

345Master of Business Administration (MBA) Degree course
(Under Choice – Based Credit System)

Course Structure and Scheme of Examination

I Semester

Code	Subject	Instruc tion Hrs/ Week	Duration Of Exam Hrs/ Week	Marks for			Credits
				Int. Ass.	Final Exam	Total Marks	
401	Principles and Practice of Management	5	3	30	70	100	5
402	Accounting for Managers	5	3	30	70	100	5
403	Economics for Managers	5	3	30	70	100	5
404	Business Environment	5	3	30	70	100	5
405	Quantitative Analysis	5	3	30	70	100	5
	Total						25

II Semester

451	Organisational Behaviour and Business Communication	5	3	30	70	100	5
452	Marketing Management	5	3	30	70	100	5
453	Productions And Supply Chain Management	5	3	30	70	100	5
454	Human Resource Management	5	3	30	70	100	5
455	Business Research Methods	5	3	30	70	100	5
	Total						25

III Semester

501	Management Concepts and Functions (CBP)	4	3	30	70	100	4
502	Management Accounting	5	3	30	70	100	5
503	Computer Application in Management	5	3	30	70	150	5
504	Elective I	5	3	30	70	100	5
505	Elective II	5	3	30	70	100	5
506	Seminar on Management Topics	1	-	25	-	25	1
	Total		-		-		25

IV SEMSTER

551	Strategic Management	4	3	30	70	100	4
552	Operations Research	4	3	30	70	100	4
553	Entrepreneurship Development	4	3	30	70	100	4
554	Elective III	4	3	30	70	100	4
555	Elective IV	4	3	30	70	100	4
556	Project Report *	10				100	5
	Total						25
	Grand Total						100

*One instruction hour per student per project guide per week shall be allocated during the third and fourth semesters for project guidance.

SEMESTER 1

- 401 Principles and Practice of Management
- 402 Accounting for Managers
- 403 Economics for Managers
- 404 Business Environment
- 405 Quantitative Analysis

SEMESTER 2

- 451 Organisational Behaviour and Business Communication
- 452 Marketing Management
- 453 Productions and Supply Chain Management
- 454 Human Resource Management
- 455 Business Research Methods

SEMESTER 3

- 501 Management Concepts and Functions (CBP)
- 502 Management Accounting
- 503 Computer Application in Management

Electives

Finance

- 504 3F1: Strategic Financial Management
- 505 3F2: Security Analysis and Portfolio Management

HRM

- 504 3H1: Training and Development
- 505 3H2: Employee Relations Management

Marketing

- 504 3M1: Marketing Research & Consumer Behaviour
- 505 3M2: Promotion and Distribution Management

Hospital Administration

- 504 3HA1: Hospital Service Management
- 505 3HA2: Hospital Planning and Administration

Banking and Insurance

- 504 3BI1: Principles and Practice of Banking and Insurance
- 505 3BI2: Banking and Insurance Products

506 Seminar on Management topics

IV SEMSTER

- 551 Strategic Management
- 552 Operations Research
- 553 Entrepreneurship Development

Elective

Finance

- 554 4F3: Financial Services
- 555 4F4: International Financial Management

HRM

- 554 4H3: Global Human Resource Management
- 555 4H4: Compensation Management

Marketing

554 4M3: International Marketing Management

555 4M4: Service Marketing

Hospital Administration

554 4 HA3: Quality Management in Healthcare Organisation

555 4HA4: Legal Issues in Healthcare & Business Ethics

Banking and Insurance

554 4BI3: Legal Aspects of Banking and Insurance

555 4BI4: Treasury and Risk Management

556 Project Report



401: PRINCIPLES AND PRACTICE OF MANAGEMENT

Workload : 5 hours per week - Total credits 5

Examination : 3 hours 70 marks

Objectives : This module aims at acquainting students with the evolution of Management discipline and its implication on modern Industry and business. Its aims at providing a basic framework to solve the problems of organizations in an integrated manner.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars.

1. Introduction: The concept of management; levels and types of managers; Management Roles; The management process in practice; development of management thought – classical, neo-classical and modern; An overview of Managerial functions.

2. Planning and Decision Making: Nature and Purpose of planning, types of plans, objectives of plans, Planning Premises, planning process, limits of planning; decision-making- process of decision making, types of decisions, techniques in decision making, the rational Model of Decision Making; MBO - concept and process of managing by objectives; Strategic planning and implementation - an overview; Planning- control relationship.

3. Organizing: Nature and purpose of organizing; formal and informal organizations; levels and span of management; Departmentation – line and staff relations; centralization and decentralization; Delegation of authority; Types of emerging organization structures, organization design & contingency factors.

4. Staffing: Nature and purpose; an introduction to acquisition, maintenance, development and retention of personnel in organization.

5. Directing: Introduction to leadership, motivation and communication as managerial functions.

6. Controlling: The control process – common types of standards used in control process – control technique - factors influencing control effectiveness.

7. Business Ethics and corporate governance: Concept of ethics, nature and scope of ethics, impact of ethics on Business, Value Based Management; Corporate Governance - concept, need for corporate governance code, Corporate Disclosure, and Investor Protection in India, Evolution of Corporate Governance: practices and regulations; Understanding CSR, role of various institutions in CSR, Framework for rating CSR.

8. Key issues in Modern Management: Management in the 21st century – Manager's external environment, Globalization and management, Easternisation of management, Challenges of multiculturalism, Quality Management.

References:

1. Stoner, Freeman, Gilbert. Jr. – Management- Prentice Hall of India.
2. Koontz – Principles of Management- Tata McGraw Hill.
3. Robbins & Cauter – Management- Prentice Hall of India.
4. Weihrich Heinz and Koontz Harold- Management: A Global and Entrepreneurial Perspective- McGraw Hill.
5. R. Satya Raju and A. Parthasarathy- Management Text and Classes-PHI.
6. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets-Tata McGraw Hill.
7. Dr.S.Singa-Corporate Governance –Excel Books.
8. U.C.Mathur -Corporate Governance & Business Ethics-MacMillan.
9. C.S.V.Murthy -Business Ethics and Corporate Governance-HPH
10. S. Prabakaran-Business Ethics & Corporate Governance-Excel Books
11. Francis & Mishra -Business Ethics-TMH
12. Robbins, S.P. and Decenzo, D.A.- Fundamentals of Management- Pearson Education Asia, New Delhi.

13. Chandan JS – Management theory and practice- Vikas Publishing House, New Delhi.
14. SenguptaPartho S – Principles and practice of management - Vikas Publishing House, New Delhi.



402: ACCOUNTING FOR MANAGER

Workload : 05 hours per week - Total credits: 05

Examination : 03 hours, 70 marks

Objectives : To impart a basic knowledge of the concepts and practices of accounting as relevant for managerial decision making and to provide a fair understanding of the accounting system.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars etc.

PART- A: Financial Accounting

1. **Overview of financial accounting** – Meaning and objectives, Double entry system, Generally Accepted Accounting Principles (GAAP) - concepts, principles, and conventions of accounting. Accounting standards.
2. **Accounting mechanism:** Recording business transactions: journal, ledgers and trial balance. Day books, cash books.
3. **Preparation of financial statements:** Profit and loss accounts - various adjustments - Balance sheet - valuation of venture for balance sheet purpose: LIFO & FIFO methods.
4. **Depreciation accounting:** Concept of depreciation - straight line and diminishing value methods - tax implication of depreciation.
5. **Company final accounts:** Legal requirements for preparation of financial statements of limited companies. Final accounts- preparation and presentation in vertical form. International Financial Reporting Standards (IFRS)

PART - B: Cost Accounting

6. **Gathering cost data** - Classification of costs, types of costs, preparation of cost sheets.
7. **Methods of costing:** Job costing, Contract costing, Process costing: equivalent units and inter process profits, treatment of normal and abnormal loss and gain.

PART- C: Finance functions

8. **Financial management:** Meaning, scope, objectives and significance of financial management. Tools of financial analysis and planning.
9. **Capital structure and Dividend decisions:** Cost of capital and Capital structure planning concepts, Factors determining the capital structure. Factors affecting the dividend decisions. Theories of capital structure and dividends.

References:

1. Gupta R. L. and Radhaswamy M.- Advanced Accountancy- Sultan Chand and Sons, New Delhi.
2. Shukla M. C., Grewal T. S. and Gupta S. C- Advanced Accounts- S Chand and Company Ltd., New Delhi.
3. Prasad N. K.- Principles and Practice of Cost Accounting- Book Syndicate Pvt. Ltd.
4. Jain S. P. and Narang K. L.-Cost Accounting: Principles and Practice- Kalyani Publishers, New Delhi.
5. Bhattacharyya S. K. and Dearden John- Accounting for Management:Text and Cases- Vikas Publishing House Pvt. Ltd., New Delhi.
6. Gabriel S. John and Marcus A.- Financial Accounting- Tata McGrawHill, New Delhi.
7. Maheshwari S. N.- Financial Management: Principles and Practice- Sultan Chand and Sons.

8. Lynch- Accounting for Management-Planning and Control - Tata Mc. Graw Hill, New Delhi.
9. Prasanna Chandra- Financial management - Theory & Practice-Tata McGraw Hill .
10. Van Horne James C. and Wachowicz Jr, John M.-Fundamental of Financial Management-Prentice – Hall of India, New Delhi.
11. S.N Maheshwari&Suneel K Maheshwari- Corporate Accounting for Managers-Vikas Publishing House.
12. .M.N.Arora- Cost Accounting: Principles & Practices-Vikas Publishing House .
13. S.N Maheshwari ,Maheshwari S K , MaheshwariSharad K – A Text book of Accounting for Management -Vikas Publishing House, New Delhi, 3rdEdn.
14. Institute of Chartered Accountants of India, Compendium of Statements and Standards on Accounting, ICAI, New Delhi.
15. John A Tracey- Fundamentals of Financial Accounting -John Wiley & Sons Inc
16. Hampton - Financial Decision Making – Prentice Hall.
17. M Y Khan & Jain - Financial management Text & problems- Tata McGraw Hill.
18. W.W. Bigg - Weldon’s Cost Accounting – P.T.H.
19. Chakravorthy - Advanced Accountancy –Oxford University Press.
20. Dr. JawaharLal- Accounting for Management- Himalaya Publishing House Pvt Ltd.



403: ECONOMICS FOR MANAGERS

Workload : 5 hours per week - Total credits: 5

Examination : 3 hours 70 marks

Objectives : To impart a basic knowledge of the concepts and tools of economic analysis as relevant for managerial decision making and to provide a fair understanding of the aggregate economic system within which a firm operates.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars, case study analysis

1. **Nature , scope and significance of Business Economics;** Economic Theories applied to Business decisions, factors influencing business decisions. Managerial Economics and other disciplines. Distinction between Micro and Macroeconomics.
2. **National Income Analysis;** Basic concepts - Measurements of National Income; Components of Income; Managerial Uses of National Income.
3. **Demand and Supply Analysis:** Law of Demand, Shift in Demand - Changes in Demand - Factors effecting demand - Elasticity of Demand - Measuring Elasticity of Demand - Determinates of Demand - Demand distinctions. Supply Curves - Factors affecting supply-- Elasticity of supply.
4. **Cost Analysis :** Production Function - Laws of Production - Cost Concepts - Least cost Combination of inputs - Factor Productivities & returns to scale ; Economies & Diseconomies of scale; managerial uses of production function.
5. **Demand Forecasting :** Factors involved in Forecasting - Techniques of forecasting - Purpose of Forecasting.
6. **Competition and Pricing :** Kinds of competitive situations; Non-price competition Cut-throat and destructive competition - Predatory and Discriminatory competition - Fair and Unfair competition. Price & output determination under perfect competition, Monopolistic, Oligopoly, Monopoly - Price behaviour and time element - pricing methods.
7. **Profits :** Nature of profits, Theories of Profits: Rent Theory, Monopoly as a source of profit - Marginal Productivity Theory - Dynamic Theory - Innovation Theory - Risk & Uncertainty Theory - Policies of Profits - Profit measurement.
8. **Business Cycle :** Types of Business Cycles; Phases of Business cycle - Theories of Business Cycles - Causes - Policies and Measure to control evil effects of fluctuations.
9. **Monetary and Credit System:** Monetary Controls, Inflation causes and effects – Control of Credit – Objective of Monetary Policy – Money and Growth – Monetary policy as an instrument of control .
10. **Government and the Macro Economy:** Public Finance and the Fiscal Policy – The meaning and importance of Fiscal Policy – Economics Stabilization – Automatic stabilizers and discretionary fiscal policy – Full employment and Budget surplus – Instruments of fiscal policy – Some problems of fiscal policy.

References:

1. Mankar and Dinakar : Business Economics- Himalaya Publishing House
2. Jeol Dean: Managerial Economics- Prentice Hall India
3. Hagues, Mote, Paul & Gupta -Managerial Economics- Tata McGraw Hill.
4. D.N. Dwivedi - Managerial Economics – Vikas Publishing House Pvt.Ltd.
5. Varshney and Maheshwari - Managerial Economics-Sultan Chand.
6. D.C.Hague - Managerial Economics –Prentice Hall Europe(Pearson Education).
7. G.R. Mansukhani-Business Forecasting- Bombay Manaktalas .
8. Paish F.W - Business Finance- Financial Times Prentice Hall.
9. Alvin H.Hansen : Business cycle and National Income-WW Norton & Co; Revised Edition edition.
10. Roger A Arnold - Macro Economics- Cengage Learning.
11. H. L. Ahuja - Macro Economics for Business and Management-Sultan chand& sons.
12. Mishra &Puri- Indian Economy-Himalaya Publishing House.

13. Dominick Salvatore - Managerial Economics - Principles & Worldwide Applications- Oxford Publishing.
14. Dr. D.M. Mithani- Managerial Economics- Theory and Applications- Himalaya Publishing House.
15. Koutsyannis A - Modern Microeconomics –Macmillan.
16. H.Carig Peterson and W.Cris Lewis- Managerial Economics -Pearson Education.
17. Hirschey-Economics for Managers- Thomson Learning .
18. Mehta P.L.- Managerial Economics : Analysis, Problems & Cases-Sultan Chand & Sons, New Delhi.



404: BUSINESS ENVIRONMENT

Workload : 5 hours per week - Total credits: 5

Examination: 3 hours 70 marks

Objectives : This course aims to provide a broad overview of the changing Indian and international business environment under which India as well as MNC's has to operate. The course outlines the business environment including social, economic, technological, legal and cultural environment within which a business firm has to operate. It further helps the students to understand the intervention of the government in business and its policies that have a direct impact on business.

Pedagogy : Lectures, assignments, discussions, seminars.

1. **Business Environment:** Concept, significance, environmental factors, relationship between business and environment, Objectives of business and Business Environment, Environmental analysis, importance and limitations of environmental analysis.
2. **Economic Environment:** Components of economic environment, Patterns of Indian economy; characteristics of Mixed economy; sectors of economy and their relative importance, economic planning; growth with justice; rural development; implications of economic environment to business.
3. **Social and Cultural Environment :** Indian social structure; caste and family systems; religions, customs; culture; transitions – demographic changes, savings and consumption habits; levels of culture and its impact on business, Business implications. Impact of culture on global business.
4. **State policies:** Theory of Government intervention in Business – Nature of government intervention in India – recent trends; state policies affecting business. Constitution of India – Fundamentals Rights and Duties, Rights under the Constitution (with special reference to business cases).
5. **Technological Environment:** Technological changes – R and D in India – implications to business.
6. **Economic Legislation's:** Central excise and sales tax – meaning and scope of excise duty, basis for the levy of central excise, permissible deductions & exemptions, VAT - in India and scope of VAT, basis for the levy of VAT, permissible deductions & exemptions, Income Tax – An overview, Direct Tax Code - an overview.
7. **International business and investment:** Nature, importance and scope, approaches to international business, Methods to enter foreign market, theories of international trade and investment- Global forces effecting international business. **Foreign Investment:** Capital flows, foreign investment flows and barriers.- FDI and FIIs.
8. **International Economic Environment:** World economic and trading situation; International economic institutions and agreements – UNO, WTO, UNCTAD, IMF, World Bank; Generalized system of preferences (GSP), Global System of Trade Preferences (GSTP), International commodity agreements.
9. **Multinational Corporations:** Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types. **Global operation** – Need and importance of outsourcing, advantages of outsourcing to India, global manufacturing system and practices – current issues and future developments.
10. **Global Competitiveness:** Indicators of Competitiveness-competitive advantages of Nations,- Factor conditions-Demand conditions,- related and supporting industries- role of government and chance – technology and global

competitiveness- IT revolution and Business Environment- role of innovations, technological leadership- technology and competitive advantage- sources of technological dynamics.

References:

1. Aswathappa K-Essentials of Business Environment-10th Revised Edition-HPH
2. Francis Cherunilam- Business Environment: Text and Case- HPH
3. Shaikh Saleem- Business Environment- Pearson education
4. Raj Agarawal-Business Environment- 2nd edition- Excel Books
5. John D. Daniels, Lee H. Radebaugh and Daniel P. Sullivan-International Business Environment and Operations- 10 Edition- Pearson education
6. Francis Cherunilam- International Business, Revised Edition- PHI
7. VyuptakeshSharan-International Business: concepts, environment and Strategy- Pearson Education
8. Ehud Menipaz Ben Gurion-International Business: Theory and Practice- (South Asian Reprint) Sage Publications.
9. Francis Cherunilam- Global Economy and Business Environment-HPH
10. S K Misra and V K Puri- Economic environment of Business- HPH
11. Income tax Act, Customs Duty and VAT – amended upto date.
12. Chidambaram k, Alagappan V- Business Environment- Vikas Publishing House, New Delhi.



405: QUANTITATIVE ANALYSIS

Workload : 5 hours per week - Total credits: 5

Examination : 3 hours 70 marks

Objectives : To acquaint students with the basic tool for analysing data and to teach the application of mathematical concepts to management.

Pedagogy : Lectures, assignments, seminars, field work for collection of data.

1. **Variables and Functions:** Meaning, Types of Functions, Solution of Functions & Managerial Applications.
2. **Matrices and Determinations:** Types of matrices, Matrix Operations: Addition, Subtraction, Multiplication, Transpose and Inverse of a Matrix, Adjoint of a Matrix, Properties of Matrices, Determinant of a Matrix, Cramers's Rule. Solution to Equations using Matrices and Determinants, Application to Business.
3. **Differential calculus** -The concept of derivatives, derivative of a function, derivatives of linear and quadratic equations and applications to Management and economics. Derivative of a product of two functions, successive differentiation, partial differentiation, determination of maxima and minima optimization problems in business.
4. **Integral calculus** -Definite & indefinite integral, rules of integration, some standard results in integration, integration by substitution, Integration by parts, applications to business.
5. **Introduction to Statistics:** Importance of data collection and tabulation of data, diagrammatic representation of data - pie charts, bar charts.
6. **Measures of central tendency:** Mean, mode, median, geometric mean, quartiles, deciles and percentiles and their uses.
7. **Measures of dispersion:** Mean deviation, Quartile deviation, Standard deviation, Co-efficient of variation and application.
8. **Correlation analysis:** Its significance, correlation of two variables, properties, rank correlation co-efficient, co-efficient of determination - its significance, correlation co-efficient for bivariate frequency distribution.
9. **Regression analysis:** Significance, linear regression of two variables -applications to business -the line of best fit and the errors involved in estimation. Adequacy and appropriateness, regression lines for predicting values. Multiple regression and correlation analysis involving three variables only.
10. **Index numbers:** Concept and types of index numbers -construction of index numbers, some uses.
11. **Time series:** Variation in time series, trend analysis, cyclical variation, seasonal variation and irregular variation.

References:

1. Terry Sincich - Business statistics by example -Prentice Hall.
2. Bhattacharyya and Johnson- Statistical concepts and methods-John Wiley.
3. Levin , Berenson and Stephen -Statistics for managers -Prentice Hall.
4. Mason and Lind - Statistical techniques in business economics-Mcgraw-Hill.
5. Boot and Cox - Statistical analysis for managerial decisions -Tata Mcgraw-Hill.
6. Levin and Rubin - Statistics for Management-Pearson Education.
7. Sanchethi& Kapoor –Statistics-Sultan Chand & Co.
8. Barenson and Levene: Basic Business Statistics -Prentice Hall.
9. S. P Gupta – Statistical Methods-Sultan Chand & Co.
10. Raghavachary - Mathematics for Management -Tata Mcgraw-Hill.
11. Chandan J S- Statics for Business and Economics - Vikas Publishing House, New Delhi.

12. RP Hooda- Statistics for Business and Economics- Vikas Publishing House, New Delhi, 5th Edn.
13. CR Kothari- Quantitative Techniques- Vikas Publishing House, New Delhi.3RDEdn.



451: ORGANISATIONAL BEHAVIOUR AND BUSINESS COMMUNICATION

Workload : 5 hours per week - Total credits: 05

Examination : 3 hours 70 marks

Objectives : To familiarize the students with the behavioral patterns of human beings at individual and group levels in the context of an organization, which in turn is influenced by the environment, enveloping it. This is aimed at enhancing the ability of the students in the knowledge, prediction and control of human behavior in an organization.

Pedagogy : Lectures, assignments, role play & practical exercises, discussions, seminars.

PART-A : ORGANISATIONAL BEHAVIOUR

1. **An overview of Organizational Behaviour** - History of Organisational Behaviour and its emergence as a discipline-emerging perspective Organizational Behaviour.
2. **Individual process in organisation**- learning, perception and attribution- Individual differences - Basic concepts of motivation - Advanced concepts of motivation.
3. **Group process in Organisation** - Group dynamics, leadership theories -Power, politics and conflict - inter- personal communication.
4. **Enhancing individual and interpersonal process goal setting and reward** - job design - performance appraisal - stress - decision making and creativity.
5. **Integrating individual, Groups and Organisaton**-Organisational change and Development, Career Dynamics, International Aspects of Organisation - Managing Diversity.

PART- B: BUSINESS COMMUNICATION

1. **Foundations of Business Communication** - Communication, its functions, forms and process - barriers to communication and to overcome them - Non verbal communications - Improving the skills of Communication - understanding culture and cultural differences - overcoming intercultural differences in communication.
2. **Writing letters, memos, E-mail, and other brief messages**- Routine requests and positive messages - placing orders and acknowledging - routine requests for information and action - directives and instructions - organising bad news message - communicating negative answers and information - Delivering bad news customers - Handling bad news about company operations - Planning developing and writing persuasive message.
3. **Reports and oral presentations** - Need for reports - Information, analytical and summary report - Planning, Organising and writing reports and proposals - Formal reports and proposal and their components.
4. **Giving speeches and oral presentation** - Communications of information through the internet and other technologies - organising meetings and seminars etc. and recording the minutes.Group discussions – seminars, symposiums, panel discussions, conventions – conference – How to organize. public speaking, interview skills.

References:

1. Fred Luthans- Organization Behavior-McGraw Hill.
2. V. S. P Rao - Organizational behavior-Excel Books.
3. Arnold Hugh J and Feldman Daniel C- Organization Behavior -McGraw Hill.
4. Stephen P Robbin - Organization Behavior - Prentice Hall of India.
5. Newstorms John W and Davis Keith-Organization Behavior - TATA McGraw Hill.
6. Kelly Joe- Organizational Behaviour- Surjert Publication.
7. Kreitner Robert and Kinichi Angela - Organization Behavior- McGraw Hill.
8. Hersey Poul,Blanchard Kenneth H and Johnson Dewey E-Management and Organizational Behavior- Prentice Hall of India.
9. Moorhead Gregory and Griff - in Ricky W - Organization Behavior- Jaico Publishing House.
10. Bovee Courtland L and Thill John V - Business Communication Today-Prentice Hall International.
11. Guffey Mary Ellen - Business Communication - South - Western Collage Publishing
12. Doctor Apai and Doctor Rhoda - Principles and Practice of Business Communication - Sheth Publishers, Mumbai.

13. Heller Robers-Communicating Clearly(Essential DK Managers)- Darling Kindershy, London.
14. Argenti Paul A - Corporate Communication - Irwin Mgraw Hill.
15. UdaiPareek-Understanding Organizational Behaviour-Oxford University Press.
16. Ashwathappa-Organization Behaviour –Himalaya Publication House.
17. ArunKumar ,Meenakshi N- OrganisationalBehaviour: A modern Approach- Vikas Publishing House, New Delhi.
18. JS Chandan – OrganisationalBehaviour- Vikas Publishing House, New Delhi.



452: MARKETING MANAGEMENT

Workload	: 5 hours per week - Total credits: 5
Examination	: 3 hours 70 marks
Objectives	: This module is intended to offer a comprehensive introduction to the management of marketing functions, structures and institutions and their role in the contemporary economic and social development.
Pedagogy	: Lectures, assignments, role play and practical exercises, discussions, seminars.

1. Introduction: Marketing Management and its evolution; the marketing concept; marketing objectives, strategy, mix and organization. Marketing environment – macro and micro environments, components and their impact on marketing decisions.

2. Market Analysis: Segmentation: Meaning, Need, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer/ Industrial markets; Targeting: Basis for identifying target customers, Target Market Strategies; Positioning: Meaning, Product differentiation strategies, Errors in positioning. Marketing Research: Meaning and scope of marketing research; Marketing research process; Competition Analysis.

3. Consumer behavior: Introduction to Consumer behavior and its importance; factors influencing Consumer behavior - economic, socio-cultural and psychological factors; comparing industrial and Consumer buying behavior; Consumer decision making process.

4. Product decisions: Meaning and classification of products; New product development; product line and product mix decisions; branding decisions; packaging decisions; concept of product life cycle - implications on marketing strategy; Value Chain.

5. Pricing decisions: Role of pricing in marketing; factors influencing pricing; pricing objectives; different approaches to establish prices; new product pricing.

6. Integrated Marketing Communication and Promotion: Concept of communication mix, communication objectives, Marketing Communication Model; Promotion Mix - factors influencing promotion mix, an introduction to different promotion tools - Advertising, Sales Promotion, Public Relations, Managing the Sales force; E-marketing; Social Media Marketing.

7. Distribution decisions: Factors influencing channel decisions, Major types of Distribution channels - channels for consumer and industrial products; channel design and channel modification decisions; physical distribution and distribution cost analysis.

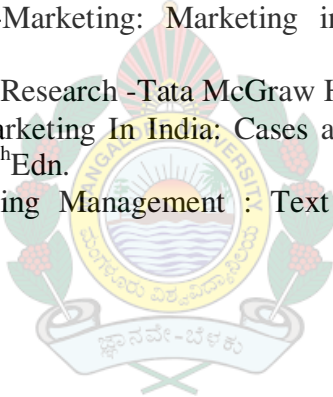
8. Rural Marketing in India: Insight into Indian Rural Market - Emergence of rural market, Importance of rural market, Structure of the rural market - rural demand and rural market index, potential of the rural market, imperfections in rural markets, factors influencing the rural market. Characteristic difference between rural markets and urban markets - Market research/information pertaining to rural market.

9. Marketing control: Features of an effective control system; Methods of Marketing control; Marketing audit.

10. Expanding role of marketing and contemporary issues: Social Marketing; Marketing and non-business organizations; marketing of services; consumer protection; Marketing ethics; demarketing; relationship marketing, Global Marketing, Retro Marketing, Virtual marketing.

References:

1. Philip Kotler -Marketing Management - Analysis, Planning and Control - Prentice- Hall, New Delhi.
2. William J Stanton -Fundamentals of Marketing – McGraw- Hill, New Delhi.
3. NikileshDholakia and others.-Marketing Management - Cases and Concepts - TMH
4. Cundiff EW, Still RR and Govani NAP - Fundamentals of Marketing - Prentice Hall
5. JC Gandhi –Marketing- Tata McGraw-Hill, New Delhi.
6. Dr. Gopaldaswamy.T.P.- Rural Marketing: problems and strategies – Wheeler Publishing
7. Arun Kumar and N Meenakshi – Marketing management - Vikas publishing House
8. RusselS.Winer- Marketing Management, Pearson Education.
9. V.S. Ramaswamy&Namakumari- Marketing Management- Macmillan Publishers India Ltd,.
10. Velayudhan- Rural Marketing - SAGE Publication.
11. McCarthy, E.J.-Basic Marketing: A managerial approach-Irwin, New York.
12. Stanton, Etzel, Walker-Fundamentals of Marketing-Tata-McGraw Hill, New Delhi
13. Kotler, Keller, Koshy &Jha-Marketing Management: A South Asian Perspective -Pearson Education.
14. Rosalind Masterson & David Pickton-Marketing: An Introduction - Sage Publications.
15. Evans & Berman -Marketing: Marketing in the 21st Century -Cengage Learning.
16. G.C. Beri-Marketing Research -Tata McGraw Hill Pub. Co. Ltd., New Delhi.
17. Neelamegham S- Marketing In India: Cases and Readings -Vikas Publishing House, New Delhi, 4thEdn.
18. Rajagopal – Marketing Management : Text and Cases- Vikas Publishing House, New Delhi.



453 :PRODUCTION AND SUPPLY CHAIN MANAGEMENT

Workload	: 5 hours per week - Total credits: 4
Examination	: 3 hours 70 marks
Objectives	: The course aims at familiarising the students with the production process and related issues in industrial Units. It introduces the students to aspects like quality, Inventory, Maintenance, materials management; and Methods analysis.
Pedagogy	: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

1. **Production Function:** An introduction, Historical background of Modern Industry, definition and types of Production systems. Organisational structure and its interaction with other functional departments. The role of operations manager. An introduction to production planning and control.
2. **Facility Planning :** Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models. Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.
3. **Product, Process and capacity design:** Types of processes, Choosing the service processes, capacity planning.: Job shop scheduling, sequencing and applications. Use of computers in production management.
4. **Quality Management :** Quality control concept, quality circles & the emerging concepts of total quality control. Control charts X and R charts. P control charts, control charts. Importance in cost reduction-basic concepts and procedures.
5. **Material requirement planning:** Dependent inventory models . MRP structure, benefits of MRP. Maintenance Management: Maintenance concept, preventive maintenance, maintaining system reliability.
6. **Introduction to SCM :**Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information).Supply chain strategy. Key issues in SCM, benefits..
7. **Recent issues in SCM:** Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain-management
8. **Logistics Management:** Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics, bullwhip effects in logistics.

References:

1. Chase, Aquilano and Jacob-Productions and Operations Management - Irwin/McGraw-Hill
2. Gopalakrishnan and Sundareshan- Material Management - An integrated approach.- PHI
3. Adam and Erbert-Production and Operations Management- PHI
4. Krajewski and Ritzman-Operations Management, Strategy and Analysis- AddisonWesley
5. Chary -Theory and Problems in POM-Tata McGraw Hill
6. P.B Mahapatra-Computer aided production Management-PHI
7. Render and Heizer-Production and Operations Management-PHI
8. Buffa -Modern Production Management- John Willey & Sons

9. Donald J. Bowersox& David. J Closs,-Logistical Management-Tata McGraw Hill
10. John T. Mentzer- Supply Chain Management-Response Books, Sage Publications
11. B.S. Sahay- Supply Chain Management-Macmillan.
12. Emiko Bonafield – Harnessing value in supply chain- John Wiley and sons.
13. BidurDhaul, EnverYucesan – Supply Chain Management - Vikas Publishing House, New Delhi.



454 :HUMAN RESOURCE MANAGEMENT

Workload : 5 hours per week – Total credits 4

Examination : 3 hours 70 marks

Objectives : To impart basic knowledge of the concepts and tools of HRM as relevant to industrial organisation and to provide an understanding of the role of HRM in the overall strategic setting.

Pedagogy : Lectures, assignments, practical exercises, application of research to HR related problems.

1. **Human Resource Management at Work** – Changing environment of HRM – Strategic planning and HR management – Tomorrows HR today.
2. **HR Functions I** – Concepts of job, career and job analysis; Human Resource Planning Models. Work load analysis; Workforce analysis. Process and methods of recruitment: Process and methods of selection.
3. **HR functions II** – Compensation Management – Basic determinants of compensation – Building employer's commitment – Pricing Managerial and Professional jobs – current issues in compensation.
4. **HR Function III** – Pay for performance and financial incentives – Incentives for operations employees – Incentives for Managers and Executives – Organization-wide incentive plans and its development – various employee benefits and services.
5. **Human Resources Development I** – Role of Training – Training process – Training need analysis – Training techniques – Evaluation of Training effectiveness.
6. **Human Resources Development II** – Performance Appraisal its methods and types – need for performance appraisal – Problems in performance appraisal and solutions – Role of appraisal in managing performances; Career Planning – Process - Career Development, Career stages - Career Choices and Preferences; Succession Planning – Developing managerial career – Techniques for managerial career development; Role of counseling in management.
7. **Employee safety and health** – occupational safety – causes of accidents and its prevention – supervisor's role in safety – an overview Labor welfare activities.
8. **Employee Participation and Relations** – Participation and motivation - types and degree of participation - structure and functions of participation in management - Benefits of participation; Managing grievances and Discipline - Grievance Procedure - collective Bargaining - Settlement of Disputes.
9. **Future challenges of HR** – Managing Human Resources in future - Gen Y; Managing Human Resources in International Business.

References:

1. Nick Wilton-An Introduction to Human Resource management-Sage.
2. MonappaArun&SaiyadainMirza- Personnel Management – Tata McGraw Hill
3. Tyson Shaun & York Alfred-Essentials of HRM-Butterworth Heinemann
4. Fisher Cynthia D, Schsenfeldt Lyle F, Shaw James B- Human Resources management- All India Publishers and Distributors.
5. Dressler Gary – Human Resource Management- Prentice Hall of India.
6. DeCenzodavid A and Robbins Stephen P- Personnel / Human Resources management- Prentice Hall of India.
7. Ivancevich John M- Human Resources Management- Irwin McGraw Hill
8. Kossek Ellen Ernst & Block Richard N-Human Resources Management in the 21st Century- South Western College Publishing.
9. Ashwathappa- Human Resource Management-McGraw Hill.
10. Dwivedi RS – A Text book of Human Resource Management - Vikas Publishing House, New Delhi.
11. Aquinas PG – Human Resource Management – Principles and practice- Vikas Publishing House, New Delhi.

455: BUSINESS RESEARCH METHODS

Workload	: 5 hours per week - Total credits: 5
Examination	: 3 hours 70 marks
Objectives	: To acquaint the students about the tools used for analysing data, to teach estimation techniques and to give an overview of report writing.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

1. **An overview of research process** - problem formulation - research methods - exploratory and conclusive research - Descriptive and experimental research.
2. **Research Design** : The need and Features of Research Design and Concepts relating to Research Design.
3. **Sampling Design and Sample Theory** – Census and Sample, Steps in Sample Design, Selecting a Sample, Types of sampling - scope and limitations of sampling - sampling and non sampling errors.
4. **Levels of Measurements and Scaling techniques** - Nominal, ordinal, interval and ratio scales, Likert Scale.
5. **Probability Theory and its Applications**: Relevance of Probability to Management Decisions, Definitions, Basic rules – additions and Multiplication, Bayes' theorem and its applications, Random variables – expected value and variance.
6. **Theoretical Probability Distribution**: Binomial and Poisson probability distributions and their relevance. Normal distribution and Standard Normal variate and its applications. Use of statistical tables.
7. **Hypotheses Testing** - types of hypotheses - formulation of hypothesis - procedure for testing hypothesis - testing for mean, difference between means, proportion testing and variance testing.
8. **Estimation** - point and interval estimates.
9. **Chi square test and Goodness of fit** – scope, its application and limitations.
10. **Analysis of Variance** - its applications, One-way and Two-way ANOVA.
11. **Research Report writing** - planning and organizing - format - writing styles - documentation.

References:

1. Ranjith Kumar- Research Methodology- SAGE.
2. Uwe Flick- Introducing Research Methodology- SAGE.
3. Alan Bryman and Emma Bell- Business Research Methods, Indian Edition- Oxford University Press.
4. U.K Srivastava, G V Shenoy, Subhash Sharma, – Quantitative Techniques for Managerial Decisions.
5. Levin and Rubin - Statistics for Management-Pearson Education.
6. Saneethi and Kapoor - Statistics-Sulthan Chand and Company.
7. S.P. Gupta - Statistical Methods- Sulthan Chand and Company.
8. Barenson&Levene - Basic Business Statistics, Prentice Hall.
9. Willinson and Bhandarkar - Methodology and Techniques of Social Research, HPH.
10. C.R. Kothari - Research Methodology- Methods and Techniques- New Age International.
11. D. C. Cooper and C. W Emory – Business Research Methods- Irwin.
12. John B. Kervin – Methods for Business Research-HarperCollins college Div.

13. Deepak Chawla and NeenaSondhi- Research Methodology: Concepts and Cases-Vikas Publishing House
14. J K Sachdeva-Business Research Methodology-HPH
15. William G Zikmund- Business Research Methods, Indian Edition- Cengage Learning.
16. George Argyrous- Statistics for Research: With a Guide to SPSS- SAGE.
17. Gopal K Kanji-100 Statistical Tests- SAGE.



501: MANAGEMENT CONCEPTS AND FUNCTIONS
(Choice Based Paper)

- 1. Introduction:** The concept of management; development of management thought – schools of Management thought – classical, neo-classical and modern; the process of Management. Emergence of modern management thoughts. Overview of management function.
- 2. Planning:** Nature and Purpose of planning; types of plans, objectives of plans – Premises; decision-making; forecasting and planning; planning process; limits of planning. Strategic planning & implementation - an introduction.
- 3. Organizing:** Nature and purpose of organising; organisation levels and span of management; departmentation – line and staff relations centralization and decentralization Delegation of authority; Formal and informal organisation. Types of emerging organisation structure, organisation design & contingency factors.
- 4. Controlling:** The control process – common types of standards used in control process – control technique.
- 5. Management of Human Resources:** Its nature, scope and functions – position of HR department in the organization – role of HR Manager – major personnel problems and global challenges to HR Managers.
- 6. An overview of Marketing:** Introduction, Marketing Management, Marketing Concept, Elements of Marketing Concept, Marketing Mix – Introduction to product, price, place, promotion, packaging – Marketing Process.
- 7. Finance Function in an organization – An overview :** Significance of financial management, Functions, objectives; introduction to financing, investment and dividend decisions.
- 8. Key issues in Modern Management:** Managers and their external environment; social responsibility of business and business ethics; easternisation of management, corporate Governance.

References:

1. James A F Stoner, Edward Freeman, Daniel R Gilbert- Management-Pearson.
2. Koontz and O' Donnell-Principles of Management-Tata McGraw Hill.
3. Joseph L. Massie, John Douglas-Managing: a contemporary introduction-Prentice Hall.
4. John Argensi -Management Techniques-Allen & Unwin.
5. William H. Newman & E. Kirby Warren -The Process of Management-Prentice Hall.
6. Peter F Drucker -The Practice of Management-Harper Business.
7. Peter F Drucker ,Management: Tasks, Responsibilities and Practice- Harper Collins.
8. Joseph L Massie -Essentials of Managements-Prentice Hall of India.
9. Ernest Dale- Management Theory and Practice-McGraw Hill.
10. Louis Allen -Management and Organisation- McGraw Hill.
11. George R Terry & Stephen G Franklin-Principles Of Management -A I T B S Publishers & Distributors. Philip Kotler: Marketing Management-Pearson.
12. Ashwathappa K.: Human Resource Management- McGraw Hill.
13. Khan & Jain: Financial Management- Tata McGraw Hill.
14. J S Chandan – Management concepts and strategies - Vikas Publishing House, New Delhi.

502: MANAGEMENT ACCOUNTING

1. **Introduction to Management Accounting:** Management Accounting Vs Cost Accounting - Management Accounting budget Vs. Financial Accounting – Role and scope of Management Accounting – Role of Management Accountant.
2. **Budgetary Control:** Elements of management planning and control system – Budgeting as a tool – uses and organisation of Budgets – Organisation for Budgeting Control – The Budgeting process – steps in preparation of budgets – classification of budgets – Functional budgets – cash budgets – master budget – Fixed Vs. Flexible budgets – budget reports – Budget variances and reporting. Zero based budgets. Responsibility Accounting – Cost centre – Revenue centre – investment centre – profit centre.
3. **Cost of Capital:** Cost of equity, debt, retained earnings, rights and bonus issues – weighted average cost of capital.
4. **Capital Budgeting:** Appraisal of long-term projects – techniques of appraisal – Payback, Accounting rate of return, NPV, IRR and profitability index.
5. **Marginal Costing and Break-even Analysis:** Absorption vs. Marginal costing – contribution analysis – Relevance of Marginal Costing – P/V ratio – Break-even analysis. P/V and Break-even graphs – C-V-P analysis.
6. **Cost analysis for decision making:** The role of costs, relevant costs, differential costs – cost behaviour – make or buy, product mix decisions, accepting special orders, decision to shut down or continue operations – marginal pricing and its relevance limiting factors – formulation of linear programming model using product mix and limiting factors .
7. **Analysis and Interpretation of financial statements:** Uses and limitations of financial statements, Trend analysis and ratio analysis. Practical problems using company annual reports.
8. **Statements of changes in Financial position:** Funds flow and cash flow analysis – Net working capital schedule – International and Indian accounting standards on statement of changes in financial positions – practical problems using company annual reports.
9. **Working Capital estimates for companies:** Estimating the requirements – Gross working capital and net working capital – operating cycle.

References:

1. Charles T. Horngren -Introduction to Management Accounting - Pearson Education.
2. Robert N. Anthony & Glenn A. Welsch -Fundamentals of Management Accounting -Richard D Irwin.
3. W.M. Harper -Management Accounting-Trans-Atlantic Publications.
4. Manmohan & Goyal -Principles and Practice of Management Accounting- Sahitya Bhawan, Agra .
5. Anthony A. Atkinson-Management accounting-Pearson Education.
6. Issac Wayne Keller & William L. Farrara -Management Accounting for Profit Control-McGraw- Hill, Inc., U.S.
7. Robert S. Kaplan -Advanced Management Accounting- Prentice Hall.
8. Robert S Kaplan & Anthony A Atkinson - Advanced Management Accounting -Pearson Education Asia.
9. Hrishikesh Bhattacharya - Working Capital Management (Strategies and Techniques)-PHI.
10. Satish B Mathur- Working Capital Management and Control (Principles & Practice)-New Age International Publication.
11. I M Pandey- Financial Management- Vikas Publishing House Pvt Ltd.
12. S.P. Jain & K.L. Narang-Cost and Management Accounting, - Kalyani Publishers
13. M.Y. Khan & P.K. Jain- Management Accounting - Mc Graw hill, New delhi.
14. Coombs-Management Accounting-SAGE South Asia Publication.
15. J. Madegowda- Management Accounting-Himalaya Publishing House.
16. Horngreen, Sundem, Stratton- Introduction to Management Accounting - Prentice Hall India, New Delhi.
17. Pandey IM – Management Accounting- Vikas Publishing House, New Delhi, 3rd Edn.
18. Sahaf MA- Management Accounting : principles and practice - Vikas Publishing House, New Delhi, 3rd Edn.

503: COMPUTER APPLICATION IN MANAGEMENT

1. Information Technology: Application of information technology, uses of information technology, impact of information technology on business.
2. Electronic commerce. Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, impact of Ecommerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce.
3. Information Systems for Mobile Commerce, Legal and Ethical Issues in E commerce and M commerce.
4. Information System Resources-Computer basics (H/w & S/w) DBMS, Communication Systems, internet and office automation.
5. Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.
6. Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment - working with Excel – workbook. Preparation of charts and graph with excel - working with workbook. Working with functions – Summery statistics, correlations, regression, t-test, z-test, Chi square test, Macros. Sort and filter commands. Introduction to SQL.
7. Making presentation with Ms Power point - starting Ms Power point - Ms Power point Environment - working with power point - working with different views - designing presentations - printing in power point. .
8. Data communication - Computer networking basics - LAN Technology and networking Topology - WAN Technology. Networking Devices.
9. Information System Management - Information Concepts - , its nature and functions, planning issues and the MIS organizing issues and the MIS - control issues and the MIS - Decision Support Systems - electronic Commerce - types - advantages and disadvantages - Electronic data interchange - How EDI works - EDI benefits and limitations.
10. Use of MIS at various levels of Management. A framework for information system for each level of Management and Operations. Types of Information systems – Operating Support Systems, Management support systems, Expert System.

References:

1. Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
2. Sanjay Saxsena- MS Office 2000- Vikas Publishing House,
3. Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning
4. S. J. JOSEPH, P. T- E-Commerce : An Indian Perspective- 4th Ed- PHI Learning
5. Laudon Kenneth and Laudon Jane- Management Information Systems- A Contemporary perspective- PHI
6. O'Brien James- Management Information System- Tata McGraw Hill
7. Gorden Davis and Olson- Management Information System- Conceptual Foundations –McGraw Hill
8. Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.
9. Gopalakrishna. D- Electronic Commerce- Emerging Trends-HPH Pvt. Ltd.
10. Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.
11. Saxena Sanjay, Chopra P – Computer Applications in Management - Vikas Publishing House, New Delhi.

3F1: STRATEGIC FINANCIAL MANAGEMENT

1. **Financial Management:** Objectives and Functions.
2. **Valuation of securities:** Approaches to corporate valuation, valuation of equities including cash flow, dividends and earnings approach -valuation of debts and preference shares.
3. **Capital Structure:** factors affecting capital structure, Capital structure theories. .
4. **Leverage:** Operating leverage, Financial leverage, Combined leverage, EBIT and EPS analysis, ROI and ROE analysis.
5. **Dividend policy:** Walter model, Gordon model ,Rational expectations model corporate dividend behavior of companies Legal and procedural aspects.
6. **Corporate Restructuring:** Acquisitions and mergers benefits and costs of mergers evaluating a merger corporate takeovers regulation of takeovers sell off and changes in ownership buy back of shares, privatization, joint ventures leveraged buyouts.
7. **Institutional setup for term finance and working capital finance:** term lending institutions and commercial banks, NBFCs. (detail study of IFCI, IDBI etc. is not required).
8. **Venture capital funds:** Stages in Venture capital financing, Business plan, elements of a business plan, the process of venture capital financing, methods of venture capital financing, future prospects of venture capital financing.
9. **Overview of corporate tax planning:** objectives of tax planning, Techniques of corporate tax planning.
10. **Project planning and analysis:** project - Meaning and concept - Project life cycle -generation and screening of ideas - Analysis of market and demand - Technical and Financial Analysis

References:

1. Rajiv Srivastava and Anil Misra- Financial Management- OXFORD University Press.
2. Prasannachandra -Financial Management- Tata Mc GrawHill
3. I M Pandey -Financial Management-Vikas Publishing House Pvt. Lt. New Delhi
4. Lawrence D. Schall & Charles W. Haley -Introduction to Financial Management- McGraw Hill.
5. Van Horne- Financial Management and policy- PHI .
6. John J Hampton -Financial Decision Making-PHI .
7. Prasanna Chandra -Finance Sense –Tata McGraw Hill.
8. Prasanna Chandra - Project management-Tata McGraw Hill.
9. GirishAhiya& Ravi Gupta - Systems approach to income tax
10. Harvey Maylor-Project Management- Pearson Education
11. R C Mishra and Tarun Soota-Modern Project management- New Age International Pvt. Ltd.
12. Dr Vinod K singhania , Monica Singhania - Students Guide to Income Tax
13. ICAI - study material on taxation
14. Vishwanath.S.R-Corporate Finance(Theory and Practice)-Response Books
15. K Nagarajan-Project Management-New Age International Pvt. Ltd.
14. ILO manuals on Project Management.
15. Jakhotiya GP- Strategic Financial Management- Vikas Publishing House, New Delhi, 2nd Edn.

3F2: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

1. **Investment Environment:** Real estates and financial assets - short term & long term - call money, treasury bills, CDs, CPs, LCs, discounting of bills, equities, bonds, debentures, fixed deposits, mutual fund units, tax sheltered saving schemes, life insurance and pension products, securitised and non securitised investments, warrants and convertibles and non-convertibles, financial derivatives, Foreign equities - investment process.
2. **Securities Market:** Primary & secondary - Structure and functioning of the market, stock exchanges- listing, trading and settlement procedures- OTCEI, NSE, BSE, MCX-SX, - important international stock exchanges- depositories - recent developments - stock market indices - BSE SENSEX, BSE -100, BSE-200, Nifty, Dollex and, an overview of other indices - calculation of index.
3. **Risk And Return:** systematic & unsystematic risk - calculation of beta - using beta to estimate return - expected risk & return - Significance of beta in the portfolio theory – estimation of beta from historical share prices, market risk.
4. **Economic, Industry & company analysis:** economic forecasting & investment decision - economic forecasting methods - industry analysis - classification schemes - key characteristics - industry life cycle - company analysis - financial and non-financial factors.
5. **Efficient market theory** – Forms of market efficiency, Weak form efficiency - random walk hypothesis, semi strong and strong form efficiencies – tests for weak, semi-strong and strong form efficiencies.
6. **Technical analysis** : concept - types of charts - Dow theory - price pattern - support and resistance levels - relative strength analysis - moving averages - breadth of the market - volume - momentum - confidence index - contrary opinion theory - oscillators - stochastics - Elliot wave theory.
7. **Portfolio Selection & Portfolio Analysis:** rate of return - indifference curves - calculating expected returns & standard deviations of portfolios - efficient set theorem - concavity of the efficient set - Markowitz model, Sharpe's single index model - diversification, Constructing optimal portfolios using Markowitz's model and Sharpe's models.
8. **Capital asset pricing model** : assumptions - capital market line - security market line - arbitrage pricing theory - factor models - pricing effects - two factor and multiple factor models. Arbitrage Pricing Theory (APT) – Factor Models – Principles of Arbitrage, Arbitrage portfolios, pricing Effects, Multiple Factor models, Identifying the factors.
9. **Derivatives:** Options – put and call options, - Trading - margin - valuation - binomial option pricing model – Black-Scholes model - index options. FUTURES - hedgers & speculators - contract - markets - returns - expected & current spot prices - futures options - index future.
10. **Portfolio Revision and Evaluation** – Managed portfolios, Mutual Fund – Concept, history and types, Advantages and disadvantages, Net Asset Value, Indian Mutual Fund Scenario, Performance measurement using Sharpe, Treynor, Jensen, Fama and M^2 measures, information Ratio performance measures, GT Performance Measures.

References:

1. Donald E Fischer & Ronald J Jordan - Security Analysis and Portfolio Management - Prentice Hall of India, New Delhi.
2. Martin J Pring - Technical Analysis Explained - McGraw-Hill.
3. Gordon J Alexander, William F Sharpe and Jeffery V Bailey - Fundamentals of Investments - Prentice Hall of India, New Delhi.
4. Prasanna Chandra - Investment Analysis and Portfolio Management - Tata Mc Graw Hill, New Delhi.

5. William Sharpe- Portfolio Theory and Capital Markets -McGraw-Hill Ryerson, Limited.
6. V K Bhalla,-Investment Management: Security Analysis and Portfolio Management-S Chand & Company Ltd. New Delhi.
7. ZviBodie, Alex Kane, Alan Marcus - Essential Bodie& Kane - Essential of investments - of investments - McGraw-Hill/Irwin.
8. James L Farrel - Portfolio management-McGraw-Hill/Irwin.
9. Institute of CFA's - Portfolio management.
10. Jerome Cohen & others - Investment Analysis & Portfolio Management- Mc Graw Hill Higher Education.
11. Fairplace, Cormac Butler,D C Gardner – Credit Derivatives - Financial times Prentice Hall .
12. D.C. Gardner-Derivatives- Fairplace Financial Publishing.
13. Robert Jarrow&Stuart Turnbull- Derivative Securities - South-Western College Publishing.
14. N D Vohra and B R Bagri - Futures and Options - Tata Mc Graw Hill, New Delhi.
15. Mahajan - Futures & Options -Orient Paperbacks (vision Bks) N Delhi.
16. Albert J. Fredman& Russ Wiles -How mutual funds work - New York Institute of Finance.
17. Sahadevan&Thiripalraju - mutual funds -data, analysis, and interpretation - Prentice Hall of India, New Delhi.
18. K Nagarajan- Project Management-New Age International Pvt. Ltd.
19. Khatri Dhanesh Kumar- Investment Management and Security Analysis- Mc Millan Publishers India Ltd.
20. Ranganatham M., Madhumathi R.- Security Analysis and Portfolio Management-Pearson.
21. Raghunathan V., Raj Probina- Stock Exchanges Investment and Derivative-Tata McGraw.
22. Derivative and Alternative Investment, CFA Institutes Volu 6, level 1.
23. Parameshwaran Sunil K.- Futures of options, concepts and applications- Tata McGraw.
24. PunithavathyPandian-Security Analysis and Portfolio Managemnt-Vikas Publishing House Pvt Ltd., New Delhi.
25. Dhanesh Khatri- Security Analysis and Portfolio Management-Macmillan Publishers India Ltd, New Delhi.
26. Dhanesh Khatri-Derivatives and Risk Management-Macmillan Publishers India Ltd, New Delhi.
27. S Kevin-Security Analysis and Portfolio Management - Prentice Hall of India, New Delhi.
28. Dr. V A Avadhani- Investment and Securities Market in India- Himalaya Publishing House, New Delhi.
29. N R Parasuraman-Fundamentals of Derivatives-Wiley India Pvt. Ltd.
30. Rajiv Srivastava-Derivatives and Risk Management-Oxford University Press, New Delhi.
31. John C Hull and SankarshanBasu-Options, Futures and Other Derivatives,-Pearson Education .
32. Barua ,Verma&Raghunathan -Portfolio management- Ahmedabad Indian Institute of Management .
33. Elton & Gruber - -Portfolio Theory & Management – John Wiley & Sons.
34. Levy &Gunthorpe -Introduction to investments- South-Western Educational Publishing.

3H1: TRAINING AND DEVELOPMENT

1. **Introduction to Training and Development:** understanding the concept of training, education, learning and development- a comparison. Functions, training process, Models of management training, approaches to management training and development, levels of management training, current trends, concept of HRD.
2. **Need for Training and Development:** determination of training needs and objectives, areas of training, motivation for trainers and trainees, training formula, techniques, responsibilities, areas and problems, organising training programmes.
3. **Methods of Training:** On the job and off the job training, apprenticeship training programme, training of rank and file workers, supervisors. Latest methods of training, the operative and supervisory staff training.
4. **Management and Organisation of Training:** responding to learners' needs, transfer and conducting training, positive reinforcement, motivational incentives and strategies- Keller's Arcs Model, training manuals, selection and training of trainers, ILO and training in new skills, government agencies and workers' education.
5. **Effectiveness and Evaluation of Training:** Monitoring Trainee's Performance, Faults Analysis, designing training programmes, evaluation of training, models of evaluation, stages of evaluation, job behaviour evaluation, cost benefit analysis, evaluating training staff performance, action strategies to improve training effectiveness, reviewing effectiveness of training, evaluation of training costs, human resource accounting.
6. **Management Development Programmes:** Need and objectives, methods of management developments- lectures, field trips, panel discussions, behaviour modelling, brain storming, case studies, role play, action mazes, critical incident, in-basket, team tasks, job rotation, buzz groups, syndicate discussions, simulations, business games, fish bowls, T groups, transactional analysis, managerial grid, organisation development, transcendental meditation, and latest methods of development.
7. **Competency Based Management Training:** introduction-concept of competency, competency based training programmes- need and importance, purpose and characteristics, paradigm shift in management training.
8. **Administration and Limitations of MDP:** Evaluation of MDP, comparative value of different methods, making training and development effective. A survey of training and development programmes in India.

References:

1. Frank H E, Hounsell J D, Kubr M -"An Introductory Course in Teaching and Training Methods for Management Development"-ILO Publication, Geneva.
2. Mohnet and others- Training and development- A Sectoral Analysis-Oxford and IBH publication.
3. William E. Blank - Handbook for developing Competency Based Training Programs- Prentice Hall, New Jersey.
4. PanduNaik. G -Training and Development- Text, research and cases- Excel Books, New Delhi.
5. R.K.Sahu- Training and Development, 1stedn- Excel Books, New Delhi.
6. P.L.Rao- Training and Development, 1stedn- Excel Books, New Delhi.
7. B.L.Gupta- Management Training and Development-Vrinda Publications, Delhi.
8. Raymond A Noe and Amitabh DeoKodawani- Employee Training and Development- Tata Mc Graw Hill.
9. Argyris C- Reasoning, Learning and Action- San Francisco, Jossey Bass.
10. Bob Wilson, Methods of Training- Individualised instructions- ParthenonPublishing Group Ltd, Park Ridge.
11. Davies Eddie-The Training Managers Handbook- Crescent Publishing House, New Delhi.
12. S.Nakkiran and M.Karthikeyan - Training Techniques for Management Development-Deep and Deep Publications, New Delhi.
13. Taylor.B and G. Lippitt, Management development and Training Hand Book- Mc Graw Hill, New Delhi.

3H2 : EMPLOYEE RELATIONS MANAGEMENT

1. **Introduction:** Concept and importance of Employee relations, comparison between Industrial relations and Employee relations, paradigm shift from IR to ER, trends in employee relations management.
2. **Employee Relations Management at Work:** A strategic frame work, policies and processes, culture and employee relations, the role of ER manager, the future of employee relations. Changing characteristics of industrial employees.
3. **Employee Relations and Legislations:** Regulations of employee relations- ID Act, 1947.

Regulations of working conditions- Factories Act, 1948, Contract Labour Act, 1970, Shops and Establishments Act, 1953. Regulations of social securities- ESI Act, 1948, Workmen Compensation Act, 1923, Payment of Gratuity Act, 1972. Regulations of wage- Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965.

4. **Employee Discipline:** Code of Discipline- Industrial Employment (SO) Act, 1946. Employee Grievance handling procedure, Domestic inquiry procedure.
5. **Employee Relations and Negotiation:** Conflict and Negotiations, situations requiring negotiation, integrative and distributive negotiation strategies, the basic negotiation process- strengthening collective bargaining, employee counseling methods.
6. **Industrial Conflict:** Nature of conflict and its manifestations - conflict data and trends, Conflict resolutions, tripartite and labour administrative machinery, Prevention and Settlement of industrial disputes; Rise of industrial disputes - meaning and forms of industrial disputes, Causes & effects of industrial disputes, right to strike and industrial peace, Settlement of industrial disputes, Joint consultations, negotiations, conciliation and mediation, Arbitration (Voluntary & compulsory) Adjudication Procedure.
7. **Workers participation in Management:** Introduction and concept - determinants, forms and level of participation - Sachar and Verma Committees, workers' participation in management in India - Jamshedpur experiment - workers participation and different schemes - workers participation in Management practices in USA, UK, Germany, China and Japan.
8. **Prevention of Sexual harassment at workplace:** Meaning and significance, Supreme court verdict in Vishaka Versus State of Rajasthan case, Employer responsibility to create harassment free work place, Training of employees for good behavior, Modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the victim.

References:

1. Singh P.N. and Neeraj Kumar- Employee Relations Management - Pearson Education, Noida,.
2. Charles Myers-Industrial Relations in India, 2nd edn - Asia Publishing House, London.
3. Verma Pramod -Management of Industrial Relations - Oxford and IBH.
4. Mamoria, Mamoria and Gankar -Dynamics Of Industrial Relations-Himalaya Publishing House.
5. Arun Monappa- Industrial Relations, Tata Mc.GrawHill- New Delhi.
6. Sinha P.R.N, Sinha I.B and Shekhar S.P-Industrial Relations- Pearson Education.
7. Srivastava S.C-Industrial Relations and Labour Laws, 5th edn-Vikas Publishing House.
8. Singh B.D-Industrial Relations and Labour Law- Excel Books.
9. Sarma A.M-Industrial Jurisprudence and Labour Legislation, 5th edn - Himalaya Publishing House.
10. Davar.R.S- Personnel Management and Industrial Relations, 10th edn -Vikas Publishing House.
11. Kapoor N.D- Hand Book of Industrial Law - Sultan Chand and Sons, New Delhi.
12. Venkataratnam C.S- Industrial Relations - Oxford University Press, New Delhi.

3M1 :MARKETING RESEARCH &CONSUMER BEHAVIOUR

1. **Marketing Research : Definition:** Aims and objectives – contribution of marketing research. Need and scope for marketing research. Techniques of marketing research. Steps involving research procedure.
2. **Research Methodology & Research plan :** Research design, types of research, exploratory and descriptive steps involved in research design.
3. **Data Collection:** Types of data, sources; secondary data, limitations of secondary data; primary data- questionnaires, question sequence, question requirements, types of question, conducting the survey.
4. **The Sampling Process & Data Processing:** The sample, theory of sampling, types of sampling, probability and non-probability methods of sample selection. Data processing methods, tabulation, analysis and interpretation of data; statistical tool for data analysis, Use of statistical software packages. Preparation of the research report.
5. **Consumer Behaviour:** Consumer behaviour as marketing discipline - meaning and scope of consumer behaviour – decision process approach; Psychology and consumer behaviour.
6. **Nature of Buyer behaviour process:** Buyer behaviour models, Consumer decision processes. Nature and characteristics of Indian consumer buying process.
7. **Consumer behaviour and social influences,** Forms of social influences – culture, subculture, social class, reference groups, family, sales person's influence, influence of advertising and other situational influences.
8. **Consumer motivation:** Major components of consumer motivation, consumer perception, key factors in perception. Nature of consumer learning, major factors in learning. Consumer attitudes: Concept, components of attitude, relation of consumer attitude to consumer behaviour.

References :

1. Bradley-Marketing Research: Tools & Techniques- Oxford.
2. SunandaEaswaran & Sharmila J. Singh-Marketing Research: Concepts, Practices and Cases- Oxford.
3. Naresh K. Malhotra, Satyabhushan Dash -Marketing research : an applied orientation -Pearson education .
4. Alvin C.Burns - Ronald F Bush,Marketing Research- Pearson Education.
5. Dr. S. Ramesh Kumar -Case Studies in Consumer Behaviour- Pearson Education.
6. S Ramesh Kumar -Conceptual Issues In Consumer Behavior Indian Context - Pearson
7. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour -Pearson/ Prentice Hall.
8. G.C.Beri- Marketing Research-Tata McGraw Hill Education Private Limited .
9. Hair, Bush, Ortinau- Marketing Research- Tata McGraw Hill
10. Nargundkar - Marketing Research -Tata McGraw Hill.
11. Cooper Schindler- Marketing Research, Concept& Cases-TMGH.
12. Loudon D.L. and Bitta Della - Consumer Behaviour ,Tata Mc Graw Hill.
13. Hawkins, Best and Coney - Consumer Behaviour -Tata Mc Graw Hill.
14. M. N. Mishra- Modern Marketing Research -Himalaya Publishing House
15. C.N. Sontakki -Marketing Research- Himalaya Publishing.
16. Suja R. Nair- Consumer Behaviour and Marketing Research- Himalaya Publishing.
17. Suja R. Nair- Consumer Behaviour in Indian Perspective- Himalaya Publishing.
18. S.A. Chunawalla- Commentary on ConsumerBehaviour- Himalaya Publishing.
19. C.N. Sontakki- Consumer Behaviour- Himalaya Publishing.
20. Rajeev Kumar- consumer behavior- Himalaya Publishing.
21. Wek, Rubin- Marketing Research- Prentice Hall India
22. D.J.Luck, H.G.Wales, D.A.Taylor&R.S.Rubin - Marketing Research -Prentice Hall of India.
23. Tull& Hawkins - Marketing Research: Measurement & Method -Prentice Hall of India.

24. Green Paul E., Tull Donald S. and Albaum Gerald - Research for Marketing Decisions -Prentice Hall of India.
25. Mujumdar -Consumer Behaviour- Prentice Hall of India
26. S.L.Guptha- Marketing Research-Excel Books.
27. Dr.P.narayana Reddy, Dr G.V.R.K Acharyulu-Marketing research - Excel Books .
28. Satish Kbatra , S.H.H Kazmi -Consumer Behaviour- Excel Book.
29. Churchill Gilbert A. and Iacobuce Dawn - Marketing Research Methodological Foundation -Thomson Learning.
30. Henry Assael- Consumer behaviour and Marketing Action-Thomson.
31. William G., Zikmund and Babin Barry J. - Essence of Marketing Research - Thomson Learning.
32. Blackwell, Roger, Miniard, Paul & Engel, James- Consumer Behaviour- Thomson Learning.
33. Sheth, Mittal - Customer Behavior, A Managerial Perspective -Thomson.
34. P Saravanavel&S.Sumathi -Marketing Research & Consumer Behaviour- VikasPublishing House Pvt Ltd.
35. M.S Raju, Dominique Xardel- Consumer Behaviour-Concepts , Applications and Cases-VikasPublishg.
36. Dr S.L. Gupta ,Sumitra Pal- Consumer Behaviour :An Indian perspective- Sulthanchand& sons .
37. Mohamed HP, Sagadevan A- Customer Relationship Management : A Step- by- Step Approach - Vikas Publishing House, New Delhi.
38. Chawla, Deepak and SondhiNeena – Research Methodology – Vikas Publishing House, New Delhi.
39. Siliver- The Essentials of Marketing Research – Vikas Publishing House, New Delhi.



3M2 : PROMOTION AND DISTRIBUTION MANAGEMENT

1. **Advertising:** concept, importance, objectives- types - role of advertising- advertising Copy -Advertising agencies - working and services-Advertising budget-methods-Media and media selection, scheduling – types of ad appeals- Evaluation of advertising effectiveness.
2. **Public relations**-concepts, objectives- importance of public relations, Methods of public relations , issuing of News and Information, Issuing press releases, integration of public relation into the marketing mix, power of publicity, corporate publicity, Relationship marketing-Sales promotion-concepts and importance-tools and types - promotion budget-methods and types-Direct marketing , its nature and importance-new developments in promotion- kiosk marketing, Guerrilla Marketing.
3. **Sales Management**-concept and its role in the firm –environment of sales management –Planning- Sales forecasting , methods-sales budgetary-procedure, Sales personnel planning –recruitment, selection and training- territory management-evaluation-Sales compensation-evaluation of sales force. Personal Selling process.
4. **Physical distribution**- distribution channel-channel logistics-channel design-channel advantages and disadvantages-Cost/benefit analysis of channels - importance of channel marketing – distribution network building.
5. **Retailing Management:** Concept, Importance, Functions - Indian vs. Global Scenario, retail format- Store and Non Store Retailing- Franchising –Unconventional channels.
6. **Supply chain management** –concept, objectives, inventory management, uses of SCM advantages and –limitations-Current trends in SCM.
7. **Virtual marketing:** technological development, development of e-commerce, different commercial models, diverse roles of websites. Virtual value chain, disintermediation, cybermediaries.

References:

1. Eugene M. Johnson, David L Kurtz, Eberland K Scheving –Sales Management, Concepts, practices & Cases- Mc Grow-Hill
2. J.L.Gattome and D.W.Walters- Managing Supply Chain-A Strategic Perspective- Palgrave Macmillan
3. B.S. Sahey - Supply Chain Management –Mcmillan
4. U.C.Mathur- Advertising Management-New Age International Publications.
5. Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective -Tata McGraw Hill.
6. Batra Myers and Aker - Advertising Management -Pearson/ Prentice Hall.
7. S.A.Chunawala and K.C. Sethia- Advertising -Himalaya publication House.
8. Kenneth.E.Clow, &Donald Baack – Integrated Advertising , Promotion and marketing Communication- Pearson Education .
9. Tapan. K Panda & Sunil Sahadev-Sales & Distribution Management- Oxford Higher Education.
10. S.C.Bhatia-Retail Management-Atlantic Publishers & Distributors.
11. SwapnaPradhan -Retailing Management -Atlantic Publishers & Distributor.
12. Berman-Retail Management: A Strategic Approach- Pearson Education India.
13. Mentzer- Supply Chain Management-Sage Publications

3HA1: HOSPITAL SERVICES MANAGEMENT

Workload : 5 hours per week – Total credits 5

Examination : 3 hours 70 marks

Objectives : To make the students familiar with the various services of the OPD, Radiology, Diagnostic and other speciality services offered by the hospital and risk management practices.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars.

1. **Introduction** Evolution of Hospital Services, Features, objectives importance, service quality concept and its significance, recent development and present conditions of health care services in India.
2. **Clinical Services:** Outpatient services, Day care, Accident and emergency services, inpatient Dept. operation theatre, intensive care, PMR service.
3. **Speciality Service:** Pediatrics, OBG, GYN, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia Dental, Superspeciality, Neurology, Thoracic Surgery, Neurology, Nephrology, Dialysis Unit, Transplantation Survey Dermatology.
4. **Diagnostic and Therapeutic Services:** Laboratory Services Radiology, Pharmacy – Blood Bank and Transfusion.
5. **Supportive and Utility Services:** Dietary Services, Linen and Laundry Pharmacy – Mortuary – Ambulance. Marketing and public relations, Housekeeping – Biomedical Department, Purchase Department, Engineering and maintenance Medical Records.
6. **Risk Management:** Hospital Waste Management, Nosocomial Infections – Disaster Management. Hospital Security Services – Occupational Safety in Hospitals.

References:

1. Sakharkar B M-Principles of hospital administration and Planning-Jaypee Publications.
2. Goel S.L. & Kumar R. - Hospital Core Services- Deep & Deep Publications Pvt. Ltd.
3. Kundurs G.D. -Hospitals facilities planning and management- Tata McGraw – Hill publishing Co. Ltd.

3HA2: HOSPITAL PLANNING AND ADMINISTRATION

Workload : 5 hours per week – Total credits 5

Examination : 3 hours 70 marks

Objectives : The objective of the course is to the historical evolution & development of hospitals; to provide understanding about the uniqueness of hospital organization, structure, subsystem related to total system, multi- disciplinary and multi-dimensional aspects of health care, Planning and designing of various services and safety measures, applications of computers for the evaluation of hospital services

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars.

1. **History and Development of Hospitals:** Definition Classification role and functions. Hospitals in India today – Hospital as a system.
2. **Planning of Hospitals:** Promoting and building – new hospital- Planning the hospitals – Planning for a new hospital – guiding principles in planning hospital facilities and services Preliminary Survey – Financial Planning – Equipment Planning – Permanent Hospital Organization – Planning Early Consideration – Operational Planning and Functioning Planning. Facility Master Plan – Design Team – Design Development Stage – Plan Stage – Planning the hospital building. Building contract and contract document – furnishing and equipping the hospital – purchase of hospital equipment ready to operate stage. Before opening the hospital commission and inauguration.
3. **Organization of the hospital:** Overview – organization structure – Management structure – organization charts.
4. **Management of the hospital:** Introduction – Two lines of authority in hospital – professional management of the hospital – orientation training and development, getting the hospital to be in readiness - To operate professionally.
5. **Planning and Designing Administrative Services:**
 - a. Introduction
 - b. Executive suite
 - c. Financial Management Unit
 - d. Hospital Information system
 - e. Nursing service Administrative unit
 - f. Human Resource Management
 - g. Public Relations
 - h. Marketing.
6. **Planning and Designing Medical and Ancillary Services:** Outpatient services – Emerging Services – Clinical Laboratories – Radiological – Radiation therapy department – Nuclear medicine – surgical department – Labour and Delivery suit-Physical therapy – Recreational therapy speech and hearing therapy – cardiac catheterization laboratory (CATH LAB).
7. General Nursing Unit – Pediatric Nursing unit – Obstetrical Nursing Unit – Psychiatric Nursing – Isolation Room – Intensive care unit –coronary care unit (ICU CCU). New born nurseries.
8. **Planning and Designing Supportive services:** Admitting Department – Medical Record Department – Central sterilization and supply Department – Pharmacy – Material Management. Food Services Department Laundry and Linen Department- Housekeeping – volunteer department.
9. **Planning and Designing Public area and Staff facilities.**
10. **Planning and designing Hospital Services:** Factors impacting on the service engineering Department – Maintenance Department – Clinical engineering (Biomedical) Electrical system, Air conditioning system – water supply and sanitary system – centralized medical gas system – communication system – environmental control – solid waste management – transportation.
11. **Safety and security in Hospitals:** Safety in hospital – security and loss prevention system – fire safety – bomb threat – Alarm system – desatrol and desastrol preparedness plan.
12. **Hospital Services** – Application of computer in hospital administration evaluation of hospital services.

References:

1. G.D. Kunders-Hospitals – Facilities Planning and Management- TMH.
2. Shakthi Kumar Gupta, Sunil Kant, R. Chandra shekhar, SidharthaSatpathy- Modern Trends in Planning and Designing Hospital Principles and Practice- Jaypee.
3. Davies Llewellyn R. & Macaulay HM - Hospital Planning and Administration- Jaypee Brothers, New Delhi.
4. Sakharkar B.M. – Principles of Hospital Administration and Planning -Jaypee publishers, New Delhi.



3BI1 PRINCIPLES AND PRACTICE OF BANKING AND INSURANCE

Workload	: 05 hours per week
Examination	: 03 hours - 70 marks
Objectives	: This course aims at introducing the principles and practices follow by banking and insurance sector to the students.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars

1. **Banking system and structure in India** – Types of banks in operation – Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act and Reserve Bank of India Act.
2. **The terms banker and customer** – types of relationship between banker and customer – Bankers obligations to customers – Right to lean, setoff, appropriation – Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters.
3. **Customer's accounts with banks-** opening – operation – KYC norms and operation – Types of account and customers – nomination – settlement of death claims – Banking Technology – Home banking – ATMs- Internet banking- mobile banking-Core banking solutions – Debit, Credit and Smart cards – EFD – RTGS.
4. **Banker as lender** – Types of loans - Overdraft facilities – discounting of bills – Financingbook dates and supply bills – Charging of Security bills – pledge – mortgage – assignment; Cases.
5. **International banking** – Exchange rates - Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees; and Cases.
6. **Introduction to Insurance** – Insurable Interest – Human Life value concept – Elements of Insurance Risk – Principles of indemnity – Principles of Utmost good faith – Principle of Subrogation – Insurable Interest – Proximate Clause – Players in Life and Non-Life Insurance sector – Insurance documents – Procedure for issue – Alterations – duplicate policy – Nomination – Assignment – Lapse and revivals – Assignment – Foreclosure.
7. **Types of Insurance** – Life Insurance and General Insurance Products including unit linked plans – Re- Insurance – Nature of Re Insurance risk – Types of Re-insurance- Reinsurance agreements – legal frame workof life and general insurance.
8. **Underwriting** (Process and Principles) – underwriting in Life Insurance – Underwriting in Nonlife insurance Banc assurance – concepts – critical issues – functional aspects – Indianscenario – Future prospects – Insurance Accounting – Financial Analysis and valuations –Solvency and performance measures.

References :

1. Gupta P K -Fundamentals of Insurance – Himalaya Publishing House.
2. IIBF -Principles and Practice of Banking – 2/e, Macmillan, New Delhi.
3. Marrison.C-The Fundamentals of Risk Measurement –Tata Mcgraw Hill.
4. Dr.P.Subba Rao &Dr.P.K. Kanna- Principles and Practice of Bank Management-Himalaya Publishing House.

5. W F Gephart - Principles of Life Insurance – Mac Millan
6. K C Shekhar – Banking Theory and Practice – Vikas Publishing house PVT Ltd.
7. Shekhar KC, ShekharLekshmy – Banking Theory and practices - Vikas Publishing House, New Delhi.
8. Machiraju HR- Indian Financial System- Vikas Publishing House, New Delhi, 4thEdn.

3BI2 BANKING AND INSURANCE PRODUCTS

Workload	: 05 hours per week
Examination	: 03 hours - 70 marks
Objectives	: This course aims at introducing the types of banking and insurance products and its applications to the students.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars

1. **Deposit Products** – Savings Bank – Current Account – Demand deposits – Term Deposits – Concepts of low cost deposits – Certificate of deposit – Bulk deposits – Costing of Deposits.
2. **Remittance Products:** Demand draft – Travelers' Cheques – Gift Cheque – Mail Transfer – Telegraphic Transfer – Multicity cheques – EFD – RTGS.
3. **IT Products: MICR Cheques** – Channel Banking – Core Banking – Internet Banking Mobile Banking – ATMS – Debit card – Credit card – RTGS – EFD – Cases.
4. **Loan Products:** Short term loans- Long term loans – Consumer loans - Education loans – Housing loans – Business loans – Farm loans- Kisan Credit cards – Corporate loans – Syndication – Micro Finance – Cases.
5. **Life Insurance Products:** Types of insurance policies - Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Market-Linked Insurance products, Riders, Pension Products, Marketing of Life Insurance – Cases.
6. **Health Insurance Products:** Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy.
7. **Fire Insurance** – Fundamental principles – Fire insurance Contracts - Proposals Fire insurance proposals – Special Coverages – Fire Insurance Claims- Cases.
8. **Motor Vehicles Insurance:** Need – Types – Factors to be considered for premium fixing – Motor Insurance claims- Cases.
9. **Miscellaneous Products:** Burglary – Jeweller's Block Insurance – Baggage Insurance – Banker's Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

References:

1. IIBF -Principles and practices of Banking –, 2/e, Macmillan, 2011.
2. JyothsnaSethi&NishwanBhatia-Elements of Banking & Insurance - Prentice Hall of India, 2009.
3. Handbook on Insurance – I.R.D.A Publication, New Delhi.

551:STRATEGIC MANAGEMENT

Workload	: 05 hours per week – Total credits: 05
Examination	: 03 Hours. 70 marks
Objectives	: To acquaint the students with top level management strategies vis-à-vis environmental analysis and internal resource inventory.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

1. **Overview of Strategic Management**- Meaning of strategy - An architecture of strategy - Nature and value of strategic management - Responsibility towards multiple stakeholders - strategic management process.
2. **Strategic Analysis**-Environmental Forecasting- Importance of forecasting- Forecasting techniques. Analysis of internal Environment - internal environmental factors - Resource based view of the firm- assessing internal strength and weaknesses- (SWOT Analysis)
3. **Strategic Analysis**- Analysis of external Environment - Factors in external environment-structural analysis of industries - Generic competitive strategies- Frame work for competitive analysis.
4. **Strategy Formulation** - Hierarchy of static intent, vision, mission, goals, plans- strategic programming - organisational appraisal.
5. **Operational level strategy** - Approaches to managing at operational level - Role of TQM and CPR - Three primary care processes.
6. **Business level strategy** - Elements of competitive strategy - types of tactics - defining the business - competitive advantage across market life cycle.
7. **Corporate level strategy** - Role of diversification - Forms of diversification - means of diversification - Benefits of diversification - limiting factors of benefits of diversification.
8. **International level strategy** - worldwide perspective - Strategic considerations for MNC's (IBE) - International strategy and competitive advantage.
9. **Strategy implementation** – Activating the strategy, structural implementation, behavioural implementation, functional and operational implementation. Strategic evaluation and control.
10. **Governance and Ethics** - Governance and Ethical issues in strategic management- corporate governance, stakeholder power, corporate social responsibility, business ethics, managing strategic change.

References:

1. Miller Alex- Strategic Management- McGraw Hill
2. Pearce John A and Robinson Richard B-Strategic Management-McGraw Hill.
3. Jauch Lawrence R and Glueck William F- Strategic Management and Business Policy- McGraw Hill
4. Porter Micheal E.-Competitive Strategy- Free Press Publication
5. Daniel J. McCarthy, Robert J. Minichiello, Joseph R. Curran- Business policy and strategy-Richard D Irwin Inc, All India Traveller Bookseller.
6. Bourgeois III L J et.al-Strategic Management- Hardeourt Brace Co.,

7. AzharKazmi-Business Policy and Strategic Management -Tata McGraw Hill
8. KachruUpendra.-Strategic Management – concepts and case-Excel Books.
9. Chandan JS, Gupta NS- Strategic Management- Vikas Publishing House, New Delhi.
10. Nag A- Strategic Management : Analysis, Implementation and control - Vikas Publishing House, New Delhi.
11. Lomash S, Mishra PK- Business policy and Strategic Management- Vikas Publishing House, New Delhi.

552:OPERATIONS RESEARCH

Workload : 5 hours per week - Total credits: 4

Examination : 3 hours - 70 marks

Objectives : The objectives of the course is to acquaint the student with the application of operations research to business and industry and help them to grasp the significance of analytical techniques in decision making.

Pedagogy : Lectures, assignments, practical exercises, application of operations research techniques to business related problems.

1. **Introduction:** Nature and scope of Operation Research (OR). Basic concepts and definitions - methodology of OR. Construction, solution and testing of model. Basic phase in tackling OR problems.
2. **Linear Programming (L.P)** : Concept and formulation of L.P. models – graphical technique, working on simplex algorithm and interpretation of final results, duality problems, Sensitivity Analysis.
3. **Transportation and Assignment problems.**
4. **Network analysis (PERT/CPM):** Drawing an arrow network and numbering the events. Estimation of job duration, the concept off slack and float, the concept of critical path analysis and probability considerations, crashing a network and determining project cost trade off.
5. **Game Theory:** 2-person zero-sum games, solution methods, use of L.P.
6. **Waiting line series:** Basic structures and components of a queuing system. Design of the queuing system. A single channel, single-phase queuing models, Multi-channel model with business examples.
7. **Replacement Decisions:** Replacement of capital equipment's that deteriorates with time, replacement of items that fail completely.
8. **Simulation:** Basic concepts, Monte Carlo method, random number generation, some business application of simulation models.
9. **Decision Theory:** Decision making under uncertainty, Different decision criteria, evaluation of EVPI. Decision tree approach to solving problems.
10. **Markov Analysis:** Concepts – uses of matrices, solution to brand switching problems.

References:

1. Levin and Kirkpatrik. - Quantitative approaches to management - McGraw Hill
2. P.K. Gupta and Man Mohan - Operations Research and Statistical Analysis - Sultan Chand & Co.
3. N. Paul Loomba - Linear Programming - McGraw Hill
4. Handy A. Taha - Operations Research : An introduction - Collin Macmillan
5. Wagner - Principles of Operations Research – Prentice Hall of India
6. Sa Sieni,Yaspan and Friedman - Operations Research- Methods and Problems - John Wiley & Sons.
7. N.D. Vohra- Quantitative Techniques in Management- Tata McGraw Hill

8. J K Sharma - Operations Research: Theory and applications -Macmillan Publishers India Ltd.
9. VeerabhadrappaHavinal - An Introduction to Operations Research- New age International Publishers.
10. R.C. Mishra, and AnkitSandilya - Principles of Operations Research - New Age International Publishers,
11. Pradeep PrabhakarPai - Operations Research: Principles and Practice - OXFORD University Press, Higher Education
12. Anand Sharma - Operations Research – HPH
13. S Kalavathy – Operation Research – Vikas Publishing House.
14. Kothari CR- An Introduction to Operational Research- Vikas Publishing House, New Delhi, 3rdEdn.



553: ENTREPRENEURSHIP DEVELOPMENT

Workload	: 5 hours per week. - Total credits: 4
Examination	: 3 hours 70 marks
Objectives	: The objective of the course is to familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

- 1. Entrepreneurship:** Concept of Entrepreneurship and Entrepreneur – Definition – Process of entrepreneurship –Theories of Entrepreneurship - Characteristics of successful entrepreneurs – Functions of an Entrepreneur - Family Entrepreneur- Growth of Entrepreneurship in India - Entrepreneur and Entrepreneurship in economic development – Entrepreneurship Development Programmes (EDPs).
- 2. New ventures and Business Plan :**Business idea – methods of generating ideas – sources of business idea – evaluation of the environment – analysis of the industry and the competitors – final selection of the business idea.– Business Plan - Need for a Business plan - Steps in the preparation of business plan - Operating plans and financial plans- Organizational Plan - Marketing plan- Marketing functions –Market research and its implications.
- 3. Feasibility Planning** - Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan.
- 4. Business Acquisitions and Franchising:** Kinds of Mergers and Acquisitions - Advantages and disadvantages of acquiring established business - considerations for evaluation of business - Methods of valuing a business - Franchising – advantages and disadvantages of franchising – evaluation of Franchise arrangement .
- 5. Managing growth:** Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – Growth and Strategic Management – Growth through Expansion, Diversification, joint venture, Sub-Contracting.
- 6. Financing a new venture:** Financing and its effects on effective asset management - Alternate methods of financing - Venture capital and new venture financing, Venture capital process, venture leasing, Private Equity, Foreign Direct Investments, Foreign Institutional Investments - working out for working capital requirement, Government agencies assisting in financing the project.
- 7. Small Business and Government Policy:** Role of Small Business in building the economy - Strengths and weaknesses of small business – Definition of small business under the Micro, Small and Medium Enterprises Development Act, 2006 – Small business after Liberalization, Privatization and Globalization(LPG) - Export potentials of Small Scale Industries - Causes for small business failure - Success factors for small business. Government Policy in respect of Small business; Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented unites’ .
- 8. Women and Rural Entrepreneurship:** Growth and Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs. NGO and RuralEntrepreneurship- need for rural Entrepreneurship-Problems of rural Entrepreneurship.

- 9. Legal aspects:** Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.

References:

1. Hold Davis H - Entrepreneurship - Prentice Hall of India.
2. Siropolis Nicholas - Entrepreneurship and Small Business, 6th edition - All India Publishers and Distributors.
3. Prasanna Chandra - Projects, Planning, Analysis, Selection, Implementation and Review, 4th edition - Tata McGraw Hill
4. Peters Hisrich - Entrepreneurship, 4th edition. - Irwin McGraw-Hill
5. Burns Tim - Break the curve - International Thomson Business Press
6. Harvard Business Review on Entrepreneurship - Harvard Business School Press.
7. R V Badi and N V Badi - Entrepreneurship, Recent Edition - Vrinda publications (P) Ltd.
8. C.S.V.Murthy - Small Scale Industries and Entrepreneurial Development - Himalaya Publishing House.
9. MadhurimaLallShikhaSahai - Entrepreneurship - Excel Books.
10. S.S .Khanka - Entrepreneurship Development - S. Chand and Company Ltd
11. Marc J. Dollinger -Entrepreneurship Strategies and Resources - Pearson Education.



4F3: FINANCIAL SERVICES

Work load	: 5 hours per week - Total credits: 4
Examination	: 3 hours 70 marks
Objectives.	: To offer Specialised knowledge in existing and emerging areas of merchant banking financial services..
Pedagogy.	: Lectures, assignments, practical exercises, discussions, seminars.

1. **Financial System:** functions of a financial system, components of financial systems, Structure of a financial system. Problems of Indian financial system.
2. **Merchant Banking** - historical perspective - nature of services provided by Merchant bankers - structure of merchant banking firm - setting up and managing a merchant banking SEBI regulations on merchant banks.
3. **Financial Markets** -capital markets -primary markets -methods of raising funds from primary market -public issue - SEBI guidelines for primary issue and relevant t company law provisions to primary issue -secondary market operations -internet trading (introduction to the concept) -global markets -issue of American depository receipts and global depository receipts- guidelines on their issue -emerging trends .
4. **Financial services:** underwriting -stock broking depositories. Consumer finance -car financing -financing of consumer durables -tax planning services and other services provided by financial service companies.
5. **Credit rating:** approaches and process of rating- credit rating agencies-CRISIL and ICRA, CARE ratings for financial instruments-methodology of rating, rating of companies based on acceptable ratios (Altman's z-score ratios).
6. **Treasury Management Services:** Treasury as an independent profit center - investment of surplus funds - money market operations - treasury bills, commercial bills, commercial papers, certificate of deposits, Gilt edged securities markets.
7. **Leasing:** Concept and classification of leasing - present legislative frame work of leasing - lease evaluation(lessors & lessee's point of view) - tax aspects of leasing.
8. **Hire Purchase:** Introduction -Concepts and characteristics - legal aspects and tax implications-financial evaluation
9. **Central and commercial banking** : definitions- functions -nationalization of banks - RBI-functions and working
10. **Insurance** -role of insurance in financial framework - General insurance -life insurance -marine insurance -medical insurance and others, recent trends in insurance industry, impact of privatisation on insurance industry.

References:

1. L.M.Bhole-Financial Institutions and Market-TataMcGraw-Hill Publishing company Ltd.
2. Sharpe, Alexander and Bailey – Investments - Pearson
3. I Friend M Blume, J Crocket.-Mutual funds and other institutional investors – McGraw Hill.
4. Sanjay Lal and Paul Streeten.- Foreign investments, Transnationals and Developing Countries- Macmillan Press

5. N. J Yasaswy -Personal Investment and tax planning- Vision Books, New Delhi.
6. Suneja– Banking- Suneja Publishers.
7. Shekar and Shekar - Banking Theory and practice – Vikas Publishing House.
8. Julia Holyoake ,William Weipers - Insurance 4th Edition - Financial World Publishing
9. M Y Khan- Financial Services-Tata McGraw-Hill Publishing Company Ltd.
10. Gordon and Natarajan -Fiancial Markets and Services - HPH
11. Indian institute of banking and Finance, Principles Practices of Banking -MacMillan.
12. Indian institute of banking and Finance, Legal and Regulatory Aspects of Banking - Mac Millan.
13. Pandian P – Financial Services and Markets - Vikas Publishing House, New Delhi.



4F4: INTERNATIONAL FINANCIAL MANAGEMENT

Workload	: 5 hours per week - Total credits: 4
Examination	: 3 hours 70 marks
Objective	: To give a specialised knowledge of significance of Foreign exchange and its relevance to survival of Companies in international markets
Pedagogy	: Lectures, discussion, seminars, assignments.

1. **International economics and international finance** - Interdependence of national economics - competitive advantage.
2. **International Monetary System:** Meaning; Evolution of International Monetary system – Bimetallism, Classical gold standard, Interwar Period, Bretton Woods System of exchange rate, exchange rate regime since 1973, International Liquidity IMF, solution for financial crisis – major financial crisis.
3. **International Flow of Funds:** Capital flows and flight - International liquidity - external debt and equity financing. Meaning of Balance of payments – components of BOP, Significance of BOP to the multinational corporation, trends of Indian Balance of payments, Role of IMF in BOP crisis.
4. **International financial Markets and Instruments** - International capital and money markets. Arbitrage opportunities - integration of markets - International capital and money market instruments GDRs, ADRs, Euro-Bonds, CPs, FRNs, Euro deposits, Eurocurrency markets.
5. **Financing of foreign trade** - managing international trade transactions - pre and post shipment credit, LCs, UCPDC INCO TERMS- cash in advance and consignment sales - Bankers acceptances.
6. **Foreign Exchange Market:** Structure and market infrastructure, major participants, Spot market, quotations, cross rates, currency arbitrage, forward market, forward quotations, relationship between forward rate and future spot rate, Forecasting exchange rates. determinants of exchange rates, Exchange rate behavior, Law of one price, purchasing power parity, interest rate parity, Fisher effect, International Fischer effect – implications.
7. **The Indian Forex markets:** Overview of the Foreign Exchange Management Act- Convertibility of rupee -exchange control - Indian exports & imports -policies -practices -and documentation.
8. **Measuring Exposure to Exchange rate fluctuations:** The investor hedge argument, Currency diversification argument, Stakeholder diversification argument. Types of exposure – Transaction exposure, economic exposure, translation exposure.
9. **Managing Transaction Exposure:** Hedging exposure to payables and receivables – Forward or Futures Hedge, Money Market Hedge, Options Hedge; Limitations of Hedging, Hedging for Long Term forward contracts – parallel loan; alternative hedging techniques – leading and lagging, cross hedging, currency diversifications.
10. **Managing Economic exposure and Translation exposure:** Translation methods; current / noncurrent, monetary / non monetary, current rate methods. Economic exposure-How to measure economic exposure, determinants of operating exposure, managing operating exposure.
11. **Interest rate derivatives and SWAPS:** Interest rate swaps, currency swaps, interest rate forwards futures, structured notes.
12. **Country Risk Analysis:** Significance of country risk analysis - political and financial risk, assessment of risk factors, country risk ratings, techniques to assess country risk, measuring country risk, preventing host government takeovers.
13. **Managing short term assets and Managing working capital** in a multinational firm: Concept of Working Capital. Cash, receivables and inventory – short term asset financing, centralized V/S decentralized cash management, bilateral and multilateral netting of internal and external net cash flow. Management of receivables, management of inventory, Short term financing.

14. **Financing Decisions by MNCs and long term investment appraisal:**
International investment decisions: Cost of capital for international investments – cost of equity capital, Cost of debt, Weighted average cost of capital, Discount rates for foreign investments, capital budgeting in MNCs– NPV, APV methods.
15. **Transfer pricing & divisional performance analysis** transfer pricing – low mark up and high markup policy, Methods for establishing an arm's length pricing.

References:

1. Shapiro C. Alan - Multinational Financial Management-Wiley India Pvt. Ltd.
2. Maurice D. Levi - International Finance-Routledge.
3. K. S. Sharma- Institutional Structures of Capital Markets in India-Writers and Publishers, Corp.; sole distributors: Sterling Publishers, Delhi.
4. Rodriguez & Carter. - International Financial Management-Prentice Hall.
5. Keith Pilbeam. - International Finance - Palgrave Macmillan.
6. V.A.Avadhani. – Marketing of Financial Services and Market- Himalaya Publishing House.
7. V.A.Avadhani- International Financial Management- Himalaya Publishing House.
8. P G Apte - International Financial Mangement -Tata McGraw Hill Publishing Company Ltd.
9. VyuptakeshSharan - International Financial management-Prentice Hall India.
10. Jeff Madura - International Financial Management- Cengage Learning India Pvt. Ltd., New Delhi.
11. UCPDC- ICC Publications
12. Joseph Daniels & David Vanhooose- International Monetary and financialEconomics
13. H R Machiraju - Intemational Financial Markets and India -New Age International (P) Limited Publishers
14. David K Eiteman, Arthur I. Stonehill& Michael H. Moffett - Multinational Business Finance-Addison Wesley Longman Pte. Ltd.
15. MadhuVij-International Financial Management-Excel Books, New Delhi.
16. Kevin S-Fundamentals of International Financial Management-Prentice Hall India.
17. Dun and Broadstreet- Foreign exchange Markets- Tata McGraw Hill Publishing Company Ltd.
18. Bekartgeert and drick J. Robert-International financial Managemen- PHI Learning Pvt. Ltd., New Delhi.
19. Rajwade A.V.-Cash & Derivatives markets in foreign exchange-Tata McGraw Hill education Pvt. Ltd., New Delhi.
20. Eiteman K. David et al- Multinational Business finance-Dorling Kindersley India Pvt. Ltd., New Delhi.
21. Eun School and Resnick Bruce-International Financial Management- Tata McGraw hill publishing company Ltd., New Delhi.
22. Madura -International Corporate finance- cengage learning India Pvt. Ltd., New Delhi.
23. JanakiramanSundram, -Derivatives and Risk Management- Dorling Kindersley India Pvt. Ltd.
24. Somanath V S -International Financial Management- I.K. International Publishing House Pvt. Ltd., New Delhi.
25. C. Jeevanandan- Foreign Exchange and Risk Management-, Sultan Chand and Sons, New Delhi .
26. Francis Chenmilam - International Business- Prentice Hall India/

4H3: GLOBAL HUMAN RESOURCE MANAGEMENT

Workload : 05 hours per week
Examination : 03 hours & 70 marks
Objective : To expose the students to the concepts, principles and the changes
Occurring in the field of HRM at the national and international levels
with global contemporary business examples.
Pedagogy : Lectures, Assignments, Practical exercises, case studies, seminars,
Role play Game play.

- 1 Introduction to Global HRM** - nature and scope, domestic versus Global HRM, types of global business, Globalisation and HRM, Impact of national culture on HRM and employee management issues, multi- culturalism, HRM in Cross-Border Mergers & Acquisitions, the Role of HR Departments in MNCs – Competencies for International HR Managers.
- 2. Theoretical framework** – Approaches to the study of GHRM – Convergence Theory, Marxist theory, cultural approach, Hofstede model and Trompennar Model – Confucian Dynamism - Andre Lawrent, Models of International HRM – Pooles adaptation of the Harvard Model – Brewster and Bournois Model, Organisational structure and design in global organisations.
- 3. International staffing** – policies and practices, techniques and sources of global recruitment, selection process, global labour market differences, global compensation factors, components, approaches and cultural impact on compensation, global compensation practices and recent trends in global staffing – expatriates failures & their minimization.
- 4. Global Management Development** – role of expatriate training, pre-departure training, development of staff and international assignments, training strategies, HCN & TCN training, repatriate training, emerging trends in training.
- 5. Performance management** – significance and concerns of performance management, setting individual performance goals, performance variables, performance appraisal for expatriates, feedback, linking rewards and results, challenges in managing performance, country – specific management practices.
- 6. Repatriation** – Re-entry and career issues, culture shock, benefits from repatriates, challenges of re-entry, repatriation process, managing repatriation, designing a successful repatriation programme.
- 7. Comparative Labour Relations** – Key issues, international pressures on national practices, multinational ownership and collective bargaining, women in global business, Quality Circles, participative management, responses of Labour Unions to MNCs.
- 8. Global HRM practices** – an overview of HRM in USA, UK, Japan, West Germany, China & India, innovative management techniques and their influences, social responsibility and global business ethics and International HR managers, future of GHRM.

References:

1. Evans, Pucik&Barsoure, The Global Challenges – Framework for International Human Resource Management - Tata McGraw Hill/Irwin.

2. Peter J. Dowling and Welsh – International Human Resource Management - Thomson Publications.
3. Aswathappa, K &Sadhna Dash– International Human Resource Management - McGraw-Hill.
4. Tony Edwards & Chris Rees, International Human Resource Management - Pearson Education.
5. Monir H. Tayeb– International Human Resource Management, Oxford University Press.
6. Rao P.L. – International Human Resource Management - Excel Books.
7. Dennis R. Briscoe and Randall S.Schuler- International Human Resource Management, Routledge Publications.Hilary Harris- Chris Brewester and Paul Sparrow Publications,
8. Hilary Harris, Chris Brewester and Paul Sparros– International Human Resource Management- Routledge Publications.
9. Bartlett C., Ghoshal S. and Birkinshaw, J– Transnational Management: Text, Cases and Readings in CrossBorder Management, Boston, M.A. McGraw-Hill/Irwin
10. Geert Hofstede (1980) – Cultures, Consequences: International differences in work related values-Sage Publishers.
11. IAN BeardWell& Len Holden - Human Resource Management- Macmillan Publishers.
12. Gary Dessler, Human Resource Management, Prentice Hall.
13. Willy McCourt and Derek Eldridge- Global Human Resource Management- Edward Elgar Publishing Ltd.
14. Gordon Redding & Bruce W Stening - Cross-Cultural Management-Edward Eelgar Publishing Limited.



4H4: COMPENSATION MANAGEMENT

Workload	: 5 hours per week
Examination	: 3 hours - 70 marks
Objectives	: This course aims at providing theoretical foundations, designing and methods of reward and remuneration strategies practiced in business organizations.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars etc.

- 1. Introduction:** Concept, historical development of payment systems and importance. Components and Dimensions of compensation program, Factors influencing compensation, The 3-p compensation concept.
- 2. Economic and Behavioural Dimensions of Compensation Management:** Economic theory of wages and its limitations. Motivational issues in compensation management, organizational justice and compensation, impact of Compensation on employee behaviours, consequences of dissatisfaction with compensation. Job evaluation and compensation.
- 3. Managing Compensation:** Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy.
- 4. Performance Based Compensation:** Significance of performance appraisal system, effect of compensation on performance and motivation, pay for performance system, meeting the challenges of pay for performance system, types of pay for performance plan, compensation and performance, competency based compensation.
- 5. Wages and Salary Administration:** Concept of wages, the wage determination process, methods of wage fixation, theories of wages, types of wages, wage differentials, wage policy and its importance, legal framework and compensation, objective of national wage policy.
- 6. Benefits and Administration:** Benefits determination process, Employees benefits and services, legally required benefits-dearness allowance, employee stock option plan(ESOP), types of retirement benefit plans, Flexible compensation/benefits plans, significance and types of various incentives.
- 7. Compensation of special groups:** Top executives, special features and components, Compensation for CEO, fringe and retirement benefits, perquisites, culture and pay.
- 8. Emerging Issues and Trends:** Tax implication of Employee Compensation package to the employer, tax efficient compensation package, Salary structuring, recent changes in taxation, comparative international compensation, new trends in compensation management.

References:

1. Milkovich G. T, Newman J .M, &VenkataRatnam C. S- Compensation -McGraw Hill Irwin.
2. Deb Tapomoy-Compensation Management, 1stedn-Excel Books, New Delhi.
3. Armstrong, M and H Murlis Reward Management: A Hand Book of Remuneration Strategy and Practice -Kogan Page, London.
4. Martocchio J. J.-Strategic Compensation - Pearson Education.
5. Gerhart B &Rynes S L-Compensation Theory, Evidence and Strategic Implications-Sage Publishers, New Delhi.

6. Sarma A.M-Understanding Wages and Compensation Management -Himalaya Publishing House. Mumbai.
7. Dr. KanchanBatia- CompensationManagement, 1stedn - Himalaya Publishing House, Mumbai.
8. B.D.Singh-Compensation and Reward Management, 1stedn - Excel Books, New Delhi.
9. Wallace M.J. and Fay C.H- Compensation Theory and Practice - Tata Mc Graw Hill.
10. Henderson, Richard I- Compensation Management in a knowledge Based World - Printice Hall.
11. Director Soms, MS- 27, Wage and Salary Administration IGNOU, New Delhi.
12. Decenzo A, David and Robbins P Stephen- Personnel/HRM, Prentice Hall of India, New Delhi.



4M3: INTERNATIONAL MARKETING MANAGEMENT

Workload	: 5 hours per week - Total credits : 4
Examination	: 3 hours 70 marks
Objectives	: To give an in depth analysis of international marketing, its opportunities and promotional policies of the governments to augment trade.
Pedagogy	: Lectures, assignments, discussions, seminars, case analysis.

- 1. International Marketing:** Scope, need and importance. International marketing environment. Export Barriers: Tariff and non-tariff. Kinds of tariffs, measuring the effect of tariffs and non-tariffs, foreign exchange control (recent trends).
- 2. Export Procedure and Documentation:** Processing of an export order. Principal documents- invoices, LIC, Certificate of origin, SIB, Bill of exchange, Mate receipt, Documents for claiming export assistance, Duty draw back bill, Av 4 form.
- 3. Export Product Planning and Policy:** Product planning and development, product strategies, product positioning, product standardisation V/s adaptation, factors affecting standardisation of product line, brand policy alternative product adaptation strategies, planning for overseas market
- 4. Export Pricing (pricing international marketing):** Export pricing and terms of trade, pricing policies, pricing strategies. Methods of payment.
- 5. Distribution:** Distribution channels - and overview, direct V/s indirect export, forms of direct exporting: Built-in export department, self contained export department, separate export company, combination of export manager, joint marketing groups indirect exporting. Merchant exporters - visiting, resident buyers. Distribution logistics. Role of multinationals in International marketing - Joint ventures and turn-key projects
- 6. Export Promotion:** Export promotion (E. P.) measure, institutional arrangement to promote India's exports. Export promotion councils, commodity boards, trade development authority, federation of Indian export organisation(FIEO), export processing zones, Indian institute of foreign trade, export inspection council, state trading corporation of India (STC), export houses, trading houses, star trading houses, super star trading houses.
- 7. Export financing:** Role of commercial banks, export credit guarantee corporation, export import bank, terms of payment: Payment in advance, open account, documentary bills D/P and D/A, documentary credit under letter of credit.
- 8. International Marketing research:** Definition, Market analysis, product analysis, analysis of foreign markets, gathering of data. Limitations of international marketing research.

References:

1. T.A.S Balagopal- Export management- Himalaya Publishing House.
2. Francis Cherunillam- International Marketing–Himalaya Publishing House..
3. Varshney, Bhattacharya – International Marketing- Sulthan Chand &sons publication.
4. Francis Cherunillam- International Trade and Export Management-Himalaya Publishing House.
5. M.Y. Koul- International marketing – Anmol Publications.
6. B. S. Rathor - Export Marketing –Himalaya Publishing House,
7. Ken Wainwright- Practical Export Marketing - Littlehampton Book Services Ltd.

8. RajanSaxen& M C Kapoor -International Marketing Concepts, Techniques and Cases- Tata McGraw hill.
9. V.Kripalani -International Marketing - Prentice Hall, New Delhi.
10. S.A. Chunawalla -Essentials of Export Marketing - Himalaya Publishing House.
11. Warren Keegan -Global Marketing Management - Pearson / PHI.
12. Rakesh Mohan Joshi -International Marketing - Oxford.
13. Johny K. Johansson -Global Marketing - TMH.
14. Justine Paul- International Marketing: Text & Cases - Tata McGraw-Hill Education.
15. Rajagopal – International Marketing – Vikas Publishing House, New Delhi.



4M4: SERVICE MARKETING

Workload	: 5 hours per week – Total credits 4
Examination	: 3 hours 70 marks
Objectives	: To equip the student with the marketing strategies used in the emerging services sector.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

1. **Introduction to services:** Concepts, Contribution of service sector in the economy, reasons for the growth of services sector, Characteristics of Services, Different service Marketing activities, Categorizing Service Processes , Service Marketing Mix – 7P's of Services Marketing, Concept of service marketing triangle, Marketing challenges in service industry.
2. **Consumer behavior in services:** Search, Experience and Credence property of services, Customer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services; Customer perception of services - Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception; The purchase process for services – customer behavior at different points in the service experience; Managing demand and capacity– Lack of inventory capability, Understanding demand patterns, Strategies and Tools for matching capacity and demand, coping with fluctuating demand, Waiting line strategies.
3. **Managing Relationships:** Building customer relationship through retention strategies, Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship; Market segmentation - Basis and targeting in services; complaint handling and service recovery.
4. **Service standards and Managing service quality and productivity** – Concept of Service quality, Contrasting quality components in manufacturing and services, capturing the customer's perspective of service quality, generic dimensions customers use to evaluate service quality, The SERVQUAL Scale, The GAP Model, measuring and improving service quality, Tools for analyzing and addressing service quality problems, Defining and measuring productivity, improving service productivity, TQM
5. **Designing and managing service processes and Planning the service environment** - New service development types, stages; blueprinting, steps, identifying failure points, failure proofing, fail-safe methods for service personnel, fail-safe methods for the customer, service process redesign; the customer as co-producer, levels of customer participation, self service technologies, service firms as teachers, Customers as partial employees; the problem of customer misbehavior, addressing the challenge of Jay customers.
6. **Pricing of services-** Pricing Revenue Management and Distribution of services – objectives of pricing, foundations of setting prices- cost based, value based, competition based, Revenue management –meaning, strategies, ethical concerns and perceived fairness of pricing policies, pricing issues, pricing fences. Distribution in the service context, the type of contact: options for service delivery, decisions about place and time , service delivery in cyberspace, role of intermediaries, internationally distributed services.
7. **Customer's role in service delivery** - Importance of customer & customer's role in service delivery, Strategies for enhancing Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.
8. **Role of marketing communication and Physical evidence in services:** Importance of communication in service marketing, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation; Types of services capes, Role of services capes, Frame work to

understand services capes and their effect on behavior, Guidance for physical evidence strategies.

References:

1. Valarie A. Zeithmal& Mary Jo Bitner- Services Marketing - TMH.
2. Christopher Lovelock- Services Marketing- Pearson Education.
3. Kenneth E Clow& David L Kurtz- Services Marketing: Operation, Management, and Strategy-Biztantra.
4. Ravi Shankar -Services Marketing: The Indian Perspective- Excel Books.
5. RajendraNargundkar-Services Marketing -TMH.
6. GovindApte-Services Marketing - Oxford.
7. Hoffman& Bateson- Services Marketing - Cenage Learning.
8. Peter Mudie and Angela Pirrie-Services Marketing - Elsevier.
9. Audrey Gilmore -Services Marketing and Management- Response Books - Sage India.
10. Jha S. M- Service Marketing - HPH.



4HA3: QUALITY MANAGEMENT IN HEALTHCARE ORGANISATION

Workload : 4 hours per week – Total credits 4

Examination : 3 hours 70 marks

Objectives : The objective of the course is to provide the students with a solid foundation in the implementation of quality improvement activities and the tools necessary to evaluate and improve their efforts toward quality of care.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars.

1. Introduction – concepts of quality and total quality. Components of quality:

Objectives and importance of quality improvement in health care organization, continuous quality improvement, steps in quality improvement. Quality Management philosopher. Dimensions of quality in health care organization.

2. Quality control tools and techniques: TQM models, Quality standards, ISO and its implementation. Brain storming – bench marketing initiation taken by the ministry of health and family welfare statistical quality control, process charts, six sigma concept, POKA YOKE and quality control tools, quality circle.

3. Evaluation of Quality Management: Concurrent, terminal and cyclical evaluate, audit in Health care, Nursing audit – Antibiotic audit, clinical audit, patient satisfaction survey.

4. Hospital Accreditation: Concept importance, benefits, accreditation bodies, overview of standards, patient focused quality standards, quality improvement and patient safety.

5. Medical Audit: Meaning – Protocols – Audit Elements, Audit team duties and responsibilities, Medical record audit, audit types, Audit methods, audit monitoring, audit practice, constraints implementation.

References:

1. Donald Lighter and Douglas C Fair - Quality Management in Health Care, Principles and Methods -Jones and Bartlett Publishers,.
2. James R. Evans -Total Quality Management– South Western Publishers 2nd edition,
3. Pena, Jesus – Hospital Quality Assurance - Aspen Pub.
4. Hugh C.H. Koch – Total Quality Management in healthcare- Longman.
5. A.V. Srinivasan (Ed) - Managing Modern Hospital – Response Books.
6. Sarasmith Don S. M Clair, Rosalind Raine and Barnaby Reeves - Health care Evaluation TMH.

4HA4: LEGAL ISSUES IN HEALTHCARE & BUSINESS ETHICS

Work Load	: 4 hours per week – Total credits 4
Examination	: 3 hours 70 marks
Objectives	:To expose the students to the various legal aspects concerning business, service and Healthcare and create awareness on the relevance and their application.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

1. **Introduction: Overview of laws in business and healthcare** – Source of law – interpretation of law – Trade Union Act – Trust Act – Societies Registration Act.
2. **Medical Legal Procedures** – Medical Jurisprudence – Patient confidentiality – Law of Torts – Law on Communicable diseases – Notifiable diseases – WHO – International Health Regulations.
3. **Environment Protection Act:** Salient Features Occupational hazards, Safety and Health Measures – Food and Drugs Laws – Drugs and Cosmetics Act – Mental Health Act – Birth & Death Registrations Act – Biomedical Waste management Act and their applications and relevance in healthcare.
4. **An overview of MCI Act, Pre Natal Diagnostic Test Act, Medical Termination of Pregnancy Act, Organ Transplantation Act – Medical Negligence – Consumer Protection Act – Patient Rights.**
5. **Contract Labour and casual Labour Acts** - an over view of Shops and Establishment Act, Minimum Wages Act, Payment of Wages Act, Employees State Insurance Act, Provident Fund Act, Payment of Gratuity and Equal Remuneration Act.
6. **Introduction to ethics; nature, scope and purpose** – Importance of ethics and moral standards – Values, Norms, Beliefs and Standards – Normative ethics in management – ethics and morals.
7. **Managing ethics** – ethics and the organization – Myths about business ethics – Ethical dilemma – Ethics and the Environment – Ethical decision making – Moral Reasoning; Psychological perspectives – Moral Reasoning and Organization Culture: Cultures based on fear, punishment and exchange.
8. **Ethics in Management** – Ethics in HRM – Ethics in Marketing – Ethics in Finance – Corporate Social responsibility: Pyramid of corporate social responsibility, domains of corporate social responsibility – Ethical codes of conduct – Protection of employees: guarding against sexual harassment.

Note:

1. Relevant case studies in healthcare should be taken up for discussion in the class.
2. Judicial decisions by Supreme Court and High Court.

References:

1. Kuchhal M C– Business Laws -Vikas Publishing House Pvt. Ltd., New Delhi.
2. Goswani V.G.–Labour& Industrial Laws - Central Law Agency, Allahabad.
3. Kapur N D - A Handbook of Industrial Law- Sultan Chand and Sons New Delhi.
4. Raj kumar –Acts applicable to hospitals in India.
5. Knight Bernard – Legal Aspects of Medical Practice- Churchill Livingstone.
6. Saravanavel& Others – Labour Laws – Himalaya Publishing House, Bangalore.
7. Bhatia S.K. – Business Ethics and Managerial Values -Deep & Deep Publications Pvt. Ltd., New Delhi.
8. Murthy CSV – Business Ethics: Text & Cases - Himalaya Publishing House, Bangalore.
9. Biswanath Ghosh – Ethics in Management and the Indian ethos -Vikas Publishing House Pvt. Ltd., New Delhi.

4BI3 : LEGAL ASPECTS OF BANKING AND INSURANCE

Workload	: 05 hours per week
Examination	: 03 hours - 70 marks
Objectives	: To acquaint the students with the legal aspects relating to banking and insurance sector.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars

1. **Legal framework of regulation of Banks:** Control over organization of Banks; Regulation of Banking Business; Returns- Inspection and winding up; Banking Regulation Act 1949; RBI Act 1934.
2. **Legal aspects of Banking Operations:** Responsibility of Paying Banker – Collecting Banker – Indemnities – Bank guarantees – Letters of Credit – Bill Finance; Cases.
3. **Law relating to securities and modes of charging:** Types of borrowers – Types of Credit facilities – Secured and unsecured loans – Registration & satisfaction of charges; Cases.
4. **SARFAESI Act, 2002:** Introduction – Securitization of financial assets – Enforcement of security interest – Banking Ombudsman scheme 2002- Procedure for redressal of grievances – Arbitration procedure – Conciliation; Cases.
5. **Recovery of Assets due to Banks:** FI Act of 1993 – Tribunal and appellate tribunals, Provisions and procedure of tribunals – Bankers Book of Evidence Act 1891; Cases.
6. **Insurance Contract Analysis:** Legal framework of Insurance Business – Claims Negotiation – Understanding Contracts Structure – Standard Contract; Cases
7. **Legal aspects of Insurance:** Insurance Act 1938; Indian contract Act 1872; Consumer protection Act 1986; Life Insurance Act 1956; IRDA Act 1999, Re-insurance and Double Insurance; Motor Vehicles Act 1938 & 1988- Public Liability Clause 1991; Case.
8. **Insurance Documents:** Insurance forms- proposal forms; Cover notes – Certificate of Insurance; Policy forms – Endorsements – Other Documents; Cases.

Reference Books recommended:

- (1) Legal and Regulatory Aspects of Banking Operations – IIBF, 2/e, Mcmilan, New Delhi.
- (2) P.K.Gupta-Insurance & Risk Management ,2/e-Himlaya Publishing House, Mumbai.
- (3) Natarajan &Gorden-Banking Theory Law & Practice - Himalaya Publishing, Mumbai.
- (4) Shekhar KC, ShekharLekshmy- Banking Theory and practices - Vikas Publishing House, New Delhi.

4BI4 - TREASURY AND RISK MANAGEMENT

Workload : 05 hours per week

Examination : 03 hours - 70 marks

Objectives : This course aims at introducing the concept of banking risk and its managing strategies.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars

1. Introduction to Treasury Management : Objectives – Concept – Functions of integrated treasury; Process of Globalization – Evolving role of Treasury as profit centre – Organization of treasury.

2. Treasury Products : Short term funds and investment management – Financial Marketing – Money Market – Capital Market - Call money – Government Securities – REPOs Repo Rate – Repo Pricing Types of Repos – certificate of deposits – rediscounting bills- commercial papers – Inter – Bank Participation certificate – Collateralised Borrowing and Lending Obligations (CBLO) ; Foreign Exchange Markets and treasury – Linkage of domestic operations with foreign operations.

3. Asset Liability Management 1 : Risk Management Process – Risk Organization – Asset Liability Management (ALM) – Objectives – Organization - Functions of ALCO – Risks – Interest Rate Risk Liquidity Risk – Assessment of Liquidity – Maturity Profile and Interest rate Ladder Credit Risk – Currency Risk – Capital Risk – contingent Risk – Basel Norms I, II, and III.

4. Asset Liability Management 2 : Interest Rate risk and management (IRRM) Interest rate risk – GAP analysis – Rate sensitive Gap Report – Duration and Immunization – Managing IRRM with Derivatives – Simulation technique- Asset Securitization.

5. Asset Liability Management – 3 : Risk Exposure analysis - Stress Testing – exposure Document – open position – stop-loss limit – Modified Duration – Convexity- Risk Adjusted Return on capital (RAROC) – Audit Risk Management

6. Financial futures – forwards – FRA and interest rate swaps – Cross currency swaps – options – Caps – Floors and complex swaps for managing interest rate risk – Foreign Exchange risk management using Derivatives.

7. Sound practices for management and supervision of operational risk (SPOR); Three approaches to SPOR; Operational risks – Identification – effects and Causes – Assessment – Measurement – Scenario Analysis

Market Risk - types – Market risk identification – Model Risk – Risk identification in practice

8. Risk Measurement – Nominal Amount approach – Sensitivity Based approach – Basis point value – Value at Risk (VaR) – Computation of VaR – VaR and absolute VaR – Usefulness and Limitations of VaR – Back Testing – Stress Testing.

References:

1. Treasury Management- IIBF, Mcmilan, New Delhi, 2011.
2. Kotreshwar G -Risk Management: Insurance & Derivatives- 2/e, Himalaya Publishing, Mumbai.
3. Chance -Introduction to Derivatives & Risk Management-, Cengage Learning, New Delhi.
4. Saita.F- Value at Risk and Bank Capital Management, 1/e- Elsevier Inc., U.K.
5. Rejda, George E.-Principles of Risk Management and Insurance- Addison Wesley Longman.
6. McNamara- Principles of Risk Management and Insurance-Addison-Wesley
7. Dorfman- Introduction to Risk Management and Insurance- Prentice Hall.
8. Williams & Heins - Risk Management and Insurance-McGraw Hill.
9. James S. Treischmann, Sandra G. Gustavson - Risk Management and Insurance- South

