

MBA-III Semester Finance

Subject Title : Money & Banking
Subject Ref. No. : MANB501F

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

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

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

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

Unit III – Central Banking, Monetary Policy and Regulation.

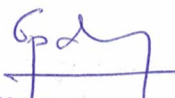
Unit IV – Essentials of Monetary Theory: Study of Classical, Keynesian and Modern Theories of Money and Income.

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

Essential Readings:

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




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Subject Title : Working Capital Management
Subject Ref. No. : MANB502F

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

Course Objective : Critical understanding of Concepts of Working Capital for effective risk management.

Pre Requisite : The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.

Unit – I : **Overview**- Concept, Nature & Planning of Working Capital.

Unit – II : **Management of Cash** – Motives for Holding Cash & Marketable securities
- Objectives of cash management
- Factors determining cash needs

Unit – III : **Receivables Management** – Objectives, Credit polices, Credit Terms & Collection policies

Unit – IV : **Inventory Management** – Types, Costs & Benefits of holding inventories
- Inventory Management Techniques & models.

Unit – V : **Working Capital Financing** - Trade credit, Bank credit, Commercial Papers, Certificate of Deposits, Factoring, Foreign Borrowings etc.

Suggested Readings :

1. Bhalla, V.K. *Working Capital Management: Text and Cases*, 4th ed., Delhi, A 2001.
2. Hampton J.J. and C.L. Wagner *Working Capital Management*, John Wiley & 1989.
3. Mannes, T.S. and J.T. Zietlow *Short-term Financial Management*, West Pu 1993.
4. Scherr, F.C. *Modern Working Capital Management*, Prentice Hall, 1989
5. Smith, Keith V. and G.W. Gallinger *Readings on Short-term Financial Manage* 3rd ed., West Pub. Co., 1988
6. Prassanna Chandra, *Financial Management – Theory & Practice* 7th ed. New Delhi Tata McGraw Hill Education.
7. Block, Hirt & Danielsen, *Foundations of Financial Management - 13th ed.* New Tata McGraw Hill Education.
8. Khan & Jain – *Financial Management -6th ed.* New Delhi Tata McGraw Hill Education.



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Subject Title : Corporate Taxation
Subject Ref. No. : MANB503F

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

UNIT - I

Definition of Income and Assesse, previous year, Assessment year, gross total income, residential status, incidence of tax, capital and revenue receipts.

UNIT - II

Income from salary, income from business and profession, income from capital gains and income from other sources relating to company assesses only.

UNIT - III

Income exempt from tax, tax rebates, deduction relating to company assessee only, set off and carry forward of losses, TDS, self-assessment tax, filing of return.

UNIT - IV

Tax planning, with reference to setting up of new business, financial management decisions and employees remuneration

UNIT - V

Tax planning regarding dividends policy, additional tax on undistributed profits, computation of tax liability of company.

REFERENCE BOOKS -

1. Ahuja, G.K and Gupta Ravi, Systematic Approach to Income Tax, Allahabad, Bharat law house.
2. Bhagwati Prasad, Direct Taxes Law and Practice, wishwa prakashan.
3. Singhania, V.K. Direct Taxes Law and Practice, Delhi, Taxman.
4. Sarinivas, E.A. Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.
5. Ranina, H.P. Corporate Taxation, A Handbook 2nd edition, New Delhi, Oriental Law House.



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Subject Title : Investment Management
Subject Ref. No. : MANB504F

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

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

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

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

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

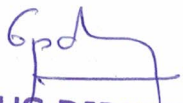
Unit IV – Investment Management – Investment objectives & constraints Investment motives & goals – process of investment management.

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

Suggested Readings:

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




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Subject Title : Financial Decision Analysis
Subject Ref. No. : MANB505F

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

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

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

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

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


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

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

Suggested Readings :

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




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Subject Title : Financial Services
Subject Ref. No. : MANB506F
Credits : 4
Lectures/ Week : 4
Assignments / Sessionals : 20 Marks
Semester Examination : 80 Marks

Objective :- To enable students understand the intricacies of financial services & subsequent application of the same in the industry.

Unit I – Concept, Nature, Scope, Regulatory Framework & Growth of Financial Services (FS) in India.

Unit II- **Asset Based FS:** Conceptual, Regulatory & Accounting Framework of Lease Financing, Hire-Purchase Finance & Consumer Credit *etc.*

Unit III – **Asset Based FS:** Conceptual, Regulatory & Accounting Framework of Housing Finance, Securitization, Insurance Services & Products, Venture Capital Financing, Banking Products & Services, Mutual Funds *etc.*

Unit IV – **Fee Based FS:** Merchant Banking, Issue Management-Activities/Procedures, Corporate Restructuring, Stock Broking *etc.*

Unit V – **Fee Based FS :** Mutual fund: Types Mutual Funds – Advantages of mutual funds - Exchange Traded Funds – Hedge funds- Regulations on mutual funds, Loan Syndication and Loan Consortium, Investment banking *etc.*

Books and References:

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

MOOC:

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




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MBA-III Semester - Marketing

Subject Title : CONSUMER BEHAVIOUR
Subject Ref. No. : MANB-501M

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

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

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

Suggested Readings:

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



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

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

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

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

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

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


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

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

Suggested Readings

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




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Subject Title : Retail Management
Subject Ref. No. : MANB503M

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

Pre Requisite The student should have basic knowledge of Management.

Unit I Introduction : An overview of Retail, Retail formats and theories of retail development, Retail in India, Retail in Key regions of world

Unit II Strategy & Planning : Understanding the retail consumer, retail strategy, store site selection, methods of retail expansion

Unit III Merchandise Management : Basics of retail merchandising, Process of Merchandise planning, Methods of Merchandise procurement, Retail pricing and evaluating merchandise Performance, The development of Private Labels, Category management

Unit IV Managing Retail : HRM in Retail, Retail Store Operations, Legal & ethical aspects of retail, Store design, layout and visual merchandising

Unit V Creating & sustaining value : Managing retail infrastructure, Supply chain Management, Understanding retail viability, Retail marketing & branding, servicing the retail customer, role of technology in retail

Reference Books Pradhan Swapna. – Retailing Management – Text and cases McGraw Hill Education 5th edition


Kotler and Koshy, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 12/e

Additional

Reference Books

1. Enis, B M *Marketing Classics: A Selection of Influential Articles*, New York, McGraw Hill.
2. Station William, J. *Fundamentals of Marketing*, New York, McGraw Hill.
3. Nelamegham, S. *Marketing In India: Cases and Readings*, New Delhi, Vikas.Shah




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

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

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

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

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

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


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

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

Books Recommended:-

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




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

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

Course Objective

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

Unit-I

Nature and Scope of Sales Management ; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel

Unit-II

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

Unit-III

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

Unit-IV

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


Unit-V

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

Suggested Readings

- Anderson, R. *Professional Sales Management* Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
- Anderson, R. *Professional Personal Selling*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
- Buskirk, R H and Stanton, W.J. *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.
- Dalrymple, D J. *Sales Management Concept and Cases*, New York, John Wiley, 1989.
- Johnson, E M etc. *Sales Management: Concepts, Practices and Cases*. New York, McGraw Hill, 1986
- Stanton, William J etc. *Management of a Sales Force.*, Chicago, Irwin, 1995.
- Still, R R. *Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
- Adrian Payne, Services Marketing
- Balasubramaniyan, K, Essence of Customer relationship Management.
- Helen Woodruffe, Service Marketing
- Service Marketing and Management-Balaji-S.Chand




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

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

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

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

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

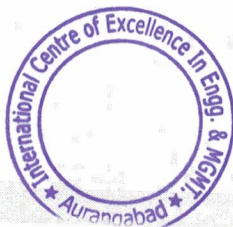
Unit III – Online Shopping/Retailing ;Emergence and benefits of Online Retailing, Types of Online Retailers, Business Models of Online retailing; Opportunities and Challenges of Online Retailing .


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

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

Suggested Readings:

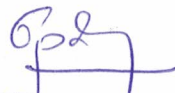
1. Richar Gay , Alan Charlesworth, and Rita Esen, Online Marketing a Customer – led approach , Oxford University Press ,2007
2. Dr. Akshay K.Nayak and Dr. Avinash Chiranjeev, INTERNET MARKETING, JnanadaPrakashan(P&D), New Delhi, 2010
3. R Prasad , Digital Marketing –Concepts and Experiences, ICFAI Press,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




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




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




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Subject Title: Human Resource Planning And Development
Subject Ref. No.: MANB-502H

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

- Course Objectives:** To equip the students with the basic understanding of the Human Resource Planning and to provide an insight into the application of Human Resource Forecasting tools and techniques for the purpose of management decision Making.
- Pre-requisites:** Basics of Human Resource Planning & Role of human resource planning in Human resource Management.
- Unit-I** Human Resource Planning; Meaning, Importance and Benefits of HRP, Influence of strategic management on HRP, Factor affecting HRP, Process of HRP, Ethics in Human Resource Planning
- Unit-II** Models and Techniques of Manpower Demand and Supply Forecasting; Recruitment, Centralized and Decentralized Recruitment, Traditional and Modern Sources of Recruitment, Selection Procedure;
- Unit-III** Human Resource Development, Training methods ,HRD Climate; Culture; QWL, Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations
- Unit-IV** Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
- Unit-V** Human Resource Information System; Indian Labour market Analysis. Retention; Redeployment and Exit Strategies;
- Text Books:**
1. P.Subba Rao, Personnel and Human Resource Management: Text & Cases, Himalaya Publishing House, 4th revised & Enlarged edition 2010,2011
 2. Dr. L.M Prasad, Human Resource Management, Sultan Chand & sons, 2nd Edition Reprint 2009.
 3. Dr. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons 5th renised Edition Reprint 2009.
 4. Dr. C.B. Gupta, Human Resource Management, Sultan chand & son's, 2009.
 5. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001.
 6. George Dreher Indian a university Bloomington & Thomas W Doughherty university of Missouri Columbia, Human resource strategy A ehavioral perspective for the general manager, McGraw Hill companies, 2001.
 7. Dipak Kumar Bhattacharyya, Human Resource Planning, Excel Books, 2007.
 8. Biswanath Ghosh, Human Resources development & Management,

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Subject Title : Training And Development

Subject Ref. No. : MANB 503H

No. of Credits : 4

No. of Periods / Week : 4

Assignments / Sessionals : 20

Semester Examination : 80

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

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

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

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

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

Unit – V : Learning; Principles of Learning; Theories of Learning – Reinforcement Theory, Soc Learning Theory, Goal Theory, Need Theory, Expectancy Theory, Adultult Learni Theory; E - -Learning and Use of Technology in Training; Career Development a Career Management;

Reference Books : 1.Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.

2.Trvelove, Steve, Handbook of Training and Development, Blackwell Business.

3.Warren, M.W. Training for Results, Massachusetts, Addison Wesley.

4.Craig, Robert L., Training and Development Handbook, McGraw Hill.

5.Garner, James, Training Interventions in Job Skill Development , Addison Wesley.

6.Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.

7.Noel, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.

8.Blanchard, P. Nick, James W. Thacker and V. Anand Ram,

Effective Training: Systems, Strategies, and Practices Dorling Kindersley (India) Pvt. Ltd.


9.Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.

10.Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.

11.Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods Routledge

12.Dayal, Ishwar, Management Training in Organizations, Prentice Hall.




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

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

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

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

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

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

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


Unit-III **Performance Appraisal-**Definition, Objectives, Uses, Benefits, Process. Planning the Appraisal, Requisites of an Effective Appraisal System, Components, Types & Methods- Traditional and Modern,

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

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

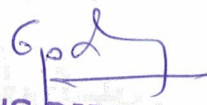
- Text Books:**
1. R.K. Sahu, Performance Management system, Excel Books, 2007.
 2. T.V. Kao, Appraising& Developing Managerial Performance, Excel Books, 2007.
 3. G.K.Suri, C.S. Venkata Ratnam, N.K. Gupta, Performance Measurement and Management, Excel Book, 2007.
 4. Sarma A.M., Performanc Management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




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Subject Title	HRD – Strategies & Systems	No. of Credits	4
Subject Ref. No.	MANB 505H	No. of Periods/Week	4
		Assignments / Sessional	20
		Semester Exams	80
Course Objectives	With the fierce competition amongst industries; the essence of strategic excellence lies in able – capable Workforce. This has led to the role of HR Managers turning to Strategic Partners. The subject aims at arming students to align HR Department's Functioning with the Strategic Goals of the Organizations		
Pre-requisite	The Students are enshrined with the responsibility of referring the requisite articles, books, cases as suggested by the course faculty. Furthermore, the students are supposed to refer additional content for developing better understanding of the concepts & techniques.		
Unit – I	Conceptualization & Fundamentals: Strategy, HRM Architecture. Strategy Alignment to Organizational Goals, Ulrich's Theory on HR Functions, Factors influencing HRM in India, WTO - ILO & Labour Standards		
Unit – II	Human Resource Development Job and Work Design Considerations, Strategic HR Planning and Staffing. HR Environments: Diversity at Workplace, Organizational Culture and Development practices, Human-side of Mergers and Acquisitions		
Unit – III	Trends in HRM Quality of work life, Work - life balance, Employee engagement and empowerment, Employee involvement, Autonomous work teams and HPWS Creating a learning organization, Competency mapping, Multi-Skilling, Succession planning.		
Unit – IV	SHRM Tools and Methods Human Sigma, Balanced Scorecard, Quantification of HR Value, Competency Mapping & HRIS.		
Unit – V	HR Analytics Approaches to HR Analytics and Functional specifics. Understanding HR indicators, metrics and data, Data collection, tracking, entry, Assess IT requirements to meet HR needs, Relational databases Predictive analytics, Statistical analysis for HR, Metricular Approach to decision-making: Cost-justification – Return on Investment.		
Text Books	<ol style="list-style-type: none">1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi3. Strategic HRM - Michael Armstrong, Kogan page, London4. Predictive HR Analytics – Edwards M.R. and Edwards K., Kogan page, London		
Additional References	<ol style="list-style-type: none">1. Strategic HRM – Agarwal, Oxford university press, New Delhi2. Human resource management – Garry Dessler, PHI, New Delhi		




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Subject Title	Cross Culture & Global Human Resource Management
Subject Ref. No.	MANB 506H
	No. of Credits 4
	No. of Periods/Week 4
	Assignments / Sessional 20
	Semester Exams 80
Course Objectives	Metamorphosis from a Closed Economy to a Globalized World has led to free-flow of Goods, Services, Stock & now Humans; & hence the need to study International Human Resource Management. The subject aims to expose & articulate the budding HR Managers, with the concept of Country Cultures, influence on Organizational functioning; thereby arming them to with the skills of International Employee Selection, Engagement & Retention Program.
Pre-requisite	The Students are expected to study various National Cultures; & study their influence on the Organizational Functioning, Expatriate Management & HR Strategies. The students are required to refer various caselets, folklore, research articles & Business Magazines on the subject.
Unit – I	Fundamentals of Culture Structural Evolution of Global Organizations, The Iceberg Model of Organizational Culture, Hofstede's Theory of Culture, 7-S Framework, Kurt-Lewin Model of Change, Hopson's Change Curve, Virginia Satir's Model.
Unit – II	Cross-Culture Variables: National Cultures according to Hofstede's Study: India, USA, Japan, Europe (Germany, France and England), Australia and Middle East. Diversity Management in an organizational context: Socio-cultural context and employee management issues. Cross Cultural Communication and Negotiation
Unit – III	Expatriate Management - I Institutional & Structural Context-Managing alliances and joint ventures ,HR challenges in cross-border integrations-Legal issues in global workforce management.
Unit – IV	Functional Aspects: Staffing in International context, Appraisal of Expat Expatriate Management - II International Training, Compensation Approaches, Social Security Systems across countries
Unit – V	International Contexts
Text Books	International Labour Relations , HRM practices in different countries 1. Peter. J. Dowling & others, International Human Resource Management, South western publisher, 2nd Edition 2001. 2. P.L.Rao, International Human resource Management Text & cases, Excel Books, Print Edition 2008.
Additional References	1. Muthinah, K., International relation, Himalaya Publishing House, 2005. 2. Fred Maidment, Western Connecticut, Annual Editions Human Resources, McGraw Hill Dushkin, 17th Edition 2009. 3. K.A. swathappa Canara Bank School of Management studies, International Human Resource Management Text & cases, McGraw




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MBA-III Semester – Production & Operations

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

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

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

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

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

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


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

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

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

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




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

No. of Credits: 04

No. of Periods / Week : 04

Assignments / Sessional : 20

Semester Examination : 80

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

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

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

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


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

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

Text Books:

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




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

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

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

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

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


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

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

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

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




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

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

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

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

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


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

Unit- IV: Quadratic Programming; Portfolio Management Problem;

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

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




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

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

Objectives

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

Unit- I:

Introduction:

Introduction to Logistics and its Interface with Production and Marketing.

Unit- II:

Distribution Channels:

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

Unit- III:

Elements of Logistics:

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

Unit- IV:

Logistics Analysis:

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

Unit- V:

Dynamics of Logistics:

International Logistics Management. Logistics Future Directions.


Suggested Readings

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

Textbook

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




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Subject Title World Class Manufacturing
Subject Ref. No. MANB 506P

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

Course Objectives The Core Operations Management subject is designed with the intention to create Quality-consciousness amongst the future Operations Managers. The content orients the students with ways – means – techniques – procedures for developing a Excellent Manufacturing Systems.

Pre-requisite The students are expected to come prepared with the basic conceptualization & searching through the web / reference books for cases & instances of Operational / Manufacturing Excellence.

Unit – I **Basics of Operational Excellence**

World Class Manufacturing Environment; Imperatives for success – Technology, Systems approach and change in the mindset; Strategic Decisions in, Manufacturing Management; Choice of Technology, Capacity, Layout/Automation in Material handling Systems; Aggregate Planning and Master Production Scheduling-Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-11) Software in Use.

Unit – II **Manufacturing Techniques**

Optimized Production; 5-S, Kaizen; Technology Principles advocated by Eliyahu Goldtratt; Just – in – Time System – Manufacturing Systems, Pull Systems, Purchase & Source Development; Kanban, Supply Chain Management/Benchmarking; Toyota Production System, Six Sigma & other Operational Techniques

Unit – III **Total Quality Management - I:**

TQM Philosophy, TQM Principles, TQM Tools including Circles, Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs; Taguchi Loss Function; Designing Products through 'Fuzzy' Logic.

Unit – IV **Total Quality Management - II:**

Functional Linkage of Quality with reliability and Maintainability/ Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspect of T.Q.; Total Quality of Services; Total Quality and Safety, Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with customer – Driven team Structure)/ Automation in Design and Manufacturing.

Unit – V **IT in Manufacturing Systems, ISO & Environment Systems:**

IT & Manufacturing Systems, Design – Inventory – Statistical IT Tools, Manufacturing Resource Planning Software(s) MRP – 11. ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series,

Text Books

1. Buffa, Elwoods and et al *Programmed learning at for Production and Operations Management* – Illinois, Learning System Co. 1981.
2. Devitsiotis, Kostas N: *Operations Management Auckland*. McGraw Hill, 1981.



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MBA-III Semester – Information Technology

Subject Name : Strategic Management & IT
Subject Ref. : MANB-501-I

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

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

Pre Requisite : Basic Knowledge of IT.

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

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

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

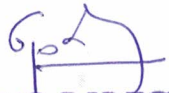
Unit – IV : **The Information Systems Strategy–Business Strategy Relationship:**
Measuring the Information Systems–Business Strategy Relationship, Information Systems–Business Strategy Alignment, Strategies in Response to the Potential of Electronic Commerce, The Strategic Potential of the Internet,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

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

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

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




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Subject Title : System Analysis & Design **No. of Credits** : 4
Subject Ref. : MANB-502-I **No. of Periods / Week** : 4
Assignments / Sessionals : 20
Semester Examination : 80

Course : This course for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

Objective : Basic Knowledge of IT and Software Design

Pre Requisite : Basic Knowledge of IT and Software Design

Unit – I : **Systems Concept:** Characteristics of a System; Elements of System; Types of Systems; Decision Support, System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance

Unit – II : **Systems Planning and Investigation:** Basis for Planning in Systems Analysis- Dimensions of Planning, Initial Investigation, Needs Identification **Business Process Re-engineering**

Unit – III : **Determining the User's Information Requirements:** Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis -Feasibility Report Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Units and integration testing, testing practices and plans. System Controls, Audit Trails, CASE Tools


Unit – IV : **Tools of Structured Analysis** : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD)

Unit – V : **Basics of Information Security:** Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

Text Books :
1. Shah *Software Engineering & SAD* Wiley Dreamtech
2. Kenneth E Kendall and Julie E Kendall *SAD* (PHI Publication, 7 Ed.)
3. Grienstein and Feinman *E-commerce–Security, Risk Management and Control* (TMH, 2nd Ed.)

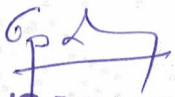
Additional Reference Books :
1. Awad, Elias M. *System Analysis and Design 2nd ed.* New Delhi Prentice Hall of India.
2. Rajaraman, V. *Analysis and Design of Information System.* New Delhi, Prentice Hall of India.




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Subject Title	: Database Management System	No. of Credits	: 4
Subject Ref.	: MANB-S03-I	No. of Periods / Week	: 4
No.		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment.		
Pre Requisite	: Basic knowledge of DBMS.		
Unit – I	: Basic concepts: data, information, metadata, Need of database system, advantages and disadvantages of database system, application area of database system, people who interact with database, Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams, design of tables from schemas, Data Models Association of data, Data model classification, Relational Model Data Views: Data abstraction, instances and schemas		
Unit – II	: Introduction to DBMS: DBMS three level, Client/Server Architecture: two and three tier Architecture definition of DBMS, entities, attributes, relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity		
Unit – III	: Database Languages: Introduction to SQL, Types of SQL: Data Manipulation Language (DML), Data Definition Language (DDL) : create, alter, drop (sql statements with examples), Data Control Language (DCL), Transaction Control Language (TCL), Data Query Language (DQL), Database system environment and utilities		
Unit – IV	: DML: insert, update, delete (sql statements with examples) TCL : commit, rollback, grant, revoke (sql statements with examples) DQL : Select from table, multiple tables, sub query, functions ,Virtual tables(SQL View)		
Unit – V	: Practical: Case studies to designing and implementation of database for business case, such as finance system, inventory control system, order system, purchase system		
Text Books	: <ol style="list-style-type: none">1. Mark L. Gillenson, <i>Fundamentals of Database Management Systems</i>, Wiley2. Jeffrey A. hoffer, Mary Prescott and Heikki Topi, <i>Modern Database Management systems</i> Pearson3. Rajesh Narang, <i>Database Management Systems</i> PHI		
Additional Reference Books	: <ol style="list-style-type: none">4. C.J. Date, A. Kannan, S. Swamynathan, <i>An Introduction to Database Systems</i>, Pearson5. Peter Rob and Carlos Coronel <i>Database System Concepts</i> Cengage Learning		




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Subject Title	: Internet Programming for E-commerce	No. of Credits	: 4
Subject Ref.	: MANB-504-I	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business		
Pre Requisite	: Basic knowledge of Internet and Commerce.		
Unit – I	: Introduction to e-business: Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Internet.		
Unit – II	: Security Threats to e-business: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications		
Unit – III	: Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart, Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.		
Unit – IV	: e-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet, based Business Models		
Unit – V	: Legal & Privacy Issues: Legal, Ethics and privacy issues – Protection needs and methodology –consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.		
Text Books	: <ol style="list-style-type: none">1. Schneider Gary P. and Perry, James T, <i>Electronic Commerce</i>. 1st Edition, Thomson Learning2. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, <i>e-business</i>, Oxford University Press.3. J Bajaj, Kamlesh K and Nag, Debjani, <i>E-Commerce: The Cutting Edge of Business</i> 1st Edition, Tata McGraw Hill, Publishing Company Ltd., New Delhi.		
Additional Reference Books	: <ol style="list-style-type: none">4. Gary P. Schneider, <i>Electronic commerce</i>, Thomson course technology, Fourth annual edition.5. Bharat Bhasker, <i>Electronic Commerce –Frame work technologies and Applications</i>, 3rd Edition. Tata McGrawHill Publications		




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





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**Reference
Books**

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




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Subject Title	: Application Development using Oracle	No. of Credits	: 4
Subject Ref. No.	: MANB-506-I	No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80

- Course Objective** : This course is intended to expose the students to latest tools of front end design in oracle and its connectivity to databases.
- Pre Requisite** : Knowledge of DBMS
- Unit – I** : **Introduction to Oracle:** DBMS, RDBMS, tools of oracle: SQL*PLUS.PL/SQL, forms, reports, SQL vs SQL*PLUS, data types in oracle, data definition language, data manipulation language, transaction control and data control language.
- Unit – II** : **SQL functions:** operators, joins, queries and sub queries, constraints.
- Unit – III** : **Database Objects:** Synonym, sequence, view and index; abstract data types, varying arrays, nested tables, concept of locks and types of locking
- Unit – IV** : **Introduction to PL/SQL:** Advantages, PL/SQL block, declarations, executable commands: conditional logic, loops, go-to statements; concept of exception handling, database triggers.
- Unit – V** : **Advanced Database Concepts:** Data mining, data warehousing-design, basic principles, OLAP, transaction management, failure & recovery
- Text Books** :
1. Phillip J. Pratt, *Guide to SQL*, Thomson Learning, Bombay.
2. Morrisson, *Enhanced Guide to Oracle 11g*, Thomson Learning, Bombay.
- Additional Reference Books** :
1. Page, *Special Editions using Oracle 10g*, Prentice Hall of India, New Delhi.
2. Lemme & Colby, *Implementing and Managing Oracle Databases*, Prentice Hall of India, New Delhi.
8. Loney, *ORACLE 9i: The Complete Reference*, Tata McGraw Hill, New Delhi



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MBA-III Semester – Hospital Administration

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

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

UNIT - 1

INTRODUCTION TO MANAGEMENT FUNCTIONS

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

UNIT - 2

PLANNING

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

UNIT - 3

DECISION MAKING

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

ORGANIZING

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



UNIT - 4

STAFFING

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

UNIT - 5

CONTROLLING

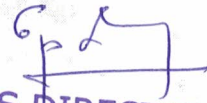
The Basic Control Process - Critical Control Points and Standards - Control as a Feedback Systems - Real - Time Information and control - Feed forward Control - Requirements or Effective Control - Control Techniques: The Budget - Traditional Non budgetary control Devices - time Event Network Analysis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

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

SUGGESTED READINGS:

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




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

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

UNIT-1

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

UNIT-2

Financial Statement Analysis: Understanding Basic Financial Statements - Ratio Analysis – Funds Flow Analysis – Cash Flow Analysis – BEP – Construction of Balance Sheets.
Financial Accounting – Definition – Principles, Concepts and conventions, Trial Balance - Final Accounts – Depreciation Methods – Cost Accounting - Budgets

UNIT-3

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

UNIT-4

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


UNIT-5

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

SUGGESTED READINGS :

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




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

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

UNIT- 1 :

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

UNIT – 2 :

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

UNIT – 3 :

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

UNIT – 4 :

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

UNIT – 5 :

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

SUGGESTED READINGS:

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



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

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

UNIT – 1

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

UNIT – 2

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

UNIT – 3

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

UNIT – 4

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

UNIT – 5

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

SUGGESTED READINGS:

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



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

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

UNIT -1

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

UNIT -2

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

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

UNIT -3

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

UNIT -4

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

UNIT -5

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

SUGGESTED READINGS:

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



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

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

UNIT-1:

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

UNIT-2:

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

UNIT-3:

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

UNIT-4:

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

UNIT-5:

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

SUGGESTED READINGS:

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

REFERENCES


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



MBA-IV Semester

Subject Title	BUSINESS POLICY & STRATEGIC MANAGEMENT		
Subject Ref. No.	MANB 507	No. of Credits	4
		No. of Periods/Week	4
		Assignments / Sessional	20
		Semester Exams	80
Course Objectives	The course is designed to make the budding managers sensitized to develop holistic perspective in strategic management and business policy understanding of strategies; thereby creating Managers that cater to the societal demands along with the organizational priorities.		
Pre-requisite	The students are expected to come prepared with the basic conceptualization & searching through the web / reference books for cases & instances of Operational / Manufacturing Excellence.		
Unit – I	Strategy and the Quest for Competitive Advantage: Military origins of Strategy – Evolution - Concept and Characteristics of strategic management-- Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.		
Unit – II	Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals.		
Unit – III	Analyzing Company’s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile(ETOP) – Industry Analysis - Porter’s Five Forces Model of competition..		
Unit – IV	Corporate Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model - Generic Competitive Strategies: Low cost, Differentiation, Focus..		
Unit – V	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment. Strategy implementation – Project implementation – Procedural implementation – Resource Allocation		
Text Books	<ol style="list-style-type: none">1. A.A. Thompson A.J. Shrikland J.E. Gamble, Crafting and Executing Strategy – Atest for competitive advantage, Tata Mc Graw Hill, 4th Edition 20052. Ranjan Das, Crafting the strategy : concept and cases in strategic management, TataMc Graw Hill, 20043. Kazmi Azher , Business Policy and Strategic Management , Tata Mc Graw Hill2nd Edition 2003,4. Subha Rao P, Business Policy and Strategic Management , Himalaya PublishingHouse 1st Edition reprint 20045. Pitts, Rober A & Lei David, Strategic Management Thomson , 3rd Edition 2003		




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Subject Title	:	DSS and MIS	No. of credits	: 2
Subject ref. No.	:	MANB 508	No. of periods per week	: 2
			Assignment/Sessional	: 10
			Semester Exam	: 40
Course Objectives	:	The course objective is to bring home a systemic knowledge of the MIS so that it is appreciated and understood for its wide application in business and industry.		
Unit-I	:	MIS, Decision Making: An overview Concept, definition , characteristics, objectives , Role and impact of MIS, Management as a control system, MIS: A support to the management, application of MIS to e- business, organization effectiveness, Decision making concept, decision making process, organizational decision making, MIS and decision making.		
Unit-II	:	Information, Knowledge, Business Intelligence Information: A quality product, IT enabled services, e business, wireless technologies etc. information system in business, Computer based information system, limitation and disadvantages of IS, Human as an information processor, knowledge and knowledge management system, business intelligence.		
Unit-III	:	System Engineering: Analysis and design, BPR System: concept and control, types of system, general model of MIS, need of system Analysis, System Development Life cycle, development process of MIS, Strategic design of MIS, Business process, Process model of an organization, MIS and BPR		
Unit-IV	:	DSS, ESS, OAS DSS: concept and philosophy, objectives and characteristics of DSS, major functions of DSS, Components of DSS, DSS generators and tools, limitations of DSS, GDSS, components of GDSS, MIS and benefits of DSS, ESS and components of ESS, OAS, off- line and online data processing.		
Unit-V	:	Knowledge system , artificial intelligence and ERP Knowledge system, Expert system, application of ES, benefits and Limitations of ES, ERP, ERP models and modules, benefits of ERP, ERP implementation, SCM, CRM.		
Text Books	:	<ol style="list-style-type: none">1. Decision Support & Expert System, Efraim Turban2. W.S.Jawadekar, Management Information System3. Dr. A.K.Gupta, Management Information System, S.Chand4. C.S.V. Murthy, Management Information System, Himalaya publishing house, millennium edition		
Additional Reference Books	:	<ol style="list-style-type: none">1. Spargue, Ralph H. <i>Decision Support for Management</i>, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.2. Turban, E. <i>Decision Support & Expert Systems</i>, 2nd ed., New York, MacMillan, 1990.3. Ken Laudon, Jane Laudon, Rajanish Dass, <i>Management Information System</i>, Pearson, Eleventh edition		



Subject Title	: Entrepreneurship & Project Management	No. of Credits : 4
Subject Ref. No.	: MANB509	No of Periods / Work : 4 Assignments / Sessional : 20 Semester Examinations : 80
Course Objective	: To impart Knowledge to the Students on Entrepreneurship & Project Management and its Importance in the realm of Socio-economic Development of the nation.	
Pre Requisite	: Basic understanding of Concepts, Theories of Entrepreneurship	
Unit I	: The Entrepreneurial Perspective - <ul style="list-style-type: none">• Nature & Importance of Entrepreneurs• The Entrepreneurial & Entrepreneurial Mind• The Individual Entrepreneur• International Entrepreneurial Opportunities• Theories of Entrepreneurship - Innovation Theory by Schumpeter & Imitating Theory of High Achievement by Mc Clelland, Theory of Profit by Knight, Theory of Social Change by Everett Hagen	
Unit II	: Creating & Starting the Venture <ul style="list-style-type: none">• Business Ideas, Legal Issues & Business Plan viz Marketing, Organizational & Financial Plans.	
Unit III	: Financing the New Venture – <ul style="list-style-type: none">• Feasibility Reports, Project Management Techniques• Sources of Development Finance,• Project Financing through Institutional Support, Venture Capital, Role of Consultancy Organizations• Financial Schemes offered by Commercial Banks, IDBI, SIDBI, SFCs etc.	
Unit IV	: Entrepreneurship Development & Growth <ul style="list-style-type: none">• Role of Central & State Govt. I Entrepreneurship promotion• Role of – DIC , SISI , MSME, MCED, EDII , NIESBUD, NEDB	
Unit V	: Managing Entrepreneurial Strategies for <ul style="list-style-type: none">• Preparing for the New Venture Launch,• Growth of the New Venture – Strategies & Issues,• Going Public – Ending the Venture	
Recommended Texts	<ol style="list-style-type: none">1 Robert D. Hisrich & Michael P. Peters, <i>Entrepreneurship</i> (5/e), Tata McGraw Hill2 C.B. Gupta & N.P. Srinivasan, <i>Development</i>, Sultan Chand & Sons3 Desai, Vasant, <i>Dynamics of Entrepreneurial Development and Management</i>, Himalaya Publishing House4 Desai, Vasant, <i>Project Management and Entrepreneurship</i>, Himalaya Publishing House5 Bhavesh M. Patel, <i>Project Management Appraisal</i>, Vikas Publishing House Private Limited6 Prasanna Chandra, <i>Project Management Appraisal</i>, Tata McGraw Hill7 Pandey, G.N. <i>A Complete Guide to Successful Entrepreneurship</i>, Vikas Publishing House	




Subject Title	: Indian Economy	No. of Credits : 4
Subject Ref. No.	: MANB511	No of Periods / Work : 4
		Assignments / Sessional : 20
		Semester Examinations : 80
Course Objective	: To give the overall perspective about the factors aligned with the contours of the economy of a nation in general and India in particular	
Pre Requisite	: Basic Understanding about the Concepts, Theories of Economy.	
Unit I	: Economic Growth & Economic Development <ul style="list-style-type: none">• Features, Indicators of Eco. Development.• National Income – Concepts & Computation.	
Unit II	: Major Problems of Indian Economy- <ul style="list-style-type: none">• Poverty, Inequalities, Unemployment, Population, Transport & Foreign Trade	
Unit III	: Agriculture - Contribution to Eco. Development <ul style="list-style-type: none">• Green Revolution : Irrigation Minor, Medium, Major Irrigation Works.• Land Reforms Policy, Food Reforms & Public Distribution System.	
Unit IV	: Industry – Role of Industries in Eco. Development <ul style="list-style-type: none">• Large & Small Scale Industries – New Economic Policy 1991.	
Unit V	: Five Year Plans in India – Achievements & Failures <ul style="list-style-type: none">• Economic Development Under 5 Years Plan	
Recommended Texts	: <ol style="list-style-type: none">1 I C Dhingra, <i>Indian Economy</i>2 Ruddar Datt & KPM Sundram – <i>Indian Economy</i>, S. Chand & Sons, New Delhi.3 K. N. Agarwal, <i>Indian Economy – Problems of Development of Planning</i>, Vishwa Prakashan, New Age International4 S.K. Mishra & V.K. Puri, <i>Indian Economy</i>, Himalaya Publishing	



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Subject Title	Quality Management		
Subject Ref. No.	MANB510		
		No. of Credits	4
		No. of Periods/Week	4
		Assignments / Sessional	20
		Semester Exams	80
Course Objectives	The subject is designed with the intention to create Quality-consciousness amongst the future Managers; irrespective of the nature of industry they work-in.		
Pre-requisite	The students are expected to come prepared with the basic conceptualization & searching for relevant data through the web / reference books for cases & instances of Operational / Manufacturing Excellence.		
Unit – I	Basic Concepts of Quality Management: Defining quality, Evolution of Quality Principles, Quality in manufacturing versus quality of services, Quality in functional - Marketing, Operations, HRM, Finance etc.		
Unit – II	Product Quality: Evolution of product quality principles, Quality Control in production and its limitations, Addressing limitations of quality control, Cost of Quality. Service Quality: Role of services in global & Indian economy, measuring service quality, limitations of quality control & quality assurance in service quality measurement, Tools to measure Service quality, Case. Process Quality: Role of inspections in ensuring quality and its limitations, integrating inspections into the process, process documentation, flowcharting a process, measuring a process, Price of Non Conformance.		
Unit – III	Improving Quality: Deming's Approach to Quality, Juran's Approach to Quality, The seven tools of quality, Quality improvement at GE and AT Kearney. Master Production Scheduling-Materials Requirement Planning Optimized Production; 5-S, Kaizen; Just – in – Time System; Kanban, Supply Chain Management; Toyota Production System, Six Sigma & other Operational Techniques.		
Unit – IV	Quality Approaches at Japan: Rise of Japanese economy & role of automotive sector in Japan, TQM in Japan, Evolution of Toyota Production System, Modern versions of Toyota Production System, Application of Lean principles to Manufacturing & Services Quality Approaches in India: A study of top Indian organizations, quality in low cost models, Quality in IT/ITES, Use of models in raising product & service quality. Emergence of Frugal Innovation etc.		
Unit – V	Quality Accreditations Global Competitiveness Index, ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series & other ISO Series.		
Text Books	<ol style="list-style-type: none">1. Chary, S N. Production and Operations Management. New Delhi, Tata McGraw Hill, 1989.2. Quantitative Techniques by PC Tulsian & Vishal Pandey, Pearson Education.3. Quality is Free by Crosby Philip B, A Mentor Book.		




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