

M.B.A. Exam. 2013  
(Semester Pattern)

Prospectus No. 2013156

संत गाडगेबाबा अमरावती विद्यापीठ  
SANT GADGE BABA AMRAVATI UNIVERSITY

अभ्यासक्रमिका  
वाणिज्य विद्याशाखा  
(FACULTY OF COMMERCE)

**PROSPECTUS**

OF

MASTER OF BUSINESS ADMINISTRATION  
(Semester Pattern Two Year Degree Course)  
Semester - I & III Exam. Winter-2013  
Semester - II & IV Exam. Summer - 2014



2013

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(Price-Rs. /-)

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M.B.A.(Semester Pattern)**

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**SANT GADGE BABA AMRAVATI UNIVERSITY**  
**SPECIAL NOTE FOR INFORMATION OF THE STUDENTS**

- (1) Notwithstanding anything to the contrary, it is notified for general information and guidance of all concerned that a person, who has passed the qualifying examination and is eligible for admission only to the corresponding next higher examination as an ex-student or an external candidate, shall be examined in accordance with the syllabus of such next higher examination in force at the time of such examination in such subjects, papers or combination of papers in which students from University Departments or Colleges are to be examined by the University.
- (2) Be it known to all the students desirous to take examination/s for which this prospectus has been prescribed should, if found necessary for any other information regarding examinations etc. refer the University Ordinance Booklet the various conditions/provisions pertaining to examinations as prescribed in the following Ordinances-

Ordinance No. 1	:	Enrolment of Students.
Ordinance No.2	:	Admission of Students
Ordinance No. 4	:	National Cadet Corps
Ordinance No. 6	:	Examination in General (relevant extracts)
Ordinance No. 18/2001	:	An Ordinance to provide grace marks for passing in a Head of passing and Improvement of Division (Higher Class) and getting Distinction in the subject and condonation of defficiency of marks in a subject in all the faculties prescribed by the Statute NO.18, Ordinance 2001.
Ordinance No.9	:	Conduct of Examinations (Relevant extracts)
Ordinance No.10	:	Providing for Exemptions and Compartments

Ordinance No. 19	:	Admission Candidates to Degrees
Ordinance No.109	:	Recording of a change of name of a University Student in the records of the University
Ordinance No. 6/2008	:	For improvement of Division
Ordinance No.19/2001	:	An Ordinance for Central Assessment Programme, Scheme of Evaluation and Moderation of answerbooks and preparation of results of the examinations, conducted by the University, Ordinance 2001.

**Dineshkumar Joshi**  
 Registrar  
 Sant Gadge Baba Amravati University

**PATTERN OF QUESTION PAPER ON THE UNIT SYSTEM**

The Pattern of question paper as per unit system will be broadly based on the following pattern.

- (1) Syllabus has been divided into units equal to the number of question to be answered in the paper. On each unit there will be a question either a long answer type or a short answer type.
- (2) Number of question will be in accordance with the unit prescribed in the syllabi for each paper i.e. there will be one question on each unit.
- (3) For every question long answer type or short answer type there will be an alternative choice from the same unit. However, there will be no internal choice in a question.
- (4) Division of marks between long answer and short answer type question will be in the ratio of 40 and 60.
- (5) Each short answer type question shall contain 4 to 8 short sub question with no internal choice.

**NATURE OF QUESTION PAPER FOR M.B.A.  
SEMESTER I, II, III & IV EXAMINATIONS**

1. The question paper shall have three sections, viz. A.B. and C
2. Section "A" shall have one question of conceptual nature carrying 14 marks. The question shall have internal option.
3. Section "B" shall have three questions, divided into two parts each, of which one part shall be of conceptual nature and the other part shall be of applied nature. Each part shall have 7 marks. Each question shall have internal option.
4. Section 'C' shall consist of case study/ problems carrying 14 marks, divided into two or more subquestion.

**NORMS FOR THEORY PAPERS & DISSERTATION**

1. For all theory papers 3 periods per week in all a minimum of 45 periods per subject per semester.
2.
  - a) For dissertation work there shall be a batch of maximum 6 students per guide teacher.
  - b) For one batch of 6 students three periods per week shall be the workload allotted for guidance of the dissertation.
3. There shall be minimum 5 students for every additional specialization at M.B.A. II level.

**DIRECTION**

No.: 26/2011

Date : 25/5/2011

**Subject : Examinations Leading to the Degree of Master of Business Administration (M.B.A) (Semester Pattern-Two Year Course) Direction 2011.**

Whereas, Ordinance No.12 of 1985 and Regulation No. 42 of 2003 relating to the Examinations Leading to the Degree of Master of Business Administration (M.B.A) (Bi-Annual pattern-Two Year Course) is in existence in the University.

AND

Whereas, the Academic Council has accepted the new syllabi and revise scheme of examination for Master of Business Administration Semester-I,II,III & IV along with Credit Based Performance and Assessment System in its meeting held on 30/3/2011 vide item No. 24(5) B) R-1

AND

Whereas, the Academic Council in its meeting held on 30/3/2011 has resolved to refer the matter to the Ordinance Committee for amending the respective Ordinance/Regulation.

AND

Whereas, the revised scheme of examinations, eligibility criteria and other provisions for Semester-I&II of M.B.A. is to be implemented from the academic session 2011-2012 .

AND

Whereas, the new syllabi of M.B.A. Semester-I&II is to be made available from the academic session 2011-2012 .

AND

Whereas the matter for changing the scheme of examination and other provisions is required to be regulated by the Regulation/ Ordinance is time consuming process.

AND

Whereas, it is necessary to provide the Schemes of examinations along with other details with eligibility criteria for the purpose of admissions to the M.B.A. Semester-I&II course for the session 2011-2012.

Now, therefore, I, Dr. M.K.Khedkar, Vice Chancellor of Sant Gadge Baba Amravati University, Amravati in exercise of the powers conferred upon me under sub-section (8) of section 14 of the Maharashtra Universities Act., 1994, do hereby direct as under-

1. This Direction may be called "Examinations Leading to the Degree of Master of Business Administration (Two Year Course – Semester Pattern), Direction 2011".
2. This direction shall come into force from –
  - i) the academic session 2011-2012 for Semesters I & II of M.B.A.Part-I, and
  - ii) the academic session 2012-2013 for Semesters III & IV of M.B.A.Part-II.
3. There shall be four semester examinations leading to the Degree of Master of Business Administration namely-
  - i) MBA Part-I consists of Semester-I & II examinations, and;
  - ii) MBA Part-II consists of Semester-III & IV examinations.
4. The students who have passed any bachelor degree with 50% for open category and 45% for Reserved Categories are eligible for admission in MBA and as decided by admission authority i.e. Directorate of Technical Education, Mumbai.
5. The examinations shall be held at such places and on such dates as may be appointed by the Board of Examination.
6. The fee for the Examination shall be as prescribed by the competent authority from time to time.
7. (i) The scope of the subjects shall be as indicated in the Syllabus.  
(ii) The medium of Instruction and examination shall be English.
8. The Schemes of teaching and examinations for MBA course, computation of SGPA & CGPA and illustrative example for results in Grade Point System shall be as provided under Appendix/Appendices appended with the direction.
9. The system of evaluation will be as follows:  
Theory, internal marks, dissertation, viva, will be evaluated in terms of marks. Then marks will be converted into a grade and later a grade point average. Results will be declared for each semester and the final examination will give total grade and grade point average.
10. A total of 128 credits have to be taken by the students to complete the programme.

11. The computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) of an examinee of *post graduate course* shall be as given below :-

The marks will be given in all examinations which will include internal assessment marks and the total marks for each Theory shall be converted into Grades as shown in Table.

SGPA shall be calculated based on Grade Points corresponding to Grade and the Credits allotted to respective Theory shown in the scheme for respective semester.

SGPA shall be computed for I, II, III, & IV Semester and CGPA shall be computed only in IV Semester based on SGPA's of I, II, III, & IV Semester. :-

$$SGPA = \frac{C1 \times G1 + C2 \times G2 + \dots + Cn \times Gn}{C1 + C2 + \dots + Cn}$$

Where C1 = Credit of individual Subject

G1 = Corresponding Grade Point obtained in the respective Subject

$$CGPA = \frac{(SGPA)I \times (Cr)I + (SGPA)II \times (Cr)II + (SGPA)III \times (Cr)III + (SGPA)IV \times (Cr)IV}{(Cr)I + (Cr)II + (Cr)III + (Cr)IV}$$

Where (SGPA) I,II,III,IV = SGPA of I, II, III, IV Semester  
(Cr) I,II,III,IV = Total Credits for I, II, III, IV Semester

**Table No. 1**  
**Table of Grade, Percentage of Marks and Grade Points for**  
**MBA Examination**

Grade	Range of Marks obtained out of 100 or equivalent fraction	Grade Points
A+	90-100	10
A	80-89	9
B+	70-79	8
B	60-69	7
C+	55-59	6
C	50-54	5
D	Below 50	Fail
Z	Absent in Examination	—

**Table No. 2**  
**Table of Grade, Percentage of Marks and Grade Points for**  
**MBA Examination**

Grade Points	Final Grade
9.00 - 10	A+
8.00 - 8.99	A
7.00 – 7.99	B+
6.00 – 6.99	B
5.50 – 5.99	C+
5.00 – 5.49	C
Below 5.00	D (Fail)
Z	Absent in Examination

12. No person shall be admitted to an examination under this Direction, if he/she has already passed the same examination, or an equivalent examination of any other Statutory University.
13. As soon as possible after the examinations the Board of Examinations shall publish a list of successful examinees. The results of final MBA examinations shall be classified as said before and merit list shall be notified as per Ordinance No.6.
14. The provisions of ordinance No.18 of 2001 to provide grace marks for passing in a head of passing and improvement of division (Higher Class) and getting Distinction in the subjects and condonation of deficiency of marks in a subject shall apply to the examinations under this Direction.
15. (A) Minimum No. of students offering additional specialization per subject be 5.  
(B) The student offering additional specialization shall have to appear for all theory papers and submit dissertation in the subject.  
(C) The student will have to seek admission as a regular student & will have to pay tuition fee Rs.16000/- as well as admission fee as prescribed by the institution.  
(D) A student desirous of pursuing a course in additional specialization after completion of his regular MBA course

from this university may do so by getting duly admitted to this course in the beginning of the session within the prescribed time limit for admission given by the university. In such case the student shall opt for any one specialization group and shall be required to take examination for only 6 subjects of that specialization.

16. In Order to pass at the Semester I,II,III & IV Examinations an examinee shall obtain not less than 50% marks in each paper and at least 50% of the aggregate marks in all the theory papers taken together as given in appendices A,B,C & D.
17. (I) An examinee getting D grade in internal assessment will be allowed to improve his/her Grade by taking additional assignment and submitting them to the teacher.  
(II) An examinee getting D grade in Dissertation will be allowed to improve his/her Grade by submitting a fresh Dissertation.  
(III) For improving his/her grade as in (I) and (II) above will have to pay an additional fee of Rs.500/-

**Scheme of examination for Internal Assessment Marks for**  
**Sem I, Sem II, Sem III and Sem IV**

For all theory papers (Excluding Internal Assessment Papers) there shall be 70 marks for each university examinations paper & 30 marks for internal assessment. The Division of internal assessment marks i.e. 30 Marks will be as follows.

2	Class room tests	20
2	Home Assignments/ Projects/Seminar	10
<b>Total Marks for internal Assessment</b>		<b>30</b>

1<sup>st</sup> Class test should be based on any two units whereas 2<sup>nd</sup> class test should be based on remaining three units. Pattern of question paper will be like university examination paper (Text and Application).

The minimum passing for internal assessment shall be 15 marks i.e.50% of the total internal marks. Papers of subject code M.B.A.108 and M.B.A. 208, shall be internally assessed. The assessment shall be based on assignment to be submitted by the candidates. The minimum number of assignments/tests, shall be 5 per paper of 20 marks each. The assessment of these papers

will be shown by the grade. The students getting 'D' grade fails in the paper.

### Scheme of Examination of Dissertation

Assessment of papers M.B.A. 307 & M.B.A.407 i.e. Dissertation shall be done by internal and external examiners out of 100 marks distributed as 65 marks for dissertation and 35 marks for viva voce . The viva shall be conducted both by internal and external examiners

\*\* Marks obtained in internal assessment papers will be converted in grades as per Table No. 1

The student getting 'D' grade will be declared as 'Fail' in the Dissertation.

17. A student appearing for M.B.A.Semester III & IV Examination will have to pay an additional fee of Rs.500/- for Dissertation in addition to usual Examination fees.
19. Examinees successful at the Semester-I, II & III Examination shall be entitled to receive a Certificate signed by the Registrar, and those successful at the Semester-IV Examination shall on payment of the prescribed fees, receive a Degree in the prescribed form signed by the Vice-Chancellor.

### Appendix-A Master of Business Administration Course Semester-I

Subject Code	Name of Subject	Hrs/Week	Credits	Examination Scheme							
				Duration of Exam Hours	External		Internal		Total Max Mark	Min. Agg. Mark	
					Max. Marks	Min. Pass Marks	Max. Marks	Min. Pass Marks			
MBA/101	Principles And Practice of Management	3	4	3	70	35	30	15	100	350	
MBA/102	Managerial Economics	3	4	3	70	35	30	15	100		
MBA/103	Managerial Skill Development	3	4	3	70	35	30	15	100		
MBA/104	Accounting for Managers	3	4	3	70	35	30	15	100		
MBA/105	Organisation Behaviour and Effectiveness	3	4	3	70	35	30	15	100		
MBA/106	Business Ethics	3	4	3	70	35	30	15	100		
MBA/107	Management Information System	3	4	3	70	35	30	15	100		
MBA/108	Quantitative Methods	3	4	—	—	—	Internal Assessment Paper				
<b>Total</b>		<b>24</b>	<b>32</b>						<b>700</b>		<b>350</b>

### Appendix-B Master of Business Administration Course Semester-II

Subject Code	Name of Subject	Hrs/Week	Credits	Examination Scheme							
				Duration of Exam Hours	External		Internal		Total Max Mark	Min. Agg. Mark	
					Max. Marks	Min. Pass Marks	Max. Marks	Min. Pass Marks			
MBA/201	Business Environment	3	4	3	70	35	30	15	100	350	
MBA/202	Research Methodology	3	4	3	70	35	30	15	100		
MBA/203	Human Resources Management	3	4	3	70	35	30	15	100		
MBA/204	Financial Management	3	4	3	70	35	30	15	100		
MBA/205	Marketing Management	3	4	3	70	35	30	15	100		
MBA/206	Production and Operations Management	3	4	3	70	35	30	15	100		
MBA/207	Logistics Management	3	4	3	70	35	30	15	100		
MBA/208	Management Science	3	4	—	—	—	Internal Assessment Paper				
<b>Total</b>		<b>24</b>	<b>32</b>						<b>700</b>		<b>350</b>

**Appendix-C  
Semester- III**

Subject Code	Name of Subject	Hrs/ Week	Credits	Examination Scheme						Min. Agg. Mark	
				Duration of Exam Hours	External		Internal		Total Max Mark		
					Max. Marks	Min. Pass Marks	Max. Marks	Min. Pass Marks			
MBA/301	Business Law	3	4	3	70	35	30	15	100	350	
MBA/3101/F	Indian Financial System	3	4	3	70	35	30	15	100		
MBA/3102/F	Banking System	3	4	3	70	35	30	15	100		
MBA/3103/F	Working Capital Management	3	4	3	70	35	30	15	100		
MBA/3104/F	International Financial Management	3	4	3	70	35	30	15	100		
MBA/3105/F	Investment Science	3	4	3	70	35	30	15	100		
MBA/3106/F	Risk Management	3	4	3	70	35	30	15	100		
MBA/3201/M	International Business Strategy	3	4	3	70	35	30	15	100		
MBA/3202/M	Sales & Distribution Management	3	4	3	70	35	30	15	100		
MBA/3203/M	Consumer Behavior	3	4	3	70	35	30	15	100		
MBA/3204/M	Advertising Management	3	4	3	70	35	30	15	100		
MBA/3205/M	Brand Management	3	4	3	70	35	30	15	100		
MBA/3206/M	Agriculture Marketing	3	4	3	70	35	30	15	100		
MBA/3301/H	Management of Industrial Relations	3	4	3	70	35	30	15	100		
MBA/3302/H	Human Relations & Legal Framework	3	4	3	70	35	30	15	100		
MBA/3303/H	Compensation Management	3	4	3	70	35	30	15	100		
MBA/3304/H	Human Resource Development	3	4	3	70	35	30	15	100		
MBA/3305/H	Management of Training & Development	3	4	3	70	35	30	15	100		
MBA/3306/H	Performance Management	3	4	3	70	35	30	15	100		
MBA/3401/P	Purchasing And Materials Management	3	4	3	70	35	30	15	100		
MBA/3402/P	Production Planning And Control	3	4	3	70	35	30	15	100		
MBA/3403/P	Ergonomics	3	4	3	70	35	30	15	100		
MBA/3404/P	World Class Manufacturing	3	4	3	70	35	30	15	100		
MBA/3405/P	Principles and Practices of Safety Management	3	4	3	70	35	30	15	100		
MBA/3406/P	Costing for Production	3	4	3	70	35	30	15	100		
MBA/307	<b>Dissertation</b>	3	4	—	—	—	<b>Internal Assessment</b>				
<b>Total</b>		<b>24</b>	<b>32</b>						<b>700</b>		<b>350</b>

**Appendix-D  
Semester- IV**

Subject Code	Name of Subject	Hrs/ Week	Credits	Examination Scheme						Min. Agg. Mark	
				Duration of Exam Hours	External		Internal		Total Max Mark		
					Max. Marks	Min. Pass Marks	Max. Marks	Min. Pass Marks			
MBA/401	Strategic Management	3	4	3	70	35	30	15	100	350	
MBA/4101/CGF	Financial Decision Analysis	3	4	3	70	35	30	15	100		
MBA/4102/CGF	Security Analysis And Portfolio Management	3	4	3	70	35	30	15	100		
MBA/4103/CGF	Financial Derivatives	3	4	3	70	35	30	15	100		
MBA/4104/CGF	Management Of Financial Services	3	4	3	70	35	30	15	100		
MBA/4105/CGF	Foreign Exchange Market	3	4	3	70	35	30	15	100		
MBA/4106/CGF	Insurance Management	3	4	3	70	35	30	15	100		
MBA/4201/SM	Sales & Promotion Management	3	4	3	70	35	30	15	100		
MBA/4202/SM	Marketing Of Services	3	4	3	70	35	30	15	100		
MBA/4203/SM	Marketing Of Social Services	3	4	3	70	35	30	15	100		
MBA/4204/SM	Retail Marketing	3	4	3	70	35	30	15	100		
MBA/4205/SM	Rural Marketing	3	4	3	70	35	30	15	100		
MBA/4206/SM	International Marketing	3	4	3	70	35	30	15	100		
MBA/4401/OB	Human Behavior At Work Place	3	4	3	70	35	30	15	100		
MBA/4402/OB	Organization Development	3	4	3	70	35	30	15	100		
MBA/4403/OB	Management Of Group Process	3	4	3	70	35	30	15	100		
MBA/4404/OB	Corporate Leadership Management	3	4	3	70	35	30	15	100		
MBA/4405/OB	Knowledge Management	3	4	3	70	35	30	15	100		
MBA/4406/OB	International HRM	3	4	3	70	35	30	15	100		
MBA/4401/OM	Service Operations Management	3	4	3	70	35	30	15	100		
MBA/4402/OM	Applied Operations Research	3	4	3	70	35	30	15	100		
MBA/4403/OM	Transportation Management	3	4	3	70	35	30	15	100		
MBA/4404/OM	Total Quality Management	3	4	3	70	35	30	15	100		
MBA/4405/OM	Industrial Health And Disaster Management	3	4	3	70	35	30	15	100		
MBA/4406/OM	Project Management	3	4	3	70	35	30	15	100		
MBA/407	<b>Dissertation</b>	3	4	3	—	—	<b>Internal Assessment</b>				
<b>Total</b>		<b>24</b>	<b>32</b>						<b>700</b>		<b>350</b>

**Specialization:-**

A candidate can offer any one specialization from amongst the available electives for Sem III given in Appendix 'C' for Semester -III.

A candidate can offer any one specialization from amongst the available electives for Sem IV given in Appendix 'D' for Semester -IV.

**The Specialization Codes and Titles are tabulated below**

Sr. No.	Semester	Specialization Code	Title of pecialization
1	III	F	Financial Management
2		M	Marketing Management
3		H	Human Resource Management
4		P	Production Management
5	IV	CGF	Corporate & Global Finance
6		SM	Services Marketing
7		OB	Organizational Behavior
8		OM	Operations Management

Sd/-

Amravati.  
Date:24/5/2011

(Dr. M.K.Khedkar)  
Vice-Chancellor

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**DIRECTION**

No. 24/2012

Date : 6/6/2012

Subject : **Corrigendum to Direction No. 26 of 2011 in respect of Examinations leading to the Degree of Master of Business Administration (M.B.A.) (Bi-Annual pattern) (Two year course) .**

Whereas, Direction No. 26 of 2011 in respect of Examinations leading to the Degree of Master of Business Administration (M.B.A.) (Bi-Annual pattern) (Two year course) is in existence in the University.

**AND**

Whereas, the Academic Council in its meeting held on 5/5/2012 vide Item No.74 (A) has resolved to accept the revised tables

providing grade, percentage of marks and grade points and class/division for M.B.A. examinations.

**AND**

Whereas, the Academic Council in its meeting held on 5/5/2012 vide Item No.74 (B) has resolved to accept the corrections in subject code of MBA/307, MBA/4401/OB, 4402/OB, 4403/OB, 4404/OB, 4405/OB, MBA/4406/OB, and MBA/407, in the scheme of examinations of M.B.A. Semester-III & IV respectively.

**AND**

Whereas, the Academic Council in its meeting held on 5/5/2012 has resolved to refer the matter to the Ordinance Committee to make amendments in the respective Ordinance/Regulation.

**AND**

Whereas, the revised scheme for providing Grade and Grade points is to be implemented from the academic session 2011-2012.

**AND**

Whereas, the revised scheme of examinations for M.B.A. Semester-III & IV is to be implemented from the academic session 2012-13.

**AND**

Whereas, Hon'ble Vice Chancellor has accepted the scheme of examination and syllabi of additional electives namely Pharmaceutical Management, Sports Management, and Health Care Management of Semester-III & IV of M.B.A. course on behalf of Faculty of Commerce and Academic Council under sub section (7) of section 14 of the Maharashtra Universities Act.1994 as recommended by the Board of Studies in Business Management, which is to be implemented from the academic session 2012-2013.

**AND**

Whereas, the matter for changing the scheme of examinations is required to be regulated by the Regulation, and making amendment in respective Regulation is time consuming process.

**AND**

Whereas, the scheme of examination along with syllabi of M.B.A. Semester-III&IV is to be made available for the academic session 2012-2013.

Now, therefore, I, Dr. M.K. Khedkar, Vice-Chancellor, Sant Gadge Baba Amravati University, Amravati in exercise of the powers conferred upon me under sub section (8) of section 14 of the Maharashtra Universities Act, 1994, do hereby direct as under-

- 1) This Direction may be called “Corrigendum to Direction No. 26 of 2011 in respect of Examinations leading to the Degree of Master of Business Administration (M.B.A.) (Bi-Annual pattern) (Two year course)”.
- 2) This direction shall come into force from the date of its issuance.
- 3) The following corrections be made in Direction No. 26 of 2011 for rectifying the Direction which are to be implemented from the academic session 2011-12 as follows-

“The present tables i.e. Table No.1 and Table No.2 appearing under Para 11 of Direction No. 26 of 2011 be substituted by the tables as given in **Appendix-A**.

- 4) The following new optional subjects along with scheme of teaching, credit, and examination be added under the subject code MBA/3406/P in the scheme of examination of M.B.A. Semester-III under the Appendix-C which was appended with the Direction No. 26 of 2011, which is to be implemented from the examination of Winter-2012.

Subject Code	Name of Subject	Hrs/ Week	Credits	Examination Scheme					Total Max Marks
				Duration of Exam Hours	External		Internal		
					Max. Marks	Min. Pass Marks	Max. Marks	Min. Pass Marks	
MBA/4501/HC	Health Care Management & Administration	3	4	3	70	35	30	15	100
MBA/4502/HC	Human Resource Management for Health Care	3	4	3	70	35	30	15	100
MBA/4503/HC	Management of Clinical Services	3	4	3	70	35	30	15	100
MBA/4504/HC	Economics of Health Care Management	3	4	3	70	35	30	15	100
MBA/4505/HC	Information Technology in Health Care	3	4	3	70	35	30	15	100
MBA/4506/HC	Hospital Support Services	3	4	3	70	35	30	15	100
MBA/3501/PH	Brand Promotion & Marketing in Pharmaceutical Industry	3	4	3	70	35	30	15	100
MBA/3502/PH	Customer Behaviour in Pharmaceutical Industry	3	4	3	70	35	30	15	100
MBA/3503/PH	Production Management in Pharmaceutical Industry	3	4	3	70	35	30	15	100
MBA/3504/PH	Material Management in Pharmaceutical Industry	3	4	3	70	35	30	15	100
MBA/3505/PH	Sales & Distribution Management in Pharmaceutical Industry	3	4	3	70	35	30	15	100
MBA/3506/PH	Pharmaceutical Regulatory Environment	3	4	3	70	35	30	15	100
MBA/3601/SP	Fundamentals of Management of Sports	3	4	3	70	35	30	15	100
MBA/3602/SP	Human Resource Management for Sports	3	4	3	70	35	30	15	100
MBA/3603/SP	Sports Marketing	3	4	3	70	35	30	15	100
MBA/3604/SP	Financial Management And Economics for Sports	3	4	3	70	35	30	15	100
MBA/3605/SP	Sports Facilities Management	3	4	3	70	35	30	15	100
MBA/3606/SP	Sports Media Management	3	4	3	70	35	30	15	100

- 5) The subject code of MBA/307 in the scheme of examination of M.B.A. Semester –III under the Appendix-C which was appended with the Direction No. 26 of 2011 be substituted by the word & figure MBA/308.
- 6) The subject code MBA/4401/OB, 4402/OB, 4403/OB, 4404/OB, 4405/OB, MBA/4406/OB in the scheme of examination of M.B.A. Semester-IV under the Appendix-D which was appended with the Direction No. 26 of 2011 be substituted by the words & figures MBA/4301/OB, 4302/OB, 4303/OB, 4304/OB, 4305/OB, MBA/4306/OB respectively.
- 7) The following new optional subjects along with scheme of teaching, credit, and examination be added under the subject code MBA/4406/OM in the scheme of examination of M.B.A. Semester-IV under the Appendix-D which was appended with the Direction No. 26 of 2011, which is to be implemented from the examination of Summer-2013.

Subject Code	Name of Subject	Hrs/ Week	Credits	Examination Scheme					
				Duration of Exam Hours	External		Internal		Total Max Marks
					Max. Marks	Min. Pass Marks	Max. Marks	Min. Pass Marks	
MBA/4501/HC	Health Care Management & Administration	3	4	3	70	35	30	15	100
MBA/4502/HC	Human Resource Management for Health Care	3	4	3	70	35	30	15	100
MBA/4503/HC	Management of Clinical Services	3	4	3	70	35	30	15	100
MBA/4504/HC	Economics of Health Care Management	3	4	3	70	35	30	15	100
MBA/4505/HC	Information Technology in Health Care	3	4	3	70	35	30	15	100
MBA/4506/HC	Hospital Support Services	3	4	3	70	35	30	15	100

- 8) The subject code of MBA/407 in the scheme of examination of M.B.A. Semester –IV under the Appendix-D which was appended with the Direction No. 26 of 2011 be substituted by the word & figure MBA/408.

Amravati. Sd/-  
(Dr.M.K.Khedkar)

Dated: 5/6/2012

Vice-Chancellor

## Appendix-A

**Table No.1**  
**Table of Grade, Percentage of marks and Grade points for**  
**M.B.A.Examinations**

Grade	Range of Marks obtained out of 100 or equivalent fraction	Grade Points
AA	90-100	10
AB	80-89	9
BB	70-79	8
BC	60-69	7
CC	55-59	6
CD	50-54	5
FF	Below 50	0
ZZ	Absent in Examination	

**Table No.2**  
**Table of Grade Points for SGPA and CGPA for M.B.A.Examinations**

Grade Points	Final Grade
9 - 10	AA
8 - 8.99	AB
7 - 7.99	BB
6 - 6.99	BC
5.5 - 5.99	CC
5 - 5.49	CD
0 - 4.99	FF
Absent in Examination	ZZ

**Table No.3**  
**Table of Equivalence of Class/Division to CGPA**

Sr. No.	CGPA	Class/Division
1.	7.5 or more than 7.5	First Class with Distinction
2.	6.00 or more but less than or equal to 7.49	First Class
3.	5.50 or more but less than or equal to 5.99	Higher Second Class
4.	5.00 or more but less than or equal to 5.49	Second Class

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## DIRECTION

No. 37/2012

Date : 8/11/2012

Subject : **Corrigendum to Direction No. 26 of 2011& 24 of 2012 in respect of Examinations leading to the Degree of Master of Business Administration (M.B.A.) (Semester pattern-Two year course) .**

Whereas, Direction No. 26 of 2011 & 24 of 2012 in respect of Examinations leading to the Degree of Master of Business Administration (M.B.A.) (Semester pattern-Two year course) is in existence in the University.

**AND**

Whereas, the Academic Council in its meeting held on 28/8/2012 vide Item No.91 has resolved to accept the paper titles to be revised under the Appendix-C & D of the papers MBA/3201/M, MBA/3206/M, MBA/4201/SM, MBA/4203/SM, MBA/4206/SM and MBA/4302/OB in the scheme of Examinations of M.B.A. Semester-III & IV respectively.

**AND**

Whereas, the Academic Council in its meeting held on 28/8/2012 has resolved to refer the matter to the Ordinance Committee to make amendments in the respective Ordinance/Regulation.

**AND**

Whereas, the matter for changing the scheme of examinations is required to be regulated by the Regulation, and making amendment in respective Regulation is time consuming process.

**AND**

Whereas, the revised titles in the scheme of examinations of Semester-III & IV of M.B.A. is to be implemented from the academic session 2012-13.

Now, therefore, I, Dr. M.K. Khedkar , Vice-Chancellor, Sant Gadge Baba Amravati University, Amravati in exercise of the

powers conferred upon me under sub section (8) of section 14 of the Maharashtra Universities Act, 1994, do hereby direct as under-

- 1) This Direction may be called "Corrigendum to Direction No. 26 of 2011 & 24 of 2012 in respect of Examinations leading to the Degree of Master of Business Administration (M.B.A.) (Semester pattern) (Two year course) Direction 2012".
- 2) This direction shall come into force from the date of its issuance.
- 3) The following corrections be made in scheme of examination under the Appendix-C & D appended with the Direction No. 26 of 2011 & 24 of 2012 for rectifying the Direction which are to be implemented from the academic session 2012-13 for M.B.A. Semester-III & IV as follows-
  - i) the paper title "International Business Strategy" appearing against the paper Code No.MBA/3201/M be substituted by the paper title "International Marketing Strategy"
  - ii) the paper title "Agriculture Marketing" appearing against the paper Code No.MBA/3206/M be substituted by the paper title "Agro Business Marketing"
  - iii) the paper title "Sales and Promotion Management" appearing against the paper Code No.MBA/4201/SM be substituted by the paper title "Sales Promotion Management"
  - iv) the paper title "Marketing of Social Services" appearing against the paper Code No.MBA/4203/SM be substituted by the paper title "Marketing for Non-Profit Organisations and Social Services"
  - v) the paper title "International Marketing" appearing against the paper Code No.MBA/4206/SM be substituted by the paper title "International Marketing Environment"

- vi) the paper title "Organization Development" appearing against the paper Code No.MBA/4302/OB be substituted by the paper title "Organizational Development and Intervention Strategies"

Amravati.  
Dated: 7/11/2012

Sd/-  
(Dr.M.K.Khedkar)  
Vice-Chancellor

## SYLLABUS PRESCRIBED FOR M.B.A.SEMESTER-I

### MBA/101 Principles and Practices of Management

**Objective:** The Objective of this paper is to familiarize the students with basic management concepts applicable in the functioning of organization.

**Unit-I :** The Concept of Management: Development of management thought-various approaches to and of management philosophy: Mathematical, Behavioral, Scholastic schools of management and systems, contingency approaches. Contribution of Taylor, Fayol & Elton Mayo

**Unit-II :** Planning: The Nature and Purpose of Planning, Objectives of Planning, Planning Premises, Policies, Procedures and Methods; Forecasting and Planning, Planning Process, The Process of Decision Making.

**Unit-III :** Organizing: Nature and Purpose of Internal Organization of Business Enterprise, Principles of Organizing; Span of Management; Departmentation Line and Staff Authority relationship; Service departments, Centralization vs. Decentralization of authority; Delegation of Authority; Committees, Staffing.

**Unit-IV :** Directing, Nature of Directing, Leadership Concept and Styles, Motivation Concept, Theory: Maslow, Herzberg, Supervision, Concept of Communication, Coordination; Need & Principles.

**Unit-V :** Control; Process of Control; Techniques and Tools; Management by objectives, Participative Management. Management by exception

#### Suggested Reading:

1. Koontz, H and Wehrich, H Management. 10th ed. New York McGraw Hill, 1995.
2. Luthans F. Organizational Behaviour. 7th ed. New York, McGraw Hill, 1995

3. Robbins S.P. Management 5th ed. New Jersey, Englewood Cliffs. Prentice Hall Inc. 1996.
4. Robbins S.P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi 2001.
6. Staw, B.M. Psychological Dimensions of Organizational Behaviour 2nd ed. Englewood Cliffs. New Jersey Prentice Hall Inc., 1995.
7. Stoner, J. etc. Management 6th ed., New Delhi, Prentice Hall of India 1996.

### MBA/102 Managerial Economics

**Objective:-** The objective of the course is to acquaint the students with concepts and techniques used in Micro-Economics and to enable them to apply this knowledge in business decision-making .

**Unit-I :** Concept, Need, Scope, Techniques and Applications of Managerial Economics

**Unit-II :** Utility Analysis, Marshal Approach, Demand Analysis, Demand Function, Law of Demand, Elasticity of Demand and demand forecasting. Law of Supply and Supply Analysis

**Unit-III :** Production & Cost function, Production Iso-quant, Iso-cost, Expansion path, Economies and Diseconomies of scale, short run and long run cost behavior

**Unit-IV :** Theories of firm, Profit Maximization, Sales Maximization, Managerial Utility Model, Simon Satisfying Behaviour Model.

**Unit-V :** Market Structure-Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition, short term pricing in these market structure

#### Suggested Readings:

1. Adhikary, M. Business Economics. New Delhi, Excel Books, 2000
2. Baumol, W.J. Economics Theory and Operations Analysis 3rd ed., New Delhi, Prentice Hall Inc. 1996.
3. Chopra, O.P. Managerial Economics. New Delhi, Tata McGraw Hill 1985

4. Keat, Paul G & Philips K.Y.Young, Managerial Economics, Prentice Hall New Jersey 1996.
5. Koutsoyiannis, A Modern Micro Economics. New York, Macmillan, 1991
6. Milgrom, P and Roberts J. Economics Organization and Management Englewood Cliffs, New Jersey Prentice Hall Inc. 1992.
7. Maheshwari, Yogesh. Managerial Economics., P.H.I.
8. Mehta, P.L. Managerial Economics., Sultanchand & Sons.
9. Varshney, R.L. Managerial Economics., Sultanchand & Sons.

### **MBA/103            Managerial Skills Development**

**Objective:** The course is aimed at equipping the students with the necessary techniques & skills of communication and presentation. It enables in developing confidence among students to perform better as professionals.

**Unit-I :** Managerial Skills- Nature & Concepts, objectives, significance, Managerial Skills, Employability Skills, Soft Skills and Technical Skills.

**Unit-II :** Importance & Nature of communication, Verbal and Non Verbal, Talking and Speaking, Communication, Principles of effective communication, Process of communication, Barriers of Communication, Types of Communication.

**Unit-III :** Do's and Don'ts of Business Writing, Business correspondence, Report Writing, e-communication, Resume Writing, C.V. Writing,

**Unit-IV :** Listening Skills, Body Language and Public Speaking, Negotiation Skill.

**Unit-V :** Interview Techniques, Group Discussions, Presentation skills, Meetings, Case Analysis, Brain Storming, Paper Writing and Presentation.

#### **Suggested Readings:**

1. Bowman, Joel P and Branchaw, Bemadine "Business Communication from Process to Product. 1987 Dryden Press, Chicago
2. Hatch Richard "Communicating in Business. 1977 Science Research Associates, Chicago

3. Murphy, Herta A and Peck, Charries E "Effective Business Communications". 2nd ed. 1976. Tata McGraw Hill, New Delhi.
4. Pearce. C. Glenn etc. "Business Communications: Principles and Applications.2nd" ed. 1988. John Wiley., New York.

### **MBA/ 104            Accounting for Managers**

**Objective:-**The basic purpose of this course is to develop an insight of postulates. principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

**Unit-I :** Financial Accounting- concept, importance & scope. Generally Adopted Accounting Principles. International Financial Reporting Standards

**Unit-II :** Understanding Financial Statements and Balance Sheet, Measurement of Business Income, Analysis of Financial Statements: Comparative Analytical Techniques (CAT) and Relative Analytical Techniques (RAT)

**Unit-III :** Depreciation Methods, Inventory Valuation Methods

**Unit-IV :** Management Accounting Concept, Need, Importance & Scope. Budget & Budgetary control. Performance & zero Based Budgeting

**Unit-V :** Cost Sheet, Costing for decision making, Relevant Costing. Marginal Costing & Absorption costing.

#### **Suggested Readings:**

1. Bhattacharya S.K. and Dearden J. Accounting for Management. Text and cases. New Delhi, Vikas, 1996
2. Heitger L.E. and Matrach Serge, Financial Accounting New York, McGraw Hill, 1990
3. Hingorani N.L. and Ramnathan A.R. Management Accounting 5th ed. New Delhi, Sultan Chand, 1992.
4. Homgren Charles etc Principles of Financial and Management Accounting Englewood Cliffs, New Jersey. Prentice Hall Inc. 1994
5. Vij. Madhu Financial and Management Accounting New Delhi, Anmol Publications 1997

## MBA/ 105 Organizational Behavior and Effectiveness

- Unit-I** : Individual Behavior – Personality, Learning, Perception, Attitude & Beliefs
- Unit-II** : Group Behavior – Meaning, Types of Groups, Group Process, Group Dynamics – factors influencing intergroup behavior and managing intergroup behavior
- Unit-III** : Organizational Change – Concept & Need, Change Process, Reasons for Resistance to Change, Measures to Overcome Resistance to Change
- Unit-IV** : Organizational Processes – Organizational Power, Organizational Politics, Empowerment, Conflict
- Unit-V** : Organizational Effectiveness – Creativity and Innovation, Corporate Governance, Management of Gender Issues

### Suggested Readings:

1. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. 5<sup>th</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
2. Mainiero, L.A & Tromley C.L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.
3. Moore, M D. etc. Inside Organizations: Understanding the Human Dimensions. London, Sage, 1988.
4. Abad, Ahmad. Etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
5. De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988.
6. French, W.H. and Bell, C.H. Organisation Development. New Delhi, Prentice Hall of India, 1991.
7. French, W.L., etc. Organization Development Theory, Practice and Research. 3<sup>rd</sup> ed. New Delhi, Universal Book Stall, 1990.
8. Harvey, D.F. and Brown, D.R. An Experimental Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
9. Huse, F.E. and Cummings, T.G. Organization, Development and Change. 3<sup>rd</sup> ed. New York, West, 1985.

10. Sinha, Dharani, P.etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.

## MBA/ 106 Business Ethics

**Objective:** To acquaint the students with ethical values and practices with emphasis on Indian Values and Culture

- Unit I** : Indian Management – Principles, Models & Theory of Karma, Theory and Practices of Holistic Management and its relevance
- Unit II** : Ethics – Meaning, Objectives and Sources of Ethics, Types of Business Ethics, Factors influencing Business Ethics, Ethics V/s Morals and Values
- Unit III** : Managing Ethics – Theories of Ethics, Ethical Dilemma, Codes of Ethics, Normative Ethics in Management, Need and Values of Ethics in Global Change Behavioral Aspects of Ethics and Values
- Unit IV** : Indian Values in Management – Secular and Spiritual Values, Science and Human Values, Lessons from Ancient Indian Educational System
- Unit V** : Stress Management – Stress eustress, distress, Indian Perspective of Stress Management, Reasons for stress at workplace, Coping with a stress

### Suggested Readings:

1. Murthy, C.S.V., Business Ethics – Text and Cases, Himalaya Publishing House Pvt. Ltd., 2<sup>nd</sup> Edition.
2. Wills, Joseph N., Business Ethics – A Stakeholder and Issues Management Approach, South Western Cengage Learning, 2003 Edition
3. Chakraborty, S.K.: Foundations of Managerial Work-Contributions from Indian Thought, Himalaya Publishing House Delhi 1998.
4. Kumar, S and N.K. Uberoi: Managing Secularism in the New Millennium Excel Books 2000
5. Gandhi, M.K. The story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972.
6. Sharma Suhas, “ Eastern Door Western Windows” , New Age Publications

**MBA/107 Management Information System**

**Objective:** The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

**Unit-I** : Management Information System: Information, Information System, Management Information System, Role of MIS, Subsystems of MIS, MIS and Computer, MIS in academics, MIS in Business.

**Unit-II** : Development of MIS: Information requirement, Designing of MIS, Implementation of MIS, System Development Models, Quality in MIS, MIS Life cycle.

**Unit-III** : Decision Making: Decision Making Process, Stages in Decision Making, Individual and Organizational Decision Making, Decision Making Models, Information System support for Decision Making Phases.

**Unit-IV** : Decision Support Systems: Concept, Constructing a DSS, Executive Information System, (EIS), Artificial Intelligence System (AIS), knowledge Based Expert System (KBES), Enterprise Management System (EMS), Decision Support Management System (DSMS).

**Unit-V** : MIS Applications: Enterprise Resource Planning (ERP), MIS and ERP, Business Process Re-engineering (BPR), MIS and BPR,

**Suggested Readings:**

1. Theierauff, Robert J, *Decision Support System for-Effective Planning*, Prentice Hall, 1982.
2. Davis L., Michael W., *A Management Approach*, Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
3. Goyal, *Management Information System*, McMillan India.
4. Gupta, *Management of Systems*, McMillan India.
5. Oka Dr. Milind, *Management Information Systems*, Everest Publishing House, 7th ed., 2003.
6. Oka Dr. Milind, *Cases in Management Information Systems*, Everest Publishing House, 1st ed., 2003.
7. Jawadkar W.S., *Management Information Systems*, Tata Mc Graw Hill

**MBA/108 Quantitative Methods**

**Objective:** The objective of the course is to make the students familiar with some basic statistical and linear programming techniques and their applications in business decision making.

**Unit-I** : Introduction to Mathematical Derivatives, Introduction to Quantitative Methods applications, importance, scope, limitations, types.

**Unit-II** : Arithmetic Progression, Geometric Progression, Harmonic Progression & their managerial application. Matrices, Determinants & Matrices

**Unit-III** : Frequency Distribution & their analysis, Measures of Central tendency, Measures of Dispersion.

**Unit-IV** : Correlation & Regression analysis, Time series Analysis & forecasting.

**Unit-V** : Linear Programming: Formulation & Graphical solution method, Probability theory, types, distributions, Bi-nomial, Poisson & Normal.

**Suggested Readings:**

1. Chadha, N.K. *Statistics for Behaviour and Social Scientists*. Reliance Publishing House, Delhi. 1996
2. Gupta, S P and Gupta M.P. *Business Statistics*. New Delhi, Sultan Chand, 1997.
3. Kazmier, L.J. and Pohl N.F. *Basic statistics for Management*. New Jersey , Prentice Hall Inc., 1995.
4. Levin Richard I and Rubin David S *Statistics for Management*. New Jersey, Prentice Hall Inc. 1995.
5. Narag, A.S. *Linear Programming and Decision Making*, New Delhi, Sultan Chand, 1995.
6. Sharma , J.K. *Fundamentals of Operations Research* Macmillan, New Delhi. 2001.

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**SYLLABUS PRESCRIBED FOR  
M.B.A.SEMESTER-II**

**MBA/201 Business Environment**

**Objective:** The objective of this course is to acquaint the students to emerging trends of business environment at local and global level.

**Unit I** : Concept, Nature and Scope of Business, Business Organization, Industry and Types, Economy-Industry-Company Interface, Relevant Environment.

**Unit II** : Business Environment, Detailing the Types of Environment, External and Internal Environment, Controllable and Non Controllable.

**Unit III** : Business & Society, Social Audit of Business, Foreign Direct Investment Economic Zones: SEZ, REZ, AEZ

**Unit IV** : Business in Post LPG Scenario, Disinvestment, WTO Agreements, Business & Regional Blocks

**Unit V** : Financial Sector Reforms, Fiscal and Monetary Sector Reforms, Economic Reforms, Social Justice, Business Environment Issues- Tourism and Hospitality Industry, Health Care and Knowledge Industry.

**Suggested Readings:**

1. Alworth, Julian S. : The Finance, Investment and Taxation Decisions of Multinationals London, Basil Blackwell, 1988.
2. Bhalla V.K. and S Shivaramu, International Business, New Delhi, Anmol 1995.
3. Bhalla V.K.: International Economy; Liberalisation Process New Delhi, Anmol- 1993
4. Daniel John D and Radebangh Lee H International Business 5th ed. New York, Addison Wesley 1989.
5. Eiteman, D.K and Stopnetill ,Al. : Multinational Business Finance, New York, Addison Wesley, 1986
6. Johnston, R.B. : The Economics of the Euromarket: History, Theory and Practice, New York, Macmillan, 1983.
7. Parks, Yoon and Zwick Jack, International Banking in Theory and Practice New York, Addison Wesley, 1985.

8. Francis Cherunilam, : Business Environment Text & Cases, Himalaya Publishing House, 9<sup>th</sup> ed, 2009
9. K.Aswhathappa, : Essentials of Business Environment, Himalaya Publishing House, 10<sup>th</sup> ed., 2009

**MBA/202 Research Methodology**

**Objective:-** To equip the students with the basic understanding of the research methodology and to provide and insight into the application of modern analytical tools and techniques for the purpose of management decision making.

**Unit-I** : Research and Scientific Method, Nature and Scope of research methodology, problem & Hypothesis formulation, research objectives, value & cost of information

**Unit-II** : Organisation structure for research, research process, research design, exploratory research, descriptive & experimental research design. Research Agencies- Government and Non Government.

**Unit-III** : Data-Types of Data, methods of primary data collection, observation, questionnaire, interview, survey method & modern tools of data collection, schedules, tabulation, analysis and interpretation of primary data.

**Unit-IV** : Attitude measurement Techniques. Motivational Research Techniques. Sample Design, Selection of Appropriate Statistical Techniques.

**Unit-V** : Testing of Hypothesis, use of Statistical software, factor analysis, conjoint analysis, regression analysis, research report, qualities of optimally viable research report.

**Suggested Readings:**

1. Alan Bryman & Emma Bell, Business Research Methods, Oxford Publications.  
Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press New York, 1976
2. Bennet, Roger, Management Research, ILO, 1983
3. Fowlwe, Floyd J.Jr. Survey Methods 2nd ed. Sage Pub. 1993
4. Fox.J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys , Sage Pub. 1977

5. Gupta S.P. Statistical Methods, 30th ed. Sultan Chand, New Delhi, 2001.
6. Golden Biddle, Koren and Karen D. Locke : Composing Qualitative Research Sage Pub. 1997.
7. Salkind, Neil J. Exploring Research 3rd ed. Prentice Hall NJ. 1997

### **MBA/203 Human Resource Management**

**Objective:** To familiarize the students with human resource management concepts, principles, functions, applications, development and research.

**Unit I** : HRM Scenario and Acquisition of Human Resources: HRM- the global and Indian Scenario, HRM for corporate excellence, Human resource planning. Human resource information system. Recruitment and selection strategies.

**Unit II** : Developing Human Resources: HRD-Concept, multiple goals, functions and organizational effectiveness. Performance Appraisal System. Potential Appraisal System and Succession Planning. Career Planning and Development, Assessment and Development Centers, Training and Development.

**Unit III** : Motivating Human Resources: Motivation at work-concept, objectives, types and applications. Participative Management-Approaches and Applications, Employee Empowerment-concept, nature, objectives, schemes and applications.

**Unit IV** : Maintenance of Human Resources: Reward System, Quality of Work Life, Organisation Development

**Unit V** : Human Resources and Knowledge Era: Knowledge Creation and Management, Virtual Organizations and HR Trends, Learning Organizations, Strategic Human Resource Management, International HRM-some Key issues.

#### **Suggested Reading:**

- 1) Sarah Gilmore & Steve Williams, Human resource management, Oxford University Press.
- 2) P. Jyothi & D.N.Venkatesh, Human Resource Management, Oxford University Press.

- 3) Biswajeet Pattnayak, Human Resource Management, Prentice Hall of India Pvt. Ltd.,2001
- 4) Dr. K.K.Chaudhari, Human Resource Management: Principles and Practices, Himalaya Publication, 2010.

### **MBA/204 Financial Management**

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

**Unit-I** : Financial Management-Aims & Objectives, Financial Analysis & control. Cost-Volume Profit Analysis. Operating & Financial Leverage.

**Unit-II** : Time -value of money, Investment & capital structure Decisions . Optimum Capital structure.

**Unit-III** : Instruments of Long term and Short term Financing, Cost of different sources of raising capital, Weighted Average cost of capital.

**Unit-IV** : Valuations Bonds & Stocks, Rates of return, Methods of Capital Budgeting.

**Unit-V** : Management and Estimation of Working Capital, Internal Financing & Dividend Policy.

#### **Suggested Readings:**

1. Archer Stephen H etc. Financial Management. New York, John Wiley 1990
2. Bhalla V.K. : Financial Management and Policy 2nd ed. New Delhi Anmol, 1998
3. Brealey. Richard A and Myers Stewart C. Principles of Corporate Finance 5th ed. New Delhi McGraw Hill 1996
4. Hampton, John Financial Decision Making Englewood Cliffs, New Jersey, Prentice Hall inc. 1997.
5. Van Home James C : Financial Management and Policy 10th ed. New Delhi, Prentice Hall of India- 1997
6. Winger, Bernard and Mohan Nancy. Principles of Financial Management New York, Macmillan Publishing Company, 1991 .
7. Prasanna Chandra, “ Financial Management-Theory and Practice”, Tata McGraw Hill 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup> Ed.

**MBA/205                      Marketing Management**

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

**Unit-I**                      Nature & Scope of Marketing, Functions of Marketing Management, Marketing Organizations, Corporate Orientation towards the market place. The marketing environment & environmental scanning.

**Unit-II**                      Meaning & Significance of Marketing Planning, Strategic Planning, Planning of Marketing Mix Elements, Market Segmentation; Positioning

**Unit-III**                      Product Decisions; Product Mix, Product Life Cycle, New Product Development, Branding & Packaging Decisions, Pricing Model & Strategies.

**Unit-IV**                      Physical Distribution Decisions & targeting, Major Channels. Channels of Consume Products, Channels of Industrial Products.

**Unit-V**                      Promotion Mix- advertising, sales promotions, publicity & personal selling Introduction to Marketing Research and its Significance.

**Suggested Readings:**

1. Marketing Management - South Asian Perspective by – Kotler, Keller, Koshy & Jha – 13<sup>th</sup> edition – Pearson Education Publication
2. Marketing Management – Text and case in Indian context – By Dr. K. Karunakaran – Himalaya Publications.
3. Kotler Philip and Armstrong G: Principles of Marketing - New Delhi. Prentice Hall of India, 1997.
4. Kotler Philip: Marketing Management Analysis, Planning Implementation and control – New Delhi. Prentice Hall of India 1994.
5. Ramaswami V.S. and Namakumari S. : Marketing Management Planning Control – New Delhi, MacMillan 1990.

**MBA/206                      Production and Operations Management**

**Objective:-** The course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

**Unit-I** : Nature & scope of Production & operations management, facility location, types of manufacturing system Plant Layout - it's types, planning & Analysis.

**Unit–II** : Operations decisions: Production planning & control-objectives, functions, production planning, production control, Role of PPC in Mass, Batch and Job Production, Production scheduling- job assignment, job sequencing, line balancing, Industrial safety- importance, various types of industrial hazards & their prevention.

**Unit-III** : Capacity planning- Measures, strategies, Aggregate Planning, Quality assurance, Quality control, Statistical quality control- concept & types of control charts, TQM-ISO 9000, Quality circles.

**Unit-IV** : Work study- Importance, scope, work content, method study- steps, data recording techniques, motion economy, Work measurement- Scope, computation of standard time, work sampling, Maintenance management- Objectives, scope, types of maintenance, maintenance organisation

**Unit-V** : Materials Handling- Principles, types of material handling equipments & their applications, purchase management, stores management, Inventory control- objectives, scope, inventory models & their applications

**.Suggested Readings:**

1. Adam E.E. & Ebert R.J.: Production and Operations Management, 6<sup>th</sup> ed., New Delhi, Prentice Hall of India-1995.
2. Amne Harold T etc. Manufacturing Organisation and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 19937

3. Buffa E.S.: Modern Production Management, New York. John Wiley 1987
4. Chary S.N. : Production and Operations Management New Delhi, Tata McGraw Hill, 1989.
5. Dobler Donald W. and Lee, Lamar: Purchasing and Materials Management. New York McGraw Hill, 1984
6. Dilworth, James B. Operations Management, Design, Planning & Control of Manufacturing and services Singapore, McGraw Hill, 1992
7. Moore F.G. and Hendrick T.E. Production Operations Management Homewood Illinois Richard D twin. 1982

### **MBA/207 Logistic Management**

**Objective:** The course is designed to explain basic theory and techniques of logistics to examine the issues, problems & challenges associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

**Unit-I** : Introduction to logistics and its interface with Production and Marketing; Performance Measures of Logistics. Reverse Logistics

**Unit-II** : Logistics and Distribution System; Logistics System Analysis and Design; Warehousing and Distributing Centers., Channels Management-Policies, Information Systems.

**Unit-III** : Location; Transportation Systems; Transportation Management, Transportation Infrastructure Facilities and Services; Dispatch and Routing Decisions and Models.

**Unit-IV** : Inventory Management Decisions; Logistics Audit and Control; Packaging and Logistical Materials Handling.

**Unit-V** : International Logistic Management, Global Logistics: Barriers, Drivers, Export & Import Documentation, Regional Integration. Logistic Outsourcing.

### **Suggested Readings :**

1. Ballau, Renald H, *Business Logistics Management*, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Beal K.A., *Management Guide to Logistics Engineering*, U.S.A., Institute of Production Engineering , 1990.
3. Benjamin S.B., *Logistics Engineering and Management*, Englewood Cliffs, New York, Prentice Hall Inc., 1996.
4. Bowersox, D.J. and Closs D.J., *Logistics Management : A System Integration of Physical Distribution*, New York, Macmillan, 1986.
5. Christopher M, *Logistics and Supply Chain Management : Strategies for Reducing Costs and Improving Services*, London, Pitsman, 1992.
6. James, C.J. and Wood, Donald F., *Contemporary Logistics*, New York, Macmillan, 1990.
7. Shapiro, R., *Logistics Strategy : Cases and Concepts*, St. Paul, West, 1995.
8. Sople V.V., *Logistics Management*, Pearson Education.
9. Ballon Ronald, *Business Logistics/ Supply Chain Management*, Pearson Education.
10. Shridhar Bhat, *Logistics & Supply Chain Management*, Pearson Education, 2009

### **MBA/208 Management Science**

**Objective:** The Objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

**Unit-I** : Basic concept & role of management science in decision making, Decision Theory, Decision Tree.

**Unit-II** : Integer Linear Programming, Branch & Bound Algorithm, Sensitivity Analysis.

**Unit-III** : Transportation & Assignment models.

**Unit-IV** : Network Analysis: PERT,CPM

**Unit-V** : Markov Chain Analysis, Game Theory, Simulation.

**Suggested Readings:**

1. Budnik, Frank S. Dennis, Mcleavey, Richard Mojena Principles of Operations Research 2nd ed. Richard, Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995
2. Gould, F.J. etc. introduction to Management Science Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.
3. Mathur K and Solow, D. Management Science Englewood Cliffs, New Jersey, Prentice Hall inc., 1994.
4. Narag A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
5. Sharma J.K. Operations Research: Theory and Applications New Delhi, Macmillan India Ltd. 1997
6. Taha, H.A. Operations Research, An introduction, New York, Mc-Millan, 1989.
7. Theirouf, R J and Klekmp, R.C. Decision Making Through Operations Research, New York, John Wiley 1989

**SYLLABUS PRESCRIBED FOR  
M.B.A. SEMESTER-III  
(Effective from Winter-2012 Exam.)**

**MBA/301 BUSINESS LAW**

**Objective:** To familiarize the students with different laws governing business activities along with their objective, provisions and interpretations.

- Unit I :** The Indian Contracts Act 1872; Essentials of a valid contract, void agreements, performance of contract, breach and its remedies, quasi contracts
- Unit II :** The sale of Goods Act 1930: Formation of Contract, Rights of an unpaid seller
- Unit III :** The Negotiable Instruments Act 1881: Nature and type of negotiable instruments, Negotiation and assignment, Holder in due course, Dishonor and discharge of negotiable instrument
- Unit IV :** The Companies Act 1956: Nature and type of companies, formation, Memorandum and Article of Association, Winding up of companies

**Unit V :** An overview of Consumer Protection Act 1986, IT Act 2000, and Cyber laws with specific reference to e-commerce, Intellectual Property Law, Patents and copyright.

**Suggested Readings:**

1. Avtar Singh, *Company News*, 11th ed., Lucknow, Eastern, 1996.
2. Ramaiya A, *Guide to the Companies Act*, Nagpur, Wadhwa, 1992.
3. Tuteja S.K., *Business Law For Managers*, New Delhi, Sultan Chand, 1998.
4. Ashwathappa & Ramachandra, *Principles of Business Law*, 6th ed., 2001.
5. Maheshwari & Maheshwari, *Business Laws*, 1st ed., 2002.

**MBA/3101/F Indian Financial System**

**Objective:** This paper intends to make the students familiarize with the operational dimensions of Indian Financial System.

- Unit I :** Financial System: An overview, structure & functions, Financial System and Economic Development, Major Issues in Indian Financial System, Saving-Investment and Capital Accumulation Pattern in India.
- Unit II :** Financial Markets: Working, Functions and Trends of Money Market, Capital Market, Debt Market, Bills Market and Foreign Exchange Markets
- Unit III :** Financial Market Intermediaries: Role and Significance of - Stock Exchanges, National Stock Exchange & Bombay Stock Exchange, Discount and Finance House of India, Securities and Exchange Board of India, Securities Trading Corporation of India Ltd., Over The Counter Exchange of India (OTC)
- Unit IV :** Financial Institutions: Working, Functioning and Relevance of Reserve Bank of India, Commercial Banking, Non Banking Financial Institutions, Non-Banking Finance Companies, Development Banking, Life Insurance, General Insurance.
- Unit V :** Financial Instruments: Features and Importance of Adhoc Treasury Bills, 182 Days Treasury Bills, Certificate of Deposits, Commercial Paper, Hawala

**Suggested Reading:**

- 1) The Indian Financial System and Development; Vasant Desai, Himalaya Publishing House
- 2) M.Y.Khan, "Indian Financial System", Tata McGraw Hill, 6<sup>th</sup> Ed.
- 3) M.Vora, "Indian Financial System", Anmol Publication, 2006
- 4) Bharti V.Pathak, "The Indian Financial System: Markets, Institutions and Services", Pearson Education, 2<sup>nd</sup> Ed.; 2009
- 5) H.R.Machiraja, "Indian Financial System", Vikas Publishing House, 4<sup>th</sup> Ed.

**MBA/3102/F Banking System**

**Objective:** To acquaint the students with the functioning of banking industry and to make them aware regarding the significance of modern banking products.

**Unit I :** Banking System in India-Indigenous Bankers, Commercial Banks, Co-operative Banks, Regional Rural Banks-Private Sector Banks, Foreign Banks, Merchant Banking, Banking Sector Reforms, Primary, Secondary and Subsidiary Functions of Banks, Banking Innovation, Globalization of Indian Banking Sector, Banking in New Millennium.

**Unit II :** Banking Regulation-Banking business, Capital requirement, management, licensing, new branches, loans and advances, NPA'S, Acquisition of Business, Winding up and amalgamation, major issues of banking, Bank Management.

**Unit III :** Central Banking: Concept and Meaning, Major Central Banks, Reserve Bank of India, it's role and functions, Banking Regulation by RBI, RBI & Agricultural Credit, Industrial Finance and Bill Market System.

**Unit IV :** Commercial Banking: Concept and Scope, Commercial Banking and Risk Management, Functions and Services of Commercial Banks, Credit Management, Installation and Significance of Sound Credit Culture

**Unit V :** Upcoming Issues in Banking, Customer Services, CRM, Human Resource Management, Financial Management, Marketing Management of banking services, New Trend in Banking.

**Suggested Readings:**

- 1) Gordon-Natrajan, Banking Theory, Law and Practice, Himalaya Publishing House
- 2) Vasant Desai, Bank Management, Himalaya Publishing House.
- 3) S. Gurusamy, "Banking Theory: Law and Practices," Tata McGraw Hill 2<sup>nd</sup> Ed., 2009.
- 4) Vasant Joshi, Vinay Joshi, "Managing Indian Banks: The Challenges Ahead," Sage India, 3<sup>rd</sup> Ed. 2009.

**MBA/3103/F Working Capital Management**

**Objective :** The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

**Unit-I :** Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements, Operating Cycle.

**Unit-II :** Management of Cash-Motives for Holding Cash and marketable securities, Cash System, Managing the Cash Flows.

**Unit-III :** Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances - Baumol Model, Benanek Model.

**Unit-IV :** Inventory Management-Kinds of Inventories, Benefits and Cost of holding Inventories, Inventory Management and Valuation, Inventory Control Models.

**Unit-V :** Receivables Management, Objectives, Credit Policies, Credit Terms and Collection Policies

**Suggested Readings :**

1. Bhalla, V.K., *Working Capital Management : Text and Cases*, 4th ed., Delhi, Anmol, 2001.
2. Scherr, F. C., *Modern Working Capital Management*, Prentice Hall, 1989.
3. Gopalkrishnan, *Inventory and Working Capital Management Handbook*, McMillan India.

4. Bhattacharya, *Working Capital Management : Strategic and Techniques*, PHI.
5. Maheshwari, S. N., *Cost and Management Accounting*.
6. Banerjee Dr. R.P., *Working Capital Management*, Everest Publishing House, 1st ed., 2003.

#### **MBA/3104/F International Financial Management**

**Objective:** The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

**Unit-I :** Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System.

**Unit-II :** Managing short-term assets and liabilities; Long-term Financing & Long-run Investment Decisions - The foreign Investment Decision.

**Unit-III :** Cost of Debt, Cost of Capital, Weighted Average Cost of Capital and Capital Structure of the Multinational Firm.

**Unit-IV :** Multinational Capital Budgeting Application and Interpretation. Dividend Policy of the Multinational Firm, Taxation of the Multinational Firm

**Unit-V :** Analysis of Country Level Risk, Political Risk Management; Foreign Exchange Operating Exposure, Debt and Foreign Exchange Exposure

#### **Suggested Readings :**

1. Abdullah, F.A., *Financial Management for the Multinational Firm*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Bhalla, V.K., *International Financial Management*, 2<sup>nd</sup> ed., New Delhi, Anmol 2001.
3. Buckley, Adrian, *Multinational Finance*, New York, Prentice Hall Inc., 3<sup>rd</sup> ed., 2003.
4. Sengupta, *International Factoring in India*, McMillan India.
5. Jain, *International Financial Management*, McMillan India.
6. Shapiro, Alan C., *Multinational Financial Management*, New Delhi, Prentice Hall of India, 4<sup>th</sup> ed., 21, 2003.

#### **MBA/3105/F Investment Science**

**Objective:** To acquaint the students with the criterion and process of investment decisions.

**Unit I :** Meaning, Objectives and Significance & Mechanism of Investments, Issues and Dilemmas of Investments, Investment Options and Opportunities, Investment Return and Risk, Consideration of Investment as a Science, Indian Investment Scenario.

**Unit II :** Investment Markets and Intermediaries, Money Market, Stock Market-Constitution, Functions. Performance Indian Stock Market. Sensex and Nifty-Construction and Significance, Stock Market as the Leading Indicator of an Economy.

**Unit III :** Basic Theory of Interest, Time Value Consideration, Evaluation of Investment opportunities, NPV-IRR Framework, Appropriateness of NPV v/s IRR

**Unit IV :** Valuation of Investment in Debt Securities, Fundamentals of Bond Valuation, Yield to Maturity Approach, Valuation of Debentures, Tax Considerations.

**Unit V :** Valuation of Investment in Shares, Valuation of Investment in Preference Shares, Valuation of Investment in Equity Shares, Dividend Valuation Model.

#### **Suggested Readings:**

- 1) David G. Luenberger, *Investment Science*, Oxford University Press.
- 2) Rielly / Brown, *Investment Analysis & Portfolio Management*, Cengage Learning
- 3) Preeti Singh, *Investment Management*, Himalaya Publishing House.

#### **MBA/3106/F Risk Management**

**Objective:** To make the students well versed with the mechanism of risk estimation and elimination framework for financial decision making in modern business scenario.

**Unit I :** Introduction to risk management: Approaches to defining

risk, Impact of risk on organizations, Types of risk, Development of risk management. Risk Management: Principles, Aims, Objectives and Standards. Risk Management Policy, Documentation, and Responsibilities.

**Unit II** : Risk Assessment: Risk architecture and structure, Risk-aware culture, Risk Training and Communication, Risk Assessment Considerations, Risk Classification Systems, Risk likelihood and impact, defining the upside of risk.

**Unit III** : Risk and Organizations: Corporate Governance Model, Stakeholder expectations, Analysis of the business model, Project Risk Management, Operational Risk Management, Supply Chain Management.

**Unit IV** : Risk Response: Enterprise Risk Management, Importance of Risk Appetite, Tolerate, Treat, Transfer and Terminate, Risk Control Techniques, Control of selected hazard risks, Insurance and Risk Transfer

**Unit V** : Risk Assurance and Reporting: Evaluation of the control environment, Activities of the internal audit function, Risk Assurance Techniques, Reporting on Risk Management, Corporate Social Responsibility, Future of Risk Management.

#### **Suggested Readings:**

- 1 Bhalla, V.K., Investment Management : Security Analysis and Portfolio Management, 8<sup>th</sup> Ed., Delhi., S.Chand, 2001
- 2 Anthony Sounders, Merica Cornett, "Financial Institutions Management:- A Risk Management Approach" Tata McGraw Hill.

#### **MBA/3201/M International Marketing Strategy**

**Objective:** To make the students aware about the process of strategy formulation and usage various strategic tools and techniques of global market.

**Unit I** : Expansion of International Markets, International Marketing Decisions, Scope of Marketing, Indian Products abroad, Multinational Enterprises, International Culture & International trade.

**Unit II** : Global Strategic Planning, Political Risk & Negotiation Strategy, Market Selection, Market Entry Strategies, Market Coverage Strategies.

**Unit III** : International Product Decisions & Strategies, International Pricing Decisions & Strategies, International Distribution Channel Decisions & Strategies.

**Unit IV** : International Marketing Intelligence, International Promotion Strategies, Export Procedures and Documents.

**Unit V** : Quality Control and Pre-shipment Inspection, Issues in International Business, Business Ethics, Social Responsibility of Business, Environmental Issues, Labour Issues.

#### **Suggested Readings:**

- 1) International Marketing Text and Cases, Francis Cherunilam, Himalaya Publishing House, 11<sup>th</sup> revised edition
- 2) International Trade and Export Management, Francis Cherunilam, Himalaya Publishing House, 17<sup>th</sup> revised edition
- 3) Rungman. A.M. and Hodgetts. R.M., International Business; A Strategic Management Approach, McGrawhill, Inc, New Delhi-1999-2000
- 4) Keealas. A.G, Global Business Strategy, South-Western, 1999-2000

#### **MBA/3202/M Sales & Distribution Management**

**Objective:** The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

**Unit I** : Introduction to Sales Management – The Sales Organization – Determining Sales Related Marketing Policies – Sales Functions and Policies – International Sales Management – Personal Selling.

**Unit II** : Sales Planning – Sales Budgets – Estimating Market Potential and Forecasting Sales – Sales Quotes – Sales & Cost Analysis

- Unit III** : Sales Force Management: Hiring and Training Sales Personnel – Time and Territory Management – Compensating Sales Personnel – Motivating the Sales Force – Leading the Sales Force – Evaluating Sales Force Performance.
- Unit IV** : Marketing Logistics - Distribution as Marketing Mix Element – Distribution Resource Planning – Marketing Channel Integration – Channel Management – Nature of Marketing Channels – Evaluating Channel Performance- Specialized Techniques in selling – Tele Marketing – Web Marketing
- Unit V** : Distribution Cost Analysis: Managing Channel Conflicts – Channel Information Systems – Wholesaling – Retailing – Ethical And Social Issues in Sales and Distribution Management.

#### Suggested Readings

1. Anderson, R., *Professional Sales Management*, Eaglewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
2. Anderson, R., *Professional Personal Selling*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991
3. Stiil, R.R., *Sales Management*, Englewood Cliffs, New Jersey Prentice Hall Inc., 1988.
4. Das Gupta, *Sales Management: In the Indian Perspective*, 83, PHI.
5. Acharya & Others, *Field Sales Management*, 3rd ed. 1998, Himalaya Publishing House.
6. Chunawalla, S. A., *Sales Management*, Himalaya Publishing House, 5th ed., 2003.
7. Abhyankar S.K., *Practical Sales and Distribution Management*, Everest Publishing House, 1<sup>st</sup> ed., 2003.

#### MBA/3203/M Consumer Behaviour

**Objective:** The Objective of this course is to develop understanding about the consumer psychology, factors influencing decision-making process and its applications in marketing function of firms.

- Unit-I** : Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement – Levels of involvement, and Decision Making.
- Unit-II** : Consumer Decision Process – Stages in Decision Process, Information Search Process; Evaluative Criteria and Decision Rules, Consumer Motivation – Types of Consumer Needs, Ways of Motivating Consumers. Information Processing and Consumer Perception.
- Unit-III** : Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour, Psychographics and Lifestyles, Impulse Buying.
- Unit-IV** : Diffusion of Innovation and Opinion Leadership, Family Decision Making, Influence of Reference Group
- Unit-V** : Industrial Buying Behaviour– Process and factors, Models of Consumer Behaviour – Harvard Seth, Nicosia, E& D, Economic Model; Introduction to Consumer Behaviour Audit; Consumer Behaviour Studies in India.

#### Suggested Readings:

1. Mowen, John C., *Consumer Behaviour*, New York, Macmillan, 1993.
2. Schiffman, L.G and Kanuk, L. L., *Consumer Behaviour*, New Delhi, Prentice Hall of India, 8th ed., 2003.
3. Solomon, *Consumer Behaviour: Buying, Having, and Being*, 5<sup>th</sup> ed., Pearson Education.
4. Schiffman & Kanuk, *Consumer Behaviour*, 8th ed., Pearson Education.
5. Chunawalla, S.A., *Commentary on Consumer Behaviour*, 2nd ed., 2001., Himalaya Publishing House.
6. Nair, Suja, *Consumer Behaviour - Text and Cases*, 3rd ed., 2003, Himalaya Publishing House.

#### MBA/3204/M Advertising Management

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

- Unit I** : Nature, Type & Functions, Scope and Role of Advertising in Market Place, Economic, Ethical and Social Aspects of Advertising.

- Unit II** : Marketing Communication, Process of Communication & its flow, Types of Communication Systems, Models Advertising Effect Models.
- Unit III** : Advertising Planning & Objectives DAGMAR Approach, Building of Advertising Program – Message, Headlines, Copy, Logo, Illustration, Appeals, Layout.
- Unit IV** : Media Planning & Strategies, Media Buying – Broadcast & Print, Advertising Budget – Allocation, Approaches, Influencing Factors.
- Unit V** : Advertising Campaign Planning, Advertising Organization – Selection, Compensation & Appraisal of Advertising Agencies, Web Advertising.

#### Suggested Reading:

1. Aaker, David A. etc., *Advertising Management*, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. King, *Advertising: Art and Science*, Macmillan India, 2003.
3. Frank Jefkins, *Advertising*, Macmillan India, 2003.
4. Batra, *Advertising Management*, Pearson Education, 5th ed., 2003.
5. Clow, *Integrated Advertising, Promotion and Marketing Communications*, PHI, 2003.
6. Jefkins, *Advertising*, 4th ed., Pearson Education.
7. Chunawalla & Others, *Advertising Theory and Practice*, 7th ed., 2002, Himalaya Publishing House.
8. Rathor, B.S., *Advertising Management*, 11th ed., 2003.
7. Chatterjee, B.K., *Marketing Management: A Finance Emphasis*, Everest Publishing House.
8. Kulkarani M.V., *Advertising Management*, 4th ed., 2003.

#### MBA/3205/M Brand Management

**Objective:** The objective of this course is to impart in depth knowledge to the students regarding the theory and practice of commodity, Products, Brands, Branding & Brand Management

- Unit I** : Concept of Brand, Brand Evolution, Brand Hierarchy, Brand Image, Brand Identity – Perspectives, Levels & Prism.
- Unit II** : Brand Personality, Brand Positioning, Brand Repositioning, Brand Equity, Types of Branding – Product, Line, Range, Umbrella & Endorsement Branding.
- Unit III** : Brand Creation, Brand Product Relationship, Brand Portfolio, Brand Elimination, Brand Revitalization
- Unit IV** : Managing Brands, Brand Extensions, Financial Aspects of Brands
- Unit V** : Branding in different sectors – Retailers, Industrial, Services, & high-tech products.

#### Suggested Reading:

1. Keller, Strategic Brand Management, Building, Measuring & Managing Brand Equity, 2<sup>nd</sup> Ed. PHI.
2. U.C. Mathur, Brand Management, Text and Cases, Macmillan Ltd.
3. Harsh Verma – Brand Management – Excel Books 2<sup>nd</sup> Edition, 2008
4. Chunawala S.A. Brand Management – Himalaya Publishing House, 3<sup>rd</sup> Edition, 2009. Mahim Sagar, Brand Management, Anis Publication.

#### MBA/3206/M Agro Business Marketing

**Objective:** To familiarize the students with modern Agriculture Scenario and Practices in India & to acquaint with opportunities & challenges in with emphasis on Agriculture Marketing.

- Unit I** : Agricultural, Allied Products, Agro Processed Products, its status in Indian Market. Emerging Issues in the business Agriculture Produces.
- Unit II** : Agriculture Marketing: Concept, Definition, Scope and Objectives, Upcoming Practices in Agriculture Marketing.
- Unit III** : Agribusiness-Emerging Branches, Non Conventional Forms of Agribusiness, Retailing & Merchandising of Agri Produces, Export Potential for farm products-Supporting Services.

**Unit IV** : Role of Agencies for promotion of Exports of Agri Products, Role of Agencies for marketing of Agri Products, Standards of Agriculture Produces, Organized Retailing in Agri Inputs and Outputs.

**Unit V** : Marketing Mix of Agriculture Products, Role of Information and Communication Technology in Agriculture Marketing.

**Suggested Reading:**

1. Agricultural Marketing in India – S.S. Acharya and N L Agarwal – Oxford & IBH Publishing Co. Pvt. Ltd. Calcutta
2. Agribusiness Management in India – Text & Cases – Dr. Subhash Bhave

**MBA/3301/H Management of Industrial Relations**

**Objective:-** To acquaint students with the principles and practices of management of Industrial Relations and to teach them the importance of various aspects and issues related to it.

**Unit I** : IR Perspectives: Industrial Relations Perspectives, Industrial Relations and the Emerging Socio-Economic Scenario, Industrial Relations and the State

**Unit II** : Trade Union: Role and Future of Trade Unions, Trade Union and the Employee, Trade Union and the Management, Trade Union in MNC's.

**Unit III** : Grievance Handling: Discipline, conflicts, Dispute and the Grievance Management, Negotiation and Collective Settlements.

**Unit IV** : Participative Management: Participative Management and Co-Ownership, Productive Bargaining.

**Unit-V** : Industrial Relations, Employees Empowerment and allied issues: Employee Empowerment and Quality Circles, Industrial Relations and Technological Change, Conciliation, arbitrations, adjudication and role of labour administration.

**SUGGESTED READINGS:**

1. Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2<sup>nd</sup> ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam, K Trade Unionism, Myth and Reality. New Delhi, Oxford University Press, 1982.

3. Niland J.R. etc. The future of Industrial Relations. New Delhi, Sage, 1994.4.

4. Papola, T.S. & Rodgers, G Labour Institutions and Economic Development in India. Geneva, ILO, 1992.

5. Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.

6. Virmani, B.R. Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.7. Webb, Sidney & Webb, Beatrice. Industrial Democracy, Melbourne, Longman, 1987.

**MBA/3302/H Human Relations & Legal Framework**

**Objective:** To familiarize students with legal aspects and frame work related to human relations at work place.

**Unit-I** : Objectives & Importance of Labour Laws Socio-Economic Environment of Labour Laws.

**Unit-II** : Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders, Laws Relating to Discharge, Misconduct, Domestic Enquiry and Disciplinary Action.

**Unit-III** : Laws Relating to Workmen Compensation, Employee State Insurance, Provident Fund, Gratuity and Maternity Benefit Act.

**Unit-IV** : The Law of Minimum Wages, Payment of Wages, Payment of Bonus.

**Unit-V** : The Laws Relating to Factories, Contract Labour.

**SUGGESTED READINGS:**

1. Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company, 1994.
2. Malhotra, O P. The law of Industrial Disputes. Vol. I and II. Bombay, N.M Tripathi, 1985.
3. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
5. Saini, Debo S. Redressal of Labour Grievances, Claims and Disputes. New Delhi, Oxford & IBH, 1994.

6. Seth, D.D. Industrial Dispute Act, 1947. Vol. I & II. Bombay, N. M Tripathi, 1995.
7. Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas, 1994.

### **MBA/3303/H Compensation Management**

**Objective:** To make the students well versed with the principles and practices of Compensating the Human Resource of an organization.

**Unit-I :** Compensation Management: Concept, Components and Theories, Compensation Package, Reward Management.

**Unit-II :** Diagnosis of compensation problem, Meaning and necessity of Benchmarking, commitments, internal & external equity in compensation system.

**Unit-III :** Compensation Packages: Tools in Designing, improving & implementing. Designing Compensations Packages for specific type of human resources

**Unit-IV :** Components of compensation: Fringe Benefits, Incentives, and Retirement Benefits..

**Unit-V :** Strategic Compensation System, compensation practices of public limited, institutional, corporate & public sector companies.

#### **Suggested Readings:**

1. Armstrong, Michel and Murlis, Helen. Reward Management: A Handbook of Salary Administration, London, Kegan Paul, 1988.
2. Bergess, Lenard R. Wage and Salary Administration, London, Charles E-Merril, 1984
3. Capeman, George, Employee Share Ownership. New York, Kogan Page, 1991
4. Hart, Robert A. Economics of Non Wage Labour Costs. London, George aller and Unwin, 1984
5. Henderson Richard I. Compensation Management: Rewarding Performance. 6<sup>th</sup> Edition, Englewood Cliffs, Prentice Hall Inc. 1994
6. Micton, Rock, Handbook of Wage and Salary Administration. 1984

### **MBA/3304/H Human Resource Development**

**Objective:** To acquaint students with principles, objectives and practices of human resource development in 21<sup>st</sup> century.

**Unit-I :** HRD-Concept & Goals, Challenges, Climate, Practices in India, Learning and HRD

**Unit-II :** HRD System Design, Assessing HRD Needs, Designing and Implementing HRD Programs, Evaluating HRD Program. Staffing and HRD Function

**Unit-III :** HRD Strategies for Employee: Employee Socialization and Orientation, HRD Intervention

**Unit-IV :** Career Management & Development: Concept, Objectives, Relevance and Process, Career and Succession Planning, Post Retirement Planning.

**Unit-V :** Counseling, Coaching, Mentoring and Performance Management, HRD & Organization Change, HRD & Diversity in work force, HRD Audit and Accounting.

#### **SUGGESTED READINGS:**

1. Dayal, Ishwar. Successful Applications of HRD. New Delhi, New Concepts, 1996.
2. Dayal, Ishwar. Designing HRD Systems. New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dharni P. HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, B L. & Sinha, Dharni P. Management of Change Through HRD. New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U etc. Managing Transitions : The HRD Response. New Delhi, Tata McGraw Hill, 1992.
6. Rao, T V. etc. Alternative Approaches & Strategies of Human Resource Development. Jaipur, Rawat, 1988.
7. Silvera, D N. HRD: The Indian Experience. Delhi, New India, 1991.

### **MBA/3305/H Management of Training and Development**

**Objective:** To familiarize students with training needs, techniques and applications for overall development of employees.

- Unit I** : Training – a change agent, Training Environment, Pre Training module, Counseling for Training, Training Costs and Training Investment
- Unit-II** : Training Functions, Training Needs Assessment, Action Research, Organizational Objectives and Training
- Unit-III** : Learning Process, Training Climate, Development and Designing Training Modules
- Unit-IV** : Training Methods, Techniques & Pedagogy, Training aids & Tools, Facilities for Training
- Unit-V** : Training Feedback and Evaluation, Training Audit, Training as Continuous Process

#### SUGGESTED READINGS:

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
2. Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.
3. Lynton, R Pareek, U. Training for Development. 2<sup>nd</sup> ed. New Delhi, Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness. Aldershot, Gower, 1986.
6. Reid, M A. etc. Training Interventions : Managing Employee Development. 3<sup>rd</sup> ed. London, IPM, 1992.
7. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century, 1992.

#### MBA/3306/H Performance Management

**Objective:** To familiarize the students with performance and its management and also to impart necessary skills regarding assessment, evaluation of employee in the organisation with learning of new concepts, trends in the field of performance management.

- Unit I** : Overview of HRM Capital and performance appraisal, Evolution of concept of performance management, concept

and perspectives of performance management. Meaning, Nature and scope of Performance Management.

- Unit II** : Principles and Models of Performance Management, Imperatives, Antecedents, determinants and elements of performance management. Challenges to performance management
- Unit III** : Performance Management System: Concept, Nature, Objectives, Functions. Effective performance management system, Competency based performance management system and recent developments. Performance Counseling-Concept, Principles and Skills.
- Unit IV** : Performance Management Process: Performance Planning-Definition, Objectives, characteristics and process. Performance Management Plan, Competency Mapping-Methods and Applications, Linkages to performance planning. Process of performance managing. Performance Appraisal-Meaning, Principles, Process, Effective Design. Performance Monitoring: Definition, Characteristics, Objectives, Process and Practices. Mentoring-Concepts and Applications, Performance Management Audit.
- Unit V** : Performance Management Implementation: Bottlenecks, Strategies, Operationalization. Performance Management Link Reward System-Objectives, components, job performance with job satisfaction. High performance teams. HR, Ethics and Performance Management-Role of HR in Performance Management, Ethics and Performance Management.

#### SUGGESTED READINGS:

1. Sarma A.M., "Performance Management System", Himalaya Publishing

#### MBA/3401/P Purchasing And Materials Management

**Objectives:** To acquaint the students with the systematic approach of Material Purchasing and Handling and the allied issues

- Unit-I** : Purchasing and Materials Management: Objectives, Organization and Interrelationships, Determination and

Description of Material Quantity, Material Planning in Push and Pull System, Material Requirement Planning and JIT.

**Unit-II :** Material Quality: Determination and Description, Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor Selection.

**Unit-III :** Cost-Reduction Techniques: Standardization, Simplification & Variety Reduction, Value Analysis and Engineering, Make or Buy Decisions, Price Determination and Negotiation.

**Unit-IV :** International Purchasing: Procedures and Documentation, Appraisal Methods for Purchasing of Capital Equipments, Evaluating Suppliers' Efficiency, Public Purchasing and Tendering, Vendor Rating.

**Unit-V :** Material Handling: Classification and Codification, Disposal of Scrap, Surplus and Obsolete Materials, Materials Information System.

#### **SUGGESTED READINGS:**

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

#### **MBA/3402/P Production Planning And Control**

**Unit-I :** Production Planning and Control: Production Planning and Control Functions, Procedures and Documentation in Production Planning and Control.

**Unit-II :** Inventory Control: Production Inventory Systems, Inventory Control Techniques and Production Control.

**Unit-III :** Production Planning Techniques: Aggregate Planning, Job Shop & Batch Planning, Scheduling and Control.

**Unit-IV :** Some Techniques: Process Planning, Line Balancing, Planning for High Volume Standardized Products.

**Unit-V :** Computers in Production: Application of Computers, Flexible Manufacturing System, Computer Integrated Manufacturing System, ERP.

#### **SUGGESTED READINGS:**

1. Burbidge , John L. Principles of Production Control . London, Donalds and Evans, 1981.
2. Caubang, Ted C. Readings on Production Planning and Control. Geneva, ILO.
3. Greene, James H. Production and Inventory Control Handbook, New York, McGraw Hill, 1987.
4. Mc Leavey, Dennis W and Narasimhan, S L. Production and Inventory Control. Boston, Allyn and Bacon, 1985.
5. Peterson, R and Silver, E.A. Decision Systems for Inventory Management and Production Planning. New York, John Wiley, 1979.
6. Vollmann, T E. etc. Manufacturing Planning and Control. Homewood, Illinois, Richard D Irwin, 1988.

#### **MBA/3403/P Ergonomics**

**Objective:** To acquaint the students with concepts, principles and applications of Ergonomics

**Unit I :** Introduction to Ergonomics: Brief History, Inter-Disciplinary Nature, Scope. Ergonomics in Manufacturing, Anthropometry in Work Station Design.

**Unit II :** Physical Work: Metabolism, Individual Differences and Metabolism during work, Measurement of physical work load. Heat Stress: Heat Stress Management, Comfort Climate. Work Posture: Standing, Sitting or Sit-Standing. Repetitive Motion Injury: Causes, Design and Guidelines.

- Unit III** : Illumination at Work: Measurement, Recommended Illumination Level, Cost Efficiency, Lighting for Inspection and Quality Control. Design of VDT Work Station, Visual Fatigue, Effect of Radiation: Design and Guidelines. Noise: Measurement, Effects, Analysis and Reduction. Annoyance of Noise and Interference with communication.
- Unit IV** : Design of Controls: Design and Guidelines, Control Response Compatibility, Coding of Controls, Emergency controls, Design of Symbols, Labels and Visual Displays.
- Unit V** : Training: Need, Content, Methods, Job Aids, The Power Law of Practice, Shift Work: Scheduling, Problems, Effects and Improvement Methods. Design for Manufacturing Assembly: Automation, Do's and Don'ts in Product Design, MTM Analysis, Human Factor Principles.

**Suggested Readings:**

1. Martin Helander, A Guide to Ergonomics of Manufacturing, East West Press, Publication AWP.

**MBA/3404/P World Class Manufacturing**

- Unit-I** : Manufacturing Environment: World Class Manufacturing Environment, Imperatives for Success - Technology, Systems Approach and Change in the Mind-set, Strategic Decisions in Manufacturing Management.
- Unit-II** : Material Handling System: Choice of Technology, Capacity, Layout/Automation in Material Handling Systems, Aggregate Planning and Master Production Scheduling, Materials Requirement Planning (MRP).
- Unit-III** : Manufacturing Techniques: JIT, Kaizen, Kanban, TQM, Supply-Chain Management.
- Unit-IV** : Total Productive Maintenance: Objectives of TPM, Total System Effectiveness, Break-down Maintenance, Preventive Maintenance, Predictive Maintenance.
- Unit-V** : Automation: Automation in Design and Manufacturing, Automated Material Handling Equipments, Role of IT in

World Class Manufacturing, Flexible Manufacturing System, Six Sigma.

**SUGGESTED READINGS:**

1. Buffa, Elwoods and et al Programmed learning at for Production and Operations Management – Illinois, Learning System Co., 1981.
2. Dervitsiotis, Kostas N: Operations Management Auckland, McGraw-Hill, 1981.
3. Hughes, Chris : Productions and Operations Management- London, Pan Books, 1985.
4. Schonberger, Richard J : Japanese manufacturing techniques. NY, Free-Press, 1982.

**MBA/3405/P Principles And Practices Of Safety Management**

- UNIT I** : History of Safety movement – general concepts of management – planning for safety for optimization of productivity -productivity, quality and safety-line and staff functions for safety-budgeting for safety-safety policy. Job safety analysis – safety survey – safety inspection – safety sampling – motivating techniques –safety displays – safety pledge – safety lab.
- UNIT II** : Components of safety audit – review of inspection, remarks by government agencies, consultants, experts – perusal of accident and safety records, formats – implementation of audit indication - liaison with departments to ensure co-ordination – check list – identification of unsafe acts of workers and unsafe conditions in the shop floor.
- UNIT III** : Accident – reportable and non reportable accidents – reporting to statutory authorities – principles of accident prevention – accident investigation and analysis – records for accidents – departmental accident reports – documentation of accidents – unsafe act and condition – role of safety committee –cost of accident – safety-health..
- UNIT IV** : Calculation of accident indices – frequency rate – severity rate – frequency severity incidence – incident rate – accident rate – safety “t” score – problems.

**UNIT V** : Importance of training-identification of training needs-training methods - programmes-seminars – conferences – competitions – motivation – communication - role of government agencies and private consulting agencies in safety training – awards – celebrations.

#### Suggested Readings

1. Heinrich H.W. "Industrial Accident Prevention" McGraw-Hill Company, New York, 1980.
2. Krishnan N.V. "Safety Management in Industry" Jaico Publishing House, Bombay, 1997.
3. Lees, F.P., "Loss Prevention in Process Industries" Butterworth publications, London, 2<sup>nd</sup> edition, 1990.
4. John Ridley, "Safety at Work", Butterworth & Co., London, 1983.
5. Dan Petersen, "Techniques of Safety Management", McGraw-Hill Company, Tokyo, 1981.
6. Blake R.B., "Industrial Safety" Prentice Hall, Inc., New Jersey, 1973.
7. "Safety and Good House Keeping", N.P.C., New Delhi, 1985. "Accident Prevention Manual for Industrial Operations", N.S.C.Chicago, 1982.

#### MBA/3406/P Costing For Production

**Objective:** To familiarize the students with the mechanism of cost ascertainment and control in the context of modern business.

**Unit I** : Introduction to Cost Accounting, Concept, Definition, Types and Element of Costs. Relevant Costs for Production Decisions, Production Overhead, Machine Hour Rate.

**Unit II** : Cost Ascertainment, Preparation of Cost Sheet for Manufacturing Unit, Single Out Put Costing, Tenders and Quotations.

**Unit III** : Cost Ascertainment in Service Industry, Operating or Service Costing, Transportation, Hospitals, Hotels, Cinema House

**Unit IV** : Methods of Costing: Job, Batch and Contract Costing, Process Costing with normal and abnormal losses & gains.

**Unit V** : Cost Control: Budgetary Control-Flexible Budget, Sales Budget, Production Budget, Materials Purchase Budget,

and Standard Costing: Analysis of Variance-Material, Labor and Overhead

#### Suggested Reading:

1. B.M.Lall Nigam and I.C.Jain, Cost Accounting An Introduction, Prentice Hall of India, New Delhi
2. R.S.N. Pillai and V Bagavathi, Cost Accounting, S. Chand and Company Ltd., New Delhi
3. Ronald Hiton, Michale Maher, Frank Selto, "Cost Management: Strategies for Business Decisions", Tata McGraw Hill, 3<sup>rd</sup> Ed., 2010
4. M E Thukaram, " Cost and Management Accounting," New Age International (P) Ltd.
5. Hansen, Mower, Guan, "Cost Management", Cengage Learning
6. P.V.Rathnam, "Rahanm's Costing Advisor" , Kitab Mahal, 2008.

#### MBA/3501/PH Brand Promotion & Marketing in Pharmaceutical Industry

**Objectives:-** To familiarize students with basic concepts of promotion & marketing of pharmaceutical brand, ethical brand & OTC.

- To help students to understand the basic concepts of pharmaceutical marketing management.
- To help students to understand various marketing tools/models for solving marketing problems.
- To help students to comprehend various situations and marketing terminologies in pharmaceutical industry.

**Unit-1** : Introduction to pharmaceutical marketing management, the future of pharmaceutical brand management, characteristics of pharmaceutical marketing,

**Unit-II** : Introduction to pharmaceutical brand management : brand research & analysis, aligning pharmaceutical brand management across the product life cycle

**Unit-III** : Segmentation, Targeting and Positioning for pharmaceutical products , launching a new pharmaceutical product, re launching a pharmaceutical product, pharmaceutical product life cycle

**Unit-IV** : Various pharmaceutical pricing policies, marketing plan for pharmaceutical products, going OTC, difference between pharmaceutical marketing & selling

**Unit-V** : Pharmaceutical product promotion: strategies, forecasting, special promotional material for medical representatives and doctors, pharmaceutical product-selling process

**Suggested readings :**

1. Principles of Pharmaceutical Marketing – By Mickey C. Smith, 3<sup>rd</sup> Edition 1983; Lee & Febiger USA
2. Brand Management (Principles & Practice) – By K. P. Dutta; Oxford Univ. Press (May 2012)
3. Pharmaceutical Management – By Alka Ahuja, Sanjula Baboota, Javad Ali: Tara Publishers 2007
4. Pharmaceutical Marketing – By Joseph A. Salvato; CBS Pub. & Dist. (2010)
5. The Rx Factor: Strategic Creativity in Pharmaceutical marketing – Pavan Choudary; Wisdom Village Pub. Division
6. Pharmaceutical Marketing in India – Concept, Strategy, Cases – Chaganti Subba Rao; Pharmamed Press/ BSP Books (2007)
7. Pharmaceuticals Management-Sachin Itkar- Nirali Pub-2008
8. Textbook of Non-Medical Prescribing – By Dilyse Nuttall, Jone Rutt – Howard; Willey – Blackwell 2011 First Edition
9. Pharma Marketing By Mickey.C.Smith,,2002,Fifth Edition

**MBA/3502/PH Customer Behaviour in Pharmaceutical Industry**

**Objectives:-**

- To make students aware about perceptions & responses of doctors, wholesalers, retailers and patients to cope up with health issues.
- To help students to understand theories of customer behaviour with reference to pharmaceutical industry

**Unit I** : Organization and overview of customer behavior in pharmaceuticals, schema theory applied to doctors

**Unit II** : Perceptions of doctors, pharmaceutical company in assessment by wholesalers, retailers for demand creation.

**Unit-III** : Response of family members to physicians, theory of cognitive dissonance and applications to pharmaceuticals industry

**Unit-IV** : Emotions and two-sided arguments including communication of side effects of drugs to doctors. buying-motivation cycle in doctors

**Unit-V** : Personality, Self-Image, Life –style, Attitudes & Attitude formation of customers in Pharmaceuticals.

**Suggested readings :**

1. Marketing ROI for Pharma – By Dr. Michel RM. Rod; Pharmaceutical Marketing Congress, 2005
2. Social & Behavioral Aspects of Pharmaceutical care – By Nathaniel M. Rickless, Albert I. Wertheiner, Mickey C. Smith; Jones & Bartlett (2010)
3. Textbook on Non-Medical Prescribing – By Dilyse Nuttall, Jone Rutt – Howard; Willey – Blackwell 2011 First Edition
4. Managed Competition & Pharmaceutical Care – A Challenge for the profession – By S. Pathak, Alan Escovitz Editors; Pharmaceutical Products Press (1996)
5. Essentials of Pharmaceutical Sales Management – By Vivek Mehrotra; Cambridge Univ. Press India Pvt. Ltd. (May 2007)
6. Pharmaceutical Marketing: Strategies & Practices – By Kumardutta A. Ganjare; International Book Distributing Co.
7. Principles & Practice of Pharmaceutical Medicine, Lionel Edward, Anthony W. Fox, Peter D. Stonier, Willey Blackwell Publisher, Third Edition,
8. The Rx Factor: Strategic Creativity in Pharmaceutical marketing – Pavan Choudary; Wisdom Village Pub. Division
9. Customer Driven Pharma marketing-William L Torrbetta- Urch pub inc-2000
10. Pharmaceutical Management by Sachin Itkar, Nirali Prakashan, Sep 2008, ISBN.NO. 978-81-85790-39-8

**MBA/3503/PH Production Management In****Pharmaceutical Industry**

**Objectives:**● Enhancing an appreciation of the pharmaceutical production management

- To make aware about validation process
- To make students aware about the importance and processes of Safety , Health and Environment (SHE)
- To make students to aware about the Quality Assurance methods
- To introduce the concept of R&D strategies

**Unit I** : Good manufacturing practices : Introduction, Good manufacturing practice layout, requirements, important processes in manufacturing pharmaceuticals product, product recalls

**Unit II** : Validation: Introduction, validation master planning, development of qualification protocol, Performance Qualification (PQ),process validation, computer system validation, analytical methods validation, returned drug products & their disposition, testing and release of finished products

**Unit III** : Secondary pharmaceutical production : products and processes, principles of layout, the operating environment ,containment issues, packaging operations, warehousing and material handling ,automated production systems ,advanced packaging technologies

**Unit IV** : Safety , Health and Environment (SHE) : Introduction, SHE management system, approach to SHE, inherent SHE, pharmaceutical industry SHE hazards ,Safety ,Health and Environment legislation

**Unit V** : Introduction, elements, requirements & interpretation of ISO 9001: 2000, importance & functions of QC / QA departments, quality management system, methods of Quality Assurance, Scanning the environment for new research ideas, Developing R & D strategy

**Suggested readings:**

1. Pharmaceutical Production and Engg. Guide – By Bill Bennett & Graham Pole, 2003
2. Principles & Practice of Pharmaceutical Medicine, Lionel Edward, Anthony W. Fox, Peter D. Stonier, Willey Blackwell Publisher, Third Edition,
3. Burgelman, Wheelwright: “Strategic Management of Technology and Innovation”, McGraw Hill, 4th edition
4. Textbook of Pharmaceutical industrial Management – By Biren N. Shah, Bhavesh S. Nayal, Vineet C. Jain, Dhiren P. Shah; Elsevier (2010)
5. Pharmaceutical Management by Sachin Itkar, Nirali Prakashan, Sep 2008, ISBN.NO.978-81-85790-39-8
6. Total Pharmaceutical Quality management by Rajesh Kumar Shukla,

**MBA/3504/PH. Material Management in Pharmaceutical****Industry**

**Objectives:-**● To help students to recognize strategic challenges and opportunities for material management of Pharmaceutical Industry

- To help students to be familiar with several material management strategies
- Students will learn to use basic tools to assess changing scenario of material management

**Unit I** : Material management-technique of purchasing and classification, essential principle of material management, and effective material management programme.

**Unit II** : Objectives of purchasing , principles of purchasing, centralized purchasing : its function and checklist for implementing, cost comprehensive approach, reordering system, Economic Order Quantity (EOQ). materials control

**Unit III** : Methods of classification, ABC analysis, VED analysis, inventory control, store control, perpetual inventory.

**Unit IV** : Product standardization, vendor evaluation, client vendor contract, Expendable (Consumables) & Non-Expendables, classification for drug & equipments

**Unit V** : Facilities & space requirements, theft, fraud & kickbacks, application of computers in pharmaceuticals inventory management

**Suggested readings:**

1. Hospitals: Facilities, Planning & Managements - G. D. Kunders 2004 By Tata Mcgraw Hill Education Pvt. Ltd.
2. Healthcare Management & Administration - By S. L. Goel 2004 Deep & Deep pub.
3. Production Planning And Inventory Control in Pharmaceutical - Seetharama L Narsimhan, Dennis McLeavy, Peter J Billington, Prentice Hall Of India Pvt Ltd,
4. Introduction To Materials Management in Pharmaceuticals - J. R. Tony Arnold, Stephen N. Chapman PrenticeHall
5. Principles of Inventory and Materials Management in Pharmaceutical - Richard J. Tersine, Prentice Hall
6. Pharmaceutical Management by Sachin Itkar, Nirali Prakashan, Sep 2008, ISBN.NO. 978-81-85790-39-8

**MBA/3505/PH. Sales and Distribution Management in Pharmaceuticals Industry**

**Objective:-**

- To familiarize students about launching, selling and distribution of products

**Unit-I** : Introduction to pharmaceutical sales management, sales organization, sales force management

**Unit-II** : Sales targets and training of medical representatives, job skills of pharmaceutical field force, motivation for career growth, performance appraisal in pharmaceutical sales management

**Unit-III** : Pharmaceutical distribution management in the past, present and future, wholeselling & retailing, purchasing, transportation services

**Unit-IV** : Global distribution services : pharmaceutical export : current scenario, potential markets for exports, procedure for export, selection of the markets for export, Import-Export management in pharmaceuticals

**Unit-V** : Nature and function of pharmaceutical C&F Agents, Importance of logistics & purchase / supply in pharmaceutical industry.

**Suggested readings:**

1. Business Development for the Pharmaceutical Industry by Martin Austin, Ausghate Publication, 2008
2. Pharmaceutical Management by Sachin Itkar, Nirali Prakashan, Sep 2008, ISBN.NO. 978-81-85790-39-8
3. Pharmaceutical Sales & Marketing, by Carole S Moussalli, Vault Inc. 2006
4. Essential of Pharmaceutical Sales Mangement by Vivek Mehrotra, Cambridge University, Press India pvt. Ltd, 2007
5. Pharmaceutical Distribution , Vol. 4 of Pharmaceutical Quality group, 1197, ISBN 0906810183
6. Pharmaceutical Distribution for Customer satisfaction, Mohd. Usman Awan, VDM, Verlag, 2009
7. Pharmaceutical Landing, Frank A Melfa, Power writing, 2005 ISBN 0964164094
8. Purchasing & Supply Chain Management by Kenneth Lysons, Brian Farrington, Lysons Kenneth, Pearsons education

**MBA/3506/PH. Pharmaceutical Regulatory Environment**

**Objectives:-**

- To make students aware about various legislations for pharmaceutical sector.
- To make awareness about companys' registration in India and Foreign countries
- To appreciate importance of intellectual property
- To understand drug approval process
- To understand issues in country-entry strategies

- Unit-I** : Introduction to pharmaceutical drug regulations, drug and cosmetic act, packaging commodity act in pharmaceuticals
- Unit-II** : Consumer Protection Act, Magic Remedies Act, Psychotropic and Narcotic substance Act, Indian Patents Act, 1970 and recent amendments, role & function of DCI & FDA in regulating the pharmaceutical industry
- Unit-III** : Pharmaceutical products registration in India and Foreign countries, Documentation procedures for registration of new products N.C.E, N.D.A.
- Unit-IV** : Important regulation of USFDA (United States Food and Drug Administration), TGA (Therapeutic Good Administration), MHRA (The Medicines & Healthcare Regulatory Agency), ICH (International Conference on Harmonization), WHO (World Health Organization for Pharmaceutical Industry in India
- Unit-V** : Procedures for authorizing medicinal products in the European union and United States, Key stages in drug approval process, Trade related intellectual property rights (patents, trademarks, designs, copyrights)

**Suggested readings :**

1. Pharmaceutical Jurisprudence by Dr. B. S. Kuchekar, Nirali Prakashan, Fifteenth Edition, July 2010, ISBN.NO. 978-81-28-0
2. Pharmaceutical Management by Sachin Itkar, Nirali Prakashan, Sep 2008, ISBN.NO. 978-81-85790-39-8
3. Global Clinical Trials by Richard Chin & Menghis Bairu, Elsevier Publishing House, 2011, ISBN.NO 978-0-12-381537-8
4. New Drug Development by J.Rick Turner, A John Wiley & Sons Inc., Publication, 2007
5. Principles & Practice of Pharmaceutical Medicine, Lionel Edward, Anthony W. Fox, Peter D. Stonier, Willey Blackwell Publisher, Third Edition,
6. Pharmacy Act, 1948
7. Drugs And Cosmetics Act, 1940 And Rules There under 1945
8. The narcotic drugs and psychotropic (Excise Duties) Act, 1955 and Rules There under 1976
9. Drugs (Price Control) order, 1995

10. Medicinal and toilet Preparation (Excise Duties ) Act, 1955 and Rules there under 1976
11. Drugs and magic Remedies (Objectionable Advertisements) Act, 1945 and Rules 1955
12. The Poisons Act, 1919
13. Medical Termination of pregnancy Act, 1971 and Rules there under 1975
14. New drug policy, 1994
15. Pharmaceutical Production and Engg. Guide – By Bill Bennett & Graham Pole, 2003
16. Indian Patents Act 1970

**MBA/3601/SP Fundamentals of Management of Sports**

**Objective:-** To familiarize students with the basic fundamentals of management of sports and sports organization .

- Unit: I** : Overview of Sports Management: - Definition, meaning, scope, character, importance, and an evolution of Sports Management
- Unit: II** : Event Management- Feasibility, purpose, objectives, fundamentals, event planning, event requirement, implementation plan, sponsorship, event evaluation, event preparation, tournament management, spectator management
- Unit: II** : Sports organization operating environment :- Meaning, nature of organizational environment, relationship between an organization structure and its environment
- Unit: 4** : Sports organization strategy-Meaning, deliberate & emergent strategies, strategy formulation & implementation
- Unit: 5** : Dealing with organizational change – Meaning, planned change, unplanned change, resistance to change – overcoming resistance to change & implementation, Managing resistance to change

**Suggested Reading:-**

1. The Management of Sports – Its foundation & application, Bonnie L. Parkhouse, Mosby Book Publication St. Louis, MO

2. Management of Sports, Dr. Ramesh Singh, Sports Publication, New Delhi
3. Sports Management, S. M. Nanda,, Friends Publications (INDIA) New Delhi
4. Management in Sports & Physical Education, Dr. Tahir P. Hussain, Sports Publication-New Delhi
5. Sport Management, Yadvinder Singh, Lakshay Publication, New Delhi, ISBN 81-87818-81-6
6. Sports Management Process & Procedure, Dr. Jawaid Ali, Dr. R.K. Bhatia, Dr. Sultan Khan, Khel Sahitya Kendra, New Delhi, ISBN 81-7524-298-1
7. Management Principles in Sport and Leisure Services, Neil J. Dougherty, Diane Bonanno, Burgess Publishing Company, Minneapolis, Minnesota ISBN 0-8087-4433-X , 1990

### **MBA/3602/SP Human Resource Management for Sports**

**Objective:** To acquaint the students with role of human resource management for sports.

**Unit: I :** Human Resource Management for Sports – Definition, objectives, scope, nature, importance, personnel policies, principles of personnel & supervisory management, the system approach

**Unit: II :** Job analysis, Job descriptions, Job specifications, strategic planning

**Unit: III :** Personnel inventories need assessment, the working relationship between supervisors and staff, Management Information System for human resource department in sports organization

**Unit: IV :** Training, screening, interview, selection, affirmative action, guidelines for staff recruitment, recruitment of sports person, personnel problem requiring special attention

**Unit: V :** Feedback, performance appraisal, rating errors

### **Suggested Reading:-**

1. Sports Management, S.M.Nanda,, Friends Publications (INDIA) New Delhi
2. Management in Sports & Physical Education, Dr.Tahir P. Hussain, Sports Publication-New Delhi
3. The Management of Sports – Its foundation & application, Bonnie L. Parkhouse, Mosby Book Publication St. Louis, MO
4. Management Principles in Sport and Leisure Services, Neil J. Dougherty, Diane Bonanno, Burgess Publishing Company, Minneapolis,Minnesota ISBN 0-8087-4433-X , 1995
5. Sports Management, S.S.Roy, M/s Friends Publication (I), New Delhi,2002

### **MBA/3603/SP Sports Marketing**

**Objective :-**To develop the understanding of concept, strategies & issues involved in marketing of sports.

**Unit: I :** Historical development of sports marketing, sports marketing, definition, nature, scope, importance

**Unit: II :** Factors involved in the marketing of sports, marketing mix, The eight P's strategic marketing planning for sports, cost – effective marketing strategy

**Unit: III :** Promotion of sports, need and importance, promotional methods & its determinants

**Unit: IV :** Evolution of sports advertisement, sports advertisement-concept & objectives, advertisement cost, advantages & limitations of major advertising media

**Unit: V :** Sports consumer behaviour- meaning, importance, role of consumer in buying decision process, factors influencing sports consumers in decision making

### **Suggested Reading:-**

1. The Management of Sports – Its foundation & application, Bonnie L. Parkhouse, Mosby Book Publication St. Louis, MO 1991
2. Sports Marketing – A strategic perspective by Matthew D. Shank, Prentice Hall,2009

3. Management of Sports, Dr. Ramesh Singh, Sports Publication, New Delhi, 2011
4. Management Principles in Sport and Leisure Services, Neil J. Dougherty, Diane Bonanno, Burgess Publishing Company, Minneapolis, Minnesota ISBN 0-8087-4433-X, 1995
5. Sports Management, S. M. Nanda,, Friends Publications (INDIA) New Delhi

### **MBA/3604/SP Financial Management and Economics for Sports**

**Objective:-** To acquaint the students with concept and technique used in financial management and economic for sports.

**Unit: I** : Definition & role of accounting in the sports & fitness enterprise, assumption & principles of accounting, the accounting system

**Unit: II** : Depreciation:-technique used in sports, accounting for non profit organization,

**Unit: III** : Cash Management, budgeting, computer application for accounting

**Unit: IV** : Introduction to economics, consumer theory: demand curve, the sports segment of the economy, major component of the sports industry

**Unit: V** : Theory of the firm, an overview of the economic problem in sports management

#### **Suggested Reading:-**

1. Sports Finance, Dr. Anurag Saxena, Sports Publication
2. Management in Sports & Physical Education, Dr.Tahir P. Hussain, Sports Publication-New Delhi
3. The Management of Sports – Its foundation & application, Bonnie L. Parkhouse, Mosby Book Publication St. Louis, MO
4. Economics of Sports – David Fincher, Friends Publication (India)
5. Sports Management Process & Procedure, Dr. Jawaid Ali, Dr. R.K. Bhatia, Dr. Sultan Khan, Khel Sahitya Kendra, New Delhi, ISBN 81-7524-298-1
6. Sport Management, Yadvinder Singh, Lakshay Publication, New Delhi, ISBN 81-87818-81- 6, 2005

7. Sports Management, S.S.Roy, M/s Friends Publication (I), New Delhi, 2002

### **MBA/3605/SP Sports Facilities Management**

**Objectives:** To acquaint the students with management of various sports facilities and related legislation.

**Unit: I** : Introduction to sports facilities – indoor & outdoor, facility development, projection of needs, asset analysis, development policy, development of general plan, development of scheme, development design

**Unit: II** : Facility management, procedure for management of facilities & equipment, planning the facility, construction matrix, food service, policy guide, facility supervision & security

**Unit: III** : Indoor facilities management – lighting, locker room, dressing area, wet area, ceilings, air quality control, facility maintenance Outdoor facilities management – surface, natural turf, non turf surfacing, artificial turf, pools, orientation

**Unit: IV** : Facility scheduling- time management, the administrator & time trap, external time trap, internally generated time trap, the time management process, time study, and time management programme

**Unit: V** : Sports legislation, employer relation, employment relationship, workers compensation, product liability, future direction in facility management, managing equipment services

#### **Suggested Reading:-**

1. Management of Sports, Dr. Ramesh Singh, Sports Publication, New Delhi
2. The Management of Sports – Its foundation & application, Bonnie L. Parkhouse, Mosby Book Publication St. Louis, MO
3. Tuteja S.K., Sports Law, New Delhi, Sultan Chand, 1998
4. Sports Management, S. M. Nanda,, Friends Publications (INDIA) New Delhi

5. Management Competency Development in Sport and Physical Education, Earle F. Zeigler, Gary W. Bowie, Published by Lea & Febiger, Philadelphia, 1983 ISBN – 0-8121-0830-2

### **MBA/3606/SP Sports Media Management**

**Objectives:** To acquaint students with the knowledge of sports media and public relation management.

**Unit I :** Sports media – introduction to different sports media (television channels, sports magazines)

**Unit II :** Sports journalism – introduction, scope, news value of sports, essential qualification of sports writer & presenter, sports channels – popular sports channel in India – ESPN, STAR SPORTS, ZEE SPORTS, TEN SPORTS, DD SPORTS, NEO SPORTS etc

**Unit III :** Public relation in sports, direct public relation, indirect public relations, importance, public relation & publicity, establishment of public relation

**Unit IV :** Comprehensive study on different sports channel – profile, top management, functional department, work culture, career opportunities telecast right for major sporting events.

**Unit V :** Programme mix, advertising opportunities, role of mass media in sport promotion, target audience media, administration & staff responsibilities in public relation, media, press conference, quality of PRO

#### **Suggested Reading:-**

1. Sports Journalism – Techniques & Practices, H.H. Dean, Friends Publication
2. The Management of Sports – Its foundation & application, Bonnie L. Parkhouse, Mosby Book Publication St. Louis, MO
3. Sports Journalism – Philip Andrew (Sage Publication)
4. Sports Media : Planning, Production & Reporting – Brad Schultz, Focal Press Elsevier
5. Sports Media – Transformation, integration, consumption – Andrew C.
6. Media relation in Sports, T. Shekhar, Friends Publication (INDIA)

### **SYLLABUS PRESCRIBED FOR M.B.A.SEMESTER-IV (Effective from Summer-2013 Exam.)**

### **MBA/401 Strategic Management**

**Objective:** The objective of this course is to develop understanding about strategic processes and their impact on a firm.

**Unit I :** Corporate Strategy and Planning – Concept of strategy. Strategic Management and strategic management Process, Evolution of Corporate Policy in India, Models and Phases of Strategic Management Process, 7-S Framework

**Unit II :** SWOT Analysis, Environmental Analysis, Competitive Analysis, Internal corporate Analysis

**Unit III :** Strategic Analysis, Cost Analysis, Portfolio Analysis and Display Matrices, Operating and Financial Analysis

**Unit IV :** Strategic Alternatives, Diversification, Mergers and Acquisition, Turn-Around Management

**Unit V :** Strategic Choice, Implementation of Strategy, Evaluation and Control of Strategy

#### **Suggested Readings:**

1. Johnson & Scholes, *Exploring Corporate Strategies*, PHI, 6th ed., 2003.
2. Bowman Cliff, *Essence of Strategic Management*, PHI, 2003.
3. John Pearce, *Strategic Management*, TMH.
4. Byars, *Strategic Management*, TMH.
5. Acharya and Govekar, *Business Policy and Strategic Management*, 2nd ed., 1999, Himalaya Publishing House.
6. Cherunilam, Francis, *Strategic Management*, 7th ed., 2003, Himalaya Publishing House.
7. Azhar Kazmi, *Corporate Strategy and Business Policy*, TMH Publications

**MBA/4101/CGF      Financial Decision Analysis**

**Objective:** The basic objective of this course is to impart an intensive knowledge about the use of quantitative techniques in specified financial decision making areas.

**Unit-I** : Financial Decision Making Tools – Ratio Analysis, Fund Flow Analysis, Cash Flow Analysis

**Unit-II** : Financial Decisions Under Risk and Uncertainty – Capital Expenditure Decisions Under Risk and Uncertainty, Cost-Volume-Profit Analysis Under Conditions of Uncertainty

**Unit-III** : Financial Decision Alternatives – Leasing V/S Buying, Replacement Decisions, Sequencing Decisions

**Unit-IV** : Financial Restructuring Decisions – Business Failure and Reorganization, Mergers and Acquisitions, Capital Structure Decisions

**Unit-V** : Financial Decision Models - Dividend Valuation Models, Present Valuation (PV) Models

**Suggested Readings :**

1. Chatterjee B.K., Marketing Management : A Finance Emphasis.
- 2.. Pillai & Bhagwati, Cost Accounting, S.Chand & Co.
3. Khan and Jain, Financial Management, Tata Mcgrawhill, 5<sup>th</sup> ed.
4. Khanna B.S., Practical Cost Accounting, S.Chand & Co.
5. Alexander, Sharpe & Bailey, Fundamentals of Investments, 3rd ed., 3, PHI, 2003.
6. Haugen, Modern Investment Theory, 5th ed., 10, 2003, Pearson Education.
7. Sharpe, Alexander & Bailey, Investments, 6th ed., 23, PHI, 2003.
8. Alexander, Gordon J. and Sharpe, William F., *Fundamentals of Investments*, Englewood Cliffs, New Jersey., Prentice Hall Inc., 3<sup>rd</sup> ed., 2003.
9. Bhalla, V.K., *Investment Management : Security Analysis and Portfolio Management*, 8<sup>th</sup> ed., Delhi, S.Chand, 2001.

**MBA/4102/CGF      Security Analysis And Portfolio Management**

**Objective:** The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management.

**Unit I** : Security Analysis- Definition, Objectives; Operations of Indian Stock Market, Type and its Recent Developments; Listing & Indexing of Securities-Rules and Regulations; SEBI- Roles, Functions

**Unit-II** : Fundamental Analysis, Economy-Industry and Company (E-I-C) Analysis, Technical Analysis: Tools and Techniques

**Unit III** : Portfolio Management Concept and Meaning –Risk-return Tradeoff, The Mean-Variance Criterion (MVC) – Markowitz Portfolio Theory, MVC and Portfolio Selection, Portfolios of two Risky Securities, A Three Security Portfolio.

**Unit IV** : The Efficient Frontier- Tracing & Constructing, Sharpe: Single Index Model. Capital Asset Pricing Model, Characteristics Lines, Factor Models and Arbitrage Pricing Theory.

**Unit V** : Portfolio Investment Process, Bond Portfolio Management Strategies, Investment Timing and Portfolio Performance Evaluation and Revision Models.

**Suggested Readings :**

1. Alexander, Gordon J. and Sharpe, William F., *Fundamentals of Investments*, Englewood Cliffs, New Jersey., Prentice Hall Inc., 3<sup>rd</sup> ed., 2003.
2. Bhalla, V.K., *Investment Management : Security Analysis and Portfolio Management*, 8<sup>th</sup> ed., Delhi, S.Chand, 2001.
3. *Portfolio Analysis and Management*, Delhi, S.Chand, 2002.
4. Revin, *Portfolio Management*.
5. Shapiro, *Multinational Financial Management*, 4th ed., 21, 2003, PHI.
6. Sharan, *International Financial Management*, 2nd ed., 22, 2003, PHI.
7. Avadhani, V.A., *Investment Analysis Portfolio Management*, 2nd ed., 1999.

8. Charles Caes, *How to Make Money When Stock Crash*.
9. Robert, A. Strong, *Portfolio Management Hand Book*.

### MBA/4103/CGF Financial Derivatives

**Objective:** The objective of this paper is to give an in depth knowledge of the functioning of derivative securities market.

**Unit I** : Financial Derivatives – Concept, Participants, Products, Uses, features, History of Derivatives Market, Myth about Derivatives & its regulation in India.

**Unit II** : Concept & Meaning of Forward Contracts, Mechanics of Forward Contracts, Pricing of the Forwards, Hedging in Forward Contracts.

**Unit III** : Concept & Meaning of Future Contracts, Mechanism of Future Contracts; Types of Future, Pricing and Hedging, Stock Index Futures.

**Unit IV** : Concept & Meaning of Options, Types of Options, Pricing of Options: Black and Scholes, Binomial Model, Trading Strategies involving Options.

**Unit V** : Swaps, Mechanics of Interest Rate Swaps and Currency Swaps, Valuation of Interest rate Swaps & Currency Swaps.

#### Suggested Readings :

1. Bhalla, V.K., *Investment Management : Security analysis and Portfolio Management*, New Delhi, S.Chand, 2001.
2. *Financial Derivatives*, Delhi, S.Chand, 2001.
3. Cox, John C and Rubinstein, Mark, *Options Markets*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
4. Hull, John C., *Options, Futures and Other Derivative Securities*, 5th ed., New Delhi, Prentice Hall Of India, 2003.
5. Gardner, *Future and Options*, McMillan India.
6. Hull, *Options, Futures and Other Derivatives (with CD-ROM)*, 5th ed.
7. Kolb, *Understanding Futures Markets*, 3rd ed., Prentice Hall of India, 2003.
8. Redhead, *Financial Derivatives - An Introduction to Futures, Forwards, Options and Swaps*, PHI, 2003.
9. Brahmaiah & Rao, *Financial Future and Options*, 1st ed.

### MBA/4104/CGF Management of Financial Services

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

**Unit I** : Financial Systems and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Service.

**Unit II** : Management of Risk in Financial Services; Stock Exchange Operations; Managing of issue shares and bonds- Mobilizing of Fixed Deposits Inter-Corporate Loans.

**Unit IV** : Other Financial Services-Leasing and Hire Purchase; Debt Securitization; Housing Finance.

**Unit V** : Credit Rating; Credit Cards; Mutual Funds; Advance Banking and Insurance; Merchant Banking Services;

**Unit VI** : Venture Capital, Factoring for Failing and Bill Discounting.

#### Suggested Readings :

1. Bhalla, V.K., *Management of Financial Services*, Anmol, New Delhi, 2001.
2. Bhalla, V.K. and Dilbag, Singh, *International Financial Centres*, New Delhi, Anmol, 1997.
3. Ennew, C, Trevor Walkins and Mike Wring, *Marketing of Financial Services*, Heinemann Professional Pub., 1990.
4. Gordan, E. and K. Natrajan, *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997.
5. Pathak, *Indian Financial System*, Pearson Education.
6. Avadhani, V.A., *International Finance : Theory and Practice*, 5th ed., 2003, Himalaya Publishing House.
7. Avadhani, V.A., *Global Business Finance*, 1st ed., 2000, Himalaya Publishing House

**MBA/4105/CGF Foreign Exchange Market**

**Objective:** The main objective of this course is to give students an in depth knowledge of the working of international financial markets.

**Unit I** : History of the International Financial Systems- The rise and fall of Bretton Woods, Present International Financial Systems, International Monetary System and Working of IMF.

**Unit II** : Foreign Exchange Markets: Organization, Structure and types, Exchange rate determination and equilibrium, Factors affecting exchange rate determination, Direct and Indirect Quotes. Spot and Forward Rate

**Unit III** : Exposure management: Organization, function, parameter, constraints and techniques Exposure Information System; Corporate Exposure Management.

**Unit IV** : Currency futures and options, Interest rate swaps and Currency Swaps working and valuation.

**Unit V** : Euro-currency market, Euro banking and Euro-currency centers, Eurobond and its valuation, International Bond market- Introduction and features.

**Suggested Reading :**

1. Bhalla, V.K., *International Financial Management*, 2nd ed., New Delhi, Anmol, 2001.
2. Bhalla, V. K., *Managing International Investment and Finance*, New Delhi, Anmol, 1997.
3. Buckley, Adrian, *Multinational Finance*, 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996, 6, PHI.
4. Click & Caval, *The Theory and Practice of International Financial Management*.
5. Maheshwari, S. N., *International Financial Management*.
6. Vyaptakesh Sharam, *International Business concept, Environment and strategy*, Pearson Education.
7. P.G.Apte, "International Financial Management", Tata McGraw Hill.

**MBA/4106/CGF Insurance Management**

**Objective:** To acquaint the students with the working of Insurance Sector and the challenges thereto.

**Unit I** : Introduction to Insurance: Concept and Definition, Nature of Insurable Risk, Importance and Classification of Insurance. Essentials and Principles of an Insurance Contract, Insurance Contract v/s. Wagering Contract.

**Unit II** : Introduction to Life Insurance: Concept, Definition, Essential Features and Principles of Life Insurance, Characteristics, Need and Importance of Mortality Table, Construction of Mortality Tables, Types of Mortality Table. Computation of Premium.

**Unit III** : Life Insurance Products: Term Assurance Plan, Endowment Policies, Whole Life Policies. Definition and Nature of Annuity, Life Insurance V/s Annuity, Types of Annuity Products. ULIP and Pension Plans, Meaning and Types, Selecting a Pension Plan, Comparison of different Insurance Plan, Life Insurance Corporation of India-Functions, Organization and Mangement.

**Unit IV** : Introduction to General Insurance: Concept and Types. Fire Insurance: Concept, Definition, Nature and Functions. Procedure of taking out, Renewal, Cancellation and Assignment of Fire Insurance Policy. Principles of Fire Insurance-Utmost Good Faith, Insurable Interest, Indemnity, Subrogation, Causa Proxima.

**Unit V** : Health Insurance, Automobile Insurance, Agriculture Insurance and Property Insurance: Concept, Features, Functioning and Prospects.

**Suggested Reading :**

1. Insurance Management Text and Cases, S.C.Sahoo and S.C.Das, Himalaya Publishing House, first edition
2. Insurance and Risk Management, Dr. P.K.Gupta, Himalaya Publishing House, first edition 2004.

3. Principles and Practice of Insurance, Dr. P.Periasamy, Himalaya Publishing House, Second Revised Edition, 2009.

### **MBA/4201/SM Sales Promotion Management**

**Objective:** The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion.

**Unit-I :** Sales Promotion and Marketing Mix: Nature, Scope and Types of Sales Promotion.

**Unit-II :** Consumer Behaviour and Sales Promotion, Deal Prone Consumer, Economic Theories of Promotion.

**Unit-III :** Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models.

**Unit-IV :** Sales Promotion Planning , Process, Approaches to Sales Promotion Budget.

**Unit-V :** Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings,

#### **Suggested Reading :**

1. Kazmi & Batra 3E. Advertising & Sales Promotion – Excel Books
2. Bir Singh – Sales Promotion Management
3. Lilien, Kotler & Moorthy – Marketing Models – EEE
4. Blattberg, Robert C and Scott A. Neslin, *Sales Promotion; Concept, Methods and Strategies*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
5. Mishra, M.N., *Sales Promotion and Advertising Management*, Himalaya Publishing House, 6th ed., 2003.

### **MBA/4202/SM Marketing Of Services**

**Objective:** The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

**Unit I :** Introduction to Services Marketing: Understanding Services, The nature of services marketing, Classification of Services, Importance of Service Marketing.

**Unit II :** Services Experience, Consumer Behavior in Services, Customer Expectations and Perceptions, Listening to Customers, Monitoring and Measuring Customer Satisfaction, Complaints Handling.

**Unit III :** Strategic Issues in Service, Marketing, Market Segmentation and Targeting, Positioning and Differentiation of Services, Managing Demand and Capacity

**Unit IV :** Services and the Marketing Mix: The Marketing Mix Elements – Maximizing Services Marketing Potential Relationship marketing, Internal Marketing – Supplementary Services.

**Unit V :** Marketing of Service: Tourism and Travel Services Marketing, Marketing of Financial Services, Communication and Information Services, Media Services Marketing – Professional Services.

#### **Suggested Reading:**

1. Services Marketing : Valerie Zeithaml & Mary Jo Bitner / Tata McGraw Hill
2. Services marketing, 3e – Christopher Lovelock – Prentice Hall / International Edition.
3. Marketing Services: Competing Through Quality – Leonard L Berry and A Parasuraman
4. Services Marketing Text & Cases – Rajendra Nargandkar / Tata McGraw Hill
5. Services Marketing Text & Readings, Indian Perspective – Ravi Shankar / Excel Books
6. Services Marketing – Helen Woodruffe / Macmillan India Ltd.
7. Service Marketing : Nimish Chaudhary – McMillan
8. Shajahan, S., Services Marketing – Concepts, application and cases, 2<sup>nd</sup> ed., 2003, Himalaya Publishing House.

### MBA/4203/SM Marketing for Non-Profit Organisations and Social Services

**Objective:** The Course is designed to give an opportunity to acquire knowledge about the application of Marketing tool and techniques for social welfare programs.

**Unit-I :** Scope and application of Marketing in the context of NPO: Hospitals, Police, Public Services, etc. & social services, e.g. health and family welfare, adult literacy Programme, environment protection, social forestry, etc.

**Unit-II :** Setting Marketing Objective: Analyzing internal & external Environment influencing NPO's and Social Services.

**Unit-III :** Market Segmentation, customer targeting, marketing mix strategies, product-service life cycle for NPO's and social services

**Unit-IV :** Beneficiary contact programme, use of print and electronic media in mass communication, diffusion of innovative ideas, marketing tools, Distribution & Delivery Strategy for NPOs and Social Services.

**Unit-V :** Marketing Strategies for social services & NPOs and Relevance of CST (Corporate Social Responsibility), review and monitoring of marketing strategies of socially relevant programmes.

#### Suggested Readings :

1. Jena, B and Pati R, *Health and Family Welfare Services in India*, Ashish, New Delhi, 1986.
2. Kotler, Philip and Roberto Eduardo L., *Social Marketing : Strategies for changing Public Behaviour*, Free Press, New York, 1989.
3. Maitra, T, *Public Services in India*, Mittal, New Delhi, 1985.

### MBA/4204/SM Retail Marketing

**Objective:** To familiarize & acquaint the students with concept & practices of retailing & to abreast with latent trends in retail industry

**Unit I :** Retailing – Definition & Importance – Indian Vs Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing – Types of retail formats – Franchising in retailing.

**Unit II :** Retail Marketing Mix – Retail consumer buying behavior – types – factors influencing – buying behavior – Segmentation – Positioning, Retail Organization Structure – Major Functional Areas – Careers in retailing.

**Unit III :** Retail Location – Factors affecting retail location decision – Site Selection – Factors affecting site selection – Steps in selecting site – Location based retail strategies, Store design – Interiors & Exterior – Store layout – Types of layouts – Factors affecting store layout – Retailing image mix – Store façade.

**Unit IV :** Retail Communication Mix – Sales Promotion – Advertising – Public Relation – Personal Selling – Steps in planning retail communication.

**Unit V :** Retail Strategies – Differentiation Strategies – Growth Strategies – Expansion Strategies – Pricing Strategies, Role of IT in retailing – Electronic Data Exchange – Bar Coding – RFID – Electronic Payment Systems.

#### Suggested Readings:

1. Retailing Management – Swapna Pradhan
2. Retail Marketing Management – Swapna Pradhan
3. Retail Management – Gibson Vedamani
4. Retail Management – Levy & Weitz
5. Channel Management & Retail Management – Meenal Dhotre
6. Retail Marketing Management – David Gilbert
7. Retail Management – Ron Hasty & James Reardon
8. The Art of Retailing – A.J. Lamba
9. Retail Management – W. Steward
10. Retail Management – Analysis Planning & Control – David Walters

### MBA/4205/SM Rural Marketing

**Objective:** To make the students aware about peculiarities of Indian Rural Market. To develop the knowledge of strategic tools of marketing to win over rural customers.

**Unit I :** Rural Marketing Management Perspectives, Challenges to Indian Marketer, Rural – Urban Disparities, Rural Marketing – Concept, Scope, Nature, Taxonomy Attractiveness, Urban Vs. Rural Marketing.

- Unit II** : Rural consumer behavior – buyer characteristics, decision process and behavior patterns, evaluation procedure, brand loyalty, innovation adoption.
- Unit III** : Information System for Rural Marketing – Concepts, Significance, Internal Reporting System, Marketing Research System, Decision Support System. Selecting and Attracting Markets – Concepts and Process, Segmentation, Degrees, Bases, and guides to effective Segmentation, Targeting and Positioning.
- Unit IV** : Product Strategy for rural Markets, Concept and Significance, Product Mix and Product Item Decisions, Competitive Product Strategies. Pricing Strategy in Rural Marketing – Concept, Significance, Objectives, Policy and Strategy.
- Unit V** : Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaign, Rural Distribution – Channels, old setup, new players, new approaches, coverage strategy.

**Suggested Readings:**

1. C.S.G Krishnamacharyulu & Lalitha Ramakrishnan, “Rural Marketing” – Text and Cases, Pearson Education.
2. C.S.G Krishnamacharyulu & Lalitha Ramakrishnan, “Cases in rural marketing and integrated approach”. Pearson education.
3. Robert Chambers, “Rural Development: Putting the last first”, Pearson Education.

**MBA/4206/SM International Marketing Environment**

- Unit I** : Distinction between International Marketing and Domestic Marketing, Economic Environment of International Marketing, International Institutions – UNCTAD, WTO, Trade Agreement – Free Trade Area, Customs Union, Common Market, Evolution of International Business Theories.
- Unit II** : Overview of India & World Trade – EXIM Policy, Foreign Trade Policy and Regulation, Trading Partners – Bilateral & Multilateral Trade Agreement, International Market Place & Space, Barriers, International Politics & Economic Integration, Trade Blocks.

- Unit III** : Institutional Infrastructure for Export Promotion – Export Promotion Councils (EPC), Public Sector Trading Agencies – ECGC, Commodity Board, Export – Import Management – Registration of Exporters, Procedure & Documents, Export Quotations.
- Unit IV** : Shipping and Transportation, Insurance, Negotiations of Documents, Instruments of Payments – Open Account, Bills of Exchange, Letter of Credit, Export Finance.
- Unit V** : Trade and BOP of India, Technological Developments and International Marketing..

**Suggested Readings:**

1. International Marketing Mgt. : U.C. Mathur, SAGE
2. International Business: Justin Paul, PHI
3. International Business: K. Aswathappa, TATA McGraw Hill
4. International Marketing : Rakesh Mohan Joshi, Oxford
5. International Marketing: R. Shrinivasan, PHI
6. International Marketing : B.S. Rathore, Himalaya Publishing, J.S. Rathore, BM Jani House

**MBA/4301/OB Human Behaviour At Work Place**

**Objective:** To familiarize the students with organizational behaviour-concepts, components, theories and applications.

- Unit I:** Organizational Behaviour: Definition, Objectives, Key Elements and nature. Organizational Behaviour Process, models, Organizational Behaviour systems and its elements. Overview of evolution of Organizational Behaviour. Contributing disciplines to Organizational Behaviour. Organizational Behaviour: An Individual Perspective- Individual and Individual Difference, Human Behaviour and its causation, models of man, whole person approach including physical, psychological, mental, emotional and spiritual level.
- Unit II** : An overview of Organizational Behaviour focusing at individual level: Intelligence, Emotions and moods, abilities, competencies and skills, personality, perception, attitudes, values, motivation and learning.

**Personality:** concepts, Theories and determinants, applications in Organizational Behaviour. Perception: Definition, Difference between perception and sensation, factors affecting perception, improving perceptions and applications in Organizational Behaviour. Attitudes and Values: Attitudes- concepts, formation, types, measurement and attitude change. Overview of values and its application in Organizational Behaviour

**Unit III :** Job Satisfaction, Organizational commitment and loyalty: Overview, Concept and Applications in Organizational Behaviour Emotions and moods-types, sources and theories with applications in Organizational Behaviour. Emotional Intelligence, Transactional Analysis. Overview of Motivation and Morale in Organizational Behaviour, Overview of Group Dynamics- Meaning, Types of Groups & Group Processes.

**Unit IV :** Learning and Learning Behaviour: Learning- Meaning, Definition, Principles and concept of reinforcement, punishment. Learning Behaviour-Concept, Models and its applications. Conflict and Conflict Resolution-Definition, sources, types, aspects of conflicts. Conflict resolution and management, overview of negotiation and negotiation strategies, Counseling, Participative management.

**Unit V :** Organizational Behaviour at Organizational level: Organizational culture and climate-Organizational culture its definition, types, functions, managing culture. Creating, sustaining and changing culture. Organizational Climate-Concept, Dimensions, Determinants and comparison with organizational culture. Quality of Work life- Concept, Meaning and Applications.

#### **Suggested Readings:**

1. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. 5<sup>th</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
2. Mainiero, L A & Tromley C.L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.
3. Moore, M D. etc. Inside Organizations: Understanding the Human Dimensions. London, Sage, 1988.

4. Abad, Ahmad. Etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
5. De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988.
6. French, W.H. and Bell, C H. Organisation Development. New Delhi, Prentice Hall of India, 1991.
7. French, W L., etc. Organization Development Theory, Practice and Research. 3<sup>rd</sup> ed. New Delhi, Universal Book Stall, 1990.
8. Harvey, D F. and Brown, DR. An Experimental Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
9. Huse, F E. and Cummings, T.G. Organization, Development and Change. 3<sup>rd</sup> ed. New York, West, 1985.
10. Sinha, Dharani, P.etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.

#### **MBA/4302/OB      Organizational Development and Intervention Strategies**

**Unit-I :** Organization Development: Concept and Theory of Development, Approaches to Problem Diagnosis.

**Unit-II :** Organizational Development Techniques: Steps in OD, General OD Competencies, OD Skills.

**Unit-III :** OD Evaluation: Evaluation of OD, Ethics of OD Professional, Future of OD. Organizational Effectiveness-concept, objectives, nature and need.

**Unit-IV :** Organizational Change: Concept, Objectives, Nature, Types, Models and Implementation. Change Strategies. Change Agent.

**Unit-V :** Organizational Interventions: Major OD Intervention Techniques, Designing Interventions, Interpersonal Interventions, Team Interventions, Inter-group Interventions.

#### **Suggested Readings:**

1. Theory of OD & Change; Cummings/Worley Cengage Learning
2. Od Behavior Science, Intervention for Org. Improvement; Wendell L.French (ecil H. Bell Jr.), PHI

3. Human Resource Management; P Subba Rao, HPH
4. HRD (Foundation framework Application) Werner Destmone, Cengage Learning

### **MBA/4303/OB Management of Group Process**

**Objective:** To acquaint the students with group dynamics and group processes and educate them to work in groups/teams to realize the individual as well as team/group objectives.

- Unit-I** : Nature & Characteristics of Group, Types of Group, Theories of Group formation, Stages of Group, Development, Usefulness & Pitfalls of Group, Size and Name of Group, Group Decision Making & problem solving Processes and Models of Decision Making
- Unit-II** : Group as a medium of learning, Determinants of Group Behavior, Group for Development and Change, Conflicts and Negotiation in groups
- Unit-III** : Group Dynamics, Group Cohesiveness, Inter Group Processes, Group Change Influence Process
- Unit-IV** : Interpersonal Relationship: Interpersonal Communication, Interpersonal Awareness, Group Communication and its process, Feedback Process.
- Unit V** : Group Effects: Group Synergy, Inter Group Relationship, Team Building, Group Leadership, Power and Politics in Group, Stress and Frustration and its management in organization.

#### **SUGGESTED READINGS:**

1. Bennis, W.G. Essay in Interpersonal Dynamics. U.S.A., Dorsey Press, 1979.
2. Kolb, D. etc. Organizational Behaviour : An Experiential Approach . 5<sup>th</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Kolb, D. etc. Organizational Behaviour : Practical Readings for Management. 5<sup>th</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall of India, 1991.
4. Mainiero, L A & Tromley C.L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.

5. Moore, M D. etc. Inside Organizations : Understanding the Human Dimensions. London, Sage, 1988.
6. Angelo Kinicki, Robert Kreitner, Organisation Behaviour”, 3<sup>rd</sup> ed., 2009, Tata McGraw Hill

### **MBA/4304/OB Corporate Leadership Management**

- Unit I** : Leadership – Meaning, Concepts and Myths, Components of Leadership- Leader, Followers and situation. Assessing Leadership & Measuring Its effects,.
- Unit II** : Focus on the Leader – Power and Influence; Leadership and Values. Leadership Behaviour; Attributes of Leaders Leaders and Managers, Leadership and Management, .
- Unit III** : Contingency Theories and Styles of Leadership; Leadership Dimensions, Leadership Development,
- Unit IV** : Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills,
- Unit V** : Groups, Teams and Their Leadership, Leadership and Change. Leadership Model. Brief Biographies of some great western and Indian Business Leaders-Henry Ford-II, Victor Trumph, Bill Gates, J.R.D. Tata, Dhirubhai Ambani, Ratan Tata

#### **Suggested Readings :**

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5th Ed.)
2. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
3. West Michael - Effective Team Work (Excel Books, 1st Ed.)
4. Sadler Philip - Leadership (Crest Publishing House)

### **MBA/4305/OB Knowledge Management**

**Objective:** To acquaint the students to theories, applications and practices of knowledge management. The orientation shall be from the human resource management perspective.

- Unit I** : Knowledge and Knowledge Management: Concept and Meaning, Contemporary Significance, Aims, Philosophy and Structure, Knowledge Society Concept, post industrial concept. Types of Knowledge, Conduit model of knowledge sharing, knowledge management processes. Knowledge-features, perspectives of knowledge, organizational knowledge base.
- Unit II** : Managing knowledge, knowledge management and business strategy, knowledge management strategies-Hansen Codification versus personalization framework, Earl's Seven School of knowledge management, Alvesson and Karreman's four knowledge management approaches. Knowledge worker, knowledge intensive firms, knowledge work and ambiguity, workers participation in knowledge processes.
- Unit III** : Learning and Knowledge Management: The Heterogeneity of learning, Dynamics of organizational learning, The learning organisation. Knowledge creations and loss-Innovation Dynamics and knowledge processes, knowledge creation theory, social dynamics of innovation networking processes. Forgetting and Unlearning Knowledge-Typology of forgetting, barriers and facilitation of unlearning.
- Unit IV** : Managing and sharing knowledge: Socio Cultural Issues, Interpersonal Trust, Group Identity, Personality. Communities of practice-basic characteristics, origins, features, dynamics, knowledge base, intra community knowledge processes and managing communities of practices. Cross Community, boundary spanning and knowledge process-significance, identity, knowledge, trust and social relations, relationship management.
- Unit V** : Power, politics, conflict and knowledge processes. Information, Communication Technology and Knowledge Management. Knowledge management-culture management and HRM practices. Leadership and knowledge management. Knowledge management as a fashion.

**Suggested Readings:**

1. Donald Hislop, Knowledge Management in Organization, Oxford University Press, 2<sup>nd</sup> ed. 2010.
2. Ratan Reddy B. "Knowledge Management," Himalaya Publishing House
3. Shermon Ganesh, "Knowledge HRM", Himalaya Publishing House

**MBA/4306/OB International HRM**

**Objective:** To make the students well versed with the HR Policies and Strategies in the context of International Business.

- Unit I** : International HRM: Concept and Issues, Barriers in Global HRM. Culture, Society and Nations, Cultural Change and Universals, Cultural Sensitivity and Global Business, Cross Cultural Theories.
- Unit II** : International Business, Employee Behaviour and Cross Culture: Cross Cultural Negotiations, Organizational Culture.
- Unit III** : Culture and Organisational Performance, International Business and International HRM Approaches, Organizing Multinational Structures
- Unit IV** : International HRM Functions: Recruitment and Selection, Training and Development, Compensation, Employee Performance.
- Unit V** : International Projects and HR, Organizational Ethics, Ethics across culture

**Suggested Readings:**

1. Gupta S.C., 'Text book of International HRM', MacMillan Ltd., New Delhi, 2006

**MBA/4401/OM Service Operations Management**

- Unit-I** : Service Management: Matrix of Service Characteristics, Challenges in Operations Management of Services, Aggregate Capacity Planning for Services, Facility Location and Layout for Services.

**Unit-II :** Service Operations: Job Design - Safety and Physical Environment, Effect of Automation, Operations Standard and Work Measurement, Measurement and Control of Quality of Services.

**Unit-III :** Service Delivery: Dynamics of Service Delivery System, Scheduling for Services Personnel and Vehicles.

**Unit-IV :** Service Distribution: Waiting - Line Analysis, Distribution of Services, Product-Support Services.

**Unit-V :** Service Maintenance: Maintenance of Services, Inventory Control for Services.

#### **SUGGESTED READINGS:**

1. Bowman David E. etc. Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing. San Francisco, Jossey Bass, 1990.
2. Collier David A. Service Management: Operating Decisions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
3. Fitzsimmons, James A and Sullivan, Robert S. Service Operations Management. New York, McGraw Hills, 1982.
4. Heskett, James L. etc. Service Breakthroughs-Changing the Rules of the Game. New York, Free Press, 1990.
5. Murdiek, R G etc. Service Operations Management. Boston, Allyn and Bacon, 1990.
6. Sharma, J.K. Service Operations Management, Delhi, Anmol, 2001.
7. Voss, C. etc. Operations Management in Service Industries and the Public Sector. Chichester, Wiley, 1985.

#### **MBA/4402/OM Applied Operations Research**

**Unit I :** Goal Programming: Basic Concepts, Model Formulation

**Unit II :** Inventory Model: Inventory Control Models Variation in Demand, Production Rate, Quantity Discounts, Stock Outs

**Unit III :** Concept, System, Components classified in Queuing Model M/M/1 Model, Simulation: Theory, Applications, Monte Carlo

**Unit-IV :** Portfolio Management Problem, Replacement Models and Policies, Types of Replacement policies, Group Replacement and Individual Replacement Policies

**Unit-V :** Network Analysis: CPM/PRT, Network Crashing, And Resource Allocation

#### **SUGGESTED READINGS:**

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

#### **MBA/4403/OM Transportation Management**

**Unit I :** Growth and Challenges: Growth of Urbanization and Problems of Transportation, Transportation Challenges and Limitations, Government Activities in Transportation.

**Unit-II :** Transportation Systems: Transportation Systems - Planning, Operation and Management of goods transport, Trip Generation and Distribution.

**Unit-III :** Transportation Modes: Load Planning, Transportation Modes and Their Selection.

**Unit IV :** Transportation Models: Sequential Travel Demand Forecasting Models, Growth Factor Model, Regression Model, Gravity Model, Future Developments in Transportation.

**UNIT-V :** Motor Vehicle Act 1988 and its Impact on Urban Transport System, Vehicular Pollution, Emission Norms.

#### **SUGGESTED READINGS:**

1. Baerwald, J.E. Transportation and Traffic Engineering Handbook. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.

2. Bell, G. etc. The Business of Transport. Plymouth, McDonald and Evans, 1984.
3. Dickey, J W. Metropolitan Transportation Planning. New Delhi, Tata McGraw Hill, 1980.
4. Grey, G E. and Hole, L.A. Public Transportation Planning: Operations and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979.
5. Gupta, M P. Metropolitan Transportation System. New Delhi, National, 1983.
6. Papacostas, C S. Fundamentals of Transportation Engineering. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

### **MBA/4404/OM Total Quality Management**

- Unit-I** : Concept and Evolution of TQM: Basic Concept of Total Quality, Evolution of Total Quality Management, Components of TQ Loop.
- Unit-II** : Quality Control: Conceptual Approach to SQC, Acceptance Sampling and Inspection Plans, Statistical Process Quality Control, Process Capability Studies.
- Unit-III** : Quality and Human Resource Management: Humanistic Aspects of TQM, Management of Quality Circles and Zero Defects Programmes, Q-7 Tools, Quality Costs.
- Unit-IV** : Functional Linkage: Taguchi Loss Function, Functional Linkage of Quality with Reliability and Maintainability, Failure Analysis, (FTA/FMEA) and Optimum Maintenance Decisions
- Unit-V** : Quality Audit: Quality Audits, Lead Assessment and ISO 9000 Standards, Total Quality of Services, Total Quality and Safety.

#### **SUGGESTED READINGS:**

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards. Statistical Quality Control, McGraw Hill, New York, 1991.

3. Ireson, W G and Coombas, C P. Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality. London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard. TQM in Action. London, Chapman & Hill, 1994.
6. Schmidt, Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
7. Spenley, Paul. World Class Performance Through TQ, London, Chapman & Hall, 1992.
8. Bowersox, "Total Quality Management"

### **MBA/4405/OM Industrial Health And Disaster Management**

- UNIT I** : FACTORIES ACT – 1948- Regulations statutory authorities – inspecting staff, health, safety, provisions relating to hazardous processes, welfare, working hours, employment of young persons – special provisions – penalties and procedures.
- UNIT II** : MANUFACTURE, STORAGE AND IMPORT OF HAZARDOUS CHEMICAL RULES 1989: Definitions – duties of authorities – responsibilities of occupier – notification of major accidents – information to be furnished – preparation of offsite and onsite plans – list of hazardous and toxic chemicals – safety reports – safety data sheets.
- UNIT III** : **WORKING CONDITIONS-** Principles of good ventilation: purpose – physiological and comfort level types – hood and duct design – air conditioning – ventilation standards. Purpose of lighting – types, advantages of good illumination – lighting requirements for various work – standards. House keeping – principles, industrial noise and vibration-thermal stress.
- UNIT IV** : **MISCELLANEOUS ACT AND RULES-** Indian Boiler Act 1923, static and mobile pressure vessel rules (SMPV), motor vehicle rules, mines act 1952, workman compensation act, rules – electricity act and rules – hazardous wastes

(management and handling) rules, 1989, with amendments in 2000- the building and other construction workers act 1996., Petroleum rules, Gas cylinder rules.

**UNIT V : RISK ASSESSMENT AND DISASTER MANAGEMENT**  
Risk assessment process, assessment for different disaster types – assessment data use, destructive capacity - disaster due to hydrological and meteorological phenomena – earthquake disasters – the nature – extreme event analysis – the immune system – Proof and limits – future diseases – risk adjustment – choice – loss acceptance – disaster aid – insurance – risk management – mega doses – spectacular deaths – carcinogens. Stock taking and vulnerability analysis –national policies – objectives and standards, Disaster response – emergency and post disaster assistance – physical event modification, hazard – resistance – preparedness, forecasting and warning, land use planning, the importance of coordination and information.

**Suggested Readings:**

1. The Factories Act 1948, Madras Book Agency, Chennai, 2000
2. .The Indian boilers act 1923, Commercial Law Publishers (India) Pvt.Ltd., Allahabad.
3. The Mines Act 1952, Commercial Law Publishers (India) Pvt.Ltd., Allahabad.
4. The manufacture, storage and import of hazardous chemical rules 1989, Madras Book Agency, Chennai.
5. National seminar on hazardous waste management organized by National Safety Council, Ministry of environment and forests, Government of India, United States – Asia environmental partnership, Tamilnadu pollution control board and Indian chemical manufacturers association, April 2001.

**MBA/4406/OM Project Management**

- Unit-I** : Project: concept, types. Generation of project ideas. Project Life Cycle.
- Unit-II** : Project Feasibility Study: Technical analysis. Financial Analysis. Means of Financing.

**Unit-III** : Project Appraisal : Appraisal criteria. Analysis of risk. Social appraisal of project.

**Unit-IV** : Project Management & Control: Organization. Planning & Control. Networking: CPM, PERT,

**Unit-V** : Recent Issues : New product development. Environment appraisal. International standards : ISO 9000. ISO 14000. OSGHS.

**SUGGESTED READINGS:**

1. Project Management by P. Chandra.
2. Project Management by Chaudhari S.
3. Oberoi M.K., Environmental Management, Excel Books, New Delhi.
4. Project Management by Kumar and Ghosh.

**MBA/4501/HC. Healthcare Management & Administration**

- Objectives:**
- To acquaint the students with the planning, administration, organizational structure and control of hospitals.
  - To provide the students with inputs to enhance the appreciation of the Healthcare Management functions.
  - To help students to understand managerial concepts and practices in health care.

**Unit I** : Introduction of Healthcare in India. Concept of healthcare industry & its ever-changing character. organization of the hospitals, professional management of hospitals.

**Unit II** : Planning for healthcare, policy making for healthcare, organizational analysis for healthcare services, functions and operations at both the corporate and hospital level

**Unit III** : Primary healthcare – Philosophy, functions and role of Health Chief Executives, duties and responsibilities of Hospital Managers.

**Unit IV** : Decision making, communication, coordination and control in healthcare industry, headquarters and field relationship management.

**Unit V** : Planning & Management of health projects, modernizing health administration, Management Information System for healthcare, Network analysis and Cost benefit analysis.

**Suggested readings:**

1. Healthcare Mgt. & Administration – By S. L. Goel; Deep & Deep Pub Pvt Ltd. New Delhi (2004)
2. Hospital & Facilities Planning & Management – J. D. Kunders; Tata McGraw Hill (2004)
3. Healthcare Administration: Planning, Implementing & Marketing Organized Delivery System – By Lawrence F. Wolper 4<sup>th</sup> Edition – Jones & Bartlett Pub. US (2004)
4. Health Care Administration Principles And Practices - Lawrence F. Wolper Publisher: Lippincott Williams and Wilkins (1987-12-01)
5. Hospital Management; An Evaluation BY A K Malhotra; Global India Pub. Pvt. Ltd. (2009)
6. Hospital Management; Principle, Theory & Practice by Amit Virmani; Viswabharti Publications (2004)

**MBA/4502/HC. Human Resource Management for Healthcare**

- Objectives:-** To provide the students with inputs:-
- To enhance the appreciation of the Human Resource functions.
  - To understand the methodology of personnel training in healthcare sector.
  - To analyze the performance of Human resources in healthcare.
  - To make aware about the professional ethics & practices.
  - To aware about the safety, health & environment (SHE) of human resources.

**Unit I** : Human Resources in Healthcare: Meaning & significance, organizational relations and employee retention in healthcare, Manpower Planning: Genesis & Need.

**Unit II** : Personnel training, executive development and induction, job design & analysis, recruitment, selection, orientation and development of human resource.

**Unit III** : Performance appraisal system, annual confidential reports, career development & career planning in healthcare.

**Unit IV** : Professional Standards: – Essentials to ensure the practice of professional and administrative ethics, impartiality, neutrality, integrity with respect to healthcare human resource, strategic human resource management, legal issues affecting the healthcare workplace.

**Unit V** : Employee & labour relations in the healthcare industry, healthcare compensation practices. environmental health and safety in healthcare organizations.

**Suggested readings:**

1. Healthcare Human Resource Management – By Walter J. Flynn, Robert L. Mathis, John Harold Jackson; South Western (2007)
2. Healthcare Mgt. & Administration – By S. L. Goel; Deep & Deep Pub Pvt Ltd. New Delhi (2004)
3. Hospital & Facilities Planning & Management – J. D. Kunders; Tata McGraw Hill (2004)
4. Strategic Human Resource in Healthcare – By Myron D. Fottler, Naresh Khatri, Grant T. Savage
5. Editors; Emerald Group Pub. Ltd. (2010)
6. HRM in Healthcare: Principles & Practices – By L. Fleming Fallon, Jr. Charles R. McConnel (2007); Jones & Bartlett pub. US www.jbpub.com

**MBA/4503/HC. Management of Clinical Services**

**Objective:** To acquaint the students with decision-making in planning, scheduling and control of Clinical services.

**Unit 1** : Organization and overview of clinical services, role of clinical services in the hospital services system, future of clinical services across the globe

**Unit II** : Clinical Laboratory: - Overview, functions, location, layout, organization, lab procedures, facilities & space requirements, Clinical Emergency services: - overview, location, layout, organization, legal concerns, disaster preparedness

**Unit III** : Clinical engineering (Biomedical):- overview, function, layout, facilities and utilities ,organization ,instrument control, tagging and labeling, treatment- inventory, history records ,preventive maintenance programme, calibration, safety,

**Unit IV** : Clinical environmental control:- infection control, general environmental control, radiological health, accidental injury prevention, occupational health, solid waste management : technical specification, transportation.

**Unit V** : Clinical Trials: definition, Phase I, Phase II, Phase III and Phase IV studiesS , documentation, presentation and interpretation, statistical analysis of clinical data

**Suggested readings:**

1. John V. Basmajian and Charles E. Slonecker, Grant's Method of Anatomy: A Clinical Problem-solving Approach (BI Waverly Pvt. Ltd., New Delhi) ISBN 81-7431-033-9
2. K. Park, Textbook of Preventive and Social Medicine, Jones and Bartlett Publishing House, 2006, ISBN 0-7637-3165X
3. Outsourcing Clinical development , Jane E. Winter & Jane Baguley, Gower Publishing Limited, 2006, , ISBN 0566086867
4. Management of Data in Clinical Trials, Eleanor McFadden, A John Wiley & Sons, INC. Publication, 2007, ISBN 978-0-470-04608-1
5. Clinical Research Informatics by Rachel. Richesson & James E. Andrews, Springer Publication, 2012, ISBN 978-1-84882-447-8
6. Pharmaceutical Management by Sachin Itkar, Nirali Prakashan, Sep 2008, ISBN.NO. 978-81-85790-39-8
7. Global Clinical Trials by Richard Chin & Menghis Bairu, Elsevier Publishing House, 2011, ISBN.NO 978-0-12-381537-8
8. New Drug Development by J.Rick Turner, A John Wiley & Sons Inc., Publication, 2007
9. Principles & Practice of Pharmaceutical Medicine, Lionel Edward, Anthony W. Fox, Peter D. Stonier, Willey Blackwell Publisher, Third Edition,
10. Hospital Facilities Planning and Management by G.D Kunders , Tata Mc Graw Hill, 2004.
11. Managerial Epidemiology-By G E Allendeaver, 2006, Jones and bentlett learning

**MBA/4504/HC. Economics of Healthcare Management**

**Objective:-** To acquaint the students with the Financial Management of healthcare and basics of Health Economics

**Unit I** : Financial Management for Healthcare Industry: – Allocation of finances for health development, mobilization of resources, curtailment of wasteful expenditure

**Unit II** : Budgeting for Hospitals:– Performance budget, process of performance budgeting, Zero – Base budgeting

**Unit III** : The Economics of health system, the role of economist in health sector, Economics- health policy & equity, demand & demand for healthcare, determinants of demand,

**Unit IV** : Health system around the world: - Introduction to variation & performance, health sector expenditure pattern, performance in terms of equity & health outcomes, health system satisfaction.

**Unit V** : Policy making for health:-Nature and jurisdiction, definition of health policy, five dimensions of national health policy ,Planning for healthcare, development of health plans, formulation of health plan in India.

**Suggested readings:**

1. Health Care Management and Administration by S.L.Goel, 2004, Deep & Deep Publication ,New Delhi ,
2. Hospital and facilities planning and Management - G.D.Kunders, 2010, Tata McGraw Hill, New Delhi, 110008,
3. Health Economics – An International Perspective, second edition, Barbara Mcpake and Charles Normand, 2008, Published by – Routledge, 270, Maidson Avenue, New York NY 10016
4. Principles & Practice of Pharmaceutical Medicine, Lionel Edward, Anthony W. Fox, Peter D. Stonier, Willey Blackwell Publisher, Third Edition,
5. 9<sup>th</sup>, 10<sup>th</sup> and latest 5 year plan and annual report of ministry of health and family welfare.

### MBA/4505/HC Information Technology in Healthcare

**Objective:-** To familiarize the students with the concepts of Information Technology and their relevance to healthcare management.

**Unit I :** Records management in hospitals- Objectives, functions, essential of records management ,organizational structure of department, record management work flow ,contents of medical records, classification .

**Unit II :** Mechanism of records management- numbering system, space requirement, wnership of medical record , confidentiality of information , record retention, advantages of record keeping, use of hospital statistics, issues & problems of medical record keeping.

**Unit III :** Work flow in hospital setup, benefits of unified systems, evolution of Hospital Information System (HIS) for various levels of management, Computerizing Medical Records- An integrated system, an online real time system, a patient oriented system, a customizable system, a future oriented system, application of computerized records-diagnostic imaging, bed side computer system, guide to purchasing software & hardware, issues in selecting hardware & IT system.

**Unit IV :** Hospital Information System modules with their core functions- Patient registration, administration, transfers, patient consultation ( inpatient, outpatient), nursing ( inpatient, critical care, security, operation theater, order communication), blood bank, diet, kitchen, billing & cash counter, stores & purchase, medical records, general accounting (pay roll, HR) ,drug information system, executive information system.

**Unit V :** Telehealth:- Terms related to telehealth ,historical perspective on telehealth ,clinical initiatives ,administrative initiatives, advantages and barriers of telehealth, future trends, advances in public health ,speech recognition, wireless computing, security, use of excel Sheet, word document by healthcare professionals

### Suggested readings:

1. Hospitals facilities planning and management- GD Kunders, Tata Mc.Graw Hill,2004
2. Health care Information Systems, Kevin Beaver,Auerbach publications, II edition,2002 ISBN 0849314984
3. Telemedicine Technologies: Information technologies in Medicine and telehealth, Bernard Fong, C.K. Li, Wiley Publications Ist edition(Aug 2, 2011)
4. Managing healthcare information systems- A practical approach for healthcare executives, Karen A Wager, Frances wick ham Lee, john Claser, Jossey Bass/2005
5. Informatics for Healthcare professional - Kathleen M, F.A. Davis Company, 2000 ISBN 0803606192
6. Toni Hebda & et al, Handbook of Informatics for Nurses and Health Care Professionals (Prentice Hall, New Jersey)4 th edition
7. John Abbott Worthley and Philip S. Disabris, Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan)
8. Principles & Practice of Pharmaceutical Medicine, Lionel Edward, Anthony W. Fox,Peter D. Stonier, Willey Blackwell Publisher, Third Edition,
9. Health Care Management and Administration by S.L.Goel, 2004, Deep & Deep Publication ,New Delhi

### MBA/4506/HC. Hospital Support Services

**Objective:-** To acquaint the students with the various Hospital support services.

**Unit I :** Introduction to Hospital Services:-meaning and scope of hospital services, water supply & sanitary system, air conditioning system, electronic system.

**Unit II :** Outpatient Services:- overview, function, location, layout, facility and space requirement, Paediatric Nursing Unit-overview, location and layout, Intensive Care Unit (ICU), New Born Nurseries-overview, location, layout, full time nursery, observation nursery and premature nurseries.

- Unit III** : Admission department, patient care, nursing service, Central Sterilization and Supply Department-objective, function, procedure, facilities, Surgical Department-overview, facilities and space requirement, Solid Waste Management in hospital-overview, Transportation system-overview, elevator, lift and dumbwaiter, stairways & ramps, Ambulance Service
- Unit IV** : Hospital security service-safety in hospital, security and loss prevention programme, fire safety, bomb threat, alarm system, radiology service and diagnostic radiology output service
- Unit V** : Disaster Management, emergency and casualty service, food service department, pharmacy service-medical record services, general nursing unit, laundry, housekeeping and linen service.

**Suggested Readings:-**

1. Hospital and facilities planning and Management - G.D. Kunders, 2010, Tata McGraw Hill, New Delhi, 110008,
2. Hospital: What they are and how they work, volume 10, third edition, 2011, By-Don Griffen,

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