M. B. A.

Syllabus

Subjects Offered in M. B. A.

SEMESTER I

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

SEMESTER II

Sr No.	Subjects	L	T	P	Teaching Hours	Credits
CORE / COMPULSORY						
1.	Economic Environment of Business	3	1	0	4	4
2.	Cost & Management Accounting	2	2	0	4	4
3.	Entrepreneurship Development	3	1	0	4	4
4.	Quantitative Techniques for Business	2	2	0	4	4
5.	Business Research Methods & Applications	2	2	0	4	4
6.	Regulatory Aspects of Banking & Finance	3	1	0	4	4
SKILL / FOUNDATION COURSES(Any One)						

7.	Environment Management & Legislations	2	2	0	4	4
8.	Project Management	2	2	0	4	4
9.	Agri Business Management	2	2	0	4	4

SEMESTER III

Sr No.	Subjects	L	T	P	Teaching Hours	Credits
CORE / COMPULSORY						
1.	International Business Management	3	1	0	4	4
2.	Advanced Strategic Management	3	1	0	4	4
3.	Summer Internship Project /Report Writing & Assessment	0	0	4	4	4
Elective Courses (Core- Any two) - (Marketing/Finance/ HR)						
4.	Paper I : Sales and Distribution Management (MM)	3	1	0	4	4
5	Paper II : IMC & Brand Management (MM)	3	1	0	4	4
6.	Paper I : Corporate and Financial Management (FM)	3	1	0	4	4
7.	Paper II : Security Portfolio and Risk Management (FM)	3	1	0	4	4
8.	Paper I : Training and Development (HRM)	3	1	0	4	4
9.	Paper II: Performance & Compensation Management (HRM)	3	1	0	4	4
Elective Courses (Complimentary - Any one) (Operations Mgmt/ Service Sector Mgmt)						
10	Paper I : Logistic and Supply Chain Management (OM)	3	1	0	4	4
11	Paper II : Operations Research (OM)	3	1	0	4	4
12	Paper I : Banking and Insurance Services (SSM)	3	1	0	4	4
13	Paper II : Hospitality Management (SSM)	3	1	0	4	4

SEMESTER IV

Sr No.	Subjects	L	T	P	Teaching Hours	Credits
Compulsory Subjects						
1.	Business Ethics & Corporate Governance	3	1	0	4	4
2.	Corporate Laws	3	1	0	4	4
3.	Advanced Financial Management	3	1	0	4	4
4.	Corporate Tax Planning & Management	3	1	0	4	4
Elective Courses (Core- Any two - Marketing/Finance/ HR)						
5.	Paper III: Consumer Buying Behaviour (MM)	3	1	0	4	4
6.	Paper III: Investment Environment and Wealth Management (FM)	3	1	0	4	4
7.	Paper III: Industrial Relations and Labour Laws (HRM)	3	1	0	4	4
Elective Courses (Complimentary- Any one - Operations Mgmt/ Service Sector Mgmt)						
8.	Paper III: Total Quality Management (OM)	3	1	0	4	4
9.	Paper III: Healthcare Management (SSM)	3	1	0	4	4
Project work (Compulsory) (Any subject- Either core or complimentary subject)		0	0	4	4	4

GROUP – I

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

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

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

GROUP – II

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

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

SEMESTER I

(MBC 1.1) **Evolution of Business Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

1. To understand the conceptual framework of management and its relationship with administration.
2. To understand the development of management thought and to understand the different management functions.

Unit	Contents
I	**Introduction to Management**: Management Concept- Nature – Function – Definition – Importance of Management – Scope of Management – Is management a science or art? – Management Functions and skills – Characteristics of Quality Managers. Development of Management Thought (Contribution of Taylor, Fayol, Hawthorne experiments)- Decision Theory Approach.
II	**Planning & Decision Making Planning** : Concept – Nature – Importance – Types of Planning – Strategic and Operational Plans (Policy, Procedures, Methods, Rules, Budget, Mission, Objectives) – Process of Planning – Barriers to effective planning – Making Planning effective – Planning Premises (Concept & types)- Strategic planning in Indian Industry- MBO.
III	**Organizing: Concept** – Principles involved – Types of organization structure - Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Accountability -Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each – Span of control – Pros and cons of narrow and wide spans of control.
IV	**Staffing: Concept- System Approach**- Manpower Planning- Job Design- Recruitment & Selection- Training & Development- Performance Appraisal- Motivation: Concept- Motivation and Performance- Theories Of Motivation- Approaches for Improving Motivation- Pay and Job Performance- Quality of Work Life- Morale Building. Decision Making: Concept – Types – Approaches to Problem Solving - Steps involved– methods of decision making – Committee Decision Making.
V	**Coordination & Directing**: Importance and need for coordination – Principles of coordination – Methods of achieving effective coordination.

	Concept of Direction – Importance – Principles – Effective supervision – Quality of work life – Morale Building – Leadership: The Core of Leadership: Influence- Functions of Leaders- Leadership Style- Leadership Development
VI	**Control:** Concept – Planning and Control relationship – Types of control (a) Feed forward control (b)Concurrent Control (c) Feedback Control) – Process of Control – Problems of Control Process – Requirements of Effective control – Comparative study of main features of Japanese Management and Z culture of American Companies..

Books Recommended:

1. **Management** , Robbins & Coulter, Prentice Hall of India, 8th Edition
2. **Fundamentals of Management: Essential Concepts and Applications** , Robbins S.P. and Decenzo David A, Pearson Education, 5th Edition
3. **Management Stoner**, Freeman, Gilbert Jr. ,6th ,Prentice Hall
4. **Management A Global Perspective**, Heinz Weihrich &Harnold Koontz, 10th Tata McGraw Hill
5. **A Dictionary of Business** , Elizabeth Martin – Oxford 3ed
6. **Fundamentals of Management**, Robins ,3rd Pearson Education Asia.
7. **Principles and Practice of Management**: L M Prasad, Sultan Chand & Sons educational, New Delhi

SEMESTER I

(MBC 1.2) **Fundamentals of Human Resource Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

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

Unit	Contents
I	**HRM CONCEPTS :**Definition, Concept, Evaluation & Relevance of HRM, Human Resource Functions, HRM in Indian and global scenario, Human Resource Policies.
II	**HUMAN RESOURCE ACQUISITION PROCESS :** Job analysis- job satisfaction, job analysis methods, human resource planning concepts & process of HRD, HRP process at various levels, HRIS- importance & steps, Recruitment- sources, selection, stages in selection process, Global scenario in HR acquisition
III	**HUMAN RESOURCE TRAINING & DEVELOPMENT :** Orientation, Training & Development process & methods, Needs Assessment, Training

	Evaluation, Approaches & types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organizational Effectiveness. Case Study.
IV	**APPRAISING AND IMPROVING PERFORMANCE :** Basic Concepts, Objectives and process of Performance Appraisal Systems, Performance Vs Potential Appraisal, Types of employee appraisal systems, New Trends in Performance Appraisal Systems at Global Level, Succession Planning, Career Planning and Assessment Centres. Case Study.
V	**COMPENSATION:** Objectives, Influences on compensation, compensation & motivation, job evaluation, simple ranking, job grading, point systems & factor comparison system, Wage differential, choices in designing compensation system and various methods of wage payment.
VI	**EMPLOYEE RELATIONS :** Labor movement, Collective bargaining process, Grievances, Managing dismissals, Employee safety & Health, Occupational safety law, Work place health hazards, Problems & Remedies, Salient features of industrial disputes Acts 1947, Factories Act, Discussion on contemporary HR Practices

Books Recommended:

1. **A Text book of Human Resource Management,** C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House
2. **Personnel and human Resource management - Text & cases**, P Subba Rao, Publication - Himalaya Publishing House
3. **Human resource Management**, P. Jyothi, Publication – Oxford University Press.
4. **Human Resource Management**, Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education
5. **Human Resource and Personnel Management – Text and cases**, K. Aswathappa, Publication - McGraw- Hill Publishing co. ltd.

SEMESTER I

(MBC 1.3) Fundamentals of Financial Accounting

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

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

Unit	Contents
I	**Introduction to Accounting :** Introduction of financial accounting, Importance, Objectives and Principles of Accounting, Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), **Accounting Process**- Journal and ledger, Trial Balance, Classification of capital and revenue expenses, preparation of subsidiary book – cash book (single and double column), other subsidiary books. Reconciliation between bank pass book and cash book. (Simple Basic Problems.)
II	**Issue of Shares and Debentures :** Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits. (Simple 'Issue of Shares' Problems only.)
III	**Final Account of Joint Stock Companies :** Meaning of Company - Maintenance of Books of Account-Statutory Books, Final Accounts of Joint Stock Companies – contents, and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustment. New Schedule VI, **w.e.f** 2013.
IV	**Financial Analysis :** Objectives, Techniques of financial statement analysis, Interpreting financial reports, practical or real cases. Ratio Analysis; Classification of Ratios; Balance Sheet Ratios; Revenue Statement Ratios; Activity of Turnover Ratios; Profit Cover Ratios; Du pont Chart.(Simple Ratio Practical Problems.)
V	**Fund Flow Statements :** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement. (Simple Practical Problems on Fund Flow Statement.)
VI	**ACCOUNTING IN COMPUTERISED ENVIRONMENT:** Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Excel and its new applications, Basic awareness of Pre-packaged Accounting software , like latest version of Tally.

Note :-

- Question no. 1 A shall be a theory question.
- Question no. 7 A B C D E F – shall be theory questions from each unit respectively.

Books Recommended:

1. **Financial Accounting (A Management Perspective) R.Narayanaswamy:** PHI Learning
Pvt.Ltd, 2009. New Delhi.
2. **Financial Accounting,** Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: Vikas, 2009.

3. **Financial Statement Analysis,** Gokul Sinha: PHI, 2009
4. **Financial Accounting Management An Analytical Perspective,** Ambrish Gupta: Pearson Education-2009
5. **Accounting for Management,** Jawaharlal: HPH,2008
6. **Financial Accounting Reporting & Analysis,** Stice & Stice:, Cengage, 7/e, 2008.

SEMESTER I

(MBC 1.4) **Fundamentals of Marketing Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

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

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

VI	**Marketing Research:** Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing. • Case analysis. • Mini Projects
Books Recommended:	
1. "Marketing Management", Rajan Saxena, Tata McGraw-Hill. **2. "Introduction to Marketing Management",** Adrian Palmer,, – Oxford University Press. **3. "Basic Marketing"**, William D Perreault R, 15th edition - Tata McGraw-Hill. **4. "Marketing Management",** P. Kotler, - Prentice Hall Inc. **5. "Marketing Management, Planning, Implementation and Control"**,V. S. Ramaswamy and S. Namakumari, – McMillan.	

SEMESTER I

(MBC 1.5) **Economics for Managers**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*
Objectives: 1. To understand the theoretical framework for Economics. 2. To understand the concept of National Income.			

Unit	**Contents**
I	**Introduction to Managerial Economics:** Definition, Nature and Scope of Managerial Economics to Business Decisions. Consumer Behavior**:** Choice and Utility Theory, the Indifference Curve Analysis.
II	**Demand and Supply Functions** – Demand and Supply Analysis – Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand Forecasting, Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.
III	**Production & Cost Analysis** - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost. Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. Production function – Cobb-Douglas production function.

IV	**Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination.
V	**National Income**: Basic concepts - GDP & GNP, Methods of measuring national income. Concept of Multiplier and Accelerator.
VI	**Business cycles & Stabilization** - Theory of Business or Trade Cycle: Concepts and Causes of Business or Trade Cycles. Measures to Control Business Cycles. Inflation & Deflation-Types, Causes, Effects Remedial Measures; Monetary and Fiscal Policy- Meaning, Scope and Instruments
	NB: Numerical shall be based on the following topics. **Unit I:** Utility Maximization **Unit II :** Demand and Supply analysis, Elasticity of demand **Unit IV:** Price output determination under Perfect competition, monopoly competition and price discrimination. **Unit V:** Measurement of National Income and Multiplier.

Books Recommended:

1. **Managerial Economics**, P. L. Mehta, Sultan Chand & Sons, New Delhi

2. **Managerial Economics**, D.N.Dwidevi, Vikas Publishing House Pvt. Ltd.

3. **Managerial economics in a Global economy**, Dominick Salvatore, Thomson learning Press

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

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

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

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

SEMESTER I

(MBC 1.6) **Business Communication & Information Systems**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Skill/Foundation*

Objectives:

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

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

Books Recommended:

1.Basic Communication, Raymond V. Lesikar, John D. Pettit and Mary E. Flatley – Lesikars
Tata McGraw Will 8th Edition,1999
2. **Effective Business Communication,** Krizan et al (2010). Cengage Learning.
3. **Contemporary Business Communication,**Scot, O. (2009). Biztantra, New Delhi.
4. **Business Communications ,**Raman & Singh –- Oxford University Press
5. **Business Communication Excel**, Diwan & Aggarwal
6. **Communication Skills,** Sanjay Kumar, Oxford University Press
7. **"Technical Writing – Process and Product" ,** Sharan J. Genrson and Steven M. Gerson –
Pearson Education, 2000
8. **How to write first class Business Correspondence,** Baugh, Frayer & Thomas Viva Books.
9. **Effective Business Communication** ,Herta A Murphy & Herbert W Hildebrandt - - Mc Graw - Hill international Edition.
10. **Business Communication Today,** Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Pearson.
11. **Management Information and Systems,** Text and Cases, Waman Javdekar, 4th Edition, McGraw Hill Publications
12. **Management Information Systems,** Effy Oz, Indian Edition, Cengage Publication
13. **Computer based Information System,** Dr. Sushila Madan, 3rd University Edition, Taxmann Pub

SEMESTER I

SKILL FOUNDATION COURSES (ANY ONE)

(MBSF 1.1) CORPORATE IMAGE BUILDING

Teaching Hours: 40	*Total Credit: 4*	*Total Marks: 100*	*Group: Skill/Foundation*

Objectives:

a. To develop an understanding in the students regarding Corporate culture and its different techniques of image projections.
b. To extend the core values of successful corporate and its implementation

Unit	Contents
I	**CORPORATE STRATEGIC PLANNING & CULTURE** Core values, long term and short term objectives, Characteristics of Successful corporate culture. Analyzing the cases of Corporate failures

II	**STRATEGIC STAKEHOLDERS/CUSTOMER SATISFACTION:** Internal customers:- Employees within the organizations, External Customers:- Government Consumers etc, Trading Relationships
III	**CORPORATE INFORMATION COMMUNICATION ABILITY** Types of corporate Information and its importance, corporate information style to internal and external stake holders.
IV	**CORPORATE LEADERSHIP:** Importance of corporate leadership, Concept of involving a leader and followers, Cases of successful corporate leaders
V	**CORPORATE RELATIONS MANAGEMENT ABILITY:** Developing & managing Human Relations & Public Relations
VI	**ENGAGEMENT FOR COMMUNITY:-** Defining CSR and its motives. Case analysis of TATA group and Reliance Industries.

Books Recommended:

1. Knowledge @Wharton on Building Corporate values by Mukund Pandya
2. Building and learning organization: Mastering The 5 Elements for corporate learning by Michael J Marquardt.
3. Successful Failures by by Joyce Knudsen.

SEMESTER I

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

Unit	**Contents**
I	**Personal Financial Statement Analysis:** A personal financial statement, spread-sheet outlining an individual's financial position at a given point in time, Personal financial statement will typically include general information about the individual, such as name and address, breakdown of total assets and liabilities.
II	**Financial Literacy:** What is Financial Literacy, Basics of Financial Literacy, Importance of Being financially literate, Financial Literacy test.

III	**Financial Planning:** Planning and Cash Flow Analysis, Building Financial Plans, Life Cycle Management
IV	**Introduction to Wealth Management:** Meaning of WM, Scope of WM, Components of WM
V	**Importance of Wealth Management:** Process of WM, WM Needs and Expectations of Clients, code of Ethics for Wealth Manager.
VI	**Economic Environment Analysis:** Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Concurrent

Books Recommended:

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

SEMESTER I

(MBSF 1.3) **BUSINESS VALUATION**			
Teaching Hours: 40	*Total Credit: 4*	*Total Marks: 100*	*Group: Skill/Foundation*

Objectives:

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

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

	Relative Valuation, Advantages and Limitations of Relative Valuation, When to use Relative Valuation.
V	**Asset Valuation:** Determining Book Value, Adjusting Book Value, Factors in Asset Valuation.
VI	Case Studies of Business valuation in corporate w.r,.t. past, present, future scenario.

Books Recommended:

1. BUSINESS VALUATION (Text & Cases); Pitabas Mohanty , Taxmann's
2. A premier on valuation of business & valuation methodologies, Virendra Pamecha, X cess Infostore Pvt
3. Company valuation : Measurement & Management ; Vinod Sople; Himalaya Publishing House.

SEMESTER II

(MBC 2.1) **Economic Environment of Business**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives: To understand the concept and importance of Economic Environment of Business and apply the various tools and techniques available in cost and management accounting

Unit	Contents
I	**A Glimpse of Business environment** - Types of Environment; Internal, External, Micro & Macro Environment. Competitive Structure of Industries; Competitor and Environmental analysis; Nature and Structure of Indian Economy; Economic Conditions; Economic Planning; Five year plans in India, Economic reforms in India
II	**Economic environment of Business** - Global Recession; Overview of Public, Private, Joint Venture and Cooperative Sectors with special reference to PPPs; Concept of Privatization, Disinvestment and Divestment.
III	**Industrial Sickness:** Definition, Causes & Consequences of Industrial Sickness, Remedial measures, Provisions of Companies Act, 2013 for revival & Rehabilitation of Sick Companies.
IV	**International Business Environment** - Concept of Balance of

	Payment; Letter of credit ,International Monetary Fund , World Bank, Types of Foreign Investment, Foreign exchange management act .
V	**Technological Environment** - Technological Innovation, Product & Process Innovation, Technological „S" curve, Technological Leadership and Followership
VI	Technology and Competitive Advantage, Technological Dynamics, Time lags in Technology Introduction/Absorption, Adaptation, and Transfer of Technology.

Books Recommended:

1.Business Environment (Text and Cases) , Francis Cherunilam – Himalaya Publishing House.

2. **Business Environment**, Third Edition ,Text and Cases – Justin Paul – Mc Graw Hill.

3. **Economic Environment of Business,**7th Revised Edition – H. L. Ahuja, S. Chand Publishing

4.**Economic Environment of Business,** 2nd Edition – Biswanath Ghosh – Vikas Publishing House.

5. **Government and Business,** 6th Edition – N. K. Sengupta – Vikas Publishing House.

SEMESTER II

(MBC 2.2) **Cost & Management Accounting**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

1. To understand the importance and applications of cost and management accounting
2. To understand and apply the various tools and techniques available in cost and management accounting

Unit	**Contents**

I	**Introduction :** Nature and scope of cost Accounting and Management Accounting, Cost Accounting VS Management Accounting vs Financial Accounting and their interrelationships , Advantages and limitations of cost accounting , types of cost , Elements of cost - Materials, Labour and overheads, Role of Cost in decision making preparation of cost sheet, Reconciliation of Cost and Financial Accounting.
II	**Marginal Costing :** Concept of Marginal cost ,Product and period costs, Marginal costing, Absorption Costing, Marginal Costing versus Absorption Costing, Income statement under Absorption and Marginal Costing , Applications of Marginal Costing.
III	**Cost - Volume - Profit Analysis :** Concept of contribution and P/V Ratio, CVP Analysis, Break even analysis, Methods of Break Even Analysis, Graphic presentation of Break Even Analysis , Margin of safety, Multi product situations , Sales mix and Break Even Point.
IV	**Budgetary Control :** Concept of Budget, Budgeting and Budgetary Control, Objectives, advantages and limitations of budgetary control, essentials of effective budgeting , Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Zero Base Budgeting.
V	**Standard Costing and Variance Analysis :** Concept of standard costs, establishing various cost standards, Concept of standard costing , Advantages and limitations of standard costing , Standard costing vs budgetary control , Variance Analysis : calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.
VI	**Neo Concepts :** Responsibility Accounting : Concept and various approaches to Responsibility Accounting, Types of responsibility centres, Measuring divisional performance, Transfer Pricing : concept & importance, Method of transfer pricing, Activity Based Costing, Target Costing & Life Cycle Costing.

Books Recommended:

1. **Management Accounting: Text Problems and Cases**, KHAN and Jain, McGraw-Hill Education 6th Edition
2. **Modern Cost and Management Accounting**, HANIF, Mc Graw - Hill Education, 1st edition
3. **Cost and Management Accounting**, M.N.Arora, Himalaya publishing house 3rd edition
4. **Management Accounting**, Pandey IM, Vikas Publication, 3rd edition
5. **Introduction to Management Accounting**, Horngren et al, Prentice Hall.

SEMESTER II

(MBC 2.3) **Entrepreneurship Development**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

1. To develop an understanding about the basic concepts of Entrepreneurship
2. To enable the students to develop their Entrepreneurial Skills
3. To develop an understanding about New Venture Planning, Financing and Institutional support for new ventures
4. To develop an understanding about Ancillarization
5. To create awareness about some special issues for Entrepreneurs

Unit	Contents
I	**Introduction :** Concept of entrepreneurship; role of entrepreneurship in economic development; factors impacting emergence of entrepreneurship; types of entrepreneurs; characteristics of successful entrepreneurs; entrepreneurship process; women entrepreneurs; social entrepreneurship; entrepreneurial challenges
II	**Development of Entrepreneurial Skills:** Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.
III	**New Venture Planning and Financing :** Types of startups; Franchising- how a franchise works, evaluating of franchising opportunities; Developing a Business Plan- need, perspectives in business plan preparation, elements of a business plan; Business plan failures; Financing Venture: Financing Stages; Sources of Finance; Venture Capital; Criteria and process for evaluating new-venture proposals; Sources of financing for Indian entrepreneurs.
IV	**Institutional support for new ventures :** Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs, Activities of SIDBI, EDI, NIESBUD, DIC, NABARD Government policy, Role of MSME, MITCON, MIDC and MCED; Role of KVIC and Government schemes of financing.
V	**The Industry and Ancillarization :** Role of Intrapreneurship in Indian industry; Success cases, Ancillarization, Ancillarization in India, Ancillaries & Industrial Development, Ancillary Opportunities in different Economic Sectors: Agro Industries, Logistics, BPO, Banking and Finance, Sub-contracting System, Supplier Organization Network

VI	**Special Issues for Entrepreneurs :** International entrepreneurship- opportunities and challenges; Disruptive innovation and business models; entrepreneurial ecosystem – concept, entrepreneurial ecosystems in India

Books Recommended:

1. **Entrepreneurship: Creating and Leading an Entrepreneurial Organization,** Kumar, Arya, Pearson, India
2. **Starting, Developing and Managing a New Enterprise,** Hishrich., Peters, Entrepreneurship: Irwin
3. **Launching New Ventures: An Entrepreneurial Approach,** Allen, K.R., Cengage Learning. Ramachandran, K., Entrepreneurship Development,Tata McGraw Hill, Indi**a.**
4. **Entrepreneurship,** Roy, Rajeev, Oxford University Press.

SEMESTER II

(MBC 2.4) Quantitative Techniques for Business

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

1. To understand the various statistical concepts that are used in business and research.
2. To develop an ability to applythe various statistical concepts to practical situations in business and research.

Unit	Contents
I	**Role of statistics :** Applications of inferential statistics in managerial decision - making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis.
II	**Correlation & Regression Analysis :** Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.
III	**Probability:** Theory of Probability, Addition and Multiplication Law, Baye's Theorem. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.
IV	**Time series analysis :** Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non - Linear equations, Applications in business decision - making.
V	**T- Test and Z- Test** Univariate T and Z Test for mean, Bivariate T and Z test including T test for comparing two means. Z test for comparing two means, Z test for comparing two proportions.
VI	**Linear Programming and Problem Formulation:** Meaning of LPP and Optimisation, Constraints and feasible region, Formulation

	of LPP for 2 variables, Determination of optimum solution by graphical method only.

Books Recommended:

1. **Business Statistics** ,Bhardawaz - Excel Books
2. **An Introduction to Statistical Methods** ,Gupta C B, Gupta V - Vikas1995, 23rd Edition.
3. **Business Statistics**, Black - Wiley Dreamtech
4. **Business statistics,** Sharma J K - Pearson education 2nd edition
5. **Quantitative Analysis for Management,** Render and Stair Jr - Prentice - Hall, 7th edition
6. **Statistics for Management,** Levin Rubin - Pearson 2000, New Delhi, 7th Edition
7. **Business Statistics** ,Beri G C- Tata Mc Graw Hill, 2nd Edition
8. **Statistics for Business and Economics** ,Chandan J S - Vikas 1998.Ist Edition

SEMESTER II

(MBC 2.5) **Business Research Methods & Application**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

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

Unit	**Contents**
I	**Introduction -** Meaning, Objectives and Types of research, Research Approach, Research Process, Defining research problem, problem identification process, Formulation of research hypothesis. Procedure for hypothesis testing; Communication and presentation of research, Types of research reports, formulation, Layout, format and guidelines for effective report.
II	**Research Design -** Features of good Design, Types of Research Design – exploratory, descriptive, experimental, Research design process, Classification of research designs – exploratory, secondary source analysis, two-tiered and descriptive; Basic principles of experimental Design, Causality, Validity in experimentation, factors affecting internal and external validity of experiment Classifications of experimental designs – pre, quasi, true and statistical designs.

III	**Data Collection:** Primary and secondary data, Data collection methods – observation, interview, schedules, focus group, personal interview method, projective techniques – sentence completion, word association, story completion, verbal projection tests, Pictorial techniques; play techniques, quizzes, tests and examinations, Socio-metric analysis, Content analysis. Use of mechanical devices.
IV	**Scaling and Questionnaire design:** Introduction, types of measurement scales, classification of scales, Scaling and scale construction technique. Measurement error criteria for good measurement Criteria for questionnaire design, types of questionnaire, design procedure, types of questions, structure of questionnaire, physical characteristics, pilot testing, administering the questionnaire, reliability and validity of questionnaire, E questionnaire – salient features. Data coding; Editing and Tabulation.
V	**Parametric and Non-Parametric testing:** Cross tabulation**,** Use of correlation and regression Analysis, Test of significance of regression parameters, application of regression analysis in various functional areas of management. Z, t, goodness of fit and F test, Small and large sample concept, Practical problems involving parametric and non parametric tests.
VI	**Advanced Data Analysis Techniques-** Multivariate technique**,** Factor Analysis, Cluster Analysis, Discriminant Analysis, Conjoint Analysis, Multi Dimensional Scaling. Application of advanced techniques in decision making, decision situations and application suitability of these techniques.

Books Recommended:

1. **Business Research Methods ,** Zikmund , Thomson Learning Books
2. **Marketing Research,** G C Beri third edition McGraw Hill
3. **Research Methods in Behaviourial Science** , Dwivedi –Macmillan
4. **Management Research,** Bennet, Roger : ILO, 1993
5. **Exploring Research,** Salkind, Neil J. : Prentice – Hall, 1997
6. **Research Methodology**: **Concepts and Cases**, Dr. Deepak Chawla & Dr. Neena Sondhi, Vikas Publications

SEMESTER II

(MBC 2.6) **Regulatory Aspect of Banking & Finance**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*
About the course: The candidates would be able to acquire knowledge in the legal & regulatory framework of the banking system and the various laws and enactments affecting			

day to day Banking Operations.

Unit	Contents
I	**Indian Banking System** – Public sector banks in India, Private banks in India, Indian Banks' operations abroad, Local Area Banks (LAB), Pre-reforms Development, Credit guarantee fund trust for small industries.
II	**Reserve Bank of India** – Legal Framework, Main functions of Reserve Bank of India, Functions of various departments of Reserve Bank of India.
III	**Different Types of Accounts** – Hindu Undivided Family (HUF), Married Women, Pardanashin Lady, Illiterate persons, Blind persons, Insolvent Persons, Insane Persons, Intoxicated, Executors and Administrators, Liquidator, Receiver/Assignee, Trusts, Societies and Clubs, Minors, Agent/ Attorney, Joint Accounts, Partnership Firms, Joint Stock Companies.
IV	**KYC Norms and Anti-money Laundering** – Policy on "Know Your Customer" (KYC) Standards/ "Anti-money Laundering" (AML) Measures, Obligations Under Prevention of Money Laundering Act 2002.
V	**Calculation of Interest and Annuities** - Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Installments; Fixed and Floating Interest Rates; Calculation of Annuities; Interest Calculation using Products/Balances.
VI	**Accountancy for Bankers** - Expenditure; Distinction between Capital and Revenue Expenditure; Receipts; General Illustrations. Different types of errors, Depreciation, Bank Reconciliation.
Books Recommended:- 1. **Introduction to Banking,** Vijayaragavan Iyenger, Excel Books 2. **Accounting & Finance for Bankers,**IIBF, Macmillan 3. **Basics of Banking,** IIBF, Taxmann	

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

SEMESTER II

GENERIC ELECTIVES (ANY ONE)

(MBSF 2.1) **Environment Management & Legislation**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*
Objectives: To understand the basic concepts of Environment Management which involves ecosystem and biodiversity and to understand various laws and policies related to environment management			

Unit	**Contents**
I	**Introduction to Environment Management -** Definition, Scope & importance, Need for public awareness- institution in environment, Fundamentals– sustainable development, Unsustainable to sustainable development. Natural resources - Renewable and non renewable resources, and associated problems, Role of an individual in conservation of natural resources; equitable use of resources for sustainable life cycles;
II	**Ecosystem & Biodiversity -** Concept of an Ecosystem , ecosystem degradation, resource utilization; Structure & functions of an ecosystem-producers, consumers and decomposers; Ecological succession; food chains, food webs and ecological pyramids; Ecosystem types – characteristics features, structure and functions of forest, grassland, desert and aquatic ecosystems, Industrial Ecology and Recycling Industry. Introduction- biodiversity at genetic, species and ecosystem levels; Bio-geographic classification of India; Value of diversity– Consumption use value, Productive use value, Social, Ethical, Moral, aesthetic and optional value if diversity; India as mega-diversity nation
III	**Human population & environment -** Global population growth, variations among nations. Population explosion, Family welfare Programmes-methods of sterilization; Urbanization, Environment & human health-climate and human health, infectious diseases, water related diseases, risk due to chemicals in food, Cancer and environment. Human rights –Equity, Nutrition and health rights, intellectual property rights (IPRS), HIV/AIDS; Women and children Welfare; Information technology in environment and human health. Application of carbon rating and its uses.

IV	**Environment Pollution: Soil, Water, Marine, Noise, Thermal & Nuclear Pollution-** Introduction, impact on health, environment and industry, measures of control, individual contribution. Green House Effect, Global Warming, Acid Rain, Rain Water Harvesting, Ozone Layer depletion.
V	**Social issues and environment -** Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Environmental ethics– issues and possible solutions, resource consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Need for gender equity; Public awareness–Using an environmental calendar of activities. Environmental Economics- Estimation of Costs and Benefits- Cost-Benefit Analysis.
VI	**Environment legislation & Institutions -** Environmental (protection) Act, The water (prevention and control of Pollution); The wild life protection Act; Forest conservation Act; Issues involved in enforcement of environmental legislations; Environment Impact Assessment; Environmental Auditing; Clearance / Permission for establishing Industry. Ministry of Environment and Forest, Central Pollution Control Boards, State Pollution Control Boards, Local Bodies- their scopes, organizational and functional issues.

Books Recommended:

1. **A text book of environmental**, K M Agrawal, P K Sikdar, S C Deb, published by Macmillan
2. **Environment management** , N K Uberoi, published by Excel Books
3. **Environment management** , Dr. Swapan Deb, published by Jaico Publishing House.
4. **Environmental Management** , S K Agrawal", published by A.P.H. publishing Corporation.
5. **Environmental Studies**, Rajagopalan- Pub. By Oxford.

(MBSF 2.2) **Project Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

1. To develop an understanding of a structured approach towards project management
2. To develop an understanding regarding the various tools and techniques of Project Management.

Unit	Contents
I	Introduction to Project Management- Characteristics & Objectives of Project, Project Life Cycle, Importance of Project Management, Constraints of Project, Project Portfolio Management.
II	Project Organisation Structure & Project Definition- Advantages & Disadvantages of various Organisation Structure used in Project. Project Scope, Project Priorities, WBS, Integration of WBS with Organisation, Project Communication Plan.
III	Estimating Project Time, Costs & Scheduling Resources - Factors influencing quality of estimates, Top Down & Bottom Up methods of Estimating, Various Costs associated with Projects, Projects Cost – Duration Graph, Time Constrained & Resource Constrained Projects.
IV	Reducing Project Duration & Risk Management: Options for accelerating Projects, Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control.
V	People Issues in Project Management- Network of Stakeholders, Qualities of an effective Project Manager, Five Stage Team Development Model, Building high performance project teams.
VI	Project Performance, Evaluation & Closure- Structure of Project Monitoring Information System, Project Control process, Monitoring Time performance, Earned Value System, Types of Project Closure. Introduction to Project Management Software
Books Recommended:	
1. **Project Management**, Clifford F. Gray, Erik W. Larson, McGraw Hill 2. **Project Management**, Jeffrey Pinto, Pearson 3. **Project Management**, Rory Burke, Wiley India 4. **Project Management**, S Chowdhary, McGraw Hill 5. **Project Management**, V C Sontakki, Himalaya Publishing House 6. **Project Management**, Arun Kanda, PHI	

(MBSF 2.3) **Agri Business Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*
Objectives:			

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

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

Books Recommended:

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

SEMESTER III

CORE COURSES

(MBC 3.1) **International Business Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Course Objective:

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

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

Books Recommended:

1. **International Business** , Subba Rao, Himalaya Publications

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

SEMESTER III

(MBC 3.2) **Advanced Strategic Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Course Objective:

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

Unit	Contents
I	Considerations in Strategy Development. Difference between Policy, Strategy and Tactics. Vision, Mission & Goals, Preparation of Vision & Mission Statement; Organisational Objectives, Hierarchy of objectives & strategies, setting of Objectives.
II	**Internal & Resource analysis:** SWOT analysis, Resource analysis- a) Organisation capabilities & competitive advantage b) Value chain analysis; Concept of synergy – Core competency, Competitive analysis - Interpreting the five forces model, Competitors analysis. External analysis - Environment analysis a) Components of External environment b) Components of Internal environment c) Environmental scanning. Industry Analysis a) A Framework for industry analysis b) Michael Porter‘s Analysis c) Usefulness of industry analysis.
III	**Strategy Formulation: Corporate level strategy**: A) Growth-Concentration, Horizontal, Vertical, B) Diversification- Concentric, conglomerate. C) Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances D) Stability - Pause/proceed with caution, No change, Profit strategies. E) Retrenchment –Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation.
IV	**Portfolio Approach & analysis:** a) Portfolio analysis, advantages & disadvantages, b) BCG Matrix c)General Electric‘s Business Screen, d) Life cycle or Arthur D Little matrix, e) Balance scorecard, SPACE Approach, QSP Matrix ,7s Framework, Strategic Business Unit (SBUS), Merits & Demerits of SBU; Leadership, Power & organisation culture.

V	**Strategic Analysis and Choice in Single or Dominant-Product Businesses :**Building Sustainable Competitive Advantages, Evaluating and choosing Business Strategies, Strategy Choices. Strategic Analysis and Choice in the Multi-business Company: The portfolio approach, Leveraging capabilities and core competencies, Global strategy - Reasons for globalization, Global expansion strategy, International Portfolio Analysis; Market entry strategy, International strategy & competitive advantage.
VI	**Implementing Strategy :**Outsourcing, Policies, Rewards, Employee empowerment, Structuring an Effective Organization, Organizational Leadership, Organization Culture, Strategic Control, Innovation, Continuous improvement. Fundamentals of Six sigma approach for continuous improvement.

Books Recommended:

1. **Strategic Planning & Formulation of Corporate Strategy**, V S Ramaswami, S Namaumari, Publication- Macmillan, India.
2. **Strategic Management** -9 th Edition , John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
3. **Understanding Strategic Management**,Henry, Oxford University Press
4. **Crafting & executive strategy** -14 th edition, Arthur A. Thompson Jr, A.J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
5. **Management Policy & strategic Management** , R.M. Srivastava, Publication – Himalaya Publishing House.
6. **Global Strategic management** – Kamel Mellahi, J. George Frynas, Paul Finlay Publication- Oxford University Press, New Delhi.
7. **Strategic Management**, Chandrasekara, Anant Narayanan, Oxford University Press

SEMESTER III

(MBC 3.3) **Summer Internship Project/ Report writing & Assessment**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Course Objectives:

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

Contents
1. At the end of second semester examination, every student of MBA will undergo on-the job practical training in an organization. The training will be of 8 to 10 weeks duration.
2. During the training, the student is expected to learn about the organization and analyze

and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.

3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.

4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time.

5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Project Report (SPR). The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 50 to 75 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

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

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

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

SEMESTER III

CORE GROUP SPECIALIZATIONS (ANY ONE OR MAXIMUM TWO)

(Group-I) (Core)
Marketing Management
(MBCE 3.1.1) **Paper I - Sales and Distribution Management**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Elective/ Specialisation*

Course Objective:

1. To familiarize the student with the sales management functions, sales process and distribution management.
2. To develop understanding of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.

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

Books Recommended:

1. **Sales & Distribution Management**, Tapan Panda –publisher, Oxford Publication.
2. **Sales Management**, Pradip Kumar Mallik, Oxford Publication.
3. **Sales & Distribution Management**, Krishna K Harvadkar -publisher: McGraw Hill.
4. **Physical Distribution Management**, Kulkarni, M V, Everest Publishing House.
5. **Marketing Management**, V S Ramaswami& S Namkumari, Macmillan India Ltd.

SEMESTER III

(Group-I) (Core) **Marketing Management** ***(MBCE 3.1.2)*** **Paper II - Integrated Marketing Communication & Brand Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

1. To develop an understanding of the concepts involved in Brand Management
2. To develop an understanding of the concepts involved in Integrated Marketing Communication.

Unit	**Contents**
I	**Marketing Communication** - The functional areas of marketing communication; Integrated marketing Communications; Who are the IMC partners? How is the agency world organized? Consumer Response - Prospects and customers, consumers and business buyers - How brand decision makers respond to IMC messages - How IMC messages influence consumer decisions; The IMC Planning Process; DAGMAR: An approach to setting objectives; Data Driven Communication – Using databases to build relationships - Setting up a consumer database.
II	**Media Characteristics** - Media classifications - Print media - Broadcast media - Out-of home media; Advertising and IMC Media Planning - A four step planning process; Consumer Sales Promotion and Packaging; Channel marketing: Trade Promotion and Co-Marketing; Personal Selling; Public Relations and Brand publicity; Direct marketing: The Dialogue Builder; Experiential Contact: Events, Sponsorships, and Customer Service ; Measurement, Evaluation and Effectiveness
III	**Brand and Brand Equity** - What is a brand?; Why do brands matter?; Can everything be branded?; What are the strongest brands?; Branding challenges and opportunities; The brand equity concept; Strategic brand management process; Customer based brand equity.
IV	Making a brand strong: Brand Knowledge; Sources of brand equity; Building a strong brand: The four steps of brand building; Creating customer value ; Defining and establishing brand mantras; Internal

	branding
V	Choosing brand elements to build brand equity; Developing a brand equity measurement and managing system - The brand value chain.
VI	Designing brand tracking studies; Designing and implementing branding strategies - Brand architecture – Brand hierarchy - Designing branding strategy; Brand Stretching and Retrenching. ***Mini Projects***

Books Recommended:

1. **Consumer Behaviour** , Schiffman, Kanuk & Kumar
2. **Consumer Behaviour & Branding** , Kumar
3. **Integrated Advertising, Promotion & Marketing Communications** , Clow & Baack
4. **Advertising** , Jafkins
5. **Advertising Management** , R Batra, J Myers, D Aaker

SEMESTER III

(Group-I) (Core)
Financial Management
(MBCE 3.2.1) **Paper I - Corporate Financial Management**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

1. To develop an understanding about the concepts involved in the management of corporate finance.
2. To familiarize the students with the Contemporary issues with reference to Financial Management in corporates

Unit	**Contents**
I	**Long-term Investment Decisions:** Capital Budgeting – Identification of Cash Flows and evaluation of proposals, Risk and Uncertainty Analysis, Certainty Equivalent Approach, Sensitivity Analysis, Probability Distribution Approach and Decision Tree Approach.
II	**Leasing, Hire-purchase & Project Finance -** Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire purchase arrangement, Choice between leasing & hire purchase, Project finance – Private Equity,

	Venture Capital.
III	**Valuation of business and Dividend Decisions -** Valuation of business-Adjusted book value method, value o\f shares and debt method, comparison method, DCF method.
IV	**Dividend policies** - Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models, Stability of dividends – concept and significance.
V	**Mergers & Acquisitions and Contemporary issues in Financial Management -** M&A – Exchange ratio, Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.
VI	**Contemporary issues in Financial Management** – Public offerings - IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Carbon Credit, Balanced score card, P notes, GDR, ADR, ECB, Indian Depository Receipts, Hundi, Parta system.

Books Recommended:

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

SEMESTER III

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

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

1. To develop an understanding about the concepts involved in valuation of securities and bond valuations.

2. To familiarize the students with the contemporary concepts and methods involved in Portfolio and Risk Management.

Unit	Contents
I	**Valuation of Securities: Bond Valuation** Types of Bonds - Dated Securities and Zero Coupon Bonds; Strips, Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. **Shares valuation–** Features of equity, valuation of shares- asset backing method, EPS method, Market value, Yield based methods, Fair value of shares, Dividend discount models- with constant dividend, with constant growth, multistage growth models. P/E based valuation.
II	**Equity analysis: -Fundamental analysis -** Concept, process, Economy analysis, sector analysis, company analysis; Tools and techniques of fundamental analysis, business cycle and industry analysis.
III	**Technical Analysis -**– Fundamental Principles; Dow Theory, EMH, Random walk Hypothesis, Indian Markets and Efficiency Charts – Line Charts, Bar Charts, Japanese Candlestick Chart; Moving averages – Simple; Momentum analysis/Relative Strength Index (RSI); MACD
IV	**Portfolio Theory** - Risk and return for one security, two security and portfolio. Efficient frontier, Investor utility, Capital Market theory - Background, risk free asset, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, Arbitrage pricing theory.
V	**Portfolio Management** - Passive v/s. Active, Value v/s. Growth, Understanding the Stock Index, Construction and composition - Sensex and Nifty, Calculation of indices. Free float Market capitalization.
VI	**Futures and Option Derivatives** – Types of Futures – On the basis of Maturity, On the basis of the underlying asset; Futures Pricing – Cost of Carry Model; Mark to market; Definition of options; Types of Options - Call Options, Put Options; Option Pay-Offs; Option Pricing – Binomial Model and Black & Scholes Model; Option Greeks. Risk management and Hedging with Derivatives.

Books Recommended:

1**. Strategic Financial Management** , Dr. J.B. Gupta – Taxmann‟s, New Delhi
2. **Financial Management** , Rajiv Shrivastava , Anil Misra – Oxford Higher Education
3. **Financial Management**, Ravi Kishore, Taxmann‟s, New Delhi.
4**. Financial Management**: **Problems and Solutions**, Ravi Kishore, Taxmann, New Delhi
5. **Financial Management** – **Theory & Practice**, Prasanna Chandra, TMH Publishers 2004
6. **Financial Management ,** I.M. Pandey, Vikas publishing house, New Delhi.

7. **Options Futures and other Derivatives** – John C.Hull, PHI-EEE, 2011
8. Reference Material of NCFM from www.nseindia.com

SEMESTER III

GROUP –I (Core) **HUMAN RESOURCE MANAGEMENT** ***(MBCE 3.3.1)*** **Paper I - Training & Development Practises**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

1. To understand the Function of Training & Development followed in the organizations.
2. To understand identification of training needs, design & evaluation of training programs

Unit	**Contents**
I	**INTRODUCTION :** Meaning & Definition of Training, Concepts of training & development, Training, education & Development, Learning principles, Objective, structure & functions of training department, training purpose, Benefits of training, T&D policies.
II	**NEED ANALYSIS AND TRAINING DESIGN :** The training need analysis TNA - methods, TNA & Design, Organizational constraints, developing objectives, facilitation of learning & training transfer to the job, Levels of TNA, Selection of trainees and trainer, Skills & qualities required for a trainer
III	**TRAINING METHODS :** Various methods of training, Matching methods with outcomes, Creating appropriate training environment, deciding training place and time, Preparing training budget, Relative merits & limitations of methods, Mentorship training, Case study, MDP.
IV	**IMPLEMENTATION & EVALUATION OF TRAINING:** Development of training, Implementation, transfer of training, major players in training & development, rational of evaluation, resistance to training evaluation, types of evaluation.
V	**AREAS OF ORGANIZATIONAL TRAINING :** Orientation training, Diversity training, Team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

VI	**CAREER MANAGEMENT :** Concepts & Significance, Stages in career development, career management systems, Roles of employees, managers, HR managers and company in career management, Understanding Stress- Meaning, Symptoms, work related stress, individual stress, Reducing stress.

Books Recommended:

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

SEMESTER III

GROUP –I (Core)
HUMAN RESOURCE MANAGEMENT
(MBCE 3.3.2) **Paper II - Performance & Compensation Management**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

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

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

Books Recommended:

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

COMPLEMENTARY GROUP SPECIALIZATION (ANY ONE)

SEMESTER III

Group-II (Complimentary) **OPERATIONS MANAGEMENT** ***(MBCMPE 3.1.1)*** **Paper I - Logistics and Supply Chain Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

1. To develop an understanding regarding the main concepts of SCM and the strategic role that SCM plays in business
2. To develop an understanding regarding the functions of purchasing, warehousing, inventory management, and transportation and how these functions interact with each other and other business functions
3. To develop an understanding regarding the issues involved in planning and operations of the supply chain

Unit	**Contents**
I	**Supply Chain Management** : concept, objectives & importance, Decision Phases in a Supply Chain, Competitive and Supply Chain Strategies, Drivers of Supply Chain Performance, Framework for Structuring Drivers, competitive advantages through supply chain management.
II	**Supply Chain Network**: Designing Distribution Networks and Applications to Business: Role of distribution in a supply chain, Factors influencing distribution network design, design options for a distribution network, e-supply chain, factors influencing network design decisions.
III	**Framework** for network design decisions, models for facility location and capacity allocation, Network Design in an Uncertain Environment: Impact of uncertainty on network design.
IV	**Network Design in the Supply Chain**: Network Design & Optimization Approach and Techniques Role of Transportation in Supply Chain- Factors influencing Transportation Decisions - Modes of Transportation - Transportation mode, Selection Process.
V	**Advanced Fleet Management System** Inter modal Freight Technology Transportation Security Initiatives and Role of Technology**.**
VI	**: Introduction to Air Cargo:** Aviation and airline terminology - IATA areas - Country – Currency– Airlines - Aircraft lay out - different types of

	aircraft - aircraft manufacturers - ULD - International Air Routes - Airports - codes – Consortium –Hub & Spoke – Process Flow.

Books Recommended:

1. **Logistics and Supply Chain Management**, MacMillan 2003, 1st Edition
2. **Supply Chain Management concepts and case**, Rahul V Altekar, PHI, New Delhi.
3. **Supply Chain Management** ,Robert B Handfield and Ernest L Nichols, PHI, New Delhi.
4. **Logistics and Supply Chain Management - Cases and Concepts**.G Raghuram & N Rangaraj, Mac Millan.

SEMESTER III

Group-II (Complimentary)
OPERATIONS MANAGEMENT
(MBCMPE 3.1.2) **Paper II - Operations Research**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

1. To identify and articulate how operations research & management contributes to the achievement of an organization's strategic objectives.
2. To develop an understanding of the various concepts and limitations in network models in projects related to operations management

Unit	Contents
I	**LPP - Resource Allocation:** Introduction to Linear Programming Problems**,** Graphical Method **-** Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness, Infeasibility, Multiple Optimum Solutions. Simplex method of solution. Use of primal-dual computational formulas to find a solution of an LPP.
II	**LPP – Transportation & Assignment –** Transportation: Formulation and Solution by North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel's Approximation Method (VAM); Optimization by Modified Distribution Method (MODI). Assignment**:** Formulation and Solution.
III	**Queuing Theory -** Queuing model, Static and Dynamic Arrivals, Single Server and Multiple Server Queues. Transition-rate diagrams. Role of the exponential distribution in queuing models, Introduction to Simulation Process, Monte Carlo Simulation, Generation of Random Numbers, Queuing Model [M/M/1: (∞/FCFS)], Simulation of Queuing System.
IV	**Replacement & Inventory models -** Replacement Policies: Equipment

	Deteriorate Gradually, Time Value of Money Considered. Equipment Fail Suddenly (Group Replacement), Staff Replacement. Inventory Models with Probabilistic & Deterministic Demand. Classic EOQ, EOQ with bulk purchasing, EOQ with storage limitations, Simulation on Inventory System.
V	**PERT/CPM -** Rules of Network Construction, Network Analysis (Forward Pass, Backward Pass, Critical Paths and Floats). Resource Analysis and Allocation (Crashing), Probability in PERT, PERT vs. CPM. Limitations and Difficulties in Network Methods.
VI	**Game Theory -** Terminology, Game Models, Two Person Zero Sum Games and their Solutions, Graphical Method, Algebraic Method, Arithmetic Methods, Methods of Matrices. **Sequencing -** Introduction, Terminology & Assumptions, Processing 'n' jobs through 2, 3 and 'm' machines. Idle time minimization through sequencing models.

Books Recommended:

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

SEMESTER III

Group-II (Complimentary)
SERVICE SECTOR MANAGEMENT

(MBCMPE 3.2.1) **Paper I - Banking & Insurance Services**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

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

Unit	**Contents**
I	**Banking Services** -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Introduction to Banking services, Types of customers, Types of Deposit Accounts, Common guidelines of opening

	and operating accounts and KYC, Deposit Insurance.
II	**Basics of bank Lending**: Principles of Lending, Basics of Loan Appraisal, Credit decision making and Review, Types of Advances, Management of Non Performing Assets.
III	Concept of PLR, Base rate; Customer relationship management, Ombudsmen, New trends in banking .
IV	**Insurance Services** – Concept of insurance, principles of insurance. IRDA: powers and functions; Basics of Life Insurance: Principles in Life Insurance Contract, Title and claims.
V	Role and functions of life insurance policies, life insurance products-proposal, policy and documents, types of life insurance products.
VI	**General Insurance**: Principles in General Insurance Contracts, Essentials of general insurance policies, general terms and conditions documentations, underwriting; Types of general insurance products, claims procedure.

Books Recommended:

1. **Commercial Banking in India**, NCFM reference material
2. **Essentials of financial services**, Dr S.Gurusamy, Mc-Graw Hill
3. **Manual of Insurance Laws**, Bharat Publication Private limited
4. **Insurance Manual,** Taxmann Publication Private Limited
5. **Principles of Insurance Law**, M. N. Srinivasan, Wadhwa & Co

SEMESTER III

Group-II (Complimentary)
SERVICE SECTOR MANAGEMENT

(MBCMPE 3.2.2) **Paper II - Hospitality Management**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:
To understand the concept, significance and functioning of hospitality industry and the role of management in running it.

Unit	**Contents**

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

Books Recommended:

1. **Hospitality Management**, Jagmohan Negi, Gaurav Manoher, University Science
2. **Press Introduction to Hospitality,** 6th Ed, John Walker,Prentice Hall Hotel
3. **Management & their Technolohgy**, Dinesh Tomar, Neha Publishers and distributors
4. **Introduction to Management in the hospitality industry**, Clayton Barrows, Power and Reynolds, John Willy & Sons Publication

SEMESTER IV

CORE COURSES

(MBC 4.1) **Business Ethics & Corporate Governance**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Course Objective:

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

Unit	Contents
I	**Business Ethics**: Introduction, Concepts and theories, definitions, importance and need for Business ethics, Values and morals. Management and ethics, Normative Theories, – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.
II	**Business & Organisational Ethics**: The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India. Organizations& Organisation culture, Types of Organization, Corporate code of ethics – Formulating, Advantages, implementation Professionalism and professional ethics code.
III	**Corporate Governance**: Introduction, mechanisms and systems of corporate governance, Indian model of Corporate Governance, OECD principles, World Bank on Corporate Governance, McKinsey Survey on CG, Indian Committees and guidelines.
IV	**Corporate social Responsibility**: Introduction, Models for implementation of CSR, Advantages, Scope, and steps to attain CSR, Prestigious awards for CSR, CSR & Indian Corporations-A Score Card, Future of Indian CSR.
V	**Environment Ethics**: Marketing Ethics & Ethics in HRM, India's Environment Policy, Environment Risk Management, Environment Audit, Areas in Marketing Ethics ,Beyond the 4P's,Role of HR in creating an ethical organisation.
VI	**Globalisation & Business ethics:** Growth of Global Corporations, Factors facilitating Globalisation, Impact of globalization on Indian corporate and social culture,Advantages and disadvantages of MNC's to the Host Country, International codes of Business Conduct, Whistle blowing and its codes.

Books Recommended:

1.**Business Ethics – Concept & Practice** , B. H. Agalgatti & R. P. Banerjee, Nirali Publication

2.**Ethics in Business & Management** , R. P. Banerjee, Himalaya Publication

3. **Business Ethics**, Crane, Pub. By Oxford Press

4. **Corporate Governance & Business Ethics – (Text & Cases)**, U. C. Mathur, Macmillan India Ltd.

5. **Business Ethics,** C S V Murthy, Himalaya Publishing House

6. **Business Ethics & Corporate Governance**, A. C. Fernando

SEMESTER IV

(MBC 4.2) **Corporate Laws**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Course Objective:

1. To develop a basic understanding of the legal framework in India with specific reference to Corporate Business situations
2. To develop a basic level knowledge about the various laws that concern the area of Business in India

Unit	Contents
I	**The Companies Act, 2013 (as amended from time to time) – rules, regulations prescribed there under with special reference to:** Company formation and conversion, Incorporation of private companies, public companies, company limited by guarantee and unlimited companies, Formation of "Not-for-Profit" making companies, Procedures relating to Foreign Companies Carrying on Business in India, Procedure for Issue of Shares and Securities, Shares – public issue, Rights Issue, Bonus Shares, Issue of Shares at Par / Premium / Discount; issue of shares on preferential or private placement basis, Issue of Sweat Equity Shares, Employees Stock Option Scheme (ESOPs), Employees Stock, Purchase Scheme (ESPS), Shares with differential voting rights, Issue and redemption of preference shares, Alteration of share capital – forfeiture of shares, reissue of forfeited shares, increase, consolidation, conversion and re-conversion into stock, subdivision, cancellation and surrender of shares, Buy back of shares, Issue of debentures and bonds, creation of security and debenture redemption reserve, redemption of debentures, conversion of debentures into shares, transfer and transmission of deposits, renewal, repayment, default and remedies.
II	**Dividends and Board of Directors:** Declaration and payment of dividend, Unpaid and unclaimed dividend – treatment and transfer to Investor Education and Protection Fund. Board of Directors, Directors and Managerial Personnel – appointment, reappointment, resignation, removal, Payment of remuneration to Directors and managerial personnel and disclosures thereof, Power, Managerial remuneration, Making loans to Directors, Disclosure of interest of a Director, Board Meetings and Procedures, Board Meetings, Minutes and Registers, Powers of the Board, Duties and Liabilities of Directors.
III	**Laws and Procedures of Corporate Restructuring leading to:** Mergers; Amalgamations, Takeovers / Acquisitions, Joint Ventures, LLPs, Corporate restructure, Demerger, Reorganization through compromise or

	an arrangement, Reconstruction Vs. Amalgamation, Sale of undertaking of the Company, Acquiring Shares in another company, Compulsory Amalgamation in public interest.
IV	**SEBI Laws and Regulations:** The Securities and Exchange Board of India Act, 1992 – Rules, Regulations and Guidelines issued there under, The Securities Contracts (Regulation) Act, 1956, SEBI (Issue of Capital and Disclosure Regulations), 2009, Clause 49, Substantial Acquisition of Shares and Takeover Regulations.
V	**The Competition Act 2002 and its role in Corporate Governance:** Competition – Meaning, objectives, extent and applicability, Competition Commission of India, Areas affecting competition, MRTP Act vs. Competition Act, Competition Act, 2002 and Corporate.
VI	**Responsibilities of Business:** National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, Corporate Social Responsibility – Nature of activities; Evaluation of CSR projects.

Books Recommended:

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

SEMESTER IV

***(MBC 4.3)* Advanced Financial Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Objectives:

- To understand the conceptual framework of Capital structure of a firm and its relationship with administration.
- To understand the concept of Lease, Joint Ventures and mergers through Advanced Financial Management functions.

Unit	**Contents**

I	**Capital structure & Value of firm** Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signaling theory. EBIT-EPS Analysis.
II	**Cash & Receivables Management** Motives of holding cash, factors determining the cash balance, Managing the cash flow, Options for investing surplus funds & strategies for managing surplus funds, Cash Management Models- The Baumol model, The Beranek Model, The Miller-Orr Model. Credit policies, Evaluating the debtors, Credit analysis & decision, Credit terms & collection policies, Control of accounts receivables, Heuristic approach.
III	**Leasing, Hire-purchase & Project Finance (6 sessions)** Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire-purchase arrangement, Choice between leasing & hire purchase, Project finance – Private Equity, Venture Capital.
IV	**Risk Analysis in Capital Budgeting (8 sessions)** Sources & perspective of risk, Sensitivity analysis, Scenario analysis, Breakeven analysis, Miller Model, Simulation analysis, Decision tree analysis, Corporate risk analysis, Managing risk, Project selection under risk, Risk analysis in practice.
V	**Valuation of business and Mergers & Acquisitions (6 sessions)** Valuation of business- Adjusted book value method, value o\f shares and debt method, comparison method, DCF method. M&A – Exchange ratio Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.
VI	**Contemporary issues in Financial Management (6 sessions)** Public offerings - IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Private equity, venture Capital, Carbon Credit, Sarbanes 'Oxley Act, Balanced score card, Sub-prime crisis, P notes, GDR, ADR, ECB, Indian Depository Receipts, Hundi, Parta system.

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

Suggested Readings:

1. **Financial Management**, Ravi Kishore, Taxmann's, New Delhi.
2. **Financial Management: Problems and Solutions**, Ravi Kishore, Taxmann, New Delhi
3. **Financial Management – Theory & Practice**, Prasanna Chandra, TMH Publishers 2004
4. **Financial Management,** I.M. Pandey, Vikas publishing house, New Delhi.
5. **Financial Management & Policy** , V. K. Bhalla – (Anmol Publication, New Delhi)

6. **Strategic Financial Management** , Dr. J. B. Gupta – Taxmann's, New Delhi
7. **Financial Management**, Rajiv shrivastava , Anil Misra – Oxford Higher Education.
8. **Financial Management**, M. Y. Khan & P. K. Jain – Tata McGraw Hill Education Pvt. Ltd.

SEMESTER IV

(MBC 4.4) **Corporate Tax Planning & Management**			
Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Core*

Course Objective:

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

Unit	Contents
I	Concept of tax planning , Tax Planning and Financial Management Decisions, Tax Planning relating to Capital Structure Decision, Dividend Policy, Inter-Corporate Dividends and Bonus Shares.
II	Computation of income for joint stock Company including house property, Business and profession, capital gain and income from other sources.
III	Tax Planning for new Business, Location and Nature of Business, Forms of Business Organization.
IV	Tax Planning and Managerial Decisions, Tax planning in respect of Own or Lease, sale of assets used for scientific research, make or buy decisions, repair, replace, renewal or renovation of an asset, shut-down or continue decisions.
V	Tax avoidance & Tax Evasion, Project Filling of relevant forms for joint stock Company, challans.
VI	Special Tax Provisions, Tax provisions relating to free trade zones, backward area and Infrastructure sectors. Capital gain, depreciation schedule under companies act and under Income Tax act.

Books Recommended:

1. **Corporate Tax Planning**, V. K. Singhania, TAXMAN PUBLICATION.
2. **Corporate Tax Planning and Management Direct Tax Law & Practice** , Girish Ahuja & Ravi Gupta, Bharat Publication.
3. **Taxman's students guide to income tax**, Dr. Vinod K. Singhania.

4. **Systematic approach to income tax and central sales tax** , Ahuja and Gupta.
5. **Income tax ready reckoner** , V. G. Mehta

SEMESTER IV

CORE GROUP SPECIALIZATIONS (ANY ONE OR MAXIMUM TWO)

Group-I
Marketing Management
(MBCE 4.1.1) **Paper III - Consumer Buying Behaviour**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:
To develop an understanding of the concepts and the significance involved in Consumer Buying Behaviour

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

Books Recommended:

1. **Consumer Behaviour** , Schiffman, Kanuk & Kumar

2. **Consumer Behaviour & Branding** , Kumar
3. **Integrated Advertising, Promotion & Marketing Communications**, Clow & Baack
4. **Advertising**, Jafkins

SEMESTER IV

Group- I
Financial Management
(MBCE 4.2.1) **Paper III - Investment Environment & Wealth Management**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:
Understanding the concepts involved in wealth management and the significance and analysis of portfolio analysis

Unit	Contents
I	**Investment Management**: Introduction, Financial & Economic meaning. Difference between Investment & Speculation, Investment & Gambling and Investment & Arbitrage; Real & financial asset. Investment media, Investment process, Investment program.
II	**Financial System**- Financial markets [Money, Debt and Equity Markets]- structure, regulatory bodies- Role and functions–(RBI, IRDA, PFRDA and SEBI); Product features and uses (CP/CD, T bills, REPO, reverse REPO, dated securities, rated securities, equity shares) and participants – Role and functions (CCIL, FIMMDA, PDs, NSCCL, NSDL, CDSL.)
III	**Portfolio analysis :** Traditional v/s Modern; Investors attitude towards Risk & Returns; Portfolio Selection – its introduction, Importance of Beta – CAPM.
IV	**Insurance Services** - Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different types of insurance products – whole life products, interest sensitive products, term assurance annuities, endowment, assurance. Brief idea of Medi-Claim and health insurance

	products.
V	**Mutual Funds** – Organization Structure, Classification of Funds – Types of Funds – Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Real-Estate Funds; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and Value Averaging; AMFI; AGNI. Recent developments in the Mutual Fund industry.
VI	**Wealth Management** - Investor life cycle and investment goals, Investment options available and their comparison, Asset Allocation Strategies; Selecting appropriate allocation, Models of asset allocation.

Books Recommended:

1. **Strategic Financial Management**, Dr. J. B. Gupta – Taxmann‟s, New Delhi

2. **Financial Management**, Rajiv Shrivastava , Anil Misra – Oxford Higher Education

3. **Financial Management**, Ravi Kishore, Taxmann‟s, New Delhi.

4. **Financial Management: Problems and Solutions**, Ravi Kishore, Taxmann, New Delhi

5. **Financial Management** - **Theory & Practice** , Prasanna Chandra, TMH Publishers 2004

6. **Financial Management**, I.M. Pandey, Vikas publishing house, New Delhi.

7. **Options Futures and other Derivatives**, John C.Hull, PHI-EEE, 2011

8. **Financial Institutions and Markets** , L. M. Bhole – 4th Edition

9. Reference Material of NCFM from www.nseindia.com

10. Reference Material of NISM Mutual Fund Module from www.nseindia.com

SEMESTER IV

Group- I
Human Resource Management
(MBCE 4.3.1) **Paper III - Industrial relations and Labour Laws**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

1. To understand the concepts, legislations relating to Social Security Measures, Wages and

Industrial Relations, Trade Unions and Employment Conditions.
2. To understand Industrial Relations and Grievance Redressal Procedures

Unit	Contents
I	**Industrial Relations & Democracy -** Definition and concept of industrial relation, basic facts, scope, aspects & ideologies of Industrial relations, Approaches to Industrial relations. (A) COLLECTIVE BARGAINING, definition, importance, types ,prerequisites of effective collective Bargaining & Collective Bargaining in India; (B) WORKERS PARTICIPATION: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.
II	**Grievances & Disputes -** Nature & causes, settlement machinery, social obligations, Industrial Disputes, causes, remedial & prevention measures. Consequences of Industrial disputes on Industry & Society, Significance of Peace & Harmony to Industrial Productivity & progress.
III	**Labour Welfare & Social Security Concept -** Meaning & scope, Labour welfare & welfare officer in Indian Industry, his role, perceptive, limitations, role perception and role performance, New challenges & expectations, Training of welfare officers; Aims of social security measures, methods of providing social security, benefits to workers-social assistance and social insurance, origin and growth of the idea of social security.
IV	**Labour Legislations & ILO -** Nature, Scope, character growth & development of labour legislation In India, Legislation & the constitution of India; Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations
V	**Normative Labour Legislations -** Factories Act, 1948, Bombay shop & Establishment Act 1948, PULP Act 1971.**Wage Legislation -** Minimum wages Act, Payment Of wages Act 1936, Payment of Bonus Act 1965.**Industrial Relations Legislations -** Trade Union Act 1926, Industrial Employment standing order Act 1946, Bombay Industrial Relations Act, Industrial Dispute Act 1947.**Social Security Legislations -** Workmen's compensation Act, Employees state Insurance Act 1948, Provident Fund Act 1952 and Payment of Gratuity Act 1972.
VI	**Functions & Working Of Offices Attached To Labour Ministry -** Directorate –General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour).

Books Recommended:

1. **Dynamics of Industrial Relations**, Mamoria & Mamoria, Himalaya Publishing House.
2. **Industrial Jurisprudence & Labour Legislation,** A.M. Sarma, 9th revised edition, Himalaya Publishing House
3. **Labour Laws**, Taxman's
4. **Essentials of Human Resource Management & Industrial Relations**, P. Subbha Rao, Himalaya Publishing House.
5. **Industrial Relations**, C. S. Venkata Ratnam, Oxford University Press.

SEMESTER IV

COMPLIMENTARY GROUP SPECIALIZATION (ANY ONE)

Group- II
Operations Management
***(MBCMPE 4.1.1)* Paper III - Total Quality Management**

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

1. To develop an understanding of the concept and the major issues in Quality management
2. To develop an understanding regarding the various tools and techniques of Quality Management

Unit	Contents
I	**Understanding Quality and Quality Philosophies** - Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs, Quality Philosophy of Deming, Joseph Juran, Philip Crosby, Genich Taguchi
II	**TQM Principles** - What is TQM?, What Does TQM Cover?, Guiding Principles of TQM, Managerial Perspective to TQM
III	**Statistical Process Control (SPC) and Other Quality Improvement Techniques –** Process Control Charts, Control Charts for variables and attributes, Pareto Diagrams, Scatter Diagrams, Run Charts, Cause and Effect Diagrams, Concept of six sigma.
IV	**TQM Tools -** Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), QFD Process, Benefits, Taguchi's Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA.

V	**Quality Improvement Systems -** Kaizen, Lean, Poka-Yoke, 5S, 3M, Quality Circles, Value Analysis and Value Engineering.
VI	**Business Process Reengineering -** What is BPR?, Need for BPR, BPR in USA, Europe, India

Books Recommended:

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

SEMESTER IV

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

Teaching Hours: 4	*Total Credit: 4*	*Total Marks: 80*	*Group: Specialisation*

Course Objective:

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

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

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

Books Recommended:

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

SEMESTER IV

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

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

(i) Project shall carry 100 marks as follows

Particulars	**Marks**
Project Report	80

Open defense viva-voce	30
TOTAL	100

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

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

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

Question Paper Pattern

(ALL THEORY SUBJECTS)

Time: 3.00 Hours **Marks: 80**

Note: 1. All questions are compulsory.

2. All questions carry equal marks.

Que. No.	Nature	Unit	Marks
1.	**Long Answer Question (Solve any Four)**	**-**	**32**
A	Theory	Unit No. I	8
B	Theory	Unit No. II	8
C	Theory	Unit No. III	8
D	Theory	Unit No. IV	8
E	Theory	Unit No. V	8
F	Theory	Unit No. VI	8
G	Theory	Unit No. I/II/III	8
H	Theory	Unit No. IV/V/VI	8
2.	**Short Answer Question (Solve any Eight)**	**-**	**32**
A	Theory	Unit No. I	4
B	Theory	Unit No. I	4
C	Theory	Unit No. II	4
D	Theory	Unit No. II	4
E	Theory	Unit No. III	4
F	Theory	Unit No. III	4
G	Theory	Unit No. IV	4
H	Theory	Unit No. IV	4
I	Theory	Unit No. V	4
J	Theory	Unit No. V	4
K	Theory	Unit No. VI	4
L	Theory	Unit No. VI	4
3.	**Very Short Answer Question**	**-**	**6**
A	Theory	Unit No. I	1
B	Theory	Unit No. II	1
C	Theory	Unit No. II	1
D	Theory	Unit No. IV	1
E	Theory	Unit No. V	1
F	Theory	Unit No. VI	1

Question Paper Pattern

(ALL PRACTICAL SUBJECTS)

Time: 3.00 Hours **Marks: 80**

Note: 1. All questions are compulsory.

2. All questions carry equal marks.

Que. No.	Nature	Unit	Marks
1.	**Long Answer Question (Solve any Four)**	**-**	**32**
A	Theory	Unit No. I	8
B	Theory	Unit No. II	8
C	Theory	Unit No. III	8
D	Theory	Unit No. IV	8
E	Theory	Unit No. V	8
F	Theory	Unit No. VI	8
G	Theory	Unit No. I/II/III	8
H	Theory	Unit No. IV/V/VI	8
2.	**Short Answer Question (Solve any Eight)**	**-**	**32**
A	Theory	Unit No. I	4
B	Theory	Unit No. I	4
C	Theory	Unit No. II	4
D	Theory	Unit No. II	4
E	Theory	Unit No. III	4
F	Theory	Unit No. III	4
G	Theory	Unit No. IV	4
H	Theory	Unit No. IV	4
I	Theory	Unit No. V	4
J	Theory	Unit No. V	4
K	Theory	Unit No. VI	4
L	Theory	Unit No. VI	4
3.	**Very Short Answer Question**	**-**	**6**
A	Theory	Unit No. I	1
B	Theory	Unit No. II	1
C	Theory	Unit No. II	1
D	Theory	Unit No. IV	1
E	Theory	Unit No. V	1
F	Theory	Unit No. VI	1

INTERNAL ASSESSEMENT

(ALL THEORY AND PRACTICAL SUBJECTS)

Sr. No.	Particular	Marks
1	Two Unit Tests	10
2	Term Examination	10
3	Submission of Projects/Assignment	05
4	Viva Voce	05
	Total	30