - Clinical Departments – Outpatient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co- ordination; Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

Supporting Services – House Keeping –Linen and Laundry, - Food Services - Central Sterile Supply Department (CSSD)

Unit III

Facility Location and Layout importance of location, factors, general steps in location selection - Types of lay outs – product, process, service facility layout-Work standards, techniques of work measurement-Work sampling, calibration of hospital equipment. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital.

Unit IV

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

Suggested References

1. Madhuri Sharma, Essentials For Hospital Support Services And Physical Infrastructure,
2. Sakharkar Bm, Principles Of Hospitals Administration And Planning, Jaypee
3. Francis Cm, Mario C De Souza, Hospital Administration, New Delhi, 2000
4. Prabhu Km, Sood Sk, Hospital Laboratory Services Organization And Management, Journal Of Academy Of Hospital Administration, 2(@) 199

Master of Business Administration (MBA)
Semester-3rd (DSC- Hospital Administration)

MMB-386

Patient Care Management

Credit Hours: 4

Unit I

Patient centric management-Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals-Patient safety and patient risk management.

Unit II

Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice. Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

Unit III

Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

Unit IV

Disaster preparedness- Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management. Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

Suggested References

1. Goel S L & Kumar R. Hospital Core Services: Hospital Administration Of The 21st Century 2004 Ed., Deep Deep Publications Pvt Ltd: New Delhi
2. Gupta S & Kant S. Hospital & Health Care Administration: Appraisal And Referral Treatise 1998 Ed., Jaypee, New Delhi

Detailed Syllabus

Master of Business Administration

(Semester - 4th)

School of Commerce & Management



Master of Business Administration (MBA)
Semester- 4th

MMB-401

Strategic Management

Credit Hours: 4

Course Objective:

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations.

Unit I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

Unit II

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness. Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning,

Unit III

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy.

Unit IV

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

Unit V

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Course outcomes:

1. Describe the practical and integrative model of strategic management process that defines basic activities in strategic management.
2. Demonstrate the knowledge and abilities in formulating strategies and strategic plans
3. Analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement
4. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences

Suggested Readings

1. Carpenter-Strategic Management(Pearson)
2. Kazmi A. - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)
3. Kachru - Strategic Management: (Excel Books)

Master of Business Administration (MBA)
Semester- 4th

MMB-402

International Business Management

Credit Hours: 4

Course Objective:

This course will provide the students with an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

Unit I

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

Unit II

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles.

Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

Unit IV

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

Unit V

Strategic Functions of International HRM, Staffing Policy – Ethnocentric, Polycentric and Geocentric Approach, Expatriate Preparation and development, Expatriate Repatriation, International Labor Relations

Course Outcomes:

1. Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.
2. Conduct, evaluate and present market research to support an organization's international business decision-making.
3. Manage the preparation of documents and the application of procedures to support the movement of products and services in the organization's global supply chain.

4. Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.

Suggested Readings

1. Agarwal Raj - International Trade (Excel, 1st Ed.)
2. Albaun Duerr - International Marketing and Export management (Pearson, 7th Ed.)
3. Cherunilam F - International Trade and Export Management (Himalaya, 2007)
4. Hill C.W. - International Business (TMH, 5th Ed.)
5. Daniels - International Business (Pearson, 1st Ed.)
6. Kumar R and Goel, International Business, (UDH Publications, edition 2013)
7. Jaiswal- International Business (Himalya Publication)
8. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)



Master of Business Administration (MBA)
Semester- 4th

MMB-403

Entrepreneurship Development

Credit Hours: 4

Course Objective:

The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur. Specific topics to be covered in the section are as follows:

Unit I

Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

Unit II

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

Unit III

Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

Unit IV

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

Unit V

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project

Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

Course Outcomes:

1. Graduates will demonstrate an understanding of and appreciation for the importance of the impact of globalization and diversity in modern organizations.
2. Graduates will demonstrate an ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems.
3. Graduates will demonstrate an ability to work effectively with others.

Suggested Readings:

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
2. Couger, C- Creativity and Innovation (IPP, 1999)
3. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)



Master of Business Administration (MBA)
Semester- 4th

MMB-404

Management Information System

Credit Hours: 4

Unit I

Management Information System(MIS): Concept & definition, Role of MIS, Process of Management, MIS-A tool for management process, Impact of MIS, MIS & computers, MIS & the user, IMS- a support to the Management.

Unit II

Planning & Decision making: The concept of corporate planning, Strategic planning Type of strategic, Tools of Planning, MIS-Business Planning; Decision making concepts, Methods, tools and procedures, Organizational Decision making, MIS & Decision-making concepts.

Unit III

Information & System: Information concepts, Information: A quality product classification of the information, Methods of data & information collection, Value of information, MIS & System concept, MIS & System analysis ,Computer System Design.

Unit IV

Development of MIS: Development of long range plans of the MIS. Ascertaining the class of information, determining the Information requirement, Development and implementation of the MIS, Management of quality in the MIS, organization for development of the MIS, MIS: the factors of success and failure.

Unit V

Decision Support System (DSS): Concept and Philosophy, DSS: Deterministic Systems, Artificial intelligence(AI) System, Knowledge based expert system(KBES), MIS & the role of DSS, Transaction Processing System(TPS), Enterprise Management System(EMS), Enterprise Resource Planning (ERP) System, Benefits of ERP, EMS & ERP

Suggested Readings:

1. Management Information System, Jawadekar W S
2. Managing with information, Kanter, Jerome
3. Management Information System, Louden & Louden
4. Information system for Modern Management, Murdick& Ross, R.claggetti

Master of Business Administration (MBA)
Semester-3rd

MMB-004

Unnat Bharat Abhiyan (Non-CGPA)

Credit Hours: 0

Course Objectives:

- To engage the students in understanding rural realities
- To understand causes for rural distress and poverty and explore solutions for the same
- To apply classroom knowledge of courses to field realities and thereby improve quality of learning
- To identify and select existing innovative technologies, enable customization of technologies, or devise implementation methods for innovative solutions, as per the local needs.
- To leverage the knowledge base of the institutions to devise processes for effective implementation of various government programmes

Unit I

Introduction to Unnat Bharat Abhiyan - concept, scope and objectives, rural life, rural society, cast and gender relations, rural values with respect to community, nature and resources, elaboration of “Soul of India lies in villages” – (Gandhi Ji), Rural infrastructure, problems in rural area.

Assignment 1- Prepare a map (Physical, visual and digital) of the village you visited and write an essay about inter-family relation in that village

Unit II

Rural economy and livelihood: Agriculture, farming, land ownership pattern, water management, animal husbandry, non-farm livelihoods and artisans, rural entrepreneurs, rural market

Assignment 2- Describe your analysis of rural household economy, its challenges and possible pathways to address them.

Group discussion in class

Unit III

History of Rural Development, Traditional rural organizations, Self Help Groups, Gram Swaraj and Panchayat Raj Institutions (Gram Sabha, Gram Panchayat, Standing Committee), local civil society, local administration. Introduction to Constitution, Constitutional Amendments in Panchayati Raj, Fundamental Rights and Directive Principles.

Assignment 3- Panchayati Raj institutions in villages? What would you suggest improving their effectiveness? Present a case study (written or audio-visual).

Unit IV

National programmes - Sarva Shiksha Abhiyan, Beti Bachao - Beti Padhao, Ayushman Bharat, Swachha Bharat, PM Awas Yojana, Skill India, Gram Panchayat Decentralized Planning, NRLM, MNREGA, etc.

Assignment 4- Describe the benefits received and challenges faced in the delivery of one of these programmes in the rural community, give suggestions about improving implementation of the programme for the rural poor.

Field based practical activities:

- Interaction with SHG women members, and study of their functions and
- Challenges; planning for their skill building and livelihood activities
- Visit MGNREGS project sites, interact with beneficiaries and interview functionaries at the work site
- Field visit to Swachha Bharat project sites, conduct analysis and initiate problem-solving measures
- Conduct Mission Anthonia surveys to support under Gram Panchayat
- Interactive community exercise with local leaders, Panchayat functionaries, grass-root officials and local institutions regarding village development plan preparation and resource mobilization
- Visit Rural Schools I mid-day meal centers, study Academic and infrastructural resources and gaps
- Participate in Gram Sabha meetings, and study community participation
- Associate with Social audit exercises at the Gram Panchayat level, and interact with programme beneficiaries
- Attend Parent Teacher Association meetings, and interview school dropouts
- Visit local Anganwadi Centre and observe the services being provided
- Visit local NGOs, civil society organisations and interact with their staff and beneficiaries, .
- Organize awareness programmes, health camps, Disability camps and cleanliness camps o
- Conduct soil health test, drinking water analysis, energy use and fuel efficiency surveys
- Organize orientation programmes for farmers regarding organic cultivation, rational use of irrigation and fertilizers and promotion of traditional species of crops and plants
- Formation of committees for common property resource management, village pond maintenance and fishing

Learning Outcomes:

After completing this course, student will be able to

- Gain an understanding of rural life, culture and social realities
- Develop a sense of empathy and bonds of mutuality with local community
- Appreciate significant contributions of local communities to Indian society and economy
- Learn to value the local knowledge and wisdom of the community

Suggested Books:

1. Singh, Katar, Rural Development Principles, Policies and Management, Sage Publications, New Delhi, 2015.
2. A Handbook on Village Panchayat Administration, Rajiv Gandhi Chair for Panchayati Raj Studies, 2002.
3. United Nations, Sustainable Development Goals, 2015 un.org/sdgs/
4. M.P. Boraian, Best Practices in Rural Development, Shanlax Publishers,
5. Unnat Bharat Abhiyan Website : www.unnatbharatabhiyan.gov.in



Detailed Syllabus

For

Discipline Specific Course

Master of Business Administration

(Semester – 4th)

Master of Business Administration (MBA)
Semester-4th (DSC- Finance)

MMB-411

Risk Management & Insurance

Credit Hours: 4

Unit I

Introduction to risk management: The Concept of Risk, Risk v/s Uncertainty, Different types of risk: Credit Risk, asset liability gap risk, interest rate risk, market risk, currency risk, due diligence risk, systematic and unsystematic risk; Risk Management: meaning, process and policies;

Unit II

Measurement and Control of Risk: Identifying Measures and Controlling Risk – Statistical Method, Fixation of limits: open position/deal size/individual dealers/ stop loss limits. Margins: value at risk margin, extreme loss margin, mark to market margin

Unit III

Introduction to insurance; the evolution and growth of Life Insurance nature and scope of insurance, various types of insurance; Principles of insurance; leading Insurance companies in India

Unit IV

Types of Life Insurance Policies: Term Life Insurance, Whole Life insurance, Endowment Life Insurance, Unit Linked Policies with or without Profit Policies; Customer Evaluation; Policy Evaluation; Cost and Benefit: Group and Pension Insurance Policies; non-life insurance policies: an overview. Financial derivatives: A tool of non-insurable risk management

Suggested Text & Reference Books:

1. Emmett J. Vaughan, Risk Management, John Wiley & Sons, Inc.
2. Rejda, G.E.& McNamara, J.M., Principle of Risk Management & Insurance, Parson
3. A. Suryanarayana, Risk Management Models: A Primer, ICFAI Reader.
4. Marshall Johon F. & Bansal, V. K., Financial Engineering, PHI Learning.
5. Watsham Terry J., Futures and Options in Risk Management, Thomson Learning
6. Karam Pal, Bodla& Garg, M.C., Insurance Management, Deep& deep Publications, New Delhi

Master of Business Administration (MBA)
Semester-4th (DSC- Finance)

MMB-412

Corporate Financial Reporting

Credit Hours: 4

Unit I

Introduction to Accounting: Meaning, nature and scope, Ethics in accounting, branches of accounting, generally accepted accounting principles (GAAP), Demand for financial information: parties demanding financial statement information, Conflicts among parties, factors affecting demand for financial statement information; Supply of financial statement information.

Unit II

The conceptual framework of financial Statements: purpose of the framework, scope and coverage, qualitative characteristics of financial statements, Performa financial statements of corporate entities. Significance of financial statements and accounting policies. Other financial reports: Auditor's report, Director's report and corporate governance report.

Unit III

Contemporary Issues in Financial Reporting: Human Resource Accounting, Social Accounting and Inflation Accounting.

Unit IV

New Dimension of Accounting: Introduction to IFRS, Web-based reporting, Window dressing, Creative financial practices, earnings management and forensic accounting.

Suggested Text & Reference Books:

1. Foster, George, Financial Statement Analysis, Pearson Education Incl., Delhi.
2. Gupta, Ambrish, Financial Accounting for Management, Pearson Education
3. Jawahar Lal, Accounting Theory and Practice, Himalaya Publishing House
4. Gupta, R.L. and Radhaswamy, M., Advanced Accountancy, Sultan Chand & Sons
5. Anthony R.N., D.F. Hawkins and K.A. Merchant, Accounting: Text and Cases, McGraw Hill.
6. Ken Marshall, Steve Arnold, IFRS Conversion: Issues, Implications, Insights, John Wiley.

Master of Business Administration (MBA)
Semester-4th (DSC- Finance)

MMB-413

International Financial Management

Credit Hours: 4

Unit I

Introduction to International Financial Management: Concept, Theories, contents. Recent trends and challenges in international Finance. International Monetary System: Concept, Evolution of International Monetary System, different exchange rate regimes, International monetary Fund and risk, Exchange rate mechanism.

Unit II

International investment strategies: FDI and portfolio investment, International Financing sources and cost of foreign Borrowings, Cross currency management.

Balance of payments: Concept, items, types of transactions, types of accounts and significance of BOPs: Disequilibrium in BOPs: its types, current account deficit and its implications. Remedial measures for correcting disequilibrium in BOPs. International Payments Gateway Exchange Risk Management–hedging.

Unit III

Foreign Exchange Rate: Meaning, types and determinants of foreign exchange rate, Spot market and Forward Market, The Real Exchange Rate, Real Effective Exchange Rate (REER) Cross Rates, Foreign Exchange Rate Forecasting currency derivate.

Exchange Rate Determination: The Purchasing Power parity (PPP) Theory, The absolute form and the relative form, Interest Rate parity Theory, The Balance of Payments Theory.

Unit IV

Global Financial Markets: Recent developments and challenges. Global foreign Exchange Markets: characteristics & recent trends.

Suggested Text & Reference Books:

1. V. V. Sharan, International Financial Management, PHI - EEE Latest Edition
2. Eun & Resnick, International Financial Management Tata McGraw Hill Latest Edition
3. Alan Sharpio, Multinational Financial Management John Wiley Publication Latest Edition
4. Siddaiah, Thummluri, International Financial Management, Pearson.
5. Avadhani , V. A., International Financial Management, Himalaya Publishing House
6. Sinha P. K. and Sinha Sanchari: International Business Management. Excel Books
7. P. G. Apte International Financial Management PHI Latest Edition
8. O. P. Agrawal International Financial Management Himalaya Latest Edition
9. E. Clark International Financial Management Cengage Latest Edition
10. MadhuVij International Financial Management Excel Books Latest Edition

Master of Business Administration (MBA)
Semester-4th (DSC- Marketing)

MMB-421

Digital and Social Media Marketing

Credit Hours: 4

Unit I

Introduction to digital marketing, advantages of digital medium over other media, Impact of internet on consumer buying behaviour. Domain names; Website hosting; Lead generation; Ethical and Legal Issues in the field of digital marketing.

Unit II

Search Engine Optimisation (SEO): Introduction to SEO; understanding search engines; basics of keyword research; On-page and off-page Search Engine Optimisation.

Unit III

Search Engine Marketing (SEM): Introduction to SEM; Google AdWords; keywords; bidding and budget; quality score; creating and optimizing campaign. Google Analytics; Content marketing; Affiliate marketing; Email marketing; Mobile marketing

Unit IV

Social media marketing: meaning; approach to social media; types of social media websites; blogging; social media engagement; social media ROI; using social media for branding and promotion. Marketing on Facebook, LinkedIn, YouTube and Instagram.

Suggested Text & Reference Books:

1. Parkin Godfrey, Digital Marketing: Strategies for Online Success, New Holland Publishers.
2. Charlesworth A., Internet Marketing: A Practical Approach, BH Publications.
3. Chaffey Dave, Internet Marketing: Strategy, Implementation and Practice, Pearson Education.
4. Trengove Alex, Malczyk Anna and Beneke Justin, Internet Marketing, Get Smarter under the Creative Commons BY-NC 3.0.

Master of Business Administration (MBA)
Semester-4th (DSC- Marketing)

MMB-422

Competitive Marketing Strategy

Credit Hours: 4

Unit I

Strategy, Market Strategy, Understanding Competition. Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position

Unit II

Market Leader Strategies – Expanding the Total Market, Protecting Market Share, Expanding Market Share; Market Challenger Strategies – Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies

Unit III

Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage

Unit IV

Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing. Analysing Strategies of top Select Companies.

Suggested Text & Reference Books:

1. Kotler, Keller, Koshi and Jha, Marketing Management : A South Asian perspective Prentice Hall
2. Singh, Narendera, Strategic Management & Marketing , Himalaya Publication 2004
3. Hooley , Marketing Strategy, Pearson, 2008
4. David Cravens, Strategic Marketing , Tata Mc Graw Hill, 9th Edition 2008

Master of Business Administration (MBA)
Semester-4th (DSC- Marketing)

MMB -423

Retailing & Distribution Management

Credit Hours: 4

Unit I

Distribution Management: Meaning, concept and elements of Distribution; Growing importance of distribution for strategic advantage; Value chain and marketing intermediaries; Various marketing intermediaries and their roles in value addition; Conventional distribution systems for various product categories; Multiple Channel Systems; Designing channel structure and strategy.

Unit II

IT enabled Distribution Systems; Disintermediation vs Reintermediation; Cybermedia (e-commerce), Partial disintermediation, Infomediary; Intermediary empowerment; Framework for adoption of IT enabled distribution systems; Nature and characteristics of Partnering Channel Relationships; Stages, Reasons and Factors of developing Partnering Channel Relationships; Channel Conflicts and Resolution Strategies; Partnering Channel Relationships and IT.

Unit III

Logistics Management: Concept, Types, and Functions of Inventory; Inventory Management Tools and Techniques; Nature, Concept, Types, Functions and Strategy of Warehousing; Value of Information in Logistics and Bullwhip Effect; Logistics Information System and Order Processing, Concept, Evolution and Objectives of Logistics Management; Components and Functions of Logistics Management; Distribution related Issues and Challenges for Logistics Management; Gaining competitive advantage through Logistics Management.

Unit IV

Retail Management: Concept and Evolution; Functions and Role of Retailing in Distribution; Social and Economic significance of Retailing; Formats of Retailing; Organized Retailing; Technology in Retailing; Present Indian Retailing Scenario.

Retail Management Decisions - Organizational buying formats and processes; Merchandise Planning systems; Category Management; Logistics issues in Retailing; Inventory Management and Replenishment Systems; Value of Information visibility, Functions, Costs, and Modes of Transportation, Selection of Transport Mode; Transportation Network and Decision.

Suggested Readings:

1. Agrawal D. K., Distribution & Logistics Management: A Strategic Marketing Approach, Macmillan Publishers India Ltd. New Delhi,
2. Berman- Retail Management Strategic approach-11e (Prentice hall)
3. Cox-Retailing An introduction 5e (Prentice hall)

Master of Business Administration (MBA)
Semester-4th (DSC- Human Resource Management)

MMB-431

Training & Development

Credit Hours: 4

Unit I

Introduction to Training and Development: Concept, Objectives, Types, Importance, Role of Training and Development in HRD, Role, Responsibilities and Challenges of Training Manager, Strategic Training; Overview of Training Process.

Unit II

Assessment: Training Needs Assessment- Organizational analysis, Person analysis, Task analysis; Objectives Setting; Learning: Theories and Program Design, Principles of Adult Learning.

Unit III

Implementation: Traditional and Modern Training Methods; Role of Technology in Training; Training Aids; Training Climate.

Unit IV

Evaluation: Concept, Process of Evaluation, Evaluation designs, Training Effectiveness, Transfer of Training; Future of Training and Development.

Suggested Text & Reference Books:

1. Noe, R. A., Employee Training and Development, McGraw Hill
2. Blanchard, P. N., Thacker, J.W. and Ram, V.A., Effective Training: Systems, Strategies and Practices, Allyn and Bacon
3. Beebe, S.A., Mottet, T. P. & Roach, K. D., Training and Development: Enhancing Communication and Leadership Skills, Allyn and Bacon, 2004.
4. Dessler, G., Human Resource Management, Prentice Hall of India
5. Rao, V.S.P., Human Resource Management, Excel Books
6. Buckley, R. & Caple, J., The Theory & Practice of Training, Kogan Page.
7. Lynton, R.& Pareek, U., Training for Development, Sage Publications.

Master of Business Administration (MBA)
Semester-4th (DSC- Human Resource Management)

MMB-432

Human Resource Information System

Credit Hours: 4

Unit I

Introduction - Data and Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, and Mechanics of HRIS; Programming Dimensions and HR Manager with no technology background; Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal (only data input, output & screens);

Unit II

Data Management for HRIS - Data Formats, Entry Procedure and Process; Data Storage and Retrieval; Transaction Processing, Office Automation and information Processing and Control Functions; Design of HRIS: Relevance of Decision-Making Concepts for Information System Design; HRM Needs Analysis - Concept and Mechanics; Standard Software and Customized Software; HRIS - An Investment.

Unit III

HR Management Process and HRIS-Modules on MPP, Recruitment, Selection, Placement, Module on PA System; T and D Module; Module on Pay A and Related Dimensions; Planning and Control; Information System's support for Planning and Control.

Unit IV

HR Management Process II and HRIS - Organization Structure & Related Management Processes including authority and Responsibility Flows, and Communication Process; Organization Culture and Power - Data Capturing for Monitoring and Review; Behavioral Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.

Suggested Text & Reference Books:

1. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

Master of Business Administration (MBA)
Semester-4th (DSC- Human Resource Management)

MMB-433

Compensation Management

Credit Hours: 4

Unit I

Compensation Management- Concept, objectives, nature, types, compensation responsibilities, compensation philosophies & approaches.

Unit II

Bases for pay- traditional bases, incentive pay and person-focused pay; Pay for Performance, Competency Based Pay, Team rewards; Designing Compensation System- internal alignment (job analysis and job evaluation), external competitiveness and individual contribution.

Unit III

Employee Benefits- legally required benefits, discretionary benefits and key issues in employee benefits; Compensating Executives, Laws relating to Compensation.

Unit IV

Contemporary Strategic Compensation Challenges- compensation practices of multinational corporations and working of different institutions related to reward system like wage boards, pay commissions.

Suggested Text & Reference Books:

1. Martocchio, Joseph J, Strategic Compensation: A Human Resource Management Approach, Pearson Education.
2. Milkovich and Newman, Compensation, Tata McGraw-Hill.
3. Armstrong, Michel and Murlis, Helen, Reward Management: A Handbook of Salary Administration, Kogan Page.
4. Bhattacharya, M.S.& Sengupta, N., Compensation Management, Excel Books

Master of Business Administration (MBA)
Semester-4th (DSC- Entrepreneurship Management)

MMB-441

Team Building & Leadership

Credit Hours: 4

Unit III

Team Building Process: Overview of team; Difference between Groups and Teams. Types of Teams: Problem solving Team, Self-Managed Team, Cross-functional team, Virtual Team. Evaluating Team Performance, Goal Setting of Team, Defining roles and Responsibility of team members. External and Internal factors affecting team building.

Unit III

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership, Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Building High Performance Teams.

Unit III

Personality: Meaning & Concept of Personality; Types of personality; Personality Determinants; Evaluation of Personality.

Unit III

Meaning of Group; Formation of group; Roles, Structure, and Size of Group; Types of Groups; Characteristics of an Effective Group.

Suggested Readings:

1. Yukl G - Leadership in Organizations (Prentice hall, 7thEd.)
2. Lall& Sharma – Personal Growth Training & Development (Excel Books)
3. Janakiraman- Training & Development(Biztantra)
4. UdaiPareek - Understanding Organizational Behavior (Oxford, 2ndEd.)
5. Rao, V.S.P. Human Resource Management, New Delhi. Excel Books.

Master of Business Administration (MBA)
Semester-4th (DSC- Entrepreneurship Management)

MMB-442

New Enterprise Creation & Start-up

Credit Hours: 4

Unit I

Introduction to Innovation and Entrepreneurship: The Entrepreneur: Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur, The Entrepreneurial Decision Process, Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs, Opportunities for Entrepreneurs in India and abroad, Woman as Entrepreneur. Preparation to become an Entrepreneur: Opportunity Creation and Recognition, Business Concepts and Models and Feasibility Analysis.

Unit II

Creating New Enterprise and Start-ups: Sources of new Ideas, methods of generating ideas, creating problem solving, product planning and development process. Business Plan: The Business Plan Nature and Scope of Business Plan, Writing Business Plan, Evaluating Business Plans, Using and Implementing Business Plans, The Environment and Industry Analysis.

Unit III

Creating and Organizing the Venture: Product development, The Founding Team, Organizational, Legal and Ethical Issues, Operations Management, Start-up Costs Financial Plan: Financing and Managing the New Venture, Sources of Capital, Record Keeping, Recruitment, Motivating and Leading Teams, Financial Controls, Marketing Plan: Marketing and Sales Controls and the Organizational Plan, Team and Presentation Skills, Launching Formalities, E-commerce and Entrepreneurship, Internet Advertising. New venture Expansion Strategies and Issues: Features and Evaluation of Joint Ventures, Acquisitions, Merges, Franchising, Public Issues, Rights Issue and Stock Splits.

Unit IV

Institutional support to Entrepreneurship: Role of Directorate of Industries, District Industries Centers (DICs), Industrial Development Corporation (IDC), State Financial Corporation's (SFCs), Commercial Banks Small Scale Industries Development Corporations (SSIDCs), Khadi and Village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI).

Start-Up Initiatives in India: ASPIRE, Mudra Bank, Atal Innovation Mission, eBiz Portal.

Recommended Books

1. Ries, Eric, The lean Start-up: How constant innovation creates radically successful businesses, Penguin Books Limited.
2. Blank, Steve, The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company, K&S Ranch.
3. Osterwalder, Alex and Pigneur, Yves, Business Model Generation.
4. Kachru, Upendra, India Land of a Billion Entrepreneurs, Pearson.
5. Bagchi, Subroto, MBA At 16: a Teenager's Guide to Business, Penguin Books

Master of Business Administration (MBA)
Semester-4th (DSC- Entrepreneurship Management)

MMB-443

Social Entrepreneurship

Credit Hours: 4

Unit I

Introduction to Social Entrepreneurship: The Concept and Process of Social Entrepreneurship; Difference between Social and Business Entrepreneurship; Types of Social Entrepreneurship; Significance of Social Entrepreneurship to Development; Social Value, Social Change, Role & Challenges of Social Entrepreneurs; Social Entrepreneurship in India.

Contemporary Issues in Social Entrepreneurship: Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs; Leading Social Entrepreneurs in India.

Unit II

Drivers of Social Innovation and Human-Centered Design Thinking: How do social entrepreneurs identify and pursue opportunities for social impact; Preparing to Lead & Leading for System-Wide Change & Creating systemic change; The global trends and initiatives driving the field of social enterprises; the approaches originally used and now being used to create innovative products and services and the formulation of creative solutions to social problems; use of technology as an integral part of the solution.

Unit III

Venture Development and Growth: creating the business model of a social enterprise; Business-model: The For-Profit Social Business Model, Not-for profits, hybrid social business model; Different Models for Different Markets; Community-based Models organizing for social transformation; the core factors, linkages and their implications of each model; the scaling up plan; management issues of a social enterprise and how is it different from a typical business enterprise; Challenges with resource mobilization (talent, funds), mission drift, Replication strategies.

Unit IV

Social Enterprises and Institutional Support: Managing diverse stakeholders; non- governmental organizations; social movement organizations; government agencies; corporations; international public aid agencies; Plans and Policies for Social Change; Total Empowerment through Social Entrepreneurship.

Social Entrepreneurship & Value Clarification: Identification of one's own priorities and choices in becoming a social entrepreneur; Qualities of a Social Entrepreneur; Personal Issues in opting for Social Entrepreneurship; Interaction with practitioners; Self-Assessment Technique for being a Social Entrepreneur.

Recommended Books

1. We Are Poor, But So Many, By Ela Bhatt, Oxford University Press, Delhi 2005.
2. Infinite Vision By Pavitra Mehta and Suchitra Shenoy, Collins Business, 2012.
3. In-Sight: Sankara Meghalaya's Passion for Compassion, VV Ranganathan, George Skaria and Meera Prasad, Lone Tree Books, 2012.

Master of Business Administration (MBA)
Semester-4th (DSC- Business Analytics)

MMB-451

Ethical & Legal Aspects of Analytics

Credit Hours: 4

Unit I

Law of Contracts: Definition of Contract and Agreement, Classification of Contracts, Essential elements of a valid Contract, Offer ,Acceptance, Consideration, Capacity to Contract-Free consent, Legality of Object, Performance of Contract, Remedies for breach of Contract, Quasi Contracts.

Unit II

Sale of Goods Act: Distinction between Sale and agreement to sell, Conditions and Warranties; Negotiable Instruments Act-Definition and Characteristics of a Negotiable Instrument, Definitions; Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques, Types of crossing.

Companies Act: Definition of company, Characteristics, Classification of Companies; Formation of Company, Memorandum and Articles of Association, Prospectus, Shareholders meetings, Board meetings.

Unit III

Law relating to meetings and Proceedings: Qualifications, Appointment, Powers, and legal positions and power of Directors-Board, M. D and Chairman.

Unit IV

Introduction to Ethics: Why human beings are ethical, why they are not, Moral development in humans, theories & concepts of ethics and ethical projects; A Decision-Making Model: Ethics as Making decisions and choices; Decision-making frameworks.

Conflicts and Ethical Dilemmas: Moral & ethical dilemmas; Ethics and Business-A sense of business ethics; Ethics and International Business; Ethics Issues beyond borders.

Suggested Readings & Reference

1. N.D. Kapoor, 1999, 'Elements of Mercantile Law', Sultan Chand & Co.
2. Akhileshwar Pathak, 2007, Legal Aspects of Business, 3rd Edition, Tata McGraw Hill.
3. K.R. Bulchandani, 2006, Business Law for Management, Himalaya Publishing House
4. V.K. Agarwal, 1988, 'Consumer Protection in India ', Deep and Deep Publications.
5. Big Data: Ethics and Law Article (PDF Available) in SSRN Electronic Journal September 2019.
6. Data Protection Law and the ethical Use of analytics by Paul M. Schwartz.

Master of Business Administration (MBA)
Semester-4th (DSC- Business Analytics)

MMB-452

Simulation Modeling

Credit Hours: 4

Unit I

Introduction: Introduction to simulation, Discrete and Continuous simulation, Simulation models, Types of Models, Steps in Simulation study.

Unit II

Random Numbers: Properties of Random Numbers, Generation of Random number, testing for random numbers, Techniques for generating Random Numbers, Random Variate Generation.

Unit III

Analysis the Input Modeling: Data collection, Identification and distribution with data, parameter estimation, Goodness of fit tests, Selection of input models without data, Multivariate and time series analysis. Analysis the Output Modeling: Stochastic Nature of output data, Measures of Performance and their estimation, Output analysis of terminating simulation, Output analysis of steady state simulations.

Unit IV

Analysis the Verification and Validation: Model Building – Verification of Simulation Models – Validation of Simulation Models.

Languages and Applications: Simulation Languages and Simulators – Simulation of Queuing system – Simulation of Inventory system –Simulation of Manufacturing.

Suggested Readings & Reference Books

1. Averill, M. L. and David, W. K., Simulation Modeling and Analysis, 3rd Edition, McGraw Hill, 2000.
2. David W. K., Sadowski, R. P. and Sadowski, D. A., Simulation with ARENA, McGraw Hill, 2002.
3. Gordon, G., Systems Simulation, Prentice Hall, 2002.
4. Banks, J., Carson, J. S. and Nelson, B. L., Discrete Event System Simulation, 4th edition, Pearson Education Asia, 2006.
5. Modeling and Simulation by Pushpa Singh and Narendra Singh.

Master of Business Administration (MBA)
Semester-4th (DSC- Business Analytics)

MMB-453

Predictive Analytics

Credit Hours: 4

Unit I

Introduction to Data Mining: Introduction, Meaning, Concepts of Data mining; Technologies Used, Data Mining Process, KDD Process Model, CRISP –DM, Mining on various kinds of data; Applications of Data Mining; Challenges of Data Mining.

Unit II

Data Understanding and Preparation: Introduction, Reading data from various sources, Data visualization, Distributions and summary statistics, Relationships among variables, Extent of Missing Data; Segmentation, Outlier detection, Automated Data Preparation; combining data files, Aggregate Data, Duplicate Removal, Sampling Data, Data Caching, Partitioning data, Missing Values.

Unit III

Model development & techniques Data Partitioning: Model selection, Model Development Techniques; Neural networks; Decision trees; Logistic regression, Discriminant analysis, Support vector machine, Bayesian Networks, Linear Regression, Cox Regression, Association rules.

Model Evaluation and Deployment: Introduction, Model Validation, Rule Induction Using CHAID; Automating Models for Categorical and Continuous targets, Comparing and Combining Models, Evaluation Charts for Model Comparison, Metalevel Modeling, Deploying Model, Assessing Model Performance, Updating a Model.

Unit IV

Neural Networks (NN): Meaning, Support Vector Machines(SVM), and K-nearest Neighbor- Fitting Neural Networks, Back Propagation, Issues in training NN, SVM for classification, Reproducing Kernels, SVM for regression, K-nearest –Neighbor classifiers (Image Scene Classification)

Unsupervised Learning and Random forests: Association rules, Cluster analysis, Principal Components, Random forests and analysis.

Suggested Readings & Reference Books

1. Predictive & Advanced Analytics (IBM ICE Publication)
2. An Introduction to Statistical Learning with Applications in R.Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani.
3. Kothari, C.R. (2004), Research Methodology: Methods and Techniques (2nd Ed.), New Delhi: New Age International (P) Ltd.
4. Business Research Methods –Alan Bryman & Emma Bell, Oxford University Press.
5. A survey of predictive analytics using big data with data mining Article (PDF Available), International Journal of Bioinformatics Research and Applications , January 2018.
6. A Review On Predictive Analytics in Data Mining, Kavya.V, Arumugam.S, International Journal of Chaos, Control, Modelling and Simulation (IJCCMS) Vol.5, No.1/2/3, September 2016.

Master of Business Administration (MBA)
Semester-4th (DSC- Supply Chain Management)

MMB-461

Supply Chain Software

Credit Hours: 4

Unit I

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be considered in planning design and implementation of cross functional integrated ERP systems.

Unit II

Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting, Finance, Materials and Production management etc.

Unit III

Planning Evaluation and selection of ERP systems-Implementation life cycle – ERP implementation, Methodology and Framework- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees-Case studies.

Unit IV

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation. Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc-Future trends in ERP systems-web enabled, Wirelesstechnologies so on-Case studies.

Suggested Textbooks:

1. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.

Master of Business Administration (MBA)
Semester-4th (DSC- Supply Chain Management)

MMB-462

Storage & Warehouse Management

Credit Hours: 4

Unit I

Introduction to Warehousing Concepts, Role of warehouse, types of warehouses, warehouse location, Need for warehousing, Supply chain trends affecting warehouse. Warehouse functions, Role of warehouse manager. Warehouse process: e-commerce warehouse, Receiving and put away, Warehouse process – pick up preparation-Receiving - Pre-receipt - In- handling - Preparation - offloading - Checking - Cross-docking -Quality control - Put-away - Pick preparation - Pick area layout - Picking strategies and equipment -order picking methods. Warehouse processes- Replenishment to dispatch- Value adding services - Indirect activities - Stock management - Stock or Inventory counting - Perpetual inventory counts - Security - Returns processing – Dispatch.

Unit II

Storage Management system – Storage Inventory Management – Functions of storage & Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Warehouse Management Systems (WMS) - choosing a WMS-the process implementation-cloud computing- Warehouse layout-Data collection-space calculation-aisle width-finding additional space.

Unit III

Storage and Warehousing Information system -Storage Equipment: storage option - shuttle technology - very high bay warehouse - warehouse handling equipment - vertical and horizontal movement - Automated Storage/ Retrieval System (AS/RS)- specialized equipment- Technical advancements-Resourcing a warehouse- warehouse costs- Types of cost - Return on Investment (ROI) - Charging for shared-user warehouse service - Logistics charging methods Warehousing Information System (WIS)- Performance management- outsourcingdecisions.

Unit IV

Material Handling and Warehouse safety Material handling- Product movement- concept- costs-product load activity—dispatch activity- unload activity-control device-impact of the computer technology-automatic identification-issues and trends in product transport--Packaging- Pallet - Stretch wraps - Cartons – Labeling- Health and safety- Risk assessment - Layout and design - Fire safety- Slips and trips - Manual handling - Working at height - Vehicles - Forklift trucks - Warehouse equipment legislation. Warehouse safety check list- Warehouse Environment- Energy production - - Product waste - waste disposal - Hazardous waste- Sustainable warehouse Management.

Suggested Readings & References

1. GWYNNE RICHARDS (2014) Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern Warehouse. The Chartered Institute of Logistics

and Transport, Kegan page limited.

2. DAVID E. MULCHY & JOACHIM SIDON (2008) A Supply Chain Logistics Program for Warehouse Management. Auerbachian Publications
3. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (2013). Supply Chain Logistics Management. (4th ed.), McGraw Hill/Irwin.
4. Arnold, J.R., Chapman, S.N. (2012). The Introduction to Materials Management. (7 th ed.), Prentice-Hall. Coyle, J.J., Jr. Langley, C.J., Novack, R.A, & Gibson, B.J. (2013). Managing Supply Chains: A Logistics Approach. (9 th ed.), McGrawHill. Edward, F. (2002).



Master of Business Administration (MBA)
Semester-4th (DSC- Supply Chain Management)

MMB-463

Multi-Modal Transport

Credit Hours: 4

Unit I

Basic concepts of Containerization :Meaning - Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - Non- Containerisable cargo - Features of Containerization - Equipment for non-Containerisable cargo.

Unit II

Multi modalism: Multi-modal Trade Routes - Evolution - Basic Intermodal System - Modal Interface Factors outline why shipper favour Multi-modalism - Factors in Development Features -Multi-Modalism Strategy – Components.

Unit III

Physical multi modal operations: Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator - ICD CFS- Free Trade Area - SEZ - Factors affecting mode and route choice.

Unit IV

Conventions relating to multimodal transport: Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8) - Hamburg Rule - Convention relating to Through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods - International Convention for safe containers1972 (CSC).

Suggested Readings & References

1. Alan E Branch & Michael Robarts (2014) Branch's Elements of Shipping. 9th Edition, Rutledge Publication.
2. CLAUS, HYLDAGER (2013) Logistics and Multi-Modal Transport. 2013 Edition, Institute Of Chartered Shipbrokers.
3. Reference Books
4. HARIHARAN, K. V. (2002) A Textbook on Containerization and Multimodal Transport. Shroff Publishers and Distributors: New Delhi.

Master of Business Administration (MBA)
Semester-4th (DSC- Hotel & Tourism Management)

MMB-471

Nutrition & Dietetics Management

Credit Hours: 4

Unit I

Introduction to Nutrition & Dietetics

- Food and health.
- Objectives of nutrition & dietetics.
- Principles of Dietetics.
- Major Nutrients – characteristics, functions, digestion & metabolism and food sources.
- Deficiencies & diseases.

Unit II

Food Groups

- Cereals & Pulses
- Milk & milk products, milk borne diseases, pasteurization, boiling & preservation.
- Eggs, Meats, Poultry, Fish – cooking, preservation.
- Nuts & Dried Fruits, Sweets foods, sweetening agents.
- Fruits & Vegetables.
- Spices & Condiments.

Unit III

Food Microbiology

- Food Microbiology – introduction.
- Food intake & food habits
- Psychological factors determining food habits.
- Environmental & Behavioral factors influencing food acceptance.

Unit IV

Food Processing

- Definition.
- Types of treatment
- Effects of heat, acid, alkali on food constituents.

Evaluation of Food

- Definition.
- Objectives, sensory assessment of food quality.
- Introduction to proximate analysis of food constituents.

Balanced Diet

- Definition.
- Importance of balanced diet.
- RDA for nutrients – age, gender, physiological state.
- Planning nutritionally balanced diets based on food groups.

Suggested Reference:

1. Clinical Dietetics & nutrition – F.P.Anita
2. Food Science Chemistry & Experimental foods – Dr. M. Swaminathan
3. Normal & Therapeutic Nutrition – H. Robinson
4. Microbiology – Anna K Joshna
5. Food & Nutrition - Dr. M. Swaminathan
6. Food Science – Sumathi Mudambi
7. Food Science – Potter & Hotchkiss
8. Principles of food science – Borgstrom & Macmillon.



Master of Business Administration (MBA)
Semester-4th (DSC- Hotel & Tourism Management)

MMB-472

Hospitality Marketing & sales

Credit Hours: 4

Unit I

Introduction to Hospitality Sales and Marketing

- Hospitality marketing.
- Sales and marketing cycle, structure of industry, marketing definition, identifying customer needs, selling and promotion, hospitality products.
- Relationship Marketing, Guest Preferences.

Services Marketing Concepts

- Hospitality marketing Mix
- The 8 Ps of marketing.
- Evolution of markets – global and Indian tourist market.
- Market Segmentation - concept, relevance to hospitality industry, market segment groups.
- Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction
- Value chain - Delivery network, Marketing environment
- Adapting marketing to new liberalized economy
- Digitalization, Customization, Changing marketing practices
- E business - setting up websites

Unit II

Marketing Plan

- The marketing team.
- The marketing plan - Selecting target markets, Positioning the property / outlet, Developing and implementing marketing action plans, Monitoring and evaluating the marketing plan.
- Buyer Behaviour
- Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions
- Branding and Packaging
- Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

Unit III

Sales Techniques for hotel industry

- The Marketing and Sales Division.
- Components of a sale.
- Types of sales in different departments of a hotel.
- Telemarketing.
- Internal merchandising – in-house sales promotion, Special services in in-house sales.
- Sales forecasting – long term and short term.
- Restaurant and Lounge sales positioning - Merchandising Food and beverage, Promotion of restaurants and lounge facilities, Building Repeat Business, Banquet and Conference sales.

Advertising, Public relations and Publicity

- Effective hotel advertising – brochures, sales material designing.
- Advantages of advertising – indoor and outdoor.
- Advertising agencies.
- Collateral material – mass media and print media.

Unit IV

Competitive Marketing

- Identifying and analyzing competitors
- Designing competitive strategies for leaders, challengers, followers and nichers
- Customer Relationship marketing – Customer database, Data warehousing and mining. Attracting and retaining customers
- Consumerism in India, Controlling of marketing efforts.
- Global Target market selection, standardization Vs adaptation, Product, Pricing, Distribution and Promotional Policy.

Marketing Channel Systems

- Channel Decisions - Nature and types of Marketing Channels, Channel Design.
- Channel Management Decisions - Selection, Training, Motivation and evaluation of channel members
- Channel dynamics - VMS, HMS, MMS
- Market logistics decisions
- Retailing, Wholesaling, Physical distribution.

Suggested References:

1. Marketing Management – Philip Kotler
2. Hospitality Sales & Marketing – Jagmohan Negi
3. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
4. Marketing Management - Ramasamy & Namakumari - Macmilan India, 2002.
5. Case and Simulations in Marketing - Ramphal and Gupta - Golgotia, Delhi.
6. Marketing Management – S.Jayachandran - TMH, 2003.

Master of Business Administration (MBA)
Semester-4th (DSC- Hotel & Tourism Management)

MMB-473

Facilities Design & Management

Credit Hours: 4

Unit I

Lodging Planning & Design

- Development process.
- Feasibility Studies.
- Space planning.
- Operational Criteria - Budgeting, Preliminary Scheduling, Site Selection, Site Design.
- Hotel Design – Guest rooms, suites, lobbies & lounges, food & beverage outlets, function areas, recreational facilities, back of the house areas.
- Life Cycle Costing.

Food Service Planning & Design

- Concept Development
- Feasibility study
- Regulations & Laws
- Layout planning – receiving, storage areas, kitchens, office spaces.

Unit II

Building & Exterior Facilities

- Ceiling, Exterior walls
- Windows & doors
- Structural frames, foundation elevation.
- Storm water drainage systems
- Utilities
- Landscaping & open spaces. .
- Parking Areas – parking lots, structural features, layout considerations, maintenance, parking garages, accessibility requisites and valet parking facility.

Unit III

Facility Systems

- Water & Wastewater systems – usage, quality of water, heating, water conservation & swimming pool.
- Electrical Systems – Distribution Panels, wiring considerations, electronic equipment, AC & DC supply systems.
- Heating, Ventilation & Air Conditioning Systems - Guest rooms HVAC systems, Centralized & decentralized systems, refrigeration cycle, building comfort factors.
- Lighting Systems – sources, lighting system design, maintenance.
- Safety & Security Systems – Importance of safety & security in hospitality industry, fire safety, fire prevention, fire drills, firefighting systems & procedures, External and Internal audits, Risk & Security awareness.
- Fuels – Types, Comparison and Cost effectiveness.

Energy Conservation & Management

- Importance of conserving energy & concept of energy management
- Energy Cost Control & building systems
- Controlling energy costs – guestrooms, F & B production & service areas, public areas, etc.

Suggested Reference:

1. Hospitality Facilities Management & Design – David M Stipanuk & Harold Hoffman
2. How things work – The Universal Encyclopedia of machines – Vol 1 & 2.
3. Textbook of Hotel Maintenance – MS Swaminathan.



Master of Business Administration (MBA)
Semester-4th (DSC- Hospital Administration)

MMB-481

Purchase Management & Inventory Control

Credit Hours: 4

Unit I

Principles of Logistic Management: Definition of Logistics Management – Functions of Logistics Management – Principles of Purchase Management - Tendering procedures – procurement procedure - Vendor development and rating – Methods of payment – Letter of credit
– Foreign currency-payments.-Import documentation.

Unit II

Inventory control: Definition -objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto’s law -ABC /VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.

Unit III

Stores Management- location and layout – Standardization, Codification and Classification of materials, Material accounting and physical distribution. Store documentation – Condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.

Unit IV

Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables.

Recent trends in Materials Management: Types of Materials used and stored in a Hospital – Computerization of Materials function – MIS Reports – Concept and framework of supply chain management - concept of Just in time and Central purchasing.

Suggested References:

1. Mr. K S Menon, STORES MANAGEMENT 2ed., Macmillan India Ltd.,
2. Mr. Rupnarayan Bose, AN INTRODUCTION TO DOCUMENTARY CREDITS, Macmillan India Ltd
3. Mr. B S Sahay, SUPPLY CHAIN MANAGEMENT, Macmillan India Ltd
4. Mr. Gopalakrishnan & Sunderasan, MATERIALS MANAGEMENT.

Master of Business Administration (MBA)
Semester-4th (DSC- Hospital Administration)

MMB-482

Hospital Facilities & Management

Credit Hours: 4

Unit I

Nutrition and Dietary services – Pharmacy services – Medical Records services.

Unit II

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems – Biomedical engineering departments in modern hospitals.

Unit III

Laundry services: Housekeeping services – CSSD - Energy conservation methods – AMC.
Ambulance services – Mortuary services – Hospital security services.

Unit IV

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.-Outsourcing of Support services – Waste disposal and management - few case studies.

Suggested References:

1. G.D.Kunders, HOSPITAL AND FACILITIES PLANNING AND DESIGN
2. Jacob Kline, HANDBOOK OF BIO-MEDICAL ENGINEERING
3. Webster J.G and Albert M. Coe, CLINICAL ENGINEERING PRINCIPLES AND PRACTICES
4. Antony Kelly, MAINTENANCE PLANNING AND CONTROL

Master of Business Administration (MBA)
Semester-4th (DSC- Hospital Administration)

MMB-483

Hospital Information System

Credit Hours: 4

Unit I

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics.

Unit II

The Electronic health record: Functions of the health record – Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation – The future

Unit III

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why do some projects fail?

Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies

Unit IV

Telehealth– Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary- The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation

Suggested References:

1. Kathleen M., INFORMATICS FOR HEALTHCARE PROFESSIONAL
2. James O'Brien, Tate McGraw Hill, MANAGEMENT INFORMATION SYSTEM
3. Peter Norton, INTRODUCTION TO COMPUTER, Tata McGraw Hill

Master of Business Administration (MBA)
Semester-4th (DSC- Hospital Administration)

MMB-484 Public Health System and Outreach Programme Credit Hours: 4

Unit I

Basic concepts and methods of Epidemiology and application to the variety of disease problems – Health for all and primary Health care – Clinical trials – community trails – ethical considerations – inference from epidemiological studies.

Unit II

National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to Non-Communicable diseases – Cancer, Blindness, Diabetes, and Mental Health-Reproductive and child health programme (RCH)-Health related national programmes –Integrated Child development scheme, water supply and sanitation, minimum needs programme.

Unit III

Alcoholism and drug dependency: Alcohol and alcoholism – opioid drug use – cocaine and other commonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers.

Unit IV

Emergency Epidemic Management System – Safety systems – Immunization and Isolation systems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care.

Suggested Reference Books:

1. Gilienfeld, FOUNDATION OF EPIDEMIOLOGY
2. Brilliant Lawrence, SMALLPOX ERADICATION IN INDIA
3. Ronald Gold et.el., PRE-TEST SELF ASSESSMENT AND REVIEW

Master of Business Administration (MBA)
Semester-4th (DSC- Hospital Administration)

MMB-485

Total Quality Management

Credit Hours: 4

Unit I

Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Shewhart, Juran, Feigenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC:

Unit II

Underlying concepts, implementation and measurement of TQM, internal customer- supplier relationship, QFD, Quality Circles, Quality improvement teams, teamwork and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.

Unit III

Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality -SQC; control charts for variables- X, Xbar, and R charts and control charts for attributes and c charts. Acceptance sampling plan and occurrence.

Unit IV

Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, dismal audit, accreditation, nursing care standards, Six Sigma, JIT and NABL
Introduction to ISO2000, ISO 14000, and ISO 18000. Bench marking and Business Process Reengineering: definition, methodology and design, evaluation and analysis
Current trends in TQM- Quality in healthcare, Accreditation -with special emphasis on NABH Accreditation,

Suggested References:

1. Bester field H. Dale, TOTAL QUALITY MANAGEMENT, Pearson New Delhi, 2005.
2. Sridhar Bhat, TOTAL QUALITY MANAGEMENT, Himalaya House pub., Mumbai, 2002
3. Sundara Raju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, Tata McGraw Hill
4. Srinivasan, N.S. AND V. NARAYANA, MANAGING QUALITY- CONCEPTS AND TASKS, New Age International, 1996.
5. Kume, H., MANAGEMENT OF QUALITY, Productivity Press, 1996

Master of Business Administration (MBA)
Semester-4th (DSC- Hospital Administration)

MMB-486

Medical Negligence & Legal Remedies

Credit Hours: 4

Unit I

Routine Admission/Discharge Procedures/Discharge Summary, Hospital Utilization Statistics. Average Length of Stay (ALS). Bed Occupancy Rate, Turn Over Interval 03. Daily Reports>Returns.

Unit II

Patient Complaints. Patient Satisfaction Survey. Interviews, Questionnaires, Observations, Group Discussions, Patient Opinion Polls, Report Writing. Duty Roster of various categories of Staff. Availability of Materials 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/CEO. In Profit Making Hospitals In Non-Profit Making Hospitals Disaster Management/Disaster Plan. Marketing of Hospital, Telephone Courtesy, Guest Lectures, Organisation of Camps, Seminars, Workshops, Continuous Medical Education, Public Participation.

Unit III

Hospital Security. Staff, Patients, Newborn babies, Female staff/Patients, Stores. Application of Hospital Information System (HIS) & Management Information System (MIS), Negotiation Skills. Purchase of Stores / Equipment, Union Matters, Collective Bargaining. Hospital Waste Management. Methods of Infection Control. Fire Fighting. Dealing with Crisis Situation. Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners.

Unit IV

Legal Aspect of Hospital Administration Rights & Responsibilities of Medical Person. Organisational & Procedural Laws. Indian Contract Act Nursing Home-Registration Act Birth-Death Registration Act. Labour Laws Applicable to a Hospital. 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.

Suggested Books:

1. Medical Negligence & Compensation – By Jagdish Singh – Bharat Law, Jaipur.
2. Medical Negligence & Legal Remedies – By Anoop K. Kaushal – Universal.
3. Medical Termination of Pregnancy Act.
4. Preconception & Prenatal Diagnostic Techniques (Prohibition of sex selection) Act 1994.
5. Organ Transplant Act.
6. The Consumer Protection Act 1986.
7. Indian Trade Union Act 1926. 09. Industrial Dispute Act 1946.