

**Shree Guru Gobind Singh Tricentenary University
Budhera, Gurgaon (Haryana)**



**SYLLABI & SCHEME OF EXAMINATION
OF
Master of Business Administration (HA)
For
1st to 4th Semester**

w. e. f. 2019-20

ORDINANCE OF MASTER OF BUSINESS ADMINISTRATION (HA)

MBA (HA) SOE BATCH 2019-21								
		Marks			1 Credit=10 Hours			
Paper Code	Nomenclature	Internal	External	Total	Credits	Remarks	Year	
FIRST SEMESTER								
06120101	Accounting for Managers	40	60	100	4	Core Course	2019	
06120103	Essentials of Health Care System	40	60	100	4	Core Course	2019	
06120104	Principals & Practice of Management	40	60	100	4	Core Course	2019	
06120105	Organization Behaviour	40	60	100	4	Core Course	2019	
06120106	Business Communication	40	60	100	4	Core Course	2019	
06120107	Basics of Entrepreneurship Skills	40	60	100	4	Core Course	2019	
06120108	Medical Terminologies & Medical Records	40	60	100	4	Core Course	2019	
06120109	Soft Skills	Mandatory Non-CGPA (4 Hours/week)						2019
SECOND SEMESTER								
06120201	Financial Management	40	60	100	4	Core Course	2019	
06120202	Marketing Management	40	60	100	4	Core Course	2019	
06120203	Human Resource Management	40	60	100	4	Core Course	2019	
06120204	Operations Management	40	60	100	4	Core Course	2019	
06120205	Health Economics	40	60	100	4	Core Course	2019	
06120206	Business Research Methodology	40	60	100	4	Core Course	2019	
06120207	Human Values and Professional Ethics	40	60	100	4	Core Course	2019	
06120208	Hospital Planning	40	60	100	4	Core Course	2019	
06120209	Computer Skills	Mandatory Non-CGPA (4 Hours/week)						2019
THIRD SEMESTER								
06120301	Advance Entrepreneurship Skills	40	60	100	4	Core Course	2019	
06120302	Summer Internship	40	60	100	4	Core Course	2019	
06120303	Quality Management	40	60	100	4	Core Course	2019	
06120304	Hospital Support & Utility Services	40	60	100	4	Elective	2019	

06120305	Hospital Material Management	40	60	100	4	Elective	2019	
06120306	Management of Clinical Services	40	60	100	4	Elective	2019	
06120307	Product and Brand Management	40	60	100	4	Elective	2019	
06120308	Retail Management	40	60	100	4	Elective	2019	
06120309	Sales & Distribution Management	40	60	100	4	Elective	2019	
06120310	Tax Laws & Planning	40	60	100	4	Elective	2019	
06120311	Project Appraisal and Finance	40	60	100	4	Elective	2019	
06120312	Managing Banks and Financial Institutions	40	60	100	4	Elective	2019	
06120313	Industrial Relations & Labour Law	40	60	100	4	Elective	2019	
06120314	Human Resource Metrics and Analytics	40	60	100	4	Elective	2019	
06120315	Strategic HRM	40	60	100	4	Elective	2019	
06120316	Soft Skills	Mandatory Non-CGPA (4 Hours/week)						2019
FOURTH SEMESTER								
06120401	Strategic Management	40	60	100	4	Core Course	2019	
06120402	Comprehensive Viva-Voce	100	0	100	4	Core Course	2019	
06120403	Research Project	100	0	100	4	Core Course	2019	
06120404	Health Insurance & Medical Tourism	40	60	100	4	Core Course	2019	
06120405	Medical & Health Law	40	60	100	4	Core Course	2019	
06120406	Disaster Management	40	60	100	4	Core Course	2019	
06120407	Digital and Social Media Marketing	40	60	100	4	Elective	2019	
06120408	Service Marketing	40	60	100	4	Elective	2019	
06120409	Consumer Behaviour	40	60	100	4	Elective	2019	
06120410	International Finance	40	60	100	4	Elective	2019	
06120411	Financial Engineering & Risk Management	40	60	100	4	Elective	2019	
06120412	Security Analysis & Portfolio Management	40	60	100	4	Elective	2019	
06120413	Compensation and Benefits Management	40	60	100	4	Elective	2019	
06120414	Leadership and Team Dynamics at Work	40	60	100	4	Elective	2019	
06120415	Organizational Change & Development	40	60	100	4	Elective	2019	

ACCOUNTING FOR MANAGERS- 06020101
MBA-HA -1ST Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 101	ACCOUNTING FOR MANAGERS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making.

Course Content

Unit-I

Accounting : - concept, importance and scope, accounting principles, types of accounting ,
 Financial accounting : journal, ledger, trial balance, preparation of final accounts without adjustments.

Unit II

Management Accounting –evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Accounting vs. Cost Accounting vs. Management Accounting. Budgets and budgetary control - meaning, objectives, classification of budgets and preparation of cash budget, importance of budgets.

Unit III

Cost Volume Profit Analysis – meaning, objectives, advantages, methods of cost volume profit analysis. Ratio Analysis – meaning, objectives, significance, limitations, classification and computation of ratios: Liquidity Ratio, Activity ratio, Profitability ratio and Capital structure ratios.

Unit IV

Funds Flow Statement: meaning, objectives, limitations, preparation of funds flow statement. Cash Flow Statement: meaning, objectives, limitations, difference between cash flow statement and fund flow statement.

Unit V

Standard costing: meaning, concept, objectives, advantages and limitations. Variance analysis: concept, types of variances: material and labour variances and their accounting treatment. marginal costing and its application in managerial decision making.

Suggested Readings

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers
2. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi

3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New.Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning
5. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, NewDelhi.
6. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
7. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
8. Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
9. Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
10. M.S Narasimhan-Management Accounting , Cengage.
11. Brigham , Ehrhardt, Financial Management, Cengage Learning.
12. S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.

ESSENTIALS OF HEALTH CARE SYSTEM- 06120103

MBA HA 1ST SEMESTER

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA103	ESSENTIALS OF HEALTH CARE SYSTEM	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective: To provide the students a basic insight into the main features of Indian health care delivery system and how it compares with the other systems of the world.

Course Content

Unit-Introduction to health

Concept, Definitions & Dimensions of health, Wellbeing, Determinants of health, Evolution of medicine, Public Health, Health indicators, Health service philosophies.

Unit-II Disease and causation

Natural history of disease, Disease control & prevention, Changing patterns of disease, Disease classification and International Health (WHO, WB, UN); Medical sociology –Introduction, Sociological perspective of health, illness and healing; Institutional perspective and Organizational perspective.

Unit-III Public and Private Health Care Services in India

Evolution of public health systems in India (ancient, colonial & post independence), Health Planning in India (Committees, Planning commission, Five year plans, National Health Policies), Public health systems in India (Center, State, District & Village level), Rural development, Corporate philosophy, Evolution and organization of private health systems in India and Current trends in private health care in India.

Unit-IV Global Health Service Systems

Introduction to the global health scenario, Health System Models: Full State provision and funding model, NHS Model, Social rance model, Minimal State intervention mode.

Unit-V Population Health

Introduction to population studies, Issues of Indian society & culture, Reproductive health, Population and Development (policies, programs & evaluation), diseases (CHD, Cancer, Diabetes & Obesity). introduction to epidemiology (concept, terms, aims & uses), epidemiological methods, Epidemiology of communicable diseases (chicken pox, measles, diphtheria, TB, polio & HIV/AIDS) and Epidemiology of Non communicable.

Suggestive Readings

1. K Park, Preventive and Social Medicine, Bansaridas Bhanot Publishing House.
2. Maxcy-Rosenau-Last, Public Health & Preventive Medicine, 14th Edition Ed Robert Wallace
3. Brijesh C Purohit. Health Care System in India: Towards Measuring Efficiency in Delivery of Services
4. CareEugenia L. Siegler ,Saeid Mirafzali ,Janice Foust-An Introduction to Hospitals and Inpatient
5. Leon Gordis-Textbook of epidemiology
6. Oxford text book of public health -oxford medical publication
7. David Armstrong - An outline of sociology as applied to medicine
8. Uses of epidemiology- Morris
9. Practical epidemiology- Barker

ORGANIZATIONAL BEHAVIOUR- 06120105
MBA HA 1st Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
ORGANIZATIONAL BEHAVIOUR IMBA703T	ORGANIZATIONAL BEHAVIOUR	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Student would gain understanding of human behaviour at workplace from an individual, group, and organizational perspective. This course aims at equipping students with behavioural skills in managing people at work.

Course Content

Unit-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour.

Unit-II

Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality - Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes and Values.

Unit-III

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management. Transactional analysis and Johari Window

Unit-IV

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership.

Unit-V

Organizational Climate - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change

Suggestive Readings

- 1) Fred Luthans, *Organizational Behaviour*, McGraw-Hill International Edition.
- 2) Stephen P. Robbins, *Organizational Behaviour*, Prentice Hall of India Private Ltd., New Delhi.
- 3) John. W Newstorm and Keith Davis, *Organizational Behaviour*, Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- 4) S.S. Khanka, *Organizational Behaviour*, S.Chand & Company Ltd., New Delhi.
- 5) K. Aswathappa, *Organizational Behaviour Text, Cases and Games*, Himalaya Publishing House, New Delhi.
- 6) M.N. Mishra, *Organizational Behaviour*, Vikas Publishing House Pvt. Ltd., Delhi.
- 7) Griffin, Ricky W, *Organizational Behaviour*, Houghton Mifflin Co., Boston.
- 8) Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman, *Organizational Behavior*, South Western Faculty Publishing, Ohio.
- 9) Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson, *Management of Organisational Behaviour*, Utilizing Human Resources, Prentice Hall, New Delhi.
- 10) Ivancevich John and Micheol T. Matheson, *Organisational Behaviour and Management*, Tata McGraw, New Delhi. Hill
- 11) C.B. Gupta, *Business Organization and Management*, Mayur paper backs

BASICS OF ENTREPRENEURSHIP SKILLS- 06120107
MBA HA – 1st Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA107 MBAHA107 IMBA704T	BASICS OF ENTREPRENEURSHIP SKILLS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to develop entrepreneurial mindset of the students and to acquaint them with basics of entrepreneurship. It will equip the students with the concept and skills of entrepreneurship.

Course Content

Unit-1: Discover Yourself:

Hobbies, Interest, Passion/Flow, Effectuation, Effectuation Principles, Entrepreneur vs Intrapreneur, Entrepreneur style

Unit-2: Idea/Problem:

Problem Identification, Design Thinking, Design Thinking Process (Wadhvani Foundation/Stanford D-School) - DISRUPT, GOOTB: Run problem interviews with prospects
 Customer: Customer Segmentation, Early Adopter, Value Proposition- Deep dive into Gains, Pains and “Jobs-To-Be-Done”, Outcome-Driven Innovation

Unit-3: Business Model:

Lean Canvas (Wadhvani Foundation/Strategizer): Basics, Types of Business Models (B2B; B2C), Intro to Risks; Identify assumptions (Hypotheses); Identify Riskiest Parts of Plan
 Validation: Solution Demo/Mockups, GOOTB: Run Solution interviews, Problem-Solution test, Opportunity Sizing, Differences between Startup Venture and Small Business; Industry Analysis: Understanding and Analyze competition, MVP- Build-Measure-Learn Feedback Loop, Product-Market fit test

Unit-4: Revenue & Cost:

Basics of Companies’ Income, Costs, Gross and Net Margins, Primary and Secondary Revenue Stream, Pricing & Costs, Different Pricing Strategies, Product and Operations Costs; Basics of Unit Costing, Financing Venture- Various sources of funds, Practice Pitching to Investors

Unit-5: Team:

Team Building, Leadership and Leadership Style, Role of a good team in a venture's success, Roles and Responsibilities of a Leader, Pitch to candidates to join startups

Marketing & Sales: Positioning, Difference between product and brand, Link between product and brand, Channels & Strategy, Creating company profile page, Bulls Eye Framework, Sales Planning, Importance of project management

Support: Planning Tracking, Business Regulation- Basics of business regulations of starting and operating a business; Importance of being compliant and keeping proper documentation

Suggestive Readings

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
6. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
7. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
8. Gifford Pinchot, Intrapreneuring, Harper & Row

MEDICAL TERMINOLOGY & MEDICAL RECORD- 06120108
MBA HA 1st Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA 108	MEDICAL TERMINOLOGY & MEDICAL RECORD	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective:This course provides an opportunity to develop skills for interpreting and understanding medical terms and abbreviations that are essential for working with auto accident, personal injury, or medical malpractice cases. The course includes a study of techniques for interpreting medical records related to these types of cases. The student will learn basic concepts related to records including; determination of accuracy, how technology can impact record retrieval, what to look for within the record and the basic principles of medical summaries.

Course Content

Unit-I Overview

Definition, Characteristics of ‘Good’ Medical Record , Values of ‘Good’ Medical Record to various users

Unit-II Medical Records

Required Characteristics of entries in medical Records , Responsibility for Medical Record Quality, Medical Record Forms and their Content , Incomplete Record Control.

Unit-III Utility of Medical Records

Utility & functions of Medical Records in Health care delivery System, Organizations & management of Medical Records Department.

Unit-IV Medico-Legal Aspects of Medical Records

Basic knowledge of legal aspects of Medical Records including Factories Act, Workmen Compensation Act & Consumer Protection Act, Procedures of Medical Auditing & its importance

Unit-V Hospital Manager Roles In Mrd

Role of Hospital managers & MRD personnel in Medical record keeping, Reports & returns in Medical Record System.

Suggestive Readings

1. Bonnie F. Fremgen and Suzanne S. Frucht, Medical Terminology: A Living Language
2. Shirley Soltesz Steiner and Natalie Pate Capp, Quick Medical Terminology: A Self-Teaching Guide (Wiley Self Teaching Guides)
3. Marilyn White Wilson, Basic Medical Terminology Concepts (2nd Edition)
4. Medical Terminology: The Basics (Quick Study Academic)
5. Medical Terminology: The Body (Quick Study Academic) by Bar Charts
6. Beatrice Saxon, A guide for beginners to medical terminology
7. Anne Ehrich, Medical Terminology for health professionals
8. David Andersson, Medical Terminology

2ND SEMESTER

FINANCIAL MANAGEMENT- 06120201 MBA (HA)- 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	Financial Management Theory	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

To acquaint students with the techniques of financial management and their applications for business decision making.

Course Content

Unit 1: Introduction

Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management
Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit 2: Investment

Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method.
Practical questions on RADR (Risk Adjusted Discount Rate). Fund flow statement & Cashflow statement

Unit 3: Financing Decision

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital.
Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach) Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 4: Dividend Decisions

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage

Unit 5: Working Capital Decisions Working Capital-Meaning, Objectives. Factors affecting Working Capital Decision. Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis;

Suggested Readings:

1. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
2. Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
3. Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
4. Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
5. Khan and Jain. Basic Financial Management, McGraw Hill Education

6. Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
7. Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi.
8. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
9. Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.
10. Pandey, I.M. Financial Management. Vikas Publications.

MARKETING MANAGEMENT- 06120202
MBA HA 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA101	MARKETING MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

Course Content

Unit-I

Nature and scope of marketing: corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment Introduction, Environmental Scanning, Techniques of Environment Scanning. Marketing research and information system

Unit-II

Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle

Unit-III

New product development process; product mix and product line decisions; branding and packaging decisions; Pricing: Introduction, Factors Affecting Price Decisions, pricing strategies and programmes; managing marketing channels; wholesaling and retailing, Introduction to logistics management.

Unit-IV

Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; reasons for and benefits of going international; entry strategies in international marketing. International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects etc.

Unit-V

Legal, Ethical, and Social Aspects of Marketing Consumerism; Consumer protection measures in India.

Conceptual clarity on Customer relationship management, web marketing; green marketing; rural marketing

Suggestive Readings

1. Kotler Philip and Keller; **Marketing Management**; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, **Marketing Management in South Asian Perspective** , Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, **Marketing**, TMH, New Delhi
4. Etzel, Michael J, **Marketing: Concepts and Cases**, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management - Text and Cases, Wisdom Publications, New Delhi
6. Czinkota and Kotabe , **Marketing Management**, Cengage Learning, India
7. West, Ford, Ibrahim, **Strategic Marketing**, Oxford University
8. Evans, **Marketing Management**, Cengage Learning, India

Practical: Make small groups and provide them with some research topics which can be Marketing Environment : Comparative studies explaining their impact over marketing strategy

Practical: Small projects on behavior studies of consumers.

Practical: Visit to logistic companies (Safexpress) and prepare a report on various aspects of logistics management.

Other projects related to comparative studies over the different pricing strategies, intricacies on new product development.

Research work related to Branding decisions, their impact.

Human Resource Management- 06120203 MBA(HA) 2 Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
203	HUMAN RESOURCE MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objectives:

In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

Unit I: Meaning, importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning - objectives and process; human resource information system.

Unit II :Talent acquisition: recruitment and selection strategies, career planning and management, succession, planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development, programme, evaluation of T & D programme.

Unit III: Appraising performance: developing and instituting performance appraisal system, assessment and development centers, potential appraisal, rewarding performance, linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, executive compensation, designing and administering benefits and services.

UNIT IV:HR in knowledge era: HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee easing, HR audit, employee turnover, ESOP, Meaning and nature of employee relation and industrial relations.

Unit V: Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

References:

1. Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill
2. Henderson, R.O., **Compensation Management**, Pearson Education
3. Martocchio, J.J., **Strategic Compensation**, Pearson Education
4. Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK
5. Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi
6. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirtieth Edition.
7. Gary Dessler and BijuVarkkeyHuman Resource Management, Person Publication, 2013, 14th Edition.
8. SeemaSanghi, Human Resource Management, VikasPubllications, 2014, 5th Edition.
9. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.
10. Gary Dessler and BijuVarkkeyHuman Resource Management, Person Publication, 2013, 14th Edition.
11. Niharika Vohra, HRM, HR Chair at IIM Ahemdabad

Activities:

- Exercise: Write down the skills and traits you think you possess as a HR professional. What motivate you to become a successful HR Manager?
- Exercise: Identify the employability gaps facing by you and prepare a TNA chart with the recommendation of Training program for Job Skill Module.
- Exercise: Students will be divided into the group and each group will be provided the basic salary amount, DA amount , DA Merger amount, HRA, Tax Deduction, ESI Deduction, PF Deduction. They have to prepare a payroll of 10 employee with different pay scale.
- Exercise: Prepare a benefits charts of HR outsourcing and share it with all students of class.
- Exercise: Prepare a precise report on your industrial visit mentioning the employee safety provision you had seen in the company visited.

OPERATION MANAGEMENT- 06120204
MBA HA- 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA204	OPERATION MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

Course Content

Unit- I: Introduction to Operations Management:

Nature and Scope of Operations Management, Interface between the operation systems and systems of other functional areas, Types of production process- Project, Job Shop, Assembly, Mass, Batch and Continuous; Different types of layouts, Location and the factors influencing location.

Unit- II: Production Planning:

Capacity planning, Aggregate planning and strategies, Master production scheduling (MPS), Material requirement planning (MRP).

Unit-III: Material Management:

An overview of Material Management, Inventory Control and systems: ABC, VED and FNSD, Purchase Management: Supplier selection and evaluation, Vendor rating - determinants of vendor rating, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

Unit- IV: Quality Control:

Standards and specifications, Quality Assurance and Quality Circles- Statistical Quality Control- Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects, Acceptance Sampling Plans, OC Curve.

Unit- V: Work Study:

Human Aspects in Application of Work Study, Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart

Suggestive Readings

1. Mahadevan. B, Operations Management, 2010, Pearson Education.
2. Stevenson J. William, Operations Management, 2009, 9th Edition, Tata McGraw-Hill.
3. James R Evans, David A. Collier, Operations Management, 2007, Cengage Learning.
4. Danny Samson and Prakash J.Singh, Operations Management-An integrated approach, 2009, 1st Edition, Cambridge Press.
5. Ray Wild, Operations Management, 2003, Thomson Learning.
6. Kanishka Bedi, Production and Operations Management, 2007, 2nd Edition, Oxford University Press.
7. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 2003, 5th Edition Prentice Hall of India.
8. Donald Waters, Operations Management, 2010, Kogan page India.

Health Economics- 06120205

MBA HA 2nd Semester

BUSINESS RESEARCH METHODOLOGY- 06120206
MBA HA 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA206 MBAHA206	BUSINESS RESEARCH METHODOLOGY	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s).

Course Content

Unit I

Business Research: Meaning, Need, Types, Approaches, Research methods vs Research Methodology, Research Process, Role of research in important areas, Identification and Formulation of Research Problem, Variables and Variable type, Hypothesis, Types and Formulation of Hypothesis

Unit II

Research Design: Meaning, Need, and Different Research Design: Exploratory, Descriptive. Experimental and Diagnostic and Survey Research, Features of a Good Research Design

Unit III

Sampling Design: Meaning, Need, and Advantages of Sampling over Census, Probability and Non Probability Sampling Methods, Criteria of Selecting a Sampling Procedure, Factors Influencing Sample size

Unit IV

Data Collection Methods: Questionnaire/schedule; Questionnaire designing, Interview and Observational Methods, Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Scales

Unit V

Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Application of Excel and SPSS.

Suggestive Readings

1. William G. Zikmund, Business Research Methods, 7th Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education
3. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5th Edition, PHI.
5. Ranjeet Kumar, Research Methods, Pearson Education
6. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th Edition, PHI
7. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
8. Mcburney, Research Methods, 7th Edition, Cengage Learning, India.

Human Values and Professional Ethics- 06120207
MBA (HA) 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 2 nd semester	HUMAN VALUES AND PROFESSIONAL ETHICS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The primary objective of this paper is to provide information and understanding to the students for helping them appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings. Thus, this course is intended to provide a much needed orientation input in value education to the young enquiring minds.

Course Content

Unit-I Course Introduction – Need, Basic Guidelines, Content and Process for Value Education

Understanding the need, basic guidelines, content and process for Value Education, Self Exploration- Definition and process, natural acceptance and experiential validation – as the mechanism for self-exploration, continuous happiness and prosperity – a look at basic human aspirations, right understanding, relationship and physical facilities – the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding happiness and prosperity correctly – A critical appraisal of the current scenario.

Unit- II Understanding Harmony in the Human Being - Harmony in Myself

Understanding human being, correct appraisal of Physical needs, meaning of Prosperity in detail, Sanyamand Swasthya, Understanding Harmony in the family –the basic unit of human interaction, Understanding values in human-human relationship; meaning of Nyayaand program for its fulfillment to ensure tripti and vishwas and samman as the foundational values of relationship, Understanding the value of harmony in the society.

Unit- III Role of family and society

Role of family and society in building values, Visualizing a universal harmonious order in society, undivided society, universal order, union and collective formation of family into world family, understanding the harmony in nature

Unit-IV A Holistic approach

Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self regulation in nature, Understanding Existence as Co- existence (mutually interactive unit), Holistic perception of harmony at all levels of existence, natural acceptance of human values, Case studies of typical holistic technologies, management models and production

Systems, Strategy for transition from the present state to Universal Human Order

Unit-V Implications of the above Holistic Understanding of Harmony on Professional Ethics

Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in professional ethics: Ability to utilize the professional competence for augmenting universal human order, Ability to identify the scope and characteristics of people -friendly and eco-friendly production systems, Ability to identify and develop appropriate technologies and management patterns for above production systems.

Suggestive Readings

1. E.F. Schumacher, 1973 Small is Beautiful: a study of economics as if people mattered Blond & Briggs, Britain
2. A Nagaraj, 1998, Jeevan Vidyak Parichay, Divya Path Sansthan, Amarkantak
3. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
4. PL Dhar, RR Gaur, 1990, Science and Humanism, Common wealth Publishers
5. A.N. Tripathy, 2003, Human Values, New Age International Publishers.
6. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) Krishi Tantra Shodh, Amravati.
7. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome's report, Universe Books
8. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

9 B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.

10 M Govindrajran, S Natrajan& V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.

HOSPITAL PLANNING- 06120208
MBAHA 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA 208	HOSPITAL PLANNING	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective:To expose the students to planning and operation of hospitals in a detailed manner which will include all facets of hospital planning activities covering every department that is involved both in clinical care as well as supportive services. A chapter on research in Hospital Services and Resources is also added to give impetus for research in this field.

Course Content

Unit-I Introduction to Hospital Planning

Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, Financial planning of hospitals, Macro level planning. Conception to commissioning- site development, architects brief working drawings and specifications, engineering drawing, equipment planning, bed distribution, space allocation, interior designing and construction of building - commissioning, shake down period.

Unit-II

Planning for the out-patient services and emergency services, day care services
Planning for patient care units –Inpatient services

Unit-III

Planning for Intensive care units
Planning for surgical suites.
Planning for labor and delivery suites-LDRP suites

Unit-IV

Planning for laboratory service, blood banking and Radiological services.

Unit-V

Planning for supportive services-medical gases, HVAC, House-keeping, CSSD, Food and beverages

Suggestive Readings

- Shakti gupta sunil kant, chandra sekhar and sidharth satpathy, Modern trends in planning and design of hospitals, Jaypee brothers New delhi
Hospital Planning, WHO, Geneva, 1984
Kunders G.D., Gopinath S., and Katakama a., Hospital Planning, Design and Management, Tata Mc.Graw Hill, New Delhi, 1999.
Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.
Srinivasan A. V. (ed), Managing a modern hospital, Chapter 2, Response Books New Delhi, 2000
Padmanand V. and P.C. Jain, Doing Business in India, Response Books, New Delhi, 2000

Computer Skill
MBA HA 2nd Sem
06120209

3RD SEMESTER

ADVANCE ENTREPRENEURSHIP SKILLS- 06120301 MBA HA 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA301 MBAHA301 IMBA804T	ADVANCE ENTREPRENEURSHIP SKILLS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The primary objective of this course is to develop entrepreneurial mindset of the students and to acquaint, equip the students with advance level of entrepreneurship skills

Course Content

Unit-1: Growth Assessment & Customer:

Ansoff Matrix, Adjacency mapping, Growth stage Vs Startup phase, Chart a growth path
Expanding Customer Base- Revisit business model and develop few variants (more business model types), Identify additional customer segments (solution address), Evaluate business models for the new customer segments, Relook at the Problem Statement (expand the scope and scalability of business by repositioning problem statement), Explore additional ways to monetize

Unit-2: Traction:

Scaling- Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction, traction beyond early customers, Calculate cost of new customer acquisition, Estimate customer lifetime value (LTV), Identifying waste in business operations and focusing team

Channels and Strategy- Bullseye Framework, Identify Channels using Bullseye Framework, Measuring the effectiveness of selected channels, Budgeting and planning

Unit-3: Money:

Growing Revenues- Stabilizing key revenue streams, Developing additional revenue streams (licensing, franchising), Exploring new channels and partnerships

Sales Planning- Understanding customers buying behaviour and decisions, Listening skills, Setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customers' needs, not on product features), Follow-up and closing a sale

Strengthening Sales- Building a professional sales team, Sales compensation and incentives

Improving Margins- Testing price elasticity, Optimizing costs and operational expenses, Advanced concepts of unit costing

Financial Modeling- Financial modeling of your venture's growth, Analyzing competitor and peer's financial models

Financing a Growth Company- Various sources of funds available for a business, investors and lenders expectations, Benefits of using a specific type of finance, Pitch Practice - How to articulate business needs before investors and lenders

Unit-4: Team:

Staffing & Operations- Building the team beyond the founders, Basic concepts of compensation and incentives, Basics of stock options, Essential HR needs of a growing business

Unit-5: Support:

Technology Planning- Identify technology needs, Estimate costs of using technology to build and grow business, Technology as a differentiator and a competitive weapon

Legal- Overview of legal issues and their impact on entrepreneurs, Importance of getting professional help (legal and accounting), Importance of being compliant and keeping proper documentation, Patents and Intellectual property, Trademarks

Mentors, Advisors, and Experts- Importance of a Mentor, Role of business advisors and experts for specific targets in venture growth plan

Suggestive Readings

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press.
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
6. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
7. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
8. Gifford Pinchot, Intrapreneuring, Harper & Row

Summer Internship-06120302

QUALITY MANAGEMENT- 06120303
MBAHA 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA303	QUALITY MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Objective: To understand the concept of quality and its relation to healthcare scenario.

Course Content

Unit-I Aspects of Quality

Definition, concepts of Quality assurance, Total quality management, Continuous quality improvement - Benefits, Awareness and Obstacles – Quality Vision, Mission and Policy Statements – Customer Perception of Quality.

Unit-II Principles of Quality Management

Overview of the contributions of Walter Shewhart, Deming &Juran and others- Concepts of quality circle - Japanese 5S Principles and Kaizen, Philip Crosby’s Principles.

Unit-III Quality Management Processes

Processes in service organization and their control, simple seven tools of quality control, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality.

Unit-IV Tools for Quality Management

Quality Improvement techniques, Planning techniques, Measurement techniques - Six Sigma, Implementing strategies – Quality circles, Benchmarking for Quality Standards- ISO 9000 Series- ISO2000, ISO 14000, ISO 18000.

Unit-V Accreditation

Quality in healthcare, Accreditation with special emphasis on NABH Accreditation.

Current trends in healthcare quality with special emphasis on JCI.

Suggestive Readings

1. Raandi Schmidt J. Trumbo and R. Jonson, Quality in Health Care Sector – ASQC Quality – Press.
2. Nelson Thrones - Quality Improvement in Health Care,2nd Ed
3. Bester field H.Dale, Total Quality Management, Pearson New Delhi, 2005.
4. Sridhar Bhat, Total Quality Management, Himalaya House publications, Mumbai, 2002
5. Sundara Raju, S.M., Total Quality Management: A Primer, Tata McGraw Hill, 1995.

HOSPITAL SUPPORT & UTILITY SERVICES- 06120304**MBAHA 3rd Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA304	HOSPITAL SUPPORT AND UTILITY SERVICES	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective:To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of non clinical services in a hospital. To understand the processes and details related to effective patient care and to further increase the satisfaction level of patients

Course Content**Unit-I Support Services**

Diagnostic-Radiology & Imaging Services, Hospital Laboratory etc, Blood Bank & Transfusion Services, Ambulance Services, Pharmacy, CSSD, Oxygen Manifold/Concentrator, Dietary Service, Hospital Laundry and Linen, Marketing and Public Relations, Finance and Administrative Departments

Unit-II Utility Services

Housekeeping, Hospital Engineering and Maintenance, Biomedical Department, Medical Records confidentiality of records, reception, enquiry, registration and admission, Mortuary.

Unit-III Biomedical waste and hazards in hospital

Definition of Biomedical Waste, BMW – Segregation, collection, transportation, disposal, Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste

Unit-IV Biomedical waste management

BMW Management & methods of disinfection, Modern technology for handling BMW, Monitoring & controlling of cross infection (Protective devices), BMW from Administrative point (Budget, Health check-up, Insurance)

Unit-V Other Hospital Functional Activities

Hospital Acquired Infection - Source and Control, Telemedicine.

Suggestive Readings

Joshi, DC; Joshi, Mamta (2009), Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd.

Kunders, G.D.(2004)-Facilities Planning and Arrangement in Healthcare, Prism Books Pvt Ltd. Bangalore.

Davies Llewellyn R & macaulay H M C(1995)- Hospital Planning and Administration, Jaypee Brothers, New Delhi.

Sakharkar, B M (1998)-Principles of Hospital Administration & Planning-jaypee Publishers New Delhi.

Goel, S L (2001 Vol 1-4)-Healthcare Systems and Management, Deep and Deep Publications, New Delhi

Srinivasan A V (2002)- Managing a modern hospital, Response Books, New Delhi

Sharma K R, Sharma Yashpal(2003)- A handbook on Hospital Administration, Durga Printers, Jammu

Sharma, Madhuri(2003)-Essentials for Hospital Supportive Services, Jaypee Brothers, New Delhi

Tabish, Syed Amin-Hospital Planning, Organization and Management

HOSPITAL MATERIAL MANAGEMENT- 06120305
MBAHA 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	WINTER	INTERNAL	EXTERNAL	INTERNAL				
MBAHA 305	Hospital material management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Objective:Hospitals carry a large inventory of drugs, sophisticated and highly costly equipment besides beds, furniture and linen. The student should be conversant with Inventory and various methods of control and Purchase management.

Course Content

Unit-IThe Materials Function

Definition, scope and importance of materials management, objectives of materials management, functional areas of materials management, documents used in materials function, material identification codes, role of computers in the materials management, special features of materials management applied to hospitals.

Unit-II Stores Management

Responsibilities and functioning of stores, Types of stores in hospitals, Location and layout of stores, Stock verification techniques, Control of pilferages, Standardization and codification.

Unit-III Hospital inventory management

Definition of inventory- Need of control, objectives of inventory control, scope & importance, categories of materials in hospital

Unit-IVInventory control

Cost associated with inventories- Ordering cost, carrying cost, over stocking cost, under stocking cost, other costs associated with service level. Inventory control Techniques, Economic order quantity (EOQ), inventory models: safety stocks, fixation of re-order level

Unit-V Purchase Management

Objectives and responsibilities of purchasing, Vendor evaluation techniques, Price and quality considerations, Tendering procedures, Types of purchasing. Maintenance of equipment, Inventory control of spares, Maintenance contracts, Disposal of Waste and Scrap

Suggestive Readings

- Shakti Gupta, Sunilkanth – Hospital Stores Management, Jaypee Brothers
Srinivasan A.V. (ed), Managing a modern hospital, Chapters 6, 7, 8, 9, Response Books, New Delhi, 2000.
Gopalakrishna, P., Materials Management, Prentice Hall, New Delhi, 1997.
Gopalakrishna, P., Purchasing and Materials Management, Tata MC.Graw Hill, New Delhi, 1995
Joshi, DC; Joshi, Mamta (2009), Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd.

Kunders, G.D.(2004)-Facilities Planning and Arrangement in Healthcare, Prism Books Pvt Ltd. Bangalore.

Davies Llewellyn R & macaulay H M C(1995)- Hospital Planning and Administration, Jaypee Brothers, New Delhi.

Sakharkar, B M (1998)-Principles of Hospital Administration & Planning-jaypee Publishers New Delhi.

Goel, S L (2001 Vol 1-4)-Healthcare Systems and Management, Deep and Deep Publications, New Delhi

Srinivasan A V (2002)- Managing a modern hospital, Response Books, New Delhi

Sharma K R, Sharma Yashpal(2003)- A handbook on Hospital Administration, Durga Printers, Jammu

Sharma, Madhuri(2003)-Essentials for Hospital Supportive Services, Jaypee Brothers, New Delhi

Tabish, Syed Amin-Hospital Planning, Organization and Management

MANAGEMENT OF CLINICAL SERVICES- 06120306
MBAHA 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA 306	MANAGEMENT OF CLINICAL SERVICES	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Objective:To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical services in a hospital; To understand the processes and details related to effective patient care and to further increase the satisfaction level of patients

Course Content

Unit-I patient care overview

Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care

Unit-IIpatient centric management

Patient counseling & Practical examples of patient centric management in hospitals; Patient safety and patient risk management

Unit-IIIPatient Medical Records

Policies & procedures for maintaining medical records. e-records, legal aspects of medical records, its safety, preservation and storage.

Unit-IVOut Patient Services

Overview of the department, day care, accident and emergency services, physical medicine and rehabilitation, occupational therapy unit, physiotherapy department

Unit-VIn Patient Services

Ward design (general & specialized), critical care services – ICU, CCU, NICU, , medical services, surgical services – operation theater, nuclear medicine, burn unit, nursing services and administration.

Suggestive Readings

Joshi, DC; Joshi, Mamta (2009), Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd.

Kunders, G.D.(2004)-Facilities Planning and Arrangement in Healthcare, Prism Books Pvt Ltd. Bangalore.

Davies Llewellyn R & macaulay H M C(1995)- Hospital Planning and Administration, Jaypee Brothers, New Delhi.

Sakharkar,B M (1998)-Principles of Hospital Administration & Planning-jaypee Publishers New Delhi.

Goel, S L (2001 Vol 1-4)-Healthcare Systems and Management, Deep and Deep Publications, New Delhi

Srinivasan A V (2002)- Managing a modern hospital, Response Books, New Delhi

Sharma K R, Sharma Yashpal(2003)- A handbook on Hospital Administration, Durga Printers, Jammu

Sharma, Madhuri(2003)-Essentials for Hospital Supportive Services, Jaypee Brothers, New Delhi

Tabish, Syed Amin-Hospital Planning, Organization and Management

PRODUCTS AND BRAND MANAGEMENT- 06120307
MBA HA – 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 303M	Product and Brand Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective:

The objective of this course is to acquire the conceptual understanding of Product and Brand Management and its applications for corporate growth and development.

Syllabus

Unit I

Product Planning and Strategies: Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy, Defining Competitive set & Competitor Analysis and Developing Product Positioning Strategy.

Unit II

Product Design and New Product Development: Characteristics of Successful Product Development, New Product Development Process and Organizations, Go to Market Strategies, Test Marketing Product Launch and Commercialization: Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch, Customer & Messaging, Copying Strategies, Product Patenting.

Unit III

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding , Brand Recall, recognition

Unit IV

Choosing brand elements to build brand equity; designing marketing programs to build brand equity: integrating marketing communication to build brand equity: information processing model of communication, marketing communication options

Unit V

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance

Suggestive Readings:

1. Wind Yoram J., Product Policy: Concepts, Methods and Strategies, Addison-Wesley Pub. Co., Reading USA.
2. Baker Michael and Hart Susan, Product Strategy and Management, London, Prentice Hall.
3. Keller, Kevin Lane, **Strategic Brand Management**, Pearson Education, New Delhi
4. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi

5. Keller, K.L., Parameswaran, A.M.G. and Jacob, I (2015). **Strategic Brand Management: Building, Measuring and Managing Brand Equity (4th Edition)**. Pearson Education India
6. Kapferer, J N **Strategic Brand Management** New York, Free Press, 1992
7. Murphy, John A. **Brand Strategy Cambridge**, The Director Books 1990
8. Steward,P. **Building Brands Directly** London, MacMillan, 1996
9. Upshaw, Lyhh B. **Building board Identity: A Strategy for success in a hostile market place** New York, John Wiley, 1995
10. Subroto Sengupta, **Brand Positioning**. Tata Mc Graw Hill
11. Fiona Gilmore (Ed) **Brand Warriors**, profile Books 1999
12. John, Philip Jones, **what is in a brand?** Tata Mc Graw Hill 1998
13. YLR. Moorthi, **Brand Management ñ The Indian context**, Vikas Publishing House , 2003

RETAIL MANAGEMENT- 06120308
MBA 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
304 M	RETAIL MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to develop retail orientation among the students and to acquaint them with fundamentals of retail management. It will equip the students with the concept and methods of retailing.

Course Content

Unit-I

Introduction to Retailing: Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing. Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume.

Unit-II

Retail Market Segmentation and Strategies: Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain. Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location.

Unit-III

Merchandise Management: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

Unit-IV

Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs. Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays

Unit-V

Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

Suggestive Readings

1. Pradhan, Swapna; **Retailing Management**; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; **Retail Management**; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; **Retail Management - A strategic approach**; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; **Retailing Management**; Tata McGraw Hill; New Delhi
5. Gibson G Vedamani. **Retail Management: Functional principles and practices**. Jaico Publishing House
6. Cullen and Newman. **Retailing – Environment and Operations**. Cengage Learning EMEA
7. Harjit Singh: **Retail Management**. S. Chand Publication.

Practical:

- **Visit to prominent retail outlets and conduct a short study on the various areas of retailing.**
- **Visit for different retail store formats and do the comparative study.**
- **Doing the extension of proposed study in the strategy adoption in all the verticals of retailing. Visit in the store is mandatory.**
- **Meeting with merchandising managers to understand the merchandise buying planning of the respective outlet.**
- **Doing the extension of proposed study/ new work on performance analysis that may be the comparison of two different retail outlets. Visit in the store is mandatory.**
- **Study the marketing mix adopted by the retail outlet.**
- **Visiting three different retail stores and submission of report for different stores layouts followed by the retail outlet.**
- **Study the impact of e-commerce, merger and acquisition policy on online retailers.**

Tax Laws & Planning- 06120310

MBA 3rd Semester

Assessment:

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
(DSE-F-T)	Tax Planning	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

Objective: The course aims to help students to gain basic understanding of principles and law governing the direct taxation statute in India. It will provide them practical knowledge of computation of total income and tax liability, assessment procedures and functioning of income tax related matters.

Unit-I: Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, Tax evasion, tax avoidance, tax planning, Residential status and tax incidence, scope of total income, income exempted from tax, applications of knowledge for determination of residential status, and scope of taxability.

Unit-II: A practical approach towards Computation of Income from **salaries:** Basic salary, allowances, perquisites, provident funds, retirement benefits, Income from **house property:** GAV, NAV, Deductions, deemed owner, profits and gains of **business and profession:** Admissible expenses (section 30 to 37), inadmissible expenses, Computation of correct profit, maintenance of books of accounts, tax auditing

Unit-III: A practical approach towards Computation of Income from **capital gains:** Capital assets, Transfer of capital asset, STCG, LTCG, Exemption under section 54/54B/54EC/54F, income from **other sources,** Identification of losses under different heads and set off with respective heads & carry forward of losses, clubbing of income

Unit-IV: Identification of Deductions under chapter VI-A from gross total income (Section 80C to 80U), computation of gross total income, total taxable income, Computation of total income of individuals & Hindu Undivided Family using Microsoft excel, Payment of tax (ITNS 280), Filing of return (ITR I, II)

Unit- V: Provisions of Deduction of tax at source, Collection of tax at source, advanced payment of tax, and their applications, Due dates, Payment of TDS (ITNS 281) & Filing of return (Form 24Q, 26Q).

Suggestive Readings:

- 1) Dr. Vinod Kumar Singhania, Corporate Tax Planning, Taxmann's Publication
- 2) Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer
- 3) Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
- 4) Mr. Sandeep K Sahu, A summarised notes on income tax law
- 5) CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication
- 6) Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
- 7) Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic approach to income tax, Wolters Kluwer

PROJECT APPRAISAL AND FINANCE- 06120311
MBA (HA)-3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA/MBA(HA)-III	Project Appraisal and Finance	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Objectives: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

Unit I: Project Appraisal: An introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principles of Project Analysis.

Unit II: Financial Projections: Estimating total projects costs – Preparing proforma Income Statement, Balance Sheet & Cash Flow Statement – Evaluating Project Feasibility – Discounted & Non-discounted Project Appraisal Technique, Risk adjusted methods-Decision Tree, RADR Risk adjusted discount rate, Certainty equivalent approach.

Unit III: Project Management: Concepts of projects – Project Management – Role of a Project manager – Advantages of Project management. Concept & Techniques of Project Planning: Meaning – Project Planning – Needs – Methodology – Steps & Techniques, Market Analysis: Market analysis of a project, need for market analysis, Financial analysis: Cost of project and means of financing, major cost components. Profitability and financial projections: Overview.

Unit-V

Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach. Investment appraisal: Introduction and techniques, DCF and non DCF methods, Project Appraisal parameters.

Unit- V

Finance- Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management. Basic Financial Decisions: Investment and Financing Decisions. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making.

Readings:

1. Dr. Prasanna Chandra: Project Planning, Analysis, Financing, Implementation & Review, Tata McGraw Hill.
2. Narendra Singh: Project Management. Himalaya Publishing House.
3. Vasanth Desai: Project Management. Himalaya Publishing House
4. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
5. PG Apte; International Finance, Tata McGraw Hill.
6. Alan C. Shapiro; Multinational Financial Management- Prentice Hall
7. Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- McGraw Hill.
8. Khan, M Y. Financial Services (5th ed.). McGraw Hill Higher Education

Managing Banks & Financial Institutions- 06120312
MBA (HA)- 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA101	Managing Banks & Financial Institutions	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

To provide the student a basic knowledge of banking and institutions and to familiarize them with major financial services in India

Unit I

An overview of the banking sector- growth and structure; function and operations - RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector- role of RBI and Ministry of Finance; marketing in banking industry - component of bank marketing strategy; role of technology in banking

Unit II

Component of ALM and their management; liquidity management, interest rate management, Management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs

Unit-III: Forms of banking operations: Branch Banking, Unit Banking, Group Banking Chain Banking, Banking, and correspondent banking. Process of Bank Management; Branch location policies and decisions, organizational Structure of Commercial Banks in India Department set up of head office, Zonal Office, Regional office and Branchy offices. Delegation of authority in banks,

Unit-IV: Financial Institutions

Depository and non-depository institutions, Development Financial Institutions (DFIs)- An overview and role in Indian economy (IDBI, IFCI, SFCs, UTI, SIDBI). Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development.

Unit-V: NBFCs and Insurance & Mutual funds

Concept of NBFCs, types features, working of NBFCs, importance of NBFCs, current status of NBFCs,

Insurance: Concept features, elements of Insurance, Types

Mutual Funds: Meaning Definition Features, Organization of Mutual Funds, Types of Mutual Funds, NAV.

Suggestive Readings

- 1 Bhole, L.M., *Financial Markets and Institutions*. Tata McGraw Hill Publishing Company
2. Khan, M.Y., *Indian Financial System-Theory and Practice*. New Delhi: Vikas Publishing House
3. Sharma, G.L., and Y.P. Singh eds. *Contemporary Issues in Finance and Taxation*. Academic Foundation, Delhi
4. Khan and Jain, *Financial Services*, Tata McGraw Hill
5. Singh, J.K., *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi.

Annual Reports of Major Financial Institutions in India.

7. Black, Kenneth jr. & Skipper, Harold D. jr., *Life and Health Insurance*, Pearson Education, Delhi
- 8 Rejda, George E, *Principles of Risk Management and Insurance*, Pearson Education, Delhi
- 9 Shekhar, K.C. and Shekhar, Lekshmy , *Banking Theories and practices* , Vikas Publication
- 10 Besis Joel *Risk Management in Banking* , John Mily & Sons

INDUSTRIAL RELATIONS & LABOUR LAWS- 06120313
MBA HA 4 Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
303H	INDUSTRIAL RELATIONS & LABOUR LAWS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objectives:

To provide conceptual framework of Industrial Relation and to make students aware with the basic requirements and mandate of labour legislations.

Unit I: Industrial Relations: Concept, Scope, Objectives, emerging socio -economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations, factors affecting industrial relations. Misconduct, Disciplinary Action, Types of punishments, Code of Discipline,

Unit II : ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement, , Role and objectives of ILO, Prevention and settlement of disputes, Objectives, forms and significance, WPM, Collective Bargaining, Grievance handling.

Unit III:

Trade Union Act, 1926
 The Payment of Wages Act, 1923
 The Industrial Disputes Act, 1947

UNIT IV:

The Workmen's compensation Act, 1972
 The Payment of Minimum wages act 1936
 The payment of Bonus Act, 1965

Unit V:

The Factories Act, 1948
 Employee's Provident fund & Miscellaneous Provisions Act, 1952

References:

12. L.Malik, K.D. Srivastava's Law Relating to Trade Unions and Unfair Labour Practices in India (4th ed., 2002, with Supplement 2003)
13. C. Srivastava (Rev.)Labour Law and Labour Relations : Cases and Materials (Indian Law Institute, 2007)
14. M. Rao, O.P. Malhotra's The law of Industrial Disputes(6th ed., 2004)
15. D. Srivastava, Industrial Employment (Standing Orders) Act, 1946 (4th ed., 1998)
16. BD Singh, Labour Law for Managers, Excel Books, New Delhi, 2007,
17. Bruce E. Kaufman, Industrial Relations, ILO, Geneva, 2006
18. EM Rao, Industrial Jurisprudence, Lexis Nexis, New Delhi, 2004,
19. G M Kothari, A Study of Industrial Law, 5 thEdn.- 2000, Wahdwa Publications, Nagpur, GB Pai, Labour Law in India, Butterworth's India, New Delhi, 2001,
20. SC Srivastava, Industrial Relations and Labour Laws, 5 thEdn.-2007, Vikas Publishing House, New Delhi, Part 1
21. Report of the National Labour Commission - 1967
22. Report of the National Labour Commission – 2002

Activities:

- Exercise: Write down the brief summery of Industrial Dispute at Maruti udyog Limited at Gurgaon. What was the reasons behind the dispute? Suggest the action you think fit to avoid such condition.
- Exercise: Identify the grievance you have with your mobile service provider, What methodology you will suggest to handle such grievance, write a brief report and present it.
- Exercise: Case study on Trade Union affected the organization(Modi group of Company)
- Exercise: Case study on Industrial Dispute in indian Organizations (Maruti Limited)
- Exercise: Class room discussion on case lets related to above legislations
- Exercise: Class room discussion on case lets related to above legislations

HR METRICS AND ANALYTICS- 06120314
MBA (HA)- 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	HR METRICS AND ANALYTICS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Student would be able to measure and apply analytics tools to understand data, make meaningful decisions and HR strategies for organization effectiveness and development.

Course Content

Unit-I

Introduction and Overview of HR metrics and analytics, Changing Role of HR, HR as a Strategic Partner, The Need for Measuring HR. Human Capital Management, Use of business action plan, The new shape and function of tomorrows HR departments.

Unit-II

Approaches to Measuring HR, Competitive Benchmarking, HR Accounting, HR Auditing, HR Cost Monitoring, HR Effectiveness Index, HR Key Indicators, HR MBO, HR Profit Centre, HR Reputation, Return on Investment, Surveys. HR's role in value chain.

Unit-III

Measuring effectiveness of recruitment and selection practices, measuring the cost and quality of hire & applicants. Attrition metrics – techniques used to calculate attrition, manpower planning metrics, quantitative tools for forecasting manpower requirements.

Unit-IV

Tracking the value of Career Management, Measurement, Performance metrics, Performance Matrix – Shingo prize model, EFQM, and Baldrige criteria, Six-Sigma, Customer Focused Metrics and Measuring HR Alignment.

Unit-V

Skill based Training ROI, Measuring Employee Satisfaction, Attitude Measurement and Survey, Balanced Scorecard and HR Scorecard. Knowledge & skill based Development of HR dashboard, HR index, internal improvement Monitors.

Suggestive Readings

1. C.J. Verhoeven, *Techniques in Corporate Manpower Planning: Methods and Applications*, Springer Science & Business Media (2012).
2. Bhattacharyya., Kumar, D, *HR research methods*. University Press, Christ University Institute of Management - (2007).
3. Sullivan, J, *HR metrics*. Kennedy Information (2007)..
4. *HR Metrics standards & glossary published by the HR metrics service*. Version 6.3/Dec 2010.
5. Valerie, P., & Andreasson, R., *HR metrics: Bench marking human resources*.
6. Ward Christman Senior Consultant HRsmart , *HR Metrics That Matter*, October 22, 2009
7. HR metrics service, *HR metrics Interpretation guide*, published by BC HRMA version 2.4 / December 20th 2010.
8. *Fundamentals of Human Resource Management*, Noe, 5th ed.

9. *Investing in People: Financial Impact of Human Resource Initiatives* (2nd Edition) Wayne Cascio & John Boudreau, ISBN-13: 978-0137070923 ISBN-10: 0137070926 Edition: 2nd
10. Boudreau, J.W. & Ramstad, P. (1997). "*Measuring Intellectual Capital: Learning from Financial History.*" Human Resource Management.
11. Schuler, R. S., Dowling, P. J., & De Cieri, H. (1993). *An integrative framework of strategic international human Resource management.* Journal of Management, 19, 419-459.
12. Milkovich, George T. & Boudreau, John W. (1997). Personnel/human resource management: A diagnostic approach (8th ed.). Homewood, IL: Richard Irwin, Inc.
13. Ulrich, Dave (in press). *Integrating practice and theory: Towards a more unified view of HR.* SHRM Special Issue of Research in Human Resources Management. JAI Press.

STRATEGIC HRM- 06120315
MBA (HA)- 3rd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	STRATEGIC HRM	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students would be able to understand role of Strategic HRM, identify the internal and external environmental influences, organizational effectiveness and analyze the interrelationship between human resource management strategy and specific HR roles and functions.

Course Content

Unit-I

Strategic HRM – Overview, Meaning and Benefits. SHRM Vs Traditional HR. SHRM: Aligning HR with Corporate Strategy. Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach. Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM.

Unit-II

Implications of the converging economy for Human Resource Management. Implications for SHRM: The Complex Resource-Based View: Implications for Theory and Practice in Strategic Human Resource Management. Aligning HR Systems with business strategy. Alignment of HR processes: Alignment of Human Resources and Their Impact on Business Performance.

Unit-III

Global competitive advantage: Global Dimensions - Converting Global Presence into Global Competitive Advantage. Human Resource Strategy in International Context. Reframing Global Mindset: From Thinking to Acting. HR Strategy and Competitive Advantage. Managing the Human Resource Architecture for Knowledge-Based Competition. HR Strategy in workforce diversity. Expatriation and repatriation management in global HRM.

Unit-IV

New HR Metrics: Scoring on the Business Scorecard (Balanced Scorecard). Strategies for Responsible Restructuring. Role of the HR Department and HR Professionals: The Three-Dimensional People Strategy: Putting Human Resources Policies into Action. High Performance Work Practices.

Unit-V

Organizational HR in the future: (i) The corporations of tomorrow,(ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams flextime and telecommuting HR outsourcing contingent and temporary workers

Suggestive Readings

1. Randall S. Schuler and Susan E. Jackson, *Strategic Human Resources Management* Wiley Black Well (2007).
2. Greer, Charles R, *Strategic Human Resource Management: A General Managerial Approach*, Pearson Education (2000).
3. Michael Armstrong, *Strategic Human Resource Management: A Guide to Action*, , Kogan Page; 3 edition .
4. Tanuja Agarwala, *Strategic Human Resources Management*, Oxford University Press

5. Becker, Brian E. et al., *The HR Scorecard*, HBS Press (2001).
6. Holbeche, Linda, *Aligning Human Resource and Business Strategy*, Butterworth Heinemann (2009).
7. Dreher, George F./ Dougherty, Thomas W, *Human Resource Strategy*,. Tata McGraw Hill.
8. Armstrong, Michael / Baron, Angela, *Handbook of Strategic HRM: The key to Improved Business Performance*, Jaico Publishing House (2007).
9. Mello, J.A, *Strategic Human Resource Management*, Cengage Learning (2014).
10. <https://study.com/academy/lesson/strategic-human-resource-management-definition-importance.html>.

4th SEMESTER

STRATEGIC MANAGEMENT- 06120401 MBA HA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA401 MBAHA401	Strategic Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

Course Content

Unit: I: Strategy and Process

Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy, Strategic decision making; Process of strategic decision making, Strategy formulation: Company's vision, mission and objectives.

Unit: II: Competitive Advantage

External Environment- PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, The Competitive Profile Matrix (CPM), Business ethics and corporate strategy, Concept of value chain, Core competencies, Resource base theory and competitive advantage

Unit: III: The Strategic Alternatives

Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies; Corporate Strategy- Vertical Integration, Diversification and Strategic Alliances; Business level strategies: Cost, Differentiation, and Focus Strategies; Strategic analysis and choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile, Strategic Advantage Profile, Corporate Portfolio Analysis, GAP Analysis, Mc Kinsey's 7s Framework, GE 9 Cell Model, BCG Matrix, Balance Score Card, Internal Factor Evaluation (IFV) Matrix

Unit IV: Strategy Implementation and Evaluation

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

Unit V: Strategy in the Global Environment

Definition of global strategy, Phases of global strategy, Difference between international strategy and global strategy, Drivers of global strategy

Suggestive Readings

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.

4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
6. Jauch and Glueek, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thampson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
8. Michael Porter, Competitive Advantage of Nations, Free Press.
9. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
10. Melvin J. Stanford, Management Policy, Prentice-Hall
11. Pearce, J. A., II, and R. B. Robinson, Jr. Strategic Management: Strategy Formulation, Implementation, and Control, Chicago, IL: R. D. Irwin, Inc
12. Jean-Louis Schaan, and Micheál J. Kelly, Cases in Alliance Management: Building Successful Alliances, SAGE Publications

Comprehensive viva

Research Project

HEALTH INSURANCE AND MEDICAL TOURISM- 06120404
MBAHA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	HEALTH INSURANCE AND MEDICAL TOURISM	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed
10 marks.

Objective:To acquaint students to the concept of HI and various HI products, so that the students are ready for challenges of healthcare insurance which is emerging as a sector holding great promise.

Course Content

Unit-I Introduction

History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, current trends in Health Insurance - International and Indian scenario.

Unit-II

Operations in health insurance : Introduction to claims management , significance of claims settlement ,nature of claims from various classes of insurance, role of third party administration.

Unit-III

Marketing and servicing of health insurance,
 Different elements of insurance marketing, uniqueness of insurance markets, distribution channel for selling insurance: role of regulatory authority in supervising promotional activities.

Unit-IV

IT Applications and legal framework in health insurance, informational technology and insurance, legal framework and documentation, ethical issues.

Unit-V

Medical tourism- concept, need , competitive advantage, Indian challenges, global scenario and trend, role of marketing in medical tourism

Suggestive Readings

Kenneth Black,Jr. Ilarold D.Skipper,Jr, Lire and Health Insurance, thirteenth edition, Pearson Education Pte. Ltd., Delhi, 2003.

Board of editors, Group and Health Insurance vol. I -III, the ICFAI University Press, Hyderabad, 2004.

U.Jawaharlal (editor), Insurance Industly, the current scenario, the ICFAI University Press, Hyderabad, 2005.

Journals:

Insurance Chronicle, ICFAI Publications, .Hyderabad. .

The Insurance Times, Kolkata, India, Website: www.prgindia.com.

Insurance Management - Dave

National Insurance - Monographs on Insurance Management

IRDA Guidelines on Health Insurance - Govt. of India

MEDICAL & HEALTH LAWS- 06120405
MBAHA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA405	MEDICAL & HEALTH LAWS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Objective:To acquaint the students with various legal aspects concerning type and character of the health care organizations and its duties towards patients and its employees. To familiarize the students in matters of liability of hospital medical negligence and medical malpractice in diagnosis, administration of drugs, surgery etc.

Course Content

Unit-I

Law and establishment of hospitals-private and public, legal requirements under Medical Council Acts.

Unit-II Medical ethics & auditory procedures

Ethical principles, Civic rights, Consumer protection act, CPA, Patient complaints, powers & procedures of the district forum, State and National commission, Role of supreme court, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs,

Unit-III

Introduction/need & procedures for medical audit, Audit administration & Regulating committees; Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity; Medical ethics – basic issues, importance, process of developing and implementing ethics and values in an institution – codes of conduct: Hippocrates oath and declaration of Geneva – MCI regulation – professional conduct, etiquette and ethics.

Unit-IV

Legal aspects relating to organ transplantation, MTP Act, 1971, Basics of Drugs and Cosmetic Acts, . ESI Act, PNDT Act, Human experimentation, clinical trials, industrial dispute act

Unit-V

Legal liability of hospitals - criminal, civil and tortuous; liability for negligence, consumer protection law, absolute liability and vicarious liability, legal remedies available to patients

Suggestive Readings

Anoop Kaushal K, Medical negligence and legal remedies, 3rd edition, universal law Pllblshcr.5. New Delhi, 2004.

Avtar singh, company law, 13th edition, Taxmann publishers, Lucknow, 2001.

Consumer Protection Act 1986

Francis D., Government and Business, Himalaya publishing House, 1988
Gupta D and Gupta, S. Government and business, Vikas Publishing House, 1987 Varma, D.P.S,
Monopolies. Trade Regulations and Consumer Protection, T-ata McGraw Hill, New Delhi, 1985.
R.K. Chaube, consumer protection and the Medical profession, Jaypee Publishing, New Delhi,
2000.
Steven, D. Edwards, Nursing Ethics, A principle Based Approach, Macmillan Press Ltd.,
London, 1996.
Indian Penal code, Indian Evidence Act, Criminal Procedure code
Industrial Disputes Act, Indian Companies Act
Indian Medical council act.
Goswami, Labor law.
Commercial Laws – N.D.Kapoor.

DISASTER MANAGEMENT- 06120406
MBAHA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBAHA406	DISASTER MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Objective:To learn, identify and assess disasters in the community. To set-forth policies and procedures for disaster preparedness and to prepare disaster plan.

Course Content

Unit-I

Basics of disaster management and Mass casualties, Triaging, Disaster plan, pre-hospital and hospital care

Unit-II

Disaster alertness in Hospital

Unit-III

Disaster management, planning and implementation.

Unit-IV

Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management

Unit-V

Severity of illness amongst disaster victims and risk assess, triage, different colour coding related to disaster.

Suggestive Readings

Shakti gupta sunil kant,chandra sekhar and sidharth satpathy, Modern trends in planning and design of hospitals,Jaypee brothers New delhi

Hospital Planning, WHO, Geneva, 1984

Kunders G.D., Gopinath S., and Katakama a., Hospital Planning, Design and Management, Tata Mc.Graw Hill, New Delhi, 1999.

Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.

Srinivasan A. V. (ed), Managing a modern hospital, Chapter 2, Response Books New Delhi, 2000

Padmanand V. and P.C. Jain, Doing Business in India, Response Books, New Delhi, 2000

Bio-Medical Waste Act & Rules Govt. of India

Current Issues in BMW Waste Handling-ISHA, Bangalore

UGC Guidelines for Environmental Health.

Digital and Social Media Marketing- 06120407
MBA HA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 404M	Digital and Social Media Marketing	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective: The objective of this course is to provide knowledge of creative digital advertising in the competitive world of business. It helps the students to acquire knowledge in various terms of digital marketing.

UNIT-I

Digital Marketing: Understanding Digital Marketing Process, Digital Marketing & Traditional Marketing Increasing Visibility: Types of Visibility, Relevant Examples of Visibility, Visitors Engagement: Importance of Visitors Engagement, Relevant Examples of Visitors Engagement, Bringing Targeted Traffic: Inbound Traffic, Outbound Traffic. Conversion Leads: Types of Conversion, Understanding the Conversion Process, Importance of Retention, Types of Retention, Relevant Examples of Retention, Performance Evaluation: Importance of Performance Evaluation, Tools for Measurement of Performance Evaluation

UNIT II

Planning & Conceptualising a Website: Identifying objective of website, Deciding on Number of Pages Required, Planning For Engagement Options, Creating Blueprint of Every Webpage, Relevant Examples, Building website using CMS in class: Booking a domain name & webhosting, Adding domain name to web server, Adding Webpages & Content, Adding Plugins

UNIT III

Search Engine Optimisation (SEO): Introduction to SERP, What are Search Engines and how they work? Major functions of a search engine, what is traffic? Different Types of Traffic, What are Key words: Different Types of Key words, Google Keyword Planner Tool, Keywords Research Process, Understanding Keywords mix, On page Optimisation, Keywords optimization, Content Optimisation & Planning Understanding Your audience for content planning, Adding Social media plug – in on web pages, Internal linking, Meta tags creation, Creating webpage in HTML, Using Google Webmasters tool & website verification, Sitemap creation & submission in website & webmasters.

UNIT IV

Local SEO, Google Places optimization, Classified submissions, Using H Card, Citation, NAP (Name, Address, Place), Primary Keywords, Secondary Keywords and Tertiary Keywords, Difference between keyword stuffing and keyword placement, How to write an optimized content, Writing a content for article, blog and press release, Top tools for SEO, Monitoring SEO Process, Preparing SEO reports, Google Adwords Overview: Understanding Inorganic Search Results, Introduction to Google Adwords & PPC Advertising, Overview of Microsoft Adcenter (Bing & Yahoo), Setting Up Google Adwords Account., Tracking Performance/Conversion: What is conversion tracking? Why is it important? How to set up conversion tracking? Adding Tracking Code in your website, Checking Conversion stats

UNIT V

What is Social Media? Understanding the Existing Social Media Paradigms, How social media marketing is different than other forms of internet marketing, Marketing on Social Networking Websites, Viral Marketing and Its importance, Facebook Marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing.

Suggested Readings

1. Ian Dodson. **The Art of Digital Marketing**. John Wiley & Sons, Inc
2. Philip Kotler. **Marketing 4.0: Moving from Traditional to Digital** , John Wiley & Sons, Inc
3. Ryan Deiss, Russ Henneberry: **Digital Marketing for dummies**, John Wiley & Sons, Inc
4. Marjolein Visser, Berend Sikkenga & Mike Berry: **Digital Marketing Fundamentals**, Noordhoff Uitgevers bv, Afdeling Hoger Onderwijs,
5. Digital Marketer: **The Ultimate Guide to Digital Marketing**, DigitalMarketer LLC

Service Marketing-06120408

MBA HA 4th Sem

CONSUMER BEHAVIOUR- 06120409
MBA HA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA406M	CONSUMER BEHAVIOUR	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective:

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or to avail a particular service

Syllabus

Unit I

Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.

Unit II

Consumer Decision Processes, Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.

Unit III

Consumer Behaviour Models, Nicosia Model, Howard-Sheth Model , Engel-Blackwell and Miniard Model , Sheth Family Decision Making Model

Unit IV

Diffusion of Innovation: Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion

Unit V

Individual Determinants of Consumer Behavior: Demographics Psychographics, Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family, Family life-cycle group and personal influence, word of mouth communication, opinion leadership.

Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; **Consumer Behaviour**; Thomson Learning; New Delhi
2. Loudon, David J. & DellaBitta, Albert; **Consumer Behaviour**; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; **Consumer Behaviour**; Pearson Education; New Delhi
4. Soloman, Michael R.; **Consumer Behaviour - Buying, Having and Being**; Pearson Education; New Delhi
5. Nair, Suja R.; **Consumer Behaviour in Indian Perspective** ; Himalaya Publishing House; New Delhi
6. Assael, H. **Consumer Behaviour and marketing Action**, Ohio, South Western, 1995
7. Engle, J F etc. **Consumer Behaviour**, Chicago, Dryden Press, 1993 Electives (Mktg)
8. Howard, John A etc. **Consumer Behaviour in marketing** Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
9. Hawkins, D I etc. **Consumer Behaviour Implications for Marketing Strategy**. Texas, Business, 1995
10. Mowen, John C. **Consumer Behaviour** , New York, MacMillan, 1993

International Finance- 06120410
MBA (HA) 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA/MBA(HA)	International Finance	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course Content

Unit-I

Evolution of the international monetary system, Exchange rate arrangements, Reform of international monetary system, Balance of payments accounting, Gains from financial globalization.

Unit-II

Functions and structure of foreign exchange market, Exchange rate: essential concepts and determination, Theories of exchange rate, International arbitrage and interest rate parity.

Unit-III

Exchange rate -Meaning, Scope & Importance .Forecasting exchange rates-Needs for exchange rate forecast, Techniques of forecasting, Forecast in a controlled exchange rate regime. Foreign exchange risk: types and measurement, Currency derivatives.

Unit-IV

Offshore financing – international equity, debt and Euro-currency markets; Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions.

Unit-V

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk. International working capital management -management of receivable, management of inventory, financing of current assets, Financing of Foreign trade.

Suggestive Readings

1. Pilbeam, K., International Finance, Palgrave Macmillan. Latest Edition
2. Madura, J., International Financial Management, Cengage Learning. Latest Edition
3. Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill. Latest Edition
4. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
5. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.
6. Levi, M., International Finance, Routledge. Latest Edition.
7. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition

8. Bhalla, V. K., Investment Management, S. Chand & Company Ltd
9. PG Apte; International Finance, Tata McGraw Hill.
10. Alan C. Shapiro; Multinational Financial Management- Prentice Hall'

FIANCIAL ENGINEERING & RISK MANAGEMENT- 06120411
MBA(HA) 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA/MBA(HA)	FINANCIAL ENGINEERING AND RISK MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective:

The objective of this course is to explain the student about the risk return tradeoff and financial risk through the use of various derivatives, to make them understand operations of derivatives market.

Course Content

Unit I

INTRODUCTION: Risk, Risk Management, objectives and tools of Risk Management. Principles of Risk Management and Risk Management process. Risks associated with financial services firm – Product and Capital Market Risk. Risk Reporting: Internal and external reporting.

UNIT – II:

MEASUREMENT & MANAGEMENT OF FINANCIAL RISK: Types of Risk and Management, Management of Credit Risk, Liquidity Risk, Interest Rate Risk and Exchange Rate Risk. Asset – Liability Management – need and significance Derivative- Hedging, Currency Risk, Creating value with risk management- financial distress and investment, risks in banking, credit risk, foreign exchange risk, political risk and country risk, liquidity risk and Hedging Risk, Forward Contracts: Features of a forward contract, Hedging risk using forward contracts. Differences between Forward and Futures contracts.

UNIT – III:

FORWARD AND FUTURES CONTRACTS TO MANAGE RISK: The concept of Derivatives and types of derivatives. The role and significance of derivative's in managing risk. Participants in Derivative Markets: Individuals, speculators, Hedgers and Arbitrageurs. Forward contracts. Definition features, their utility is risk management. Limitations of Forward contracts. Futures contracts: Definition, features and their utility in Risk management limitations. Clearing House initial & Daily Margins and Marking to the market.

UNIT – IV:

SWAPS AND OPTIONS TO MANAGE RISK: Swaps, Concept of Swap. Types of Swaps: Interest Rate and Currency Swaps. The process of Managing Risk using Swaps. Options: Definition, terminology, types of options: call, puts, Americans, European options. Options in the money, out of money and at the money. Uses of Option and Payoff from option, Black and Scholes option pricing model.

Unit V

Financial Engineering

Concept, scope of Financial Engineering. Factors contributing to the growth of Financial Engineering environment and infra firm factors. Tools for Financial Engineer, New Product Development and New Product strategies

2. Suggestive Readings:

- Hull. J. C, Options Futures and Other Derivatives, PHI, New Delhi
- Varma and Jayanth, Derivatives and Risk Management, Tata McGraw Hill
- Stulz, Risk management and Derivatives, Cengage Learning
- Parasuraman, Fundamentals of Financial Derivatives, Wiley
- Marshal & Bansal, Financial Engineering, PHI New Delhi
- Chance, Derivatives and Risk Management Basics, Cengage Learning
- Dorfman, Introduction To Risk Management, PHI New Delhi
- Ashthana, Financial Risk Management, Himalaya Publication House

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT- 06120412
MBA HA- 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA/MBA(HA)	Security Analysis and Portfolio Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

Course Objective

To acquaint the students with the working of security market and principles of security analysis and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.(Reframe)

Course Content

Unit I

Introduction: Investment environment, various asset classes and financial instruments. Investment process. Return-risk analysis and impact of taxes and inflation. Types and sources of risks. Risk Aversion. Diversification and Hedging. Contemporary issues in investment management- Socially responsible investing (SRI), Ethical investing etc.

Unit II

Analysis of Fixed Income Securities: Bond fundamentals; Types of bonds; valuation of bonds; bond yields; bond price- yield relationship; analysis of risks in bonds-duration and convexity. Bond portfolio management- passive bond management and active bond management including bond immunization strategies.

Unit III

Equity Analysis: Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis; Efficient market hypothesis. Tests of market efficiency and empirical evidence. Assumption of Investor's rationality and its critique. Behavioral Finance- behavioral biases (Framing, Mental accounting, Regret avoidance and Prospect theory).

Unit IV

Portfolio Analysis, Selection and Management: Risk aversion and capital allocation to risky assets and risk-free asset; Risk tolerance and asset allocation; Optimal risky portfolio- Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Asset Pricing Model (CAPM) and Market Anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect etc) . Extensions of CAPM (Zero beta CAPM and Merton's Inter temporal CAPM). Arbitrage Pricing Theory and Multifactor Asset Pricing Models. Active and Passive portfolio management. Portfolio revision.

Unit V

Financial Derivatives: Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Exotic options, Portfolios of futures and options synthetics. Financial engineering.

Suggested Readings:

1. Bodie, Zvi, Kane Alex and Alan J. Marcus, Investments, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., Investment Analysis and Portfolio Management, Cengage Learning.
3. Chandra, P., Security Analysis and Portfolio Management, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., Investment Management, Springer

5. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning.
6. Elton, E. and Gruber, M, Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.
7. Damodaran, A., Investment Valuation, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, Investments, PHI Learning.
9. Hull, J.C., Options, Futures and Other Derivatives, Prentice Hall.
10. Bhalla, V. K., Investment Management, S. Chand & Company Ltd

COMPENSATION & BENEFITS MANAGEMENT- 06120413

MBA HA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
404H	COMPENSATION & BENEFITS MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objectives:

This course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Unit I: Meaning, Objectives, Role of compensation in organization,Economic and Behavioral theories related to compensation; strategic perspectives of compensation, compensation as motivational tool for employee, compensation policy.

Unit II :Meaning of equities in compensation, Internal and external equities in compensation, determining the worth of jobs, understanding inter and intra -industry compensation differentials, designing pay structure and administering compensation package, understanding different components of compensation package.

Unit III: Compensation of special group: Corporate Directors, Chief Executives, Senior Managers, components of executive compensation package, compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

UNIT IV: Statutory provisions governing different components of reward systems, Minimum wages & Payment of Wages Act provision. Retirement plans, fringe benefits, pay for performance plans.

Unit V: Working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning.

References:

23. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill
24. Henderson, R.O., Compensation Management, Pearson Education
25. Martocchio, J.J., Strategic Compensation, Pearson Education
26. Armstrong, M and Murlis H, Reward Management, Kogan Page, UK
27. Singh, B.D., Compensation Reward Management, Excel Books, New Delhi
28. Dewakar Goel, Performance and compensation Management and , PHI Learning, New Delhi.
29. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
30. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.
31. Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.
32. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.

Activities:

- Exercise: Do an internal survey of at least 20 employees asking them to how compensation motivates them analyse the result and present the findings in the class.
- Exercise: Students will be divided into the group and each group will be provided the basic salary amount, DA amount , DA Merger amount, HRA, Tax Deduction, ESI Deduction, PF Deduction. They have to prepare a payroll of 10 employee with different pay scale.
- Exercise: Prepare a comparison chart of Indian Company's Compensation Components and an International Company's Compensation Component.
- Exercise: Search &Collect the retirement plans along with fringe benefits of at least 5 different company and present it in the class.
- Exercise: Assume that your gross salary is Rs 2 LPA, How you will plan your Income Tax liability, suggest the various heads where you can invest your money with a object to save your income tax .

LEADERSHIP AND TEAM DYNAMICS AT WORK- 06120414
MBA HA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	Leadership and Team Dynamics at Work	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students would be able to acquaint themselves with fundamentals of Leadership, types, attributes and its process in effective team building in an organization.

Course Content

Unit-I

Introduction to Leadership and Teamwork, Leadership Attributes - Styles – Theories of Effective Leadership.

Unit-II

Personality, types, theories, Perception, factors - Learning Styles - theories. Emotional Intelligence – skills for Emotional intelligence - Cultural – formation – changing culture, Organizational and Situational Factors.

Unit-III

Understanding Teams, Teams Dynamics, Team synergy, Defining Team Success, Process of Teamwork, Managing the Team Lifecycle – formation, management and adjournment.

Unit-IV

Cooperation & Competition, Effective Communications, Managing Conflict, Power and Influence, Decision-Making, Issues of leadership, Problem Solving.

Unit-V

Managing Diversity, Team Organization and International Culture, Virtual Teams, Rewarding Teams, Team Building.

Suggestive Readings

1. Levi, Daniel, *Group Dynamics for Teams*, Sage Publications (2014).
2. Jan Carmichael, et.al. *Leadership and Management Development*, Oxford Publications, (2011).
3. Uday Kumar Haldar, *Leadership And Team Building*, Oxford Publications (2011)
4. Chandra Mohan, *Leadership and Management*, , Himalaya Publishing House (2007).
5. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, *Leadership: enhancing the lessons of Experience*, McGraw –Hill Publication (2011).
6. T.V. Rao, Charu Sharma, *100 Managers*
7. *in Action*, McGraw- Hill Publication (2012).
8. Bonnie T Yarbrouch, *Leading groups & Team*, Cengage Learning (2011).
9. Edmondson, A., *Teaming: How organizations learn, innovate and compete in the knowledge economy*, Jossey-Bass (2012).
10. Lencioni, P, *The Five Dysfunctions of a Team: A leadership fable*, Jossey-Bass (2002).

ORGANIZATION CHANGE AND DEVELOPMENT- 06120415
MBA HA 4th Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	ORGANIZATION CHANGE AND DEVELOPMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students would be able to learn about Organizational Change and methods of adoption and importance of Organizational development.

Course Content

Unit-I

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

Unit-II

Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

Unit-III

Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization.

Unit-IV

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.

Unit-V

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

Suggestive Readings

1. Kavitha Singh, *Organisational change and Development* , Excel Books New Delhi,2010.
2. Gilley, J. W., & Maycunich, A. (2000). *Organizational learning, performance, and change: An introduction to strategic human resource development*. Perseus Publishing.
3. Dr. Mrs. Anjali Ghanekar, *Essentials of Organisation Development*, Everest Publishing House.
4. French,W.L. and Bell, C.H., *Organisation Development*, Prentice-Hall, New Delhi,1995.
5. Ramanarayan, S. and Rao, T.V., *Organization Development: Accelerating Learning and Transformation*, 2nd Edition, Sage India, 2011.

6. Nilakant, V. and Ramnaryan, S., *Managing Organisational Change*, Response Books, New Delhi
7. Beckhanrd, Richard and Harris, Reuben T., *Organisational Transitions : Managing Complex Change*, Addison, - Wesley, Mass
8. Kanter, R.M., Stein, B.A and Jick, T.D., *The Challenge of Organisational Change*, Free Press, New York.
9. Hammer, Michael and Champy, James, *Reengineering the Corporation : A Manifesto for Business Revolution*, Harper Business, New York .
10. Hurst , David K., *Crisis and Renewal : Meeting the Challenge of Organisational Change*, Harvard University Press.
11. Venkataratnam C.S., Varma, Anil (ed) : *Challenge of Change : Industrial Relations in Indian Industry* : Allied Pub. Ltd., New Delhi.
12. Harvey, D.F. and Brown, D.R., *An Experimental Approach to Organization Development*, PrenticeHall, Englewood Cliffs,N.J.,1990.
13. Cummings, T. G. & Worley, C. G. (2009).*Organization Development and Change* (9th edition). Canada: South-Western Cengage Learning.
14. Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, Thomson South-Western, 8th Edition 2004.