



DEVI AHILYA VISHWAVIDYALAYA, INDORE

Institute of Management Studies

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Syllabus of all programs



Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.B.A. (FULL -TIME) 2 Year

Semester – I TO IV

2018 - 20



INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore

MBA [FULL TIME] MS5A BATCH [2018 -20]

Programme Objectives

The MBA [Full Time] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

- To develop and understanding of Social, legal and ethical responsibilities of organization.
- To comprehend the effect of global environment on business
- To develop Strategic and innovative thinking skills to enable effective decision-making and problem solving
- To develop Functional business knowledge of marketing, operations, information technology, finance, accounting, statistics and quantitative analysis

Program Outcomes

- The students will be given integrative experience and experiential learning and they will be able to formulate an integrative business project through the application of multidisciplinary knowledge
- The students will be able to analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- The students will apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- The students will demonstrate awareness of economic, environmental, political, legal, and regulatory contexts of global business practice
- The students will understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs
- Develop skills to generate novel and value-creating products, processes, or organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to enable qualitative and quantitative methods to solve problems
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions

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- Participate in producing positive team objectives
- Describe best practices for effective leadership and demonstrate the ability to lead in organizational situations

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INSTITUTE OF MANAGEMENT STUDIES D. A. UNIVERSITY, INDORE NOMENCLATURE AND COURSE OUTLINE MBA (FULL TIME) MS5A 2 YEARS PROGRAM [2018-20]

FIRST YEAR

MBA (FULL-TIME) FIRST SEMESTER

S.NO.	Subject Code	SUBJECT	NATURE
1	FT101C	Fundamentals of Management	Core
2	FT102C	Quantitative Methods	Ability
3	FT103C	Business Accounting	Core
4	FT104C	Business Ethics and Management By Indian Values	Generic
5	FT108C	Managerial Economics	Generic
6	FT105C	Marketing Management I	Core
7	FT107	Business Communication	Ability
8	FT106C	Organizational Behavior	Ability

MBA (FULL-TIME) SECOND SEMESTER

S.NO.	Subject Code	SUBJECT	NATURE
1	FT201C	Human Resource Management	Core
2	FT202C	Operations Management	Ability
3	FT203C	Financial Management	Core
4	FT204C	Operations Research	Ability
5	FT205C	Marketing Management II	Core
6	FT206C	Business Law	Generic
7	FT207C	Data Analytics	Generic
8	FT208C	Research Methodology	Ability

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SECOND YEAR

THIRD SEMESTER	
Subject Code	Subject Name
Core	
FT 301	Entrepreneurship and New Ventures
FT 302	Project Management
FT 303	Comprehensive Viva

A. Marketing Compulsory	
Subject Code	Subject Name
FT 304M	Product & Brand Management
FT 305M	Consumer Behavior
FT 306M	Sales and Distribution Management
FT 307M	Business 2 Business Marketing
A1. Marketing Open Electives (Select any 2)	
FT 308M	Social Marketing
FT 309M	Supply Chain Management
FT 310M	Global Marketing
FT 311M	Retail Marketing
B. Finance Compulsory	
Subject Code	Subject Name
FT 312F	Financial Risk & Derivatives
FT 313F	Insurance & Bank Management
FT 314F	Financial Markets Products and Services
FT 315F	Investment Analysis & Portfolio Management
B1. Finance Open Electives (Select any 2)	
FT 316F	Financial Statement Analysis
FT 317F	Mergers, Acquisition and Corporate Restructuring
FT 318F	Structured Finance and Alternate Investment
FT 319F	Behavioral Finance
C. Human Resource Management Compulsory	
FT 320H	Industrial Relations and Labour Laws
FT 321H	HRP and Audit
FT 322H	Human Resource Development
FT 323H	Compensation and Reward Management
C1. Human Resource Management Open Electives (Select any 2)	

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FT 324H	International HRM
FT 325H	BPT and HRM
FT 326H	Training and Development
FT 327H	Performance Management

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SECOND YEAR

FOURTH SEMESTER	
Subject Code	Subject Name
Core	
FT 401	Strategic Management
FT 402 / FT 403	Student Research Project / Corporate Governance
FT 404	
A. Marketing Compulsory	
FT 405M	Rural Marketing
FT 406M	Services Marketing
FT 407M	Integrated Marketing Communication
FT 408M	Customer Relationship Management
A1. Marketing Open Electives (Select any 2)	
FT 409M	Direct and Event Marketing
FT 410M	Marketing of Financial Services
FT 411M	Digital Marketing
FT 412M	Return on Marketing Investment
B. Finance Compulsory	
FT 413F	Taxation
FT 414F	International Finance
FT 415F	Commodity Derivatives Market
FT 416F	Corporate Valuation
B1 Finance Open Electives (Select any 2)	
FT 417F	Strategic Financial Management
FT 418F	Credit Management and Retail Banking
FT 419F	Financial Research
FT 420F	Social Banking and Microfinance
C. Human Resource Management Compulsory	
FT 421H	Organizational Change and Development
FT 422H	HRIS
FT 423H	Strategic HRM
FT 424H	Industrial and Social Psychology
C1. Human Resource Management Open Electives (Select any 2)	
FT 425H	Managerial Counseling
FT 426H	Conflict and Negotiation
FT 427H	Knowledge Management
FT 428H	Leadership Power and Politics

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MBA [FULL TIME] MS5A SEMESTER- I BATCH [2018-20]

The MBA [Full Time] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate an integrative business project through the application of multidisciplinary knowledge

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to enable qualitative and quantitative methods to solve problems
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in organizational situations

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Functional business knowledge of marketing, operations, information technology, finance, accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME)			
Semester I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	FT101C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases; • To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role. 2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems 3. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions

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UNIT –I Management Concept and Theories	1.1 Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	07
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.	08
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model 3.5 Planning & Forecasting.	08
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.	09
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	08
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> Horold Koontz, O’Donnell and Heinz Weihrich, “Essentials of Management’ New Delhi, Tata McGraw Hill, Latest Edition. R.D. Agrawal, “Organization and Management” New Delhi, Tata McGraw Hill Latest Edition. <p>Reference Books:</p> <ol style="list-style-type: none"> Horold Koontz, Heinz Weihrich, “Management: A Global Perspective” New Delhi Tata McGraw hill, Latest Edition. Robert Krietner, “Management” Houghton Mifflin CO. Latest Edition. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition. 		

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME)			
SEMESTER I			
Subject Name	QUANTITATIVE METHODS	Subject Code	FT102C
		Total Credits	03
Subject Nature: CORE			
Course Objective: <ul style="list-style-type: none">• To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases;• To provide the necessary foundation for all other courses.			
Learning Outcome: <p>At the end of the course students should be able to;</p> <ol style="list-style-type: none">4. Interpret the data to get solutions to the problems in the corporate world.5. Classify, present the data as per the requirements of the practicing managers.6. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision making and control.			
Examination scheme: <p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Contact Sessions

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

UNIT –I Sets, Functions, and Progressions	1.1_ Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)	08
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input / Output analysis.	07
Unit-3 Introduction to Statistics	a. Introduction to Statistics: b. Introduction to Measurement of Central Tendency c. Introduction to Measurement of Variations	06
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye’s Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications	08
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson’s and Spearman’s Coefficient), 5.2 Methods of computing simple regression.	06
Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations	06
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading: Latest Editions

1. J.K. Sharma, “**Mathematics for Management and Computer Applications**”, New Delhi, Galgotia Publication,
2. S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India.
4. S. P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand and Sons.

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6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “Fundamentals of Statistics”, Allahabad: Kitab Mahal.

M.B.A. (FULL TIME)			
BATCH 2017-18			
SEMESTER I			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	FT103C
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none">1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance.2. Finalize Accounting Statements of Individuals.3. Understand basic of Cost Accounting and related decision criteria.			

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EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have **two** theory questions out of which a student will be required to do any **one**. Section B will be of 48 marks and have **five** numerical/cases out of which a student will be required to do any **four**.

COURSE CONTENTS		No. of Sessions
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.	08
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numericals.	12
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numericals.	05
Unit- 4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numericals.	10
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numericals.	09
Unit-6 Contemporary Issues in Accounting	7.1. Concept of Inflation Accounting, 7.2. Human Resources Accounting.	1
TOTAL SESSIONS		45

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Learning Resources:

Text Books: Latest Edition of-

R.L. Gupta, and V.K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.

S.N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.

S. N.Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications, New Delhi.

Reference Books: Latest Edition of-

S.P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.

Robert N. Anthony and James S. Recee, “**Accounting Principles**”, A.I.T.B.S. Pub. and Distributions, New Delhi.

R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi.

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME)			
Semester I			
Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	FT104C
		Total Credits	03
Subject Nature: CORE			
Course Objectives:			
<ul style="list-style-type: none"> • To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. • To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. • To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes:			
At the end of the course, students should be able to;			
<ol style="list-style-type: none"> 7. Understand nature and purpose of ethics and ethical norms. 8. What exactly business ethics is and how it is different from corporate social responsibility. 9. Learn and apply important theoretical frameworks in business situation and decision making. 10. Learn and understand various concepts of Indian ethos and how they impact various key business decisions. 11. Understand importance of self-management and work place spirituality. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business	03	
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics	03	

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Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing	03
Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Sources of Indian Ethos in Management and problems in understanding them	03
Unit -5 Sources of Indian Ethos and Management	Representative Sources of Indian Ethos in Management 5.1 Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales	10
Unit-6 Values for Indian Managers	6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management	04
Unit -7 Human Behavior	7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory	08
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and Karma Yoga	03
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1 Five fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	02
Unit-10 Management of the Self and Workplace Spirituality.	10.1 Management of the Self and Workplace Spirituality.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

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Learning Resources: (latest Editions of thr books and material)

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson
2. Weiss, Business Ethics Concept & Cases, Cengage Learning
3. Velasquez, Business Ethics, Concepts & Cases, PHI
4. Murthy, Business Ethics, Himalaya Publishing House
5. Al Gini, Case Studies in Business Ethics, Pearson Education.
6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi
7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi
8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,

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INSTITUTE OF MANAGEMENT STUDIES			
MBA(FULL TIME)-SEMESTER I			
Subject Name	MANAGERIAL ECONOMICS	Subject Code	FT-108C
Subject Nature: Core,skill development, Problem Oriented			
Course Objective: Objective of this Course is to help the students analyze and understand economic environment.			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Analyze how buyers and sellers interact in a free and competitive market to determine prices and quantities of goods. 2. Measure how changes in price and income affect the behavior of buyers and sellers. 3. Use the concept of producer, consumer surplus, and total surplus to explain the outcomes of markets for individuals, firms, and society. 4. Analyse how firms can use various pricing strategies to maximize profit. 5. Evaluate the consequences of government policies in markets 6. Evaluate macro economic performance using indicators that include output measures and unemployment. 7. Evaluate macro economic performance using indicators that include inflation 8. Use an understanding of the strengths and weakness of fiscal and monetary policy to determine an appropriate stabilization policy for a given macroeconomic situation 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have five theory questions out of which a student will be required to do any four questions. Section B will be of 20 marks and consist of numerical / case(s).			
Course Contents (5 to 7 Units)			
UNIT	Content		
1	<p>1.1 Introduction to economics and managerial economics: Nature scope, characteristics and significance of managerial economics. Relationship of managerial economics with economics, operation research, decision making, statistics, accounting.</p> <hr/> <p>1.2 Fundamental concepts: Incremental reasoning, Marginal analysis, Equimarginal utility, time perspective, consumer surplus, opportunity cost, time value of money Theories of Firm – Managerial theories – Baumol and Williamson, Behavioral theories – Simon, Cyret and March</p> <p>1.3 Supply & Demand Analysis – Concept, Determinates & Types of Demand. Utility and its types, law of Diminishing Marginal utility.</p>		

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	<p>Demand Function, Law of Demand. Elasticity of Demand Price, Income, Cross, Advertising & price expectation. Demand Forecasting</p> <p>1.4 Production and cost analysis: Meaning of production, production function, short run and long run production analysis. Isoquant curves and Isocost lines, Ridge lines, Equilibrium production, expansion path. Cost – meaning and types of cost, cost function, short run and long run cost function. Economies and diseconomies of scale. Law of supply</p> <p>1.5 Pricing: Price determination under perfect competition. Monopoly and Price Discrimination, Monopolistic Competition, Oligopoly – kinked demand curve, cartel formation, price leadership.</p> <p>1.6 Profit: Meaning, types and theories of profit, profit planning – break even analysis.</p> <p>1.7 Micro-macro interrelations,: Circular flow of economic activity, National Income concepts, Concepts and Objectives of Private Business. Meaning and Phases of Business Cycles: Economic stabilization & Role of govt. in the economy</p> <p>1.8 Concepts, recent trends (overview only) in Indian Economy, of the following: Monetary Policy, Fiscal Policy, Foreign Trade Policy, Exchange Rate Policy.</p>
<p>Learning Resources:</p> <p>Text Books:</p> <ul style="list-style-type: none">• P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.• Mishra & Puri – Micro Economics, Himalaya Publishing House, New Delhi• G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi• Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi. <p>Reference Books:</p> <ul style="list-style-type: none">• Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi• Dr. Atmanand – Managerial Economics, Excel books, New Delhi• Howard Davis – Managerial Economics, Macmillan Press, New Delhi• D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi• Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi <p>Web References: http://ocw.mit.edu/courses/economics/</p> <p>Supplementary Material:</p>	

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME)			
SEMESTER I			
SUBJECT NAME	MARKETING MANAGEMENT	SUBJECT CODE	FT105C
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize the students with marketing concepts and practices. • To acquaint them with the challenges of marketing environment and competition; • To expose them to the elements of marketing mix; and develop their capacity to understand marketing applications 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understand Marketing Management and explain its pivotal role. 2. A clear understanding and exposure to the concepts of marketing and its roots in customer-centric approach, and the elements of marketing mix. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Sessions
Unit - 1 Marketing Concepts	1.1 Understanding and Defining Marketing 1.2 Customer Value, Satisfaction, Customers Delight, and Loyalty 1.3 Conceptualizing Tasks and Philosophies of Marketing Management, 1.4 Value chain.		10
Unit - 2 Marketing Environment, and Research	2.1 Scanning the Marketing Environment. 2.2 Marketing Information System 2.3 Marketing Research Process 2.4 Applications of Marketing Research		08
Unit - 3 Consumer Behaviour	3.1 Understanding Consumer Behaviour - Concept and Applications 3.2 Factors Influencing Buying Behaviour, 3.3 Buying Decision Process		06
Unit-4 Market Segmentation, Targeting, Positioning	4.1 Market segmentation 4.2 Levels of market segmentations, 4.3 Patterns, procedures, requirement for effective segmentation, 4.4 Market Targeting 4.5 Developing a positioning strategy.		06

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Unit - 5 Marketing Strategies	5.1 Developing Marketing Strategies 5.2 Understanding Marketing Mix	07

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Unit - 6 Product Decisions	6.1 Objectives, 6.2 Product classification, 6.3 Product-Mix, 6.4 Product life cycle strategies	08
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: 1. Philip Kotler, and Gary Armstrong, " Principles of Marketing ", Latest Edition, Pearson Education. 2. Philip Kotler, Kelvin Lane Keller, Abraham Koshy, Mithileshwar Jha " Marketing Management - A South Asian Perspective " –New Delhi: Pearson Education.		
Reference Books: 1. Willam J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit " Marketing Concepts and Cases ", Tata Mc Graw Hill. 2. Rajan Saxena, Marketing Management , , Tata McGraw Hill		

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INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (FULL TIME)- 2018-20		Batch:	2017-19
Semester I			
Subject Code	BUSINESS COMMUNICATION	Subject Code	FT107C
Subject Nature	Ability Enhancement		
Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.			
Learning Outcomes: To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
Course Contents			
Unit	Content	No. of hours	
1	Nature of Business Communication	10	
1.1	Need, importance and purposes of communication in organizations		
1.2	Elements and environment of communication		
1.3	Models of communication		
1.4	Forms and networks of organizational communication		
1.5	Types of communication barriers and how to overcome them		
1.6	Listening, types of listening and effective listening		
1.7	Elements of effective communication		
2	Non-verbal Communication	7	
2.1	Importance of appearance and how to use it as a tool in communication		
2.2	Body language and oculesics		
2.3	Paralanguage		
2.4	Proxemics		
2.5	Chronemics		
2.6	Haptics		
2.7	Using non-verbal tools (oral and written) to communicate effectively		
3	Presentations, Interviews, Group Discussions and Business Meetings	10	
3.1	Preparation of content for presentation		
3.2	Understanding the audience		
3.3	Importance of rehearsals		
3.4	Using visual aids in presentations		
3.5	Handling questions		
3.6	Writing a resume'		

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3.7	Types of interviews	
3.8	Preparation for an interview	
3.9	Do's and don'ts during an interview	
3.10	Understanding the group in a group discussion	
3.11	Do's and don'ts in a group discussion	
3.12	Meetings in business and its types	
3.13	Notice and agenda	
3.14	Minutes of a meeting	
3.15	Mannerisms, etiquettes and assertiveness in oral communication	
4	Business Writing	8
4.1	Types of business letters	
4.2	Structure and format of letters	
4.3	Memorandums and circulars	
4.4	e-mails	
4.5	Text messaging	
4.6	Report writing	
4.7	Importance of written communication	
4.8	Appropriate tone in business writing	
5	Negotiation Skills	4
5.1	Need for negotiation	
5.2	Process of negotiation	
5.3	Barriers to negotiation and how to overcome them	
6	Issues in Communication	6
6.1	Handling diversity (gender, culture, ethnicity, etc.)	
6.2	Tolerance and acceptance of diversity	
6.3	Emotional intelligence and its impact on communication	
6.4	Social intelligence and its impact on communication	
6.5	Ethics in communication	
<p>Learning Resources: Text Books: M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India.</p> <p>Reference Books: William V. Ruch, Business Communication, Maxwell Macmillan, New York. LaniArredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York. Bill Scott, The Skills of Communication, Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York. Dalmer Fisher, Communication in Organizations, Jaico Publishing House, India. M. E. Guffy, Essentials of Business Communication, Thomson Publication. Shirley Taylor, Communication for Business, Pearson Education.</p>		

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M.B.A. (FULL TIME)- 2017-19			
Semester I			
Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	FT106C
		Total Credits	03
Subject Nature: Core			
<p>Course Objective: This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance. After completing this course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand individual behavior in organizations, including diversity, personality, attitude perception, learning and motivational theories. 2. Understand group behavior in organizations, including group and team development leadership, conflict management 3. Understand the organizational system, including organizational culture, change and stress management. 			
<p>Learning Outcome:</p> <ol style="list-style-type: none"> 1. Students will find keys to understand people 2. Students can find the basis of individual and group behavior 3. Students will develop various soft skills 			
<p>ExaminationScheme: Thefaculty memberwillaward internalmarksoutof40basedonthreeassessments of20markseach, of whichbesttwo willbeconsidered. Theendsemester examinationwillbeworth60marksconsistingof two sectionsAandBrespectively. SectionA willbeof40marksandhavefive theoryquestionsoutofwhicha studentwillberequiredtodoanyfour questions. SectionBwillbeof20marksand consistofcase(s).</p>			
Course Contents			Hours
UNIT –I Introduction	<p>1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models 1.4Case(s) on OB concepts to be discussed in class</p>	04	
Unit-2 The Individual Behaviour	<p>2.1 Personality: Determinants and attributes 2.2 Perception: Factors influencing perception, process, Attribution theory 2.3 Learning: Concept, Theories of learning 2.4 Attitude:Concept and types, cognitive dissonance theory</p>	08	

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	2.5 case(s) on individual behavior to be discussed in class	
Unit-3 Motivation	3.1 concept 3.2 Early theories: Maslow's Hierarchy of Needs, Gregor's theory X and Y, Two factor theory of Herzberg 3.3 Contemporary theory of motivation: Vrooms Expectancy Reinforcement theory 3.4 One case on Motivation to be discussed in class	05
Unit- 4 Group Behaviour	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams 4.5 One case on Group behavior to be discussed in class	07
Unit -5 Leadership	5.1 Nature and significance of leadership 5.2 Trait theories 5.3 Behavioural theories: Ohio studies, Michigan studies managerial grid 5.4 Contingency theories: Fiedler model, SLT theory, LMX theory Path goal theory 5.5 One case on leadership to be discussed in class	08
Unit-6 Conflict	6.1 Meaning of conflict, types, transition in conflict thoughts 6.2 Conflict Process 6.3 Conflict management Techniques 6.4 One case on conflict management to be discussed in class	05
Unit-7 Dynamics of OB	7.1 Organizational Change: forces of change, resistance to change Lewin's change management model 7.2 Work stress: Understanding stress, Potential sources consequences and coping strategies 7.3 Organizational culture: creating and sustaining culture 7.4 One case on change and stress management to be discussed in class	08
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Reading: Latest Edition

1. Stephen P. Robbins, "**Organizational Behaviour: Concepts, Controversies, and Applications**", New Delhi, Prentice Hall
2. Fred Luthans, "**Organizational Behaviour**", New York, McGraw Hill.
3. Bill Scott, "**The Skills of Communications**", Jaico Publications, Bombay.
4. John W. Newstrom and Keith Davis, "**Organizational Behaviour: Human Behaviour at Work**" New Delhi, Tata McGraw Hill.

Reference Books:

1. Change Management – Murthy, C. S. V.
2. How to study an Organization – Prof. Giuseppe Bonaz.

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MBA [FULL TIME] MS5A SEMESTER- II BATCH [2018-20]

Programme Objectives

The MBA [Full Time] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate an integrative business project through the application of multidisciplinary knowledge

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to enable qualitative and quantitative methods to solve problems
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in organizational situations

Functional business knowledge of marketing, operations, information technology, finance, accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development

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COURSE OUTLINE FOR MBA (FULL TIME) 2 YEARS PROGRAM [2018-20]

FIRST YEAR

MBA (FULL-TIME) MS5A SECOND SEMESTER

S.NO.	SUBJECT NATURE	COURSE	COURSE CODE	TOTAL CREDITS
1	CORE	Human Resource Management	FT- 201C	03
2	CORE	Operations Management	FT- 202C	03
3	CORE	Financial Management	FT- 203C	03
4	GENERIC	Business Law	FT- 204	03
5	GENERIC	Marketing Management II	FT- 205	03
6	GENERIC	Data Analytics	FT- 206	03
7	ABILITY ENHANCEMENT	Research Methodology	FT- 207	03
8	GENERIC	Operations Research	FT- 208	03

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M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER II			
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	FT-201C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> To make students aware about different functions of human resource management. To make an understanding among students about different terms closely associated with HRM. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define HRM and understand its importance in managing diverse workforce. 2. Help students to make themselves skilled in HR function for the present day organization. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			No. of Sessions
Unit –1 The field of HRM	1.1 Introduction- Nature, Scope, Function and Importance of HRM 1.2 Personnel to HRM 1.3 Models of HRM-ASTD, other HRM models 1.4 Formulations and essentials of sound HR policies		10
Unit-2 Human Resource Planning	2.1 Concept and Need of HRP, Factors affecting HRP 2.2 HR planning process- Environment scanning, HR demand forecast, HR supply forecast 2.3 Requisites for successful HRP 2.4 Job design and Job analysis- Job Description and Job Specification		08
Unit-3 Recruitment and Selection	3.1 Recruitment-Concept, Factors affecting recruitment, Sources of recruitment 3.2 Selection- Concept, Selection Process, Evaluation of Selection Process 3.3 Placement and Induction		06

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Unit- 4 Training and Development of HR	4.1 Training- Concept, Importance, determining training need, types of training methods 4.2 Development- Concept, Methods, Career development and Succession Planning 4.3 Performance Appraisal- Overview, Need, Appraisal Methods, Potential Appraisal 4.4 Placement Promotion and Transfer	06
Unit -5 Maintenance of HR	5.1 Job Evaluation- Concept, Objectives, Techniques 5.2 Compensation Management- Overview, Components of compensation, factors affecting compensation 5.3 Employee Incentives Schemes and Benefits 5.4 Recent trends in compensation management	06
Unit-6 Employee Separation and Work Environment	6.1 Separation- Retirement, Layoff, Discharge, VRS 6.2 Grievance handling procedure 6.3 Quality of Work Life	05
Unit – 7 Contemporary Issues In HRM	7.1 Basics of balance score card, Six sigma 7.2 Competency mapping and learning organization 7.3 HRIS and KM	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions: 1. David S. Decenzo and Stephen P. Robbins, “Personnel/Human Resource Management”, New Delhi, Prentice Hall.. 2. Michael Armstrong, “A Handbook of Human Resource Practice”, London, Kogan Page.</p> <p>Suggested Readings 1. William B. Werther Jr. and Keith Davis, “Human Resources and Personnel Management”, Singapore, McGraw Hill. 2. P Subba Rao, “Essentials of Human Resource Management and industrial Relations: Text, Cases and Games”, Mumbai, Himalaya. 3. Biswajeet Patanayak, “Human Resource Management” New Delhi, Prentice Hall India. 4. Holloway J. Ed., “Performance Measurement and Evaluations”, New Delhi, Sage Publications. Guy V. & Mattock J., “The New international Manager”, London, Kogan P</p>		

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M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER II			
Subject Name	OPERATIONS MANAGEMENT	Subject Code	FT- 202C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To bring the understanding of industrial and business operations, products and services. • To develop logic and skills to apply suitable and better tools and techniques on operational decision making. • To explore the scope and dimensions of operations management applications in major management functions and decisions. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
Unit-1 Introduction to Production and Operations Management	1.1 Nature of Production / Operations Management 1.2 Production Function and its Environment 1.3 Functions of Production/Operations Manager 1.4 Organization of Production Function		07
Unit-2 Facilities Planning	2.1 Product Selection and Design, Service Design 2.2 Process and Technology Selection 2.3 Location of Manufacturing / Service Facility Quantitative and Qualitative Models 2.4 Case Study		07
Unit-3 Layout of Manufacturing/ service facility	3.1 Product layout, process layout, fixed position and group layout 3.2 Layout design: Relationship based and Load Distance cost matrix 3.3 Materials handling concepts 3.4 Case Study		08
Unit- 4 Resources Requirement Planning and	4.1 Capacity Planning, Concept and Application of Learning Curve. 4.2 Aggregate Production Planning Chase strategy		07

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Production Planning and Control	4.3 Level production, Mixed strategy, Materials Requirement Planning 4.4 Case Study	
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Unit -5 Inventory and Operations Scheduling and Production Activity Control for Mass Manufacturing	5.1 Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems 5.2 Inventory Models: General Economic Order Quantity (EOQ); Economic Batch Quantity (EBQ) (Single and Multi-products); EOQ with Discounts 5.3 Assembly line balancing Batch Processing and Job shop - n-jobs on single machine, njobs on Two/Three machines (Johnson's Rule) 5.4 2-jobs on m-machines (Graphical method – Aker's Algorithm)	12
Unit-6 Quality Control	6.1 Quality Control Function 6.2 Acceptance sampling Statistical Process Control 6.3 Operating Characteristics Curve and its Applications Quality Circles 6.4 Case Study	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:

Text Books:

4. R Paneerselvam. "Production and Operations Management", New Delhi: Prentice Hall of India Publications, Latest Edition
5. S N Chary. "Cases and Problems in Production and Operations Management", New Delhi: Tata McGraw Hill Publications, Latest Edition.
6. Joseph G. Monks "Operations Management", New York : McGraw Hill Publications, Latest Edition

Reference Books:

1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, "Applied Production and Operations Management", New York: West Publishing Company, Latest Edition.
2. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production, Operations Management", Singapore: John Wiley and Sons, Latest Edition.

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M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER II			
SUBJECT NAME	OPERATION RESEARCH	SUBJECT CODE	FT- 208
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE:			
<ul style="list-style-type: none"> • The objectives of this course are to help the students acquire quantitative tools. • The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations. 			
LEARNING OUTCOME:			
At the end of the course students should be able to;			
12. Develop models as per the requirements of the practicing managers and to get solutions from them.			
13. Describe and attain of decision science skills for the management processes.			
EXAMINATION SCHEME:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
Unit-1 Quantitative Techniques and Operations Research	1.1. Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2 Modeling in OR 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.	06	
Unit-2 Linear Programming	2.1 Meaning of Linear programming 2.2 General Mathematical Formulation of LPP 2.3 Graphical Analysis 2.4 Simplex Method and Big-M Method. 2.5 Advantage and limitations of LPP.	10	
Unit – 3 Non Linear Programming	3.1 Concepts and Applications of Dynamic Programming, 3.2 Quadratic Programming, Integer Programming and Non linear Programming (Concepts and applications only)	02	
Unit-4 Transportation Model and Assignment Problem	4.1. Transportation Problem as a particular case of LPP Mathematical Formulation 4.2 Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 4.3. Assignment Model as a particular case of transportation model, 4.4. Formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization)	10	

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Unit- 5 Game Theory	5.1 Introduction to Games 5.2 Maximin and Minimax Principles 5.3 Pure and Mixed Strategies 5.4 Rule of dominance 5.5 Solutions of Games using –Algebraic and Graphical Methods 5.6 Game theory and linear programming	05
Unit -6 Replacement Models	6.1 Introduction and Scope in Management 6.2 Single Equipment Replacement Model and Group Replacement 6.3 Replacement of items which deteriorate with time and items which fails suddenly.	04
Unit-7 Waiting Line Models	7.1 Introduction and Scope in Management Decisions, 7.2 Queuing Models M/M/1 (Infinite and Finite Population), 7.3 Concepts and applications of M/M/C.	06
Unit-8 Simulation	8.1 Concept of Simulation and its applications.	02
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1 Haruly M. Wagner, “Principles of Operations Research with application to managerial decisions”, New Delhi: Prentice Hall of India Pvt. Ltd. 2 Hamdy A. Taha, “Operations Research: An Introduction”, New Delhi: Prentice Hall of India Pvt. Ltd. 3 N. D. Vohra. “Quantitative Techniques”, New Delhi: Tata McGraw Hill Publications. 4 V. K. Kapoor, “Problems and Solutions in Operations Research”, New Delhi: Sultan Chand and Sons. 5 P. K. Gupta and D. S. Hira, “Operations Research”, New Delhi: Sultan Chand Publications. 		

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M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER II			
Subject Name	BUSINESS LAW	Subject Code	FT- 204
		Total Credits	03
Subject Nature: GENRIC			
Course Objectives:			
<ul style="list-style-type: none"> • To acquaint students with general business law issues to help become more informed sensitive and effective business leaders. • To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively. 			
Learning Outcomes:			
At the end of the course, students should be able to;			
<ol style="list-style-type: none"> 1. Provide an overview of important laws that have a bearing on the conduct of business in India 2. Examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms 3. Understand various modes of dispute resolution in business transactions 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
Unit-1 The Contract Act, 1871	1.1 Nature and classification of contracts - Essential elements of a valid contract 1.2 Offer and Acceptance - Consideration - Capacities of Parties 1.3 Provisions relating to free consent, void agreements 1.4 Provisions relating to performance and discharge of contract 1.5 Breach of contract - Meaning and remedies	03	
Unit-2 Companies act 2013	2.1 Meaning and essential features of a company, Types of companies 2.2 Formation of company, memorandum and articles of association, Prospectus 2.3 company meetings, company directors and managers concept of independent directors, duties of directors, appointment remuneration and allied matters	08	

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	2.4 Single person company, company secretary duties and responsibilities 2.5 CSR guidelines and rules	
Unit – 3 Sales and competition laws	3.1 Contract for Sale of Goods as per sales of goods act1930 - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale 3.2 Provisions relating to conditions and Warranties 3.3 Provisions relating to transfer of property or ownership 3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods. 3.5 competition act 2002: Objectives and anti-competitive agreements 3.6 Abuse of competitive position, combination and its regulations 3.7 competition commission: composition, duties, powers and functions	08
Unit- 4 The Negotiable Instruments Act, 1881	4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course 4.2 Negotiation and Types of Endorsements 4.3 Dishonors of Negotiable Instrument - Noting and Protest 4.4 Liability of parties on Negotiable Instrument.	04
Unit -5 Investment Laws	5.1 SEBI act 1992: Objectives and salient features of securities 5.2 SEBI: composition Powers and functions 5.3 SEBI Guidelines: Pre-issue formalities, disclosure standards, legal requirements, operations of clearing 5.4 SEBI guidelines for mutual funds and venture capital	04
Unit-6 The Consumer Protection Act, 1986	6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices 6.2 Rights of Consumers 6.3 Consumer Disputes Redressal Agencies	03
Unit-7 Miscellaneous Laws	Miscellaneous brief Outline of various laws: 7.1 Introduction to IT act 2000, Digital signature, Major cyber-crime and penalty	10

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	7.2 Meaning of patent, copyright and trademark and registration procedure, Major penalties on violation of patent, copyright and trademarks. 7.3 basic guidelines and penalties under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ,	
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32nd Edition
2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4th Edition
3. Business Law, S.S.Gulshan, Excel Books, 4th Edition.
4. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6th Edition.

For Reference

1. Bare Acts
2. Corporate Law Advisor

Web Reference:

- 1 www.vakilnol.com
- 2 www.Indiankanoon.org
- 3 www.companylawonline.com
www.sebi.gov.in

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M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER II			
SUBJECT NAME	MARKETING MANAGEMENT II	SUBJECT CODE	FT- 205
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize the students with marketing concepts and practices. • To acquaint them with the challenges of marketing environment and competition; • To expose them to the elements of marketing mix; and develop their capacity to understand marketing applications 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understand Marketing Management and explain its pivotal role. 2. A clear understanding and exposure to the concepts of marketing and its roots in customer-centric approach, and the elements of marketing mix. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Sessions
Unit - 1 Promotion Decisions	1.1Promotion Concept, Advertising-Concept, Media, Messages, Money, 1.2Measurement; Sales Promotion-Offers; Personal Selling- 1.3Salesmanship, Steps in Selling, Types of Salesperson; Publicity-Concept, Types	10	
Unit - 2 Place Decisions	2.1Market Intermediaries, Middlemen- Types, Channels of Distribution, 2.2Retailing-Types of Retail Stores -Store Retailing and Non-Store Retailing; 2.3Wholesaling-Types of Wholesalers	08	
Unit - 3 Price Decisions	3.1Pricing Techniques, Price Discounts and Allowances, Special Pricing Techniques, Price Discrimination	06	
Unit-4 Service Marketing	4.1Significance of Services, Characteristics of Services 4.2Service Quality- The Gap Model of Service Quality, 4.3Marketing Mix of Services- Product, Price, Place and Promotion, 4.4Relationship marketing in Services.	06	
Unit - 5 International Marketing	5.1EPRG Framework, 5.2Decision on Selling Abroad, Decision on Markets to be entered, 5.3Mode of entry, International Marketing Program, Country of Origin Effects	07	

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Unit - 6 Contemporary Issues in Marketing	6.1e-Marketing, Social Media Marketing- Concept, Social Media Tools- Blogs, Micro Blogs, Media Sharing sites, social networks, Social Media and mobile Technology, 6.2Multi-level Marketing., 6.3 Rural Marketing.	08
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: 1. Charles W. Lamb, Joseph F. Hair Jr., Dheeraj Sharma, Carl McDaniel “ MKTG ”, CENGAGE, Latest Edition. 2. Philip Kotler, and Gary Armstrong, " Principles of Marketing ", Latest Edition, Pearson Education.		
Reference Books: 1. Willam J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit “ Marketing Concepts and Cases ”, Tata Mc Graw Hill. 2. Rajan Saxena, Marketing Management , , Tata McGraw Hill		

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M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER II			
Subject Name	FINANCIAL MANAGEMENT	Subject Code	FT- 203C
		Total Credits	03
Subject Nature: Core			
Course Objective: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.			
Learning Outcome: At the end of the course students should be able to: 1. Understand Concepts of Financial Management and their Application in Financial Analysis and Interpretation. 2. Use Financial Management Tools for Managerial Decision Making.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Hours
Unit – 1 Introduction	1.1. Meaning and Objectives of Financial Management. 1.2. Scope and Functions of Financial Management. 1.3. Wealth Maximization v/s Profit Maximization. 1.4. Short Term and Long Term Sources of Finance in India.		06
Unit–2 Cost-Volume- Profit Analysis	2.1. Concept, BEP in units, BEP in Rupees, 2.2. Multiproduct BEP. 2.3. Margin of Safety. 2.4. P/V Ratio. 2.5. Relationship between Cost, Volume and Profit.		05
Unit–3 Ratio Analysis	3.1. Liquidity Ratios. 3.2. Profitability Ratios. 3.3. Leverage Ratios. 3.4. Activity Ratios. 3.5. Calculation and Interpretation of Ratios.		03
Unit– 4 Investment and Financing Decisions	4.1. Concept of Time Value of Money. 4.2. DCF and Non DCF Methods for Evaluating Projects, 4.3. Relationship between Investment and Financing Decisions, 4.4. Cost of Debt & Bonds, Cost of Preference Share, Cost of Equity, Weighted Average Cost of Capital.		06

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

Unit –5 Leverage Analysis	5.1. Determination of operating leverage, financial leverage and total leverage, 5.2. Leverage and Financial Distress.	06
Unit–6 Statement of Changes in Financial Position	6.1. Funds Flow Statement. 6.2. Total Resource Method. 6.3. Working Capital Method. 6.4. Cash Method. 6.5. Cash Flow Analysis.	06
Unit – 7 Capital Structure and Firms Value	7.1. Net Income Approach. 7.2. Net Operating Income Approach. 7.3. Traditional Approach. 7.4. MM Approach. 7.5. EBIT --- EPS Analysis. 7.6. ROI --- ROE Analysis.	03
Unit – 8 Dividend Decisions	8.1. Dividend Theories. 8.2. Factors Affecting the Dividend Policy. 8.3. Alternative Forms of Dividend. 8.4. Dividend Discount Model.	03
Unit – 9 Working Capital Management	9.1. Cash and Liquidity Management. 9.2. Credit Management. 9.3. Determination of Working Capital and its Financing. 9.4. CMA form for Working Capital.	02
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45

Text Reading: Latest Editions

1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi.
2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
3. Keown, Arthu J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education.
4. Chandra, Prasanna; Financial Management TMH, New Delhi.
5. Van Horn, James C., Financial management and Policy, Prentice Hall of India.
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.
6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal.

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER II			
Subject Name	RESEARCH METHODOLOGY	Subject Code	FT-207
		Total Credits	03
Subject Nature: CORE: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Business Research. • The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s). 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to get solutions to the problems in the corporate world through research. 2. Develop research papers to understand the intricacies of research. 3. Describe and attain some elementary level of data analysis applicable in research. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			No. of Sessions
UNIT –I Introduction to Research Methods	1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India	08	
Unit-2 Research Design	2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research).	08	
Unit-3 Sampling Theory and Design of Sample Survey	3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors.	06	

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Unit- 4 Measurement and Scaling Concepts	4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires.	06
Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)	12
Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1 William G. Zikmund, "Business Research Methods", Orlando: Dryden Press. 2 C. William Emory and Cooper R. Donald, "Business Research Methods", Boston, Irwin. 3 Fred N Kerlinger, "Foundations of Behavioural Research", New Delhi: Surjeet Publications. 4 David Nachmias and Chava Nachmias, "Research Methods in the Social Sciences", New York: St.Marlia's Press. <p>C. R. Kothari, "Research Methodology: Methods and techniques", New Delhi: Vishwa Prakashan.</p>		

M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER II			
Subject Name	DATA ANALYTICS	Subject Code	FT- 206
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize participants with concepts and applications of data analytics. • To acquaint participants with the challenges of data preparation and implementation. • To understand and design data driven models for business decision making. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • To understand the role of data analytics, data mining and business analytics within an organization. • Compute and analyze data using statistical and data mining techniques • Design and develop process of improving the decision making (relevance and quality). 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			No. of Sessions
Unit - 1 Introduction to Data Analytics	Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.		06
Unit - 2 Examining Data – Exploration and Transformation	Creating MS- Excel sheet and performing operations on MS-Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering. Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration. Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis Handling Missing values, detection and handling of Outliers using Box- Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).		12

Unit - 3 Data Modeling	Supervised and unsupervised learning, inferential and predictive statistics, data types, variables types, data normalization and preparation, partitioning of data into training, validation and test data sets, Data driven modelling, Introduction to regression modeling, model preparation using regression techniques, data modelling using multiple linear regression, tree regression and introduction to Logistic Regression. Decision making using data driven models.	12
Unit-4 Data Modeling using ANN	Data analytics using non-parametric, Concepts and structure of an Artificial Neural Networks (ANN), Fitting in network to data and understanding various parameters of ANN. Introduction to Support Vector Machine and Evolutionary Techniques for data analytics.	04
Unit – 5 Introduction to Latest Trends	Introduction to the latest trends in Data Analytics for business organizations - Introduction to association rule, Discovering association rules in traditional Datasets, text mining, social network analysis. Case study, simulations, discussion and applications in various functional areas.	06
	TOTAL CLASSROOM CONTACT SESSIONS	40

Learning Resources:

3. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications”, Wiley India, 2016 (reprint).
4. Anil Maheshwari, “Data Analytics”, McGraw Hill Education, 2017
5. Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)

Reference Books:

6. Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition.
7. Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full Time) MS5A Batch 2018-20			
Semester III			
Subject Name	ENTREPRENEURSHIP AND NEW VENTURES	Subject Code	FT 301
		Total Credits	03
Subject Nature: Core			
Course Objective:			
<ol style="list-style-type: none"> 1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship. 2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Provide overview of Entrepreneurship environment in country 2. The process of owning your business & art of sustaining a business. 3. Various qualities, character & leadership requirements of being an Entrepreneur. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Entrepreneur & Entrepreneursh ip	<ol style="list-style-type: none"> 1.1 Concept & Nature, 1.2 Definition Characteristics, Functions, Kinds, Role, 1.3 Difference between entrepreneur and Manager. 1.4 Role of entrepreneurship in development of economy 1.5 Ethical dimensions 	5	
Unit-2 Theories of Entrepreneursh ip	<ol style="list-style-type: none"> 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior. 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making) 2.4 Process of Innovation- Social & Commercial 2.5 Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International. 	8	
Unit – 3 New Venture	<ol style="list-style-type: none"> 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits - Developing	5	

	<p>Entrepreneurs</p> <p>3.2 New ventures :Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities</p> <p>3.3 Methods of valuing a business - Franchising and franchisee's perspective.</p>	
Unit- 4 Business Plan	<p>4.1 Need for a Business plan - Steps in the preparation of businessplan.</p> <p>4.2 Need for marketing research</p> <p>4.3 Operating plans and financial plan</p> <p>4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business</p>	4
Unit -5 Feasibility Planning	<p>5.1Planning paradigm for new ventures - Stages of growth model</p> <p>5.2 Fundamental of a good feasibility plan, components of feasibility plan ,Relevance of marketing concept to new ventures</p> <p>5.3 Marketing research of pre-start-up planning ,Sources of marketing research information ,Implication of market research</p> <p>5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure</p> <p>5.5 Concept of pricing - Growth strategies - Marketing plan.</p>	5
Unit-6 Financing a new venture	<p>6.1 Financing and its effects on effective asset management – Alternate methods of financing</p> <p>6.2 Applicability of Legislation</p> <p>6.3 Venture capital and new venture financing -</p> <p>6.4 working out working capital requirement -</p> <p>6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI,IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).</p> <p>6.6 Micro Finance</p>	10
Unit-7 Life cycle of an entrepreneurial venture	<p>7.1 Role of entrepreneur during various transition</p> <p>7.2 Requirements for successful patent grants : steps in obtaining a patent ,Registration of trademark , copyright and the concept of fair use,protection of intellectual property</p> <p>7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.</p>	8
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading</p> <ol style="list-style-type: none"> 1. David H. Holt Entrepreneurship: New Venture Creation, PHI 2. Mary Coulter Entrepreneurship in Action,PHI 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI <p>Suggested</p> <ol style="list-style-type: none"> 1. Stay Hungry Stay Foolish 2. Autobiography of Steve Jobs, Bill Gates 		

INSTITUTE OF MANAGEMENT STUDIES			
MBA (Financial Administration) MS5A			
Semester III 2018-20			
Subject Name	PROJECT MANAGEMENT	Subject Code	FT 302C
Subject Nature: Core			
Course Objective: The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.			
Learning Outcome: It develops various individual skills but it emphasises the need for a systemic approach. The individual skills include: <ul style="list-style-type: none"> • project risk analysis, project success/ failure analysis; • project scheduling, able to use financial model, cost-benefit analysis in project management; • Report writing, presentation and team working. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems			
Course Contents			
UNIT	CONTENT	Class Room Sessions	
Unit 1: Introduction	1.1 Meaning, Need And Significance and its types; 1.2 Project Life Cycle and its phases; 1.3 Generation and Screening of Project Ideas.	05	
Unit 2: Project Selection & Analysis	2.1 Market and Demand Analysis, (Including Demand Forecasting); 2.2 Location Analysis; 2.3 Technical Analysis; 2.4 Financial Analysis (Cost of Project, Working Capital Requirement & Its Financing) 2.5 Cost and Benefit Analysis; 2.5 Social Cost Benefit Analysis.	06	

Unit 3: Financial Feasibility And Project Appraisal	3.1: Financial Feasibility Study or Financial Analysis; 3.2 Time Value of Money; 3.3 Cost of Capital; 3.4 Projected Cash Flows; 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria; 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.	10
Unit 4: Project Financing	4.1 Preparing Project Report, Financial Projections, Estimating Costs. 4.2 Project Financing, Project Appraisal by Financial Institutions.	05
Unit 5: Project Management And Control	5.1 Project Organizations; 5.2 Planning and Control of Project 5.3 Human Aspects of Project Management; 5.4 Project Control Tools (Gantt Charts, Line Off balance).	06
Unit 6: Network Techniques for Project Management	6.1 Basic Concepts of Networks; 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models); 6.3 Network Cost Systems; 6.4 Activity Crashing.	07
Unit 7: Project Review	7.1 Need for Reviews; 7.2 Initial Review, Performance Evaluation; 7.3 Abandonment Analysis; 7.4 Evaluating the Capital Budgeting Systems. 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Prasanna Chandra. **“Project Planning, Analysis, Selection, Implementation and Review”**, New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, **“Text Book of Project Management”**. New Delhi, McGraw Hill Publications, Latest Edition.

Reference Books:

1. Harold Kerzner, **“Project Management: A Systems Approach to Planning, Scheduling and Controlling”**, New Delhi, CBS Publications, Latest Edition.
2. Rajive Anand, **“Project Profiles with Model Franchise Agency and Joint Venture Agreement”**, New Delhi, Bharat Publications, Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A			
Batch 2018-20			
Semester III			
Subject Name	PRODUCT AND BRAND MANAGEMENT	Subject Code	FT-304M
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to acquire the conceptual understanding of product and brand management and its applications for corporate growth and development.			
Learning Outcome: Upon completion of this course students will develop fundamental understanding of how to build, measure, and manage a brand.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Product Management	1.1 Why product management, Relationship between marketing and product management, 1.2 Product management process, 1.3 Functions of product manager, 1.4 Role and responsibilities of product manager.		9
Unit-2 Product Life Cycle	2.1 Concept of PLC, Operationalizing the aspect of PLC concept, 2.2 PLC as a forecasting model, 2.3 PLC as guideline for marketing strategy, 2.4 Extension of PLC.		8
Unit-3 New Product Development	3.1 Characteristics of successful product development, 3.2 New product development process and organization.		7
Unit- 4			3

Brand Management	4.1 Concept, Decision, Elements and Brand portfolio	
Unit -5 Brand Association	5.1 Brand awareness,identity,image, personality and loyalty: 5.2 Managing brand equity through brand loyalty, 5.3 Measuring brand equity.	8
Unit -6 Branding Strategies	6.1 Evaluation of brands, Perceived quality, 6.2 Brand positioning and repositioning, 6.3 Brand extension decisions. 6.4 Emerging trends in product and brand management	10
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
<p>Learning Resources: Text Reading:Latest Edition</p> <ol style="list-style-type: none"> 1. Majumdar, Ramanuj, “Product Management in India”, PHI. 2. David A. Aaker, Rajeev Batra and John G. Meyer. “Advertising Management”, New Delhi. PHI 3. David A. Aaker. “Managing Brand Equity”, New York. Free Press. Jean Noel Kapfers.”Strategic Brand Management”, New York , Free Press. <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Moorthi, Y.L.R., “Brand Management”, Vikas 2. Kumar Ramesh, S., “Managing Indian Brands” 3. Oguinn, T.C., Allen, C.T. and Semenik, R.J. , Vikas, “ Advertising and Integrated Brand Management”. Thomson. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A Batch 2018-20			
Semester III			
Subject Name	CONSUMER BEHAVIOUR	Subject Code	FT-305M
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to help students gain an understanding of Consumer Behaviour and their applications.			
Learning Outcome: Upon completion of this course students will be able to understand Consumer behaviour and also to develop appropriate marketing strategies for different segments of consumers.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Introduction to Consumer Behaviour	1.1 Definition and scope of Consumer Behaviour, 1.2 Linkage with Marketing Strategy, 1.3 Application of Consumer Behaviour and Consumer Research.		7
Unit-2 Environmental Influences on Consumer Behaviour	2.1 Understanding culture, subculture and its marketing implications in Consumer Behaviour, culture process; 2.2 Social Class, Measurement of social class, social class mobility 2.3 Family, Family life cycle and Family decision making process, Understanding Husband- Wife decision role, Children's & Peer group influence in family decision making; 2.4 Personal influence, word of mouth communication, opinion leadership.		10

<p>Unit-3 Individual Determinants of Consumer Behaviour</p>	<p>3.1 Demographics; Concept, Theories and Applications – Motivation, Learning, Knowledge, Involvement, Perception, Attitude formation and change, Personality and Self Concept, Psychographics and Life Style.</p>	<p>9</p>
<p>Unit- 4 Consumer Decision Process and Models</p>	<p>4.1Pre-purchase Process: Information processing, Types of information and sources, external and internal search, marketing strategies 4.2 Purchase Processes:Consumer choice making process, Evaluative criteria, Decision rules 4.3 Post Purchase Processes: Framework, dissonance satisfaction / Dissatisfaction.</p>	<p>10</p>
<p>Unit -5 Strategic Applications of Consumer Behaviour</p>	<p>5.1 Marketing to children, women, adults and old age consumers; 5.2 Concerns and strategies; 5.3 The consumer movement, consumer rights and responsibilities.</p>	<p>9</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS IN HOURS</p>		<p>45</p>
<p>Learning Resources: Text Reading:Latest Edition 2. Blackwell; R.D., Miniard, P.W. and Engel, J.F., “Consumer Behaviour”, Thomson. 2. Schiffman L.G. and Kanuk L.L., “Consumer Behaviour”, PHI. 3. Hawkins, Del I., Best, Roger J., Coney, Kenneth A. and Mookerjee, Amit, “Consumer Behaviour Building Marketing Strategy”, Tata McGraw Hill Publishing Company Limited, New Delhi. 4. Assel, H., “Consumer Behaviour”, Thomson. 5. Solomon M.R., “Consumer Behaviour”, PHI.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A Batch 2018-20			
Semester III			
Subject Name	SALES AND DISTRIBUTION MANAGEMENT	Subject Code	FT-306M
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management and provide abilities in sales and distribution system.			
Learning Outcome: Upon successful completion of this course student will be able to understand the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Personal Selling	1.1 The role of personal selling in marketing mix, 1.2 The personal selling process, 1.3 Personal selling objectives, Types of sales job.		7
Unit-2 Theories of Sales Management	2.1 Objectives, Nature and scope. 2.2 Buyer – Seller Dyads, 2.3 Theories of Selling- AIDAS Theory, “Right set of circumstances” Theory, “Buying formula” Theory, and Behavioral equation theory of selling.		7
Unit-3 Sales Planning	3.1 Sales organization, Sales forecasting, Sales Budgeting, 3.2 Territory design and setting Quotas.		5
Unit- 4	4.1 Selection, Training, Motivation and Compensation, 4.2 Evaluation and Control of sales force.		4

Operational Sales Management		
Unit -5 Distribution	5.1 Design of distribution channel, 5.2 Management of channels, 5.3 Managing Co-operation, Conflict and competition, 5.4 Vertical and Horizontal Marketing Systems.	8
Unit -6 Whole Selling and Retailing	6.1 Importance, Types, Marketing decisions for whole seller, 6.2 Retailing: Importance, Types, Retailer marketing decisions	6
Unit – 7 Physical Distribution	7.1 Objectives, Order processing, Warehousing inventory, 7.2 Transportation, Organizing for physical distribution, EDI and Supply chain, 7.3 Internet as a medium for order processing and information.	8
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> Cundiff and Govni, “Sales Management – Decisions, Strategy and Cases”, New Delhi: Prentice Hall of India. Ingram, Laforge, Avila, Schwegker and Williams, “ Sales Management”, Thomson. <p>Suggested Readings</p> <ol style="list-style-type: none"> Watuba R. Thomsas., “ Sales Management – Texts and Cases”, Business Publication Inc. Johnson, Kurtz and Scheving, “ Sales Management, Concept Practice and Cases”, McGraw Hill NY. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A.(FULL-TIME) MS5A Batch 2018-20			
Semester III			
Subject Name	B2B MARKETING	Subject Code	FT 307M
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to expose the students to various aspects of B2B Marketing and develop abilities in market orientation.			
Learning Outcome: At the end of course students will be able to understand corporate structures and business models, the importance and effects of efficient value chains and networking, interaction between organizations and how this can be seen in a strategic perspective.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Introduction	1.1 The nature and concept of B2B marketing, 1.2 difference between B2B and B2C marketing, 1.3 Market orientation, Knowing your market 1.4 Reseller marketing.		8
Unit-2 B2B Marketing	2.1 Understanding B2B marketing, Organizational Customers, Governmental agencies, Institutions, 2.2 Characteristics of organizational procurement 2.3 B2B marketing environment, The strategies for managing the B2B marketing Environment		7
Unit-3 Organizational Buying and Buyer Behaviour	3.1 Organizational buying and Buyer Behaviour; Concepts and models of Organizational buying behavior, 3.2 Interpersonal dynamics of organization's purchasing behavior, Buying center involvement and interaction patterns, 3.3 Joint decision making, conflict and resolution in joint decision making, the buying committee, supplier choice and evaluation.		7

Unit- 4 Process of B2B Marketing	4.1 The strategic planning process in B2B marketing.	5
Unit -5 B2B Market Segmentation	5.1 Analyzing the organization market, 5.2 B2B market segmentation 5.5 Basis for Segmenting B2B markets, Target, Marketing and Positioning.	6
Unit -6 Channel Strategies	6.1 Formulating channel strategies; Marketing channel participants, Physical distribution and customer service, 6.2 Formulating the marketing communication – Personal selling, Advertising, Sales promotion and publicity.	7
Unit -7 Business Pricing	7.1 Business Pricing; Price determinants, Pricing decisions, price policy, distribution pricing.	5
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 1. Robert R. Reeder, Edward G. Brierty, and Betty H. Reader. “Industrial Marketing, Analysis, Planning and Control”, New Delhi, Edward, PHI. 2. Krishna K. Havldar, “Industrial Marketing”, Tata McGraw Hill, Delhi. 3. Michael H. Morris – “Industrial and Organizational Marketing”, New York, Macmillan. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A Batch 2018-20			
Semester III			
Subject Name	SOCIAL MARKETING	Subject Code	FT-308M
		Total Credits	03
Subject Nature: Marketing Open Electives(Select any 2)			
Course Objective: The objectives are to focus the student’s attention on use of modern marketing techniques to influence behavior of individuals or groups towards social and public welfare, and to measure and improve its efficiency.			
Learning Outcome: After studying this course, students will be able to: <ul style="list-style-type: none"> • Understand the meaning and nature of social marketing • Analyse social marketing problems and suggest ways of solving these • Recognise the range of stakeholders involved in social marketing programmes and their role as target markets 			
ExaminationScheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 INTRODUCTION	1.1 Social Marketing; Definition, Evolution and growth 1.2 Steps of social marketing.		09
Unit-2 SOCIAL MARKETING IN DIFFERENT CONTEXT	2.2 Leading case studies of social marketing in spheres of Health, Environment, Social and Economic Empowerment.		09
Unit-3 ANALYZING SOCIAL MARKETING	3.1 Analyzing Social Marketing; Research options, Selection of Purpose and Conducting Situation Analysis.		09

<p align="center">Unit- 4 STRATEGIES OF SOCIAL MARKETING</p>	<p>4.1 Social Marketing: Segmentation, Targeting and positioning, Setting of objectives and Goals, 4.2 Strategies driven by 4Ps- Packaging, Pricing, Promotion and Placement.</p>	<p align="center">09</p>
<p align="center">Unit -5 MANAGING SOCIAL MARKETING</p>	<p>5.1 Managing Social Marketing: Monitoring and Evaluation Plan, 5.2 Establishment of Budgets and Sourcing of Funding, 5.3 Drafting Implementation Plan and Ethical Aspects</p>	<p align="center">09</p>
<p align="center">TOTAL CLASSROOM CONTACT SESSIONS IN HOURS</p>		<p align="center">45</p>
<p>Learning Resources: Text Reading: Latest Edition 1. Sameer Deshpande and Nancy R. Lee, “Social Marketing in India”, Sage Publications, 2013 Suggested Readings 1. Philip Kotler and Nancy R. Lee, “Social Marketing : Influencing Behaviors for Good”, Third Edition. Sage Publications, 2008</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A Batch 2018-20			
Semester III			
Subject Name	SUPPLY CHAIN MANAGEMENT	Subject Code	FT-309M
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The course aims at developing an understanding of supply chain management and its significance in managerial process.			
Learning Outcome: Students will be able to : <ul style="list-style-type: none"> • Analyze total system costs in supply chains • Know when and how to use various forecasting techniques • Compute tradeoffs between cost and responsiveness in supply chains 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction and A Strategic View of Supply Chain	1.1 The role of Supply Chain Management in Economy and Organization. 1.2 Supply Chain Strategy and Performance Measures. 1.3 Outsourcing: Make Versus Buy.		11
Unit-2 Managing Material Flow in Supply Chain	2.1 Inventory Management 2.2 Transportation, 2.3 Network Design and Operations: Facility Location.		11
Unit-3 Managing Information Flow in Supply Chain	3.1 Demand Forecasting, 3.2 The Role of Information Technology in Supply Chain Management		10

Unit- 4 Supply Chain Innovations	4.1 Supply Chain Integration, 4.2 Supply Chain Restructuring, 4.3 Agile Supply Chains, 4.4 Pricing and Revenue Management	13
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 6. Shah Janat, “ Supply Chain Management- Text and Cases”, New Delhi: Pearson Education, Latest Edition 7. Chopra Sunil, Meindl Peter, Kalra D.V., “Supply Chain Management – Strategy, Planning and Operation”, New Delhi: Pearson Education, Latest Edition 8. Sinha Amit, Kotzab Herbert, “ Supply Chain Management- A Managerial Approach”, New Delhi: Tata McGraw-Hill-latest Edition. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL - TIME) MS5A Batch 2018-20			
Semester III			
Subject Name	GLOBAL MARKETING	Subject Code	FT- 310M
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The objectives of this course are to help the students to gain an understanding of concept of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.			
Learning Outcome: Upon completion of this course, students will be able to... <ul style="list-style-type: none"> • Assess current issues in global marketing. • Assess the future of global marketing. • Identify and explain the variables involved in selecting pricing strategy in the global marketplace. • Analyze global value chains. • Develop competitive strategies by addressing global competitive analysis, global market entry strategies and global sourcing strategies. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I International Marketing	1.1 Basis of International Trade, 1.2 Theories of International Trade, (Absolute Advantage, Comparative Advantage and Factor Endowment Theory) 1.3 Difference Between Domestic, International, Multinational, Global Markets, EPRG Framework		8
Unit-2 Scanning of International Environment	2.1 Social, Political, Legal, Economic		5
Unit-3 Factors Affecting	3.1 Methods of Entry, 3.2 Types of Regional Agreements, Role of IMF and WTO in International Trade.		6

International Trade		
Unit- 4 Foreign Trade Policy	4.1 EXIM Policy 2002-2007 Salient Features. 4.2 Export Documentation and Procedure and Institutional Support for export promotion in India.	5
Unit -5 Product	5.1 Identify New Products, International Product Planning, Product Design Strategy, Product Elimination, 5.2 Adoption and Diffusion of New Products.	5
Unit -6 Pricing Strategy	6.1 Factors Affecting International Prices, 6.2 Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and Its Impact on Pricing, High Sea Pricing.	5
Unit -7 Distribution System for International Markets	7.1 Direct & Indirect Channels, 7.2 Factors Affecting International Channel, International Channel Management, 7.3 Whole selling and Retailing.	6
Unit -8 Promoting Products / Services in Overseas Markets	8.1 Perspective of International Advertising, 8.2 Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self – Regulation.	5
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 1. W.J. Keegan – “Global Marketing Management”, New Delhi, PHI. 2. Sack Onkvisit and John J. Shaw. “International Marketing Analysis and Strategies”, PHI 3. Subhash S. Jain, “International Market Management” Delhi, CBS Publishers Distributors <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. M.R. Czinkota and Ronkainen, “International Marketing”, Dryden Forthworth 1998. 2. S.J. Poliwoda, “International Marketing”, New Delhi, Prentice Hall of India. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A Batch 2018-20 Semester III			
Subject Name	RETAIL MARKETING	Subject Code	FT- 311M
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The course enables the students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools and techniques.			
Learning Outcome: On successful completion of this course students will be able to: <ol style="list-style-type: none"> 1. Apply a broad theoretical and technical knowledge of retail management to understand opportunities and challenges for creating excellent retailing experience. 2. Critically analyze and summarize market information to assess the retailing environment and formulate effective retail strategies. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Marketing Channels and Supply Chains	1.1 Emergence, Roles and types of marketing channels, Channel members and their characteristics, 1.2 choosing various channel options, factors affecting the choice 1.3 Supply Chain Management (SCM) – advantages gained, physical flow of merchandise, logistics of e – retailing.		8
Unit-2 Retailing	2.1 Nature and importance of retailing, wheel of retailer, 2.2 Types of retailing - ownership based, store based, non – store based, web based. 2.3 Retail management decisions 2.4 Recent trends in retailing.		7
Unit-3 Strategic Planning in Retailing	3.1 Situation analysis, objectives, Identification of consumers and positioning, overall strategy, specific activities and control.		7

Unit- 4 Identifying and Understanding Customers	4.1 Consumer demographics & lifestyle, consumer needs & desires, consumer shopping attitude, consumer decision process, retailer's action. 4.2 Location, Operation & Merchandise Management: Trading Area Analysis, Site selection.	8
Unit -5 Operation and Merchandise Management	5.1 Trading area analysis, site selection, store formation size and space allocation, store security and credit management. 5.2 Merchandise plans – forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.	8
Unit -6 Retail Promotion	6.1 Building retail store image, atmosphere, layout planning 6.2 Retail promotional mix strategy 6.3 Retail stores sales promotional scheme.	7
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 1. Berman, Berry and Joel Evans Retail Management. 2. Cooper, J. Strategy planning in Logistics and Transportation. 3. Cox, Roger and Paul Brittain Retail Management. 4. Levy & Weitz Retailing Management. 5. Kotler, Philip Marketing Management. 		

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	FINANCIAL RISK AND DERIVATIVES	SUBJECT CODE	FT-312F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Risk and Derivatives.			
LEARNING OUTCOME: At the end of the course students should be able to; 4. Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument 5. To make them understand operations of derivatives market.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Understanding Risk	1.1. Concept of Risk 1.2. Types of Risk 1.3. Risk Management Process 1.4. Risk Management Strategies		02
Unit-2 Introduction to Derivatives	a. Concept of Forwards, Future, Options b. Difference between Forward and Futures c. Types of Options d. Participants in markets Hedgers, Speculators and Arbitragers e. Uses of Derivatives f. Basic Derivatives terminology		08
Unit-3 Futures Contract	3.1. Future Terminology 3.2. Types of Futures, 3.3. Standardization in Futures, 3.4. Futures Exchange Clearing House 3.5. Types of Orders 3.6. Trading in Futures-Mark to Market Process 3.7. Convergence of Future and Spot Price 3.8. Stock Index Futures 3.9. Currency Futures 3.10. Interest Rates Future 3.11. Hedging Using Futures—Short Hedge, Long Hedge.		10

Unit- 4 Options Market	4.1. Types of Options, 4.2. Payoffs from option positions, In the Money option, Out of Money Option, At the Money option, 4.3. Naked Option, Exotic Options, Bond Option, Time Value Of Money. 4.4. Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.	10
Unit -5 Option Trading Strategies	5.1. Bull Strategy 5.2. Bear Strategy 5.3. Butterfly Strategy 5.4. Calendar Strategy 5.5. Diagonal Spread Strategy 5.6. Straddles, Strip and Straps Strategy.	05
Unit-6 Swaps	6.1. Introduction to Swaps 6.2. Basic Swap Structure 6.3. Interest Rate Swaps 6.4. Currency Swaps 6.5. Mechanics of Swaps Transactions 6.6. Swap options.	05
Unit-7 Greek Letters	7.1. Concept of Delta Theta, Gamma Vega, Rho 7.2. Factors Determining Option Price 7.3. Black Scholes Mode	05
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.		

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	INSURANCE AND BANK MANAGEMENT	SUBJECT CODE	FT-313F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Insurance and Banking sector.			
LEARNING OUTCOME: At the end of the course students should be able to; 1. To enable the students to gain acumen, insight and through knowledge relating to the various aspects of Insurance and Banking sector and their regulatory frameworks.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Understanding Banking	1.5. Evolution of Banking 1.6. Banking in India 1.7. Types of Banks 1.8. Roles of Banks (viz. Intermediation, Payment system, and financial services) 1.9. Banking Regulations-- BASEL Norms 1.10. Banking Products – Fee based and fund based 1.11. Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance 1.12. Capital Adequacy norms for banks, SLR, CRR, CAR	03	
Unit-2 Bank Management	g. Liquidity Management h. Investment Management i. Loan Management j. Liability Management k. Credit Management l. Risk Management m. Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement n. Return on Equity Model o. Important ratios used in Balance Sheet Analysis ,CAMELS Rating p. Management of assets and liabilities in banks-Profitability and Productivity in Banks	12	
Unit-3	3.1. Definition of Insurance 3.2. General Principles of Insurance	10	

Understanding Insurance	3.3. Insurance Application and Acceptance Procedure 3.4. Insurance Terminology	
Unit- 4 Life Insurance	4.1. Life Insurance Definition, General Principles of Life Insurance 4.2. Types of Life Insurance Products--- Whole Life Policy, Term Policy, Endowment Policy. 4.3. Annuities Types 4.4. Claim Management of Claim Settlement 4.5. Analysis of Balance Sheet of a Life Insurance Company	10
Unit -5 General Insurance	5.1. General Insurance Definition, General Principles of General Insurance 5.2. Marine Insurance, Fire Insurance 5.3. Motor Vehicle Insurance 5.4. Public Liability Insurance 5.4. Third Party Insurance 5.5. Mediciclaim and Health Policies 5.6. Group Insurance 5.7. Burglary Insurance	10
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Banking Theory, Law & Practice, Gordon Natrajan , HPH Insurance Management, S.C.Sahoo & S.C.Das , HPH Bank Management & Financial Services, Rose, Hudgins , McGraw Hill Risk Management & Insurance, Trieschmann, Hoyt, Sommer , Cengage Banking and Insurance, Mohapatra and Acharya , Pearson		

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	FINANCIAL MARKETS PRODUCTS AND SERVICES	SUBJECT CODE	FT-314F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Markets, Products and Services.			
LEARNING OUTCOME: At the end of the course students should be able to; 2. To provide the students understanding of role financial institutions and markets play in the business environment. It also helps to develop a series of applications of principles from finance and economics that explore the connection between financial markets, financial institutions , financial products and services and the economy.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Nature and Role of Financial System	1.13. Money and finance – Money and near-money – Financial intermediation and financial intermediaries – The structure of the financial system – Functions of the financial sector – Indicators of financial development 1.14. Nature and Scope of Financial Services, Fund based and fee based services.		02
Unit-2 Financial Market Operations	2.1. Money Market: Introduction, Instruments—T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills, Collateralized Debt Obligations, Trading mechanism of instruments, regulations. 2.2. Capital Market: Meaning, Functions, Primary and Secondary Market. Methods of floatation of Capital –IPO’s, Book building, Private Placements etc. –Investor protection in primary market – recent trends in primary market. Rights Issue, Bonus Issue. BSE & NSE operations. Concept of Circuit Breakers 2.3. Secondary Market---Overview of major Stock Exchanges in India. Meaning, Purpose and Consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method) 2.4. Trading on Stock Exchanges: Different trading systems – Share groups on BSE and NSE –BOLT and NEAT System – Different types of settlements – Pay –in and Pay out – Bad Delivery – Short delivery – Auction, Order types and books – De -Mat settlement –		12

	Physical settlement – Institutional segment – Funds settlement – Valuation debit-Valuation price – Bad and short delivery – Auction.	
Unit-3 Lease and Hire Purchase	3.1. Meaning and Types of Leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing 3.2. Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing.	08
Unit- 4 Credit Rating and Securitization of Debts	4.1. Definition and meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies – Rating symbols of different companies. 4.2. Securitization of Debt- Meaning- Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization	08
Unit -5 Mutual Funds, Factoring Forfeiting and Bill Discounting	5.1. Mutual Funds- Types Mutual Funds – Advantages of mutual funds, Exchange Traded Funds – Hedge funds- Regulations on mutual funds – Accounting aspects. 5.2. Factoring and Forfeiting: Concepts, types, mechanism, advantages, disadvantages 5.3. Bill Discounting: Concept, type, bill rediscounting, problems on bill discounting.	08
Unit -6 Credit Cards, Venture Capital Finance and Merchant Banking	6.1. Credit Cards: Concepts, operational procedure, advantages, disadvantages. 6.2. Venture Capital Finance: Concepts, Procedure, and Importance. 6.3. Merchant Banking: Mergers, Amalgamations, Acquisition, Takeovers.	07
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi.

Harsh V.Verma, Marketing of Services, Global Business Press

Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press, Boston.

M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi.

Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia.

H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.

Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.

B. Pathak : Indian Financial Systems Pearson Education

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	SUBJECT CODE	FT-315F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: The objectives of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.			
LEARNING OUTCOMES			
<ul style="list-style-type: none"> • Ability to understand risk and return on financial assets • Evaluation of key financial assets • Portfolio concepts 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Introduction	1.1 Concept of Investment, Investment V/S Speculation, 1.2 Financial And Economic Aspect Of Investment, 1.3 Types, Characteristics And Objectives Of Investment 1.4 Selecting Investments in a global market.		04
Unit-2 Risk Return	2.1 Concept Of Risk And Return, Systematic And Unsystematic Risk 2.2 Analysis of different types of Risks and Return, 2.3 Determinants of Required Rate of Return, 2.4 Risk free rate and factors influencing the risk free rate; Risk Premium. 2.5 Multifactor Model of Risk & Return		06
Unit-3 Fundamental and Technical Analysis	3.1 Efficient Market Hypothesis: Efficient Market Concept; Different forms of Efficiency, Random walk theory. Challenges to the Efficient Market Hypothesis. 3.2 EIC analysis-Macro economic activity and security Markets. The Cyclical Indicator Approach. Monetary Variables, the		10

	Economy and Stock Prices. Inflation, interest rate and security prices 3.3 Analysis of Growth and Value Companies. 3.4 Technical Analysis: Assumptions, Advantages and Challenges. Technical Trading Rules and Indicators Technical Analysis of Equity Markets.	
Unit-4 Valuation of Assets	4.1 Bonds: Bond Fundamentals, Bond Valuation Models: PV Model 4.2 Bonds Yield, Measures Duration, Modified Duration, Immunization Convexity, Bond Value Theorem. 4.3 Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. 4.4 Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.	10
Unit -5 Portfolio Management:	5.1 Measurement of Expected Risk and Return of Portfolio 5.2 Markowitz Portfolio Theory.. The Efficient Frontier and Investor 5.3 Utility. Optimal Portfolio Selection 5.4 Sharpe's Single Index Model, 5.5 Lagrange Multiplier Theory.	05
Unit-6 Capital Asset Pricing Model & Multi Factor Models:	6.1 Concept of Beta 6.2 SML And CML Valuations. 6.3 Arbitrage Pricing Theory, Empirical Tests of APT 6.4 Estimating Risk in a Multi-factor Setting.	05
Unit-7 Portfolio Performance Evaluation & Portfolio Management Strategy:	7.1 Treynor, Sharpe, Jensen and Information Ratio Performance Measures. 7.2 Passive vs. Active Management. 7.3 Bond Portfolio Management Strategies and Equity Portfolio Management Strategies 7.4 Equity Portfolio Management Strategy-Index Portfolio Construction Techniques.	05
	TOTAL SESSIONS	45
Learning Resources:		
Text Books: Latest Edition of-		
1. Fischer & Jordan , Security Analysis and Portfolio Management, Prentice Hall India.		
2. Punithavathy Pandian , Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.		
3. I. M. Pandey , Financial Management, Vikas Publishing House Pvt. Ltd.		
4. Martin Pring , Technical Analysis Explained, McGraw Hill.		
5. V. A. Avadhani , Investment and Securities Market in India, Himalaya Publishing House.		

6. **French, Don**, Security and Portfolio Analysis, Merrill Publishing Co.
7. **Preeti Singh**, Investment Management, Himalaya Publishing.
8. **V. K. Bhalla**, Portfolio Analysis and Management, Sultan Chand & Sons
9. **Agarwal**, A Guide to Indian Capital Markets, New Delhi.
10. **Jack Clark Francis and Richard W. Taylor**, Investment, Schaum's outline series, Tata McGraw Hill.

M.B.A. (FULL TIME)			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	FINANCIAL STATEMENT ANALYSIS	SUBJECT CODE	FT-316F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE OPEN ELECTIVES			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Statement Analysis.			
LEARNING OUTCOME: At the end of the course students should be able to have better understanding of analyzing financial statements for the purpose of valuation of firms and investments. 3. .			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Framework for Financial Statement Analysis	1.15. Understanding financial statements—balance sheet, income statement. Need for financial statement analysis. Limitations of Financial Statements Analysis. 1.16. Various tools of Financial Analysis – Horizontal Analysis, Vertical Analysis, Trend Analysis, Common Size Statement.		05
Unit-2 Cash Flow Analysis	2.1. Direct and indirect methods preparation of cash flow statements. 2.2. Transaction analysis, reported versus operating changes in assets and liabilities, relation between income and cash flows. Analysis of cash flow trends		07
Unit-3 Ratios and Financial Analysis	3.1. Types of ratios, analysis of firms performance using ratios. Classification and selection of ratios. Cases on analyzing financial statements using Ratios.		07
Unit- 4 Analysis of Long Lived Assets	4.1. Capitalization decisions, capitalization versus expensing— general issues, industry issues, analytical adjustments for capitalization and expensing. 4.2. Depreciation concept, need for fixed asset disclosures, impairment of long lived assets. Treatment of long lived assets.		07
Unit -5 Analysis of Financing Liabilities	5.1. Nature of current and long term liabilities, debt with equity features, effect of changes in interest rates, debt of firms in distress, retirement of debt prior to maturity, bond covenants, nature of covenants .		07

<p>Unit -6 Valuation of Companies</p>	<p>6.1. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF).</p> <p>6.2. Estimating a Firm's Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm's Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure & Adjusted Present Value. Method of Enterprise Valuation (APV).</p> <p>6.3. Relative Valuation using Market Comparables. Equity Capital Raising Transactions, Initial Public Offerings. Valuation in Practice, Corporate Control & Agency Problems. Mergers & Acquisitions. Leveraged Buyouts (LBOs) / Management Buyouts. Valuation in Private Equity Setting & Venture Capital.</p>	<p>12</p>
	<p>TOTAL SESSIONS</p>	<p>45</p>
<p>Learning Resources: Text Books: Latest Edition of- Penman, S. H.: Financial Statement Analysis and Security Valuation, 3rd ed., McGraw Hill, Boston. Ross, S. A., Westerfield, R. W., Jaffe, J. : Corporate Finance, McGraw Hill, Boston. Soffer, L., Soffer, R. Financial Statement Analysis: A Valuation Approach, Prentice Hall, Upper Saddle River. Copeland, T. E., Weston, J. F., Shastri, K. Financial Theory and Corporate Policy, d., Pearson, Boston.</p>		

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	Mergers, Acquisitions & Corporate Restructuring	SUBJECT CODE	FT-317F
		TOTAL CREDITS	03
SUBJECT NATURE: Finance Open Electives			
COURSE OBJECTIVE: In the fast changing economic environment corporate restructuring is required not just to stay afloat amidst cut-throat competition, but also to increase competitive edge. This course intends to provide an understanding of MACR from all the angles - strategic, legal, accounting, taxation, fund raising and valuation.			
LEARNING OUTCOMES			
<ul style="list-style-type: none"> • Understand the basic methods of restricting companies • Understand Financial and legal aspects of Merger, Acquisitions • Get inside into trend setting mergers 			
EXAMINATION SCHEME:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT 1 INTRODUCTION	1.1 Various Forms of Business Alliances <ul style="list-style-type: none"> • Recent M&A Trends , Types of Mergers • Leveraged Buyouts and the Private Equity Market • Corporate Restructuring • Freeze-Outs and the Treatment of Minority Shareholders • Reverse Mergers, Holding Companies 1.2 History of Mergers <ul style="list-style-type: none"> • Merger Waves - First Wave, 1897—1904, Second Wave, 1916—1929, The 1940s, Third Wave, 1965--1969 • Trendsetting Mergers of the 1970s, Fourth Wave, 1984—1989, Fifth Wave, Sixth Merger Wave 		05

<p>UNIT 2</p> <p>MERGERS & TAKEOVERS</p>	<ul style="list-style-type: none"> • Mergers Growth & Synergy , • Focus Increasing Asset Sales Increase Firm Values • Do Diversified or Focused Firms Do Better Acquisitions? • Hubris Hypothesis of Takeovers • Managerial Agendas and M&A? • Takeover Tactics- Preliminary Takeover Steps, Tender Offers, Proxy Fights • Antitakeover Measures -Management Entrenchment Hypothesis versus Stockholder Interests Hypothesis, Rights of Targets Boards to Resist, Preventative Antitakeover Measures 	<p>05</p>
<p>UNIT 3</p> <p>PRIVATE TRANSACTIONS AND LEVERAGED BUYOUTS</p>	<ul style="list-style-type: none"> • Management Buyouts, Financing for Leveraged Buyouts, Returns to Stockholders from LBOs, • The Private Equity Market and Secondary Market for Private Equity Investments 	<p>10</p>
<p>UNIT 4</p> <p>CORPORATE RESTRUCTURING</p>	<ul style="list-style-type: none"> • Divestiture and Spin-Off Process, Wealth Effects of Sell-Offs • Managerial Ownership and Sell-Off Gains, Shareholder Wealth Effects of Spin-Offs • Equity Carve-Outs • Restructuring in Bankruptcy –types & causes of Business Failure • Reorganization versus Liquidation 	<p>10</p>
<p>UNIT 5</p> <p>JOINT VENTURES AND STRATEGIC ALLIANCES</p>	<ul style="list-style-type: none"> • Contractual Agreements, Joint Ventures, Strategic Alliances • Comparing Strategic Alliances and Joint Ventures with Mergers and Acquisitions 	<p>05</p>
<p>UNIT 6</p> <p>VALUATION OF MERGERS</p>	<ul style="list-style-type: none"> • Valuation Methods • Benchmarks of Value & Valuation of the Target's Equity • Marketability of the Stock • Takeovers and Control Premiums • Shareholder Wealth Effects and Methods of Payment , Exchange Ratio • Tax Issues in M&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions 	<p>05</p>

<p style="text-align: center;">UNIT 7 LEGAL FRAMEWORK FOR MERGERS & ACQUISITIONS</p>	<ul style="list-style-type: none"> • Laws Governing Mergers, Acquisitions and Tender Offers • International Securities Laws Relating to Takeovers • State Antitakeover Laws • Regulation of Insider Trading 	<p>05</p>
	<p>TOTAL SESSIONS</p>	<p>45</p>

Learning Resources:

11. Mergers, Acquisitions and Corporate Restructurings, 6 edition by Patrick Gaughan, Wiley Corporate F & A
12. Mergers, Acquisitions and Corporate Restructuring by Prasad Godbole, Vikas Pulishers
13. **Mergers and Acquisitions** Andrew Sherman, American Management Association

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	STRUCTURED PRODUCTS AND ALTERNATIVE INVESTMENT	SUBJECT CODE	FT-318F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE OPEN ELECTIVES			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Alternative Investments.			
LEARNING OUTCOME: At the end of the course students should be able to; 6. Enable students to develop understanding about alternative investment. 7. Understand risk return tradeoff and manage financial risk arising out of alternative investments			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Overview of Alternative Investment	1.1. Alternative Investments: an Overview 1.2. The role of Alternative Investment in Strategic Asset Allocation 1.3. Trends in Alternative Investments 1.4. Alternative Investments & Due Diligence 1.5. Traditional Investments, Alternative Investments and Modern Portfolio Theory		04
Unit-2 Types of Alternative Investment	a. Private Equity – History, Types- Angel, Venture, Private, Crowd, Different Funding Series, Types – Equity, Debt, Investment Methods, Mezzanine capital, Distressed and special situations, LBO, Performance of Private Equity, Private Equity: Risk & Return Profile b. Real Estate -- Real Estate as an Investment Asset, Real Estate Investment Trusts, Commercial Real Estate, Mortgage backed Securities, Mortgage Debt and Preferred Equity in Real Estate, Real Estate Appraisal & Valuation, Performance of Real Estate Portfolios c. Hedge Funds --- Introduction to Hedge Funds, Investing in Hedge Funds, Performance of Hedge Funds, Due Diligence, Risk Management, Hedge Fund Benchmark & Asset Allocation. Long/Short Equity Strategies, Dedicated Short, Equity Market Neutral, Distressed Securities, Merger Arbitrage, Convertible Arbitrage, Fixed Income Arbitrage, Global Macro, Event Driven Funds. Unique risks for Hedge Funds, Net value and returns, Return		14

	<p>statistics and risk(measuring risk, downside risk measures, benchmark related statistics), Risk-Adjusted Performance Measures (Sortino risk, Sterling and Burke ratio, return on VaR).</p> <p>d. Other Alternate Investment Asset classes -- Liquid Alternatives, Currency, Art Funds, Wine Funds, Film Funds.</p>	
Unit-3 Structured Products	<p>3.1. Structured products Introduction</p> <p>3.2. Issuers' and investors' appetite for structured products</p> <p>3.3. Identify underlying assets used for SPV's</p> <ul style="list-style-type: none"> o Define special purpose vehicle o Identify mechanics of popular structured products using different assets classes as base <p>3.4. Implied correlations, base correlations, term structure effects</p> <p>3.5. Future for structured products</p>	10
Unit- 4 Types of Alternative Investment	<p>4.1. Credit Default Swaps-- forms of payment, categories of trigger events, valuation, economic role of CDS in the broader investment landscape, life cycle of CDS, CDS Indexes.</p> <p>4.2. Collateralized Debt Obligations --cash flows working, allocation of default losses, credit ratings system of CO, their structure and performance. Tranches and seniority, varieties of CDOs, and their economic roles in the world of investments.</p>	10
Unit -5 Alternative Investment - India	<p>5.1 Alternative Investments Sector in India</p> <p>5.2. Tax Structure</p> <p>5.3. Genesis of Alternative Investments Market Regulation</p> <p>5.4. AIF Regulations</p> <p>5.5. Types of AIFs</p> <p>5.6. Legal Structure & Documentation</p> <p>5.7. Registration Process</p> <p>5.8. Target Participants</p> <p>5.9. Investment Restrictions</p> <p>5.10. Recent Developments</p>	07
	TOTAL SESSIONS	45
<p>Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.</p>		

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	BEHAVIORAL FINANCE	SUBJECT CODE	FT-319F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE OPEN ELECTIVES			
COURSE OBJECTIVE: To develop an understanding of Classical Finance and Behavioral Finance-Heuristics and Biases in Human Decision making-A framework of decision making under risk-Real world applications in finance-Real world applications to public policy			
LEARNING OUTCOMES			
<ul style="list-style-type: none"> • Ability to understand risk and return on financial assets • Evaluation of key financial assets • Portfolio concepts for individual needs 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Introduction	1.1Neoclassical Challenge and Behavioral Finance 1.2Rational Expectations Hypothesis and behavioral challenges 1.3Expected Utility theory, Portfolio Theory, Efficient Market Hypothesis 1.4 Decision-making process and behavioral biases,		05
Unit-2 Behavioral economics and finance	2.1 prospect theory and asset pricing - Prospect theory , Bounded rationality, 2.2 Mental Accounting 2.3Probability weighing function: Parameterization of utility function. Risk-taking behavior. 2.4 Endowment effect: experiments. Sentiments and asset pricing		05
Unit-3 Heuristics and behavioral biases of investors	3.1 Anchoring bias. Limited attention, storing and retrieving information, availability bias. Familiarity bias . 3.2 Risk preference, framing bias. Mental accounting, Representativeness, Ambiguity aversion , 3.3 Overconfidence and excessive trading		10
Unit- 4 Group Behavior	4.1Conformism, herding, fatal attractions, 4.2 Investing Styles and Behavioral Finance, 4.3Emotions and Neuro Science		10

<p>Unit -5 Behavioral corporate finance</p>	<p>5.1 The decision-making process in reality. First level: rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing. 5.2 Second level: less than rational managers. Behavioral biases of managers. 5.3 Capital structure choice: behavioral aspects. Investment policy: real investments and M&A deals</p>	<p>05</p>
<p>Unit-6 Investment Strategies of Individuals</p>	<p>Models Of Personal Finance:- 6.1 4 Stroke Model, 6.2 Stair Case Model, 6.3 Earning –Expenses Model</p>	<p>05</p>
<p>Unit-7 Value Investing</p>	<p>7.1 Principles of value investing 7.2 Value investing to counter behavioural biases</p>	<p>05</p>
	<p>TOTAL SESSIONS</p>	<p>45</p>
<p>Learning Resources: 14. Behavioural Finance, William Forbes, Willey Publications 15. Behavioral Finance By Prasanna Chandra, Mcgraw Hill Publishers 16. Value Investing & Behavioral Finance , Parag Parikh, Tata Mcgraw Hill Publishers</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full-Time)			
2018-20 Semester III			
Subject Name	INDUSTRIAL RELATIONS AND LABOUR LAWS	Subject Code	FT 320H
		Total Credits	03
Subject Nature: HRM Compulsory			
Course Objective: The objectives of the course are to expose the student to the multidimensional complexities of industrial relations to enable him to develop the right perspective of this delicate responsibility to deal with union constructively.			
Learning Outcome:			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –I Introduction	1.1 Industrial Relations in India 1.2 Overview and Appraisal 1.3 Industrial Disputes Act, 1947.		10
Unit-2 Workers Participation in Management (WPM)	2.1 Meaning, Objectives 2.2 Essential Conditions 2.3 Forms, Reasons for Limited Success and Suggestions for Improvement 2.4 WPM in India.		10
Unit-3 Collective Bargaining	1.1 Meaning 1.2 Functions 1.3 Process and Prerequisites Industrial Employment (Standing Orders) Act, 1946.		12

Unit -4 Trade Unions	4.1 Meaning, Functions, Problems 4.2 Trade Union Movement in India and Trade Union Act, 1926 4.3 Factories Act, 1948 4.4 E.S.I.C. Act, 1948 4.5 Payment of Gratuity Act, 1972 4.6 Contract Labour (Regulation and Abolition) Act, 1970	13
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Readings R. C. Chawla and K.C. Garg, “Industrial Law”, Ludhiana, Kalyani Publishers, 1993. P.L. Malik, “Industrial Law”, Lucknow, Eastern Book Co., 1995. J.K. Bareja, “Industrial Law”, New Delhi, Galgotia Publishing Co., 2001. M.Y. Pylee and George Simon, “Industrial Relations and Personnel Management”, New Delhi, Vikas Publishing House, 1996.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. P Subba Rao, “Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games”, Mumbai, Himalaya, 2000. 2. S.C. Shrivastava, “Industrial Relations and Labour Laws”, New Delhi, Vikas 		

MBA (FT) *MS5A*

BATCH 2018-20
SEMESTER III

SUBJECT NAME	HR PLANNING AND AUDIT	SUBJECT CODE	FT 321H
		TOTAL CREDITS	03

SUBJECT NATURE: Human Resource Management Compulsory

COURSE OBJECTIVE:

The course is designed to enable the student to understand the process of human resource planning and audit in depth.

LEARNING OUTCOME:

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENTS		No. of Sessions
UNIT –1 <u>Human Resource Planning</u>	1.1 Definition, HR Planning, Strategic Planning and HR planning Model for HR Planning 1.2 HR planning in changing context, Planning for Shortages, Surplus, Planning for New Establishment, Managerial Succession Planning, Career Planning.	08
Unit-2 <u>Qualitative determination of human resource requirements</u>	2.1 Job Analysis 2.2 Human Resource Demand Forecasting 2.3 Human Resource Supply Estimates	08
Unit-3 <u>Action Plans</u>	3.1 Separation 3.2 Action Plans – Retention, Training, Redeployment & Staffing	08

Unit- 4 <u>HRD Audit</u>	4.1 Meaning and Concept 4.2 Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results 4.3 Preventive and Corrective Actions 4.4 Role in Business Improvement, Methodology and Limitations.	07
Unit -5 <u>HRD styles and culture</u>	5.1 OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture 5.2 Auditing the Style of Top Management, Current Structures and Structural Alternatives.	07
Unit-6 <u>HRD Competencies</u>	6.1 Challenges, Professionalism in HR, Myths and Realities of HRD 6.2 Competencies Needed, Auditing HRD Competencies, individual interviews, Group interviews, Observation, HRD Audit instruments.	07
	TOTAL SESSIONS	45
Learning Resources: <ol style="list-style-type: none"> 1. Donald Currie, “Personnel in Practice for the New IPD-CPP”, Blackwell, MA. 2. R. W. Mondy and R. M. Noe, “Human Resource Management”, Prentice Hall, London, 6th Ed. 3. T. V. Rao, “HRD Audit”, Response Books, New Delhi. 		
Suggested Reading <ol style="list-style-type: none"> 1. Satish Pai Ed., “HRD Skills for Organizational Excellence”, Bombay, Himalaya Pub. House. 		

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<i>MBA (FT) MS5A</i>			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	HUMAN RESOURCE DEVELOPMENT	SUBJECT CODE	FT 322H
		TOTAL CREDITS	03
SUBJECT NATURE: Human Resource Management Compulsory			
COURSE OBJECTIVE: The objectives of this course are to help the student gain an understanding of the need and methods of HRD, and insights in the design, development and delivery of HRD Programmes.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 <u>Human Resource Development</u>	1.1 Concept and Historical Perspective 1.2 Elements of Good HRD 1.3 HRD and Organizational Effectiveness		9

Unit-2 <u>HRD</u> <u>Mechanisms I</u>	2.1 Training- Training Policy 2.2 Assessing Training and Development Needs 2.3 Design of Training Systems 2.4 Implementation and Evaluations of Training System 2.5 Employee Counseling 2.6 Performance Appraisal-Different Methods and their impact on Employees Effectiveness.	9
Unit-3 <u>HRD</u> <u>Mechanisms II</u>	3.1 Career Planning and Development, Succession Planning 3.2 Potential Appraisal 3.3 Coaching – The Skills of Coaching, coaching and performance management 3.4 Mentoring- Selection of Mentor, Mentoring Methods and their Benefits.	9
Unit- 4 <u>Behavioral</u> <u>Tools</u>	4.1 FIRO-B, Johari Window, Transactional Analysis. 4.2 Formulation and Implementation of HRD Strategies 4.3 Creating a World Class Organization	9
Unit-5 <u>The Benefits</u> <u>and Cost of</u> <u>H.R.D</u>	5.1 the cost and benefit of training 5.2 Models of cost benefit analysis of training 5.3 HR Accounting	4
<u>Unit-6</u> <u>Future of</u> <u>Human</u> <u>Resource</u> <u>Development</u>	1.1 Economic 1.2 Political 1.3 Sociological and Organizational Factors.	5
TOTAL SESSIONS		45

Learning Resources:

Text Readings

1. Jerry W. Gilley and Steven A. England, “**Principles of Human Resource Development**”,U.S.A, Addison-Wesley, 1989.
2. T.V. Rao, “**HRD Audit**”, New Delhi, Sage Publications, 1999.

Suggested Readings

1. SatishPai, Ravishanker, UpinderDhar and B. Pattanayak (Eds), “**HRD Skills for Organizational Excellence**”. Mumbai, Himalaya 1999.
2. Ashok Chanda and ShilpaKabra “**Human Resource Strategies-Architecture for Change**” New Delhi, Response Books, 2000.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester III			
		Subject Code	FT 323H

Subject Name	COMPENSATION AND REWARD MANAGEMENT	Total Credits	03
Subject Nature: HRM Compulsory			
Course Objective:			
<ul style="list-style-type: none"> The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India 			
Learning Outcome:			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 Introduction of wages and salary	1.1 Concept of Wages & Salary 1.2 Minimum Wage, Fair Wage and Living Wage 1.3 Theories of Wages & Salary –Pay and Social Class 1.4 Machineries for Wage Fixation 1.5 Statutory provisions governing different components of reward systems–.Wage criteria and wage machinery 1.6 Wage Components—Salary Benchmarking, designing KRA & KPI		09
Unit-2 Reward Management	2.1 Aims, Components of Reward system 2.2 Role of Reward in organisation 2.3 Strategic perspectives of Reward 2.4 Reward as a motivational tool – Psychological contract 2.5 Reward policies Factors determining the rates of Pay 2.6 Strategic and Tactical pay related issues–Establishing Job Values and Relativities 2.7 Internal & External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey–Designing Pay Level, Pay Mix and Pay Structures		15

	2.8 Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme	
Unit-3 Rewarding and Reviewing Contribution and Performance	3.1 Individual Contingent Pay–Team Pay – Paying for Organisational performance–Recognition Process–Performance Management and Reward 3.2 Reward for Special groups–Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers –Components of Executive Compensation package 3.3 Employee Benefits & Services–Rationale for employee benefits– Types of benefits, Choice of benefits, Administering employee benefits, Tax considerations–Flexible benefits/Cafeteria Plans– Pension Schemes–ESOP—Computations of taxable income, overtime, etc.	07
Unit- 4 Managing Reward Processes	4.1 Reward Management Roles–Reward Procedures 4.2 Controlling reward–Pay reviews–Communicating to employees 4.3 Managing the development of reward systems–Future Trends in Reward Management	06
Unit -5 Strategic Reward	5.1 Concept , Aims–Strategic Reward and Reward Management 5.2 Purpose and Contents of Reward Strategy 5.3 Strategic Reward and Performance 5.4 Reward strategies in a Knowledge economy Reward Strategies in a Service-based economy 5.5 Developing reward strategy–Communicating reward strategy – Implementing reward strategy	08
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings:

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Strategic Reward, Armstrong & Brown, Kogan Page.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning,, India
6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education.
7. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson Education.

M.B.A. (FULL-TIME) MS5A			
Semester III			
Subject Name	International HRM	Subject Code	FT 324H
		Total Credits	3
Subject Nature: Human Resource Management Open Electives(Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> • To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force. • To develop an understanding about different obligations towards society. 			
Learning Outcome:			
At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 <u>The Environment</u>	1.1 Foundation and challenges of International Management, 1.2 the culture context value systems of some countries, 1.3 cultural characteristics of business operations across the countries, 1.4 diversity, 1.5 managing diversity		06
Unit-2 <u>Organizational Structure</u>	2.1 The Global View, 2.2 Basic Organization Structure, 2.3 Decision making and controlling.		15
Unit-3 <u>Attracting Human Resources</u>	3.1. The Global View, 3.2 Recruitment, 3.3 Selection of people (Parent country nationals, Host country nationals, Third country nationals)		07

Unit- 4 <u>Compensation and Benefits in Global Scenario</u>	4.1 Impact of culture on IHRM, 4.2 Training in context of globalization age, 4.3 Preparing employees for foreign assignments, 4.4 Preparing global leaders.	06
Unit -5 <u>Future and Challenges in context of IHRM</u>	5.1 Managing people in an international context 5.2 HR issues in Multinational Corporate Social responsibility 5.3 Multinational as a global citizen 5.4 International Accord and Corporate Codes of Conduct 5.5 Implication for the HR function of the multinational firm	05
Unit -6 <u>Concept of Culture and cultural environment</u>	6.1 Culture Shock 6.2 Role Cultural Understanding 6.3 Cross Cultural Differences and Managerial Implications 6.4 Hofstede Study 6.5 Cultural environment–Ethics in International Environment 6.6 Case studies on Cross-Cultural and International Human Resource Management	06
Total sessions		45
Learning Resources: Text Readings: <ol style="list-style-type: none"> 1. P.L. Malik, Industrial Law, Lucknow, Eastern Book Co., 1995. 2. Introduction to the Constitution of India 21st Edition, D.B. Basu 3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993. 4. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini Shekhar, Pearson, 2013. 		

<i>MBA (FT) MS5A</i>			
BATCH 2018-20			
SEMESTER III			
SUBJECT NAME		SUBJECT CODE	FT 325H

	BUSINESS PROCESS TRANSFORMATION AND HRM	TOTAL CREDITS	03
SUBJECT NATURE: Human Resource Management Open Electives			
COURSE OBJECTIVE: The objective of the course is to study business transformation through managing people with special emphasis on knowledge management, human resource information system, human resource economics, and leadership			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 <u>Knowledge management</u>	1.1 Organizational Knowledge Management Architecture and Implementation Strategies 1.2 Introduction 1.3 Knowledge Management Framework 1.4 Implementation, Strategies, Organizational Knowledge Management Architecture 1.5 Organizational Knowledge repositories 1.6 Knowledge Management Applications, 1.7 Organizational Collaborative Platforms 1.8 Organizational Knowledge Measurement Framework and techniques, and implementation barriers.	06	
Unit-2 <u>HRIS</u>	2.1. Data and Information needs for HR Manager 2.2 Sources of Data; 2.3 Role of ITES in HRM; 2.4 IT for HR Managers; 2.5 Concept, Structure, and Mechanics of HRIS; 2.6 Programming Dimensions and HR Manager with no technology background;	08	

	<p>2.7 Survey of Software Packages for Human Resource Information System including ERP Software such as SAP ,Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc.</p>	
<p><u>Unit-3</u> <u>INFORMATION SECURITY AND RISK MANAGEMENT</u></p>	<p>3.1 Aspects of Security, Risk Management, Role of HR department in maintaining Organizational privacy, Cyber threats, Intellectual property. 3.2 Data Mining: decision trees, Neural networks, applications of data mining 3.3 Data warehousing: Architecture & Applications 3.4 Artificial Intelligence: Meaning, Scope and Applications.</p>	<p>06</p>
<p><u>Unit- 4</u> <u>Decision Support Systems</u></p>	<p>4.1 Managerial Decision Making, 4.2 Introduction and Overview ,From Human Decision making to DSS ,DSS Architecture 4.3 Group Decision Support Systems: Goals of Group Decision Support Systems Group versus Individual Activities ,Types of Group DSS , Decision Making Under Uncertainty , System Integration and Future of DSS.</p>	<p>07</p>
<p><u>Unit-5</u> <u>Human Resource Economics</u></p>	<p>5.1 HR Accounting, Investment in Human Capital Individual's choice of educational attainment Costs and benefits of human capital investments Who should invest in human capital – the individual or the firm? Social impact.</p>	<p>06</p>
<p><u>Unit-6</u> <u>Contemporary Issues in HR</u></p>	<p>6.1 Green HRM, Position of women, Gender discrimination, harassment, Job stress, Turnover, Emotional Intelligence etc</p>	<p>06</p>
<p><u>Unit-7</u> <u>Leadership issues in BPT</u></p>	<p>7.1 Crucibles of Leadership, Values, Principles and Ethical Boundaries, Motivations and Motivated Capabilities, Transformational Leadership.</p>	<p>06</p>
	<p>TOTAL SESSIONS</p>	<p>45</p>

Learning Resources:

Text Readings

References:

1. Warriar, E. Sudhir (2004) "Knowledge Management", Vikas Publishing House Ltd. New Delhi.
2. Knowledge Management: 2nd Edition, Elias M. Awad, Hassan M. Ghaziri, PHI Learning Pvt. Ltd.
3. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt Ltd.
4. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
5. The leadership life Cycle: by Andrew Ward, Palgrave Macmilian
6. High Quality leadership: by Erwin Rausch and John B Washbursh, PHI
7. Leadership in organizations: by Gary Yuki, PHI
8. S.C.Gupta, Advanced Human Resource Management: A strategic perspective, Ane Books Pvt. Ltd
9. Tanuja Agarwala, (2007), Strategic HRM, Oxford University Press

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester III			
Subject Name	TRAINING & DEVELOPMENT	Subject Code	FT-326H
		Total Credits	03
Subject Nature: Human Resource Management Open Electives(Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> ● To introduce the importance of training & development in Human Resource Management; and that in organisation for its overall growth. ● Help students familiarize with the scope of training & development as an independent stream in career development. ● Explore various Training & development Outlooks; as well as its evolution, dependency & as strategic essential in organisation' holistic growth. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understanding the evolution of human skills, Learning & is experiential nature in work life. 2. To be able to train/ design training & development modules & execute them efficiently & effectively. 3. To be able to identify, sync & structure organisational' objective& growth with T&D needs as Human Resource Manager. 4. Learn implementation of Training Process, Assessment & reachout for 360 degree development of human resource potential in Organisation. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –I INTRODUCTION TO T&D	1.1. Scope, Functions 1.2 Evolution & Importance 1.3 Systems Approach to Training		04

Unit-2 Training Need Assessment	2.1 Organization Analysis, 2.2 Task Analysis, 2.3 Person Analysis	07
Unit-3 Designing the Training Programs:	3.1 Learning theories & Principles of Learning, 3.2 Trainee Readiness and Motivation, 3.3 Establishing Training Objectives.	10
Unit- 4 Implementing the Training Programs	4.1 Training Methods for non-managerial employees 4.2 Management Development. 4.3 Strategic Development & Skill Development; 4.4 Work Life Balance Training	06
Unit -5 Developing the Group and the Climate	5.1 The Social Process, 5.2 Establishing Tasks in Common, 5.3 Building Realistic Relationships, 5.4 the Training climate, 5.5 Personal and InterPersonal Dimensions. 5.6 Trainers and Training Styles.	08
Unit-6 Evaluating the Training Program	6.1 Kirkpatrick four-level approach & other alternative models, 6.5 BenchMarking	06
Unit – 7 Special Topics in Training and Development:	7.1 Orientation Training, 7.2 Basic Skills Training, 7.3 Team Training, 7.4 Diversity Trainings.	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>TEXT READINGS:</p> <p>1. Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000.</p>		

2. Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester III			
Subject Name	Performance Management	Subject Code	FT 327H
		Total Credits	3
Subject Nature: HRM Open Electives (Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> • To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force. • To develop an understanding about different obligations towards society. 			
Learning Outcome:			
At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
1.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 Performance Management Conceptual Frame Work	1.6 Introduction to Performance Management, 1.7 nature, 1.8 scope, 1.9 importance, 1.10 process of Performance Management, 1.11 link between Performance Management and Performance Appraisal, 1.12 Benefits of Performance Management, 1.13 Performance Planning, 1.14 Role Analysis and Evaluating Performance Management.		08

<p align="center">Unit-2 Performance Appraisal System</p>	<p>2.1–Meaning, Features and Objectives of Performance Appraisal– 2.2 Factors affecting Performance Appraisal– 2.3 Benefits of Performance Appraisal– 2.4 Problems with Performance Appraisal– 2.5 Essentials of a Good Appraisal System– 2.6 Evaluation of a Performance Appraisal System.</p>	<p align="center">15</p>
<p align="center">Unit-3 Appraisal Methods on the basis of approaches</p>	<p>3.1. Ranking–Forced Distribution 3.2 Paired Comparison 3.3 Check List 3.4 Critical Incident 3.5 Graphic Rating Scale 3.6 BARS 3.7 MBO 3.8 Human Resource Accounting. 3.9 360 degree Feedback 3.10 Definition & Uses of 360 degree feedback 3.11 Rationale for 360 degree feedback 3.12 Scope of application in various industries 3.13 Advantage and disadvantage of 360 degree feedback 3.14 Concept of Potential Appraisal 3.15 Requirements for an Effective Potential Appraisal system 3.16 Performance Appraisal and Potential Appraisal.</p>	<p align="center">08</p>
<p align="center">Unit- 4 Model and Process of Performance Management</p>	<p>4.1 Performance Management Cycle 4.2 Role Definition 4.3 Personal Development Plan 4.4 Performance Agreement 4.5 performance Review 4.6 Balance Scorecard approach to PMS, Benchmarking process, 4.7 Industry best practice</p>	<p align="center">07</p>
<p align="center">Unit -5 Performance Management Application & Improvement</p>	<p>5.1 Performance Management for Teams, Performance Management in practice, 5.2 Analyzing Performance problems 5.3 Performance counselling- Concept, Principles and Skills competency based Performance Management 5.4 Performance Management linked Reward Systems Types of pay for 5.5 Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.</p>	<p align="center">07</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p align="center">45</p>

Learning Resources:

Text Readings:

Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.

Murphy and Cleveland: Performance Appraisal, Sage Publication Chadha: Performance management, Excel Books

Hartle: Transforming Performance Management Process, Kogan page.

Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
Herman Aguinis: Performance Management, Pearson Education
A.S. Kohli and Tapomoy Deb, Performance Management OXFORD University Press

8

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full Time) MS5A Batch 2018-20			
Semester IV			
Subject Name	STRATEGIC MANAGEMENT	Subject Code	FT 401
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ol style="list-style-type: none"> 1. The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of organisations. 2. Student is expected to develop a diagnostic and problem solving approach. 3. It will help the students to sharpen his comprehension, analytical, descriptive and international skills. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Student will understand the Strategic aspects for organisation & art of decision making 2. This course will provide a holistic overview of critical aspects of organisation. 3. Understand various models of Strategic Management. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I NATURE OF STRATEGIC	1.1 Dynamic environment 1.2 Strategic management		3

PLANNING/MA NAGEMENT	<p>1.3 strategic planning and strategy</p> <p>1.4 Thinking map of strategic planning process</p> <p>1.5 Situational analysis</p> <p>1.6 Benefits of strategic planning and management</p> <p>1.7 Hierarchy of strategies</p>	
Unit-2 UNDERSTAND ING AND ANALYSING THE EXTERNAL ENVIRONMEN T	<p>2.1 External nature of Strategic management,</p> <p>2.2 Goals and limitations of environmental analysis,</p> <p>2.3 Components of General environment/ 2.4 Process of external environmental analysis</p> <p>2.5 General, Industry and International Environmental Factors;</p> <p>2.6 Analysis of Environment,</p> <p>2.7 Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP)</p> <p>2.8 Internal Strengths and Weaknesses; Factors affecting these</p>	5
Unit – 3 SERVICE AREA COMPETITOR ANALYSIS	<p>3.1 Purpose of competitor analysis</p> <p>3.2 Service Area competitor analysis</p>	3
Unit- 4 INTERNAL ENVIRONMEN TAL ANALYSIS/CO MPETITIVE ADVANTAGE	<p>4.1 value chain</p> <p>4.2 components of value chain,</p> <p>4.3 Strategic thinking map and steps</p> <p>4.4 Techniques of Internal Analysis;</p> <p>4.5 Strategic Advantage</p> <p>4.6 Profile (SAP)</p> <p>4.7 Diagnosis of Strengths and Weaknesses;</p>	5
Unit -5 DIRECTIONAL STRATEGIES	<p>5.1 mission & vision</p> <p>5.2 values and strategic goals</p> <p>5.3 Introduction to Social Entrepreneurship</p> <p>5.4 Managing Private-Public Partnerships</p> <p>5.5 Mergers, Acquisition and Corporate Restructuring</p> <p>5.6 Resource Based Strategy</p> <p>5.7 Technology Management</p> <p>5.8 Transformation for Sustainable Superior Performance</p>	10

	<p>5.9 Firm Resources & Resource Dynamics</p> <p>5.10 Corporate Diversification</p> <p>5.11 Strategic Alliances</p> <p>5.12 Product Differentiation</p> <p>5.13 Vertical Integration</p> <p>5.14 Narrowing the choices; Managerial Choice Factors, Choice Processes.</p> <p>5.15 Strategic Gap Analysis,</p> <p>5.16 ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid;</p> <p>5.17 Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.</p>	
<p>Unit-6 DEVELOPING STRATEGIC ALTERNATIVES</p>	<p>6.1 Decision logic and strategic thinking map for strategy formulation</p>	2
<p>Unit-7 EVALUATION OF ALTERNATIVES AND STRATEGIC CHOICE</p>	<p>7.1 TOWS matrix,PLCanalysis,BCG Portfolio analysis,SPACE MATRIX</p> <p>7.2 Control and Evaluation Process;</p> <p>7.3 Motivation to Evaluate;</p> <p>7.4 Criteria for Evaluation;</p> <p>7.5 Measuring and Feedback;</p> <p>7.6 Evaluation and Corrective Action.</p>	4
<p>Unit- 8 STRATEGY IMPLEMENTATION</p>	<p>8.1 implementing Strategy Through Value Adding Service Delivery & Their Supporting Strategies.</p> <p>8.2 Implementing Strategy Through Unit Action Plans.</p> <p>8.3 Building organisationalcapabilities,Dealing with complexity, Re-shaping business models, Tools for implementation, Delivering success.</p>	4
<p>Unit- 9 Mitigating Political and Financial Risk</p>	<p>9.1 Learning how other companies have dealt successfully with host-country political risk and why some strategies continue to fail</p> <p>9.2 Responding adeptly to changes in the financial environment, optimizing financial strategy in a global downturn, and preparing to adjust strategy quickly when the economy rebounds</p>	5

	9.3 Preparing your organization to respond to governmental changes in different countries	
Unit-10 Defining International Strategy and Building a Global Organization	<p>10.1 Recognizing when a company's competitive advantage can be leveraged more effectively on a global playing field</p> <p>10.2 Determining the extent to which the company should be globally diversified in its businesses and markets</p> <p>10.3 Evaluating which strategic activities to own and which to execute through alliances or outsourcing</p> <p>10.4 Deciding how the organization and its incentive system can best support specific global strategy choices</p> <p>10.5 Global trends, Successful expansion strategies, Managing the global value chain, Global value creation: adding value scorecard, Strategies for capturing global value: aggregation, adaptation, arbitrage; Integrated strategy</p>	4
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Readings</p> <ol style="list-style-type: none"> 1. Lawrence R. Jauch and William F. Glueck, “Business Policy and Strategic Management”, McGraw Hill Book Co., New York, 2. Glen Boseman and Arvind Phatak, “Strategic Management : Text and Cases “ , John Wiley and Sons, Singapore, 1989 3. Daniel J. McCarthy, Robert J. Minichiello, and Joseph R. Curran, “Business Policy and Strategy” Richard D. Irwin, AITBS, New Delhi, 1988 4. Roanld C. Christenesen, Kenneth R. Andrews and Joseph L. Bower, “Business Policy – Text and Cases “ , Richard D. Irwin, Inc., Illinois, 1978 5. Azha Kazmi, “ Business Policy”, Tata McGraw Hill, New Delhi, 1999 		

MBA (FT) *MS5A*

BATCH 2018-20
SEMESTER IV

SUBJECT NAME	CORPORATE GOVERNANCE	SUBJECT CODE	FT 403
		TOTAL CREDITS	03

SUBJECT NATURE: CORE

COURSE OBJECTIVE:

:Objectives of this course is to help the students gain knowledge about corporate governance and its relevance of in the business environment.

LEARNING OUTCOME:

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENTS		No. of Sessions
UNIT –1 Corporate Governance an overview	1.17. The Theory and Practice of Corporate Governance Landmarks in the Emergence of Corporate Governance 1.18. The history of corporate governance	08
Unit-2 Corporate Governance and other Stack holders	2.1. Corporate Governance and other Stack holders - The key corporate Actors of corporate governance, the stake holders, stake holders as human beings in business. The training and development of the directors and their roles. 2.2 decision making skills of the C.E.O.	08
Unit-3 Corporate Social Responsibility	3.1. Introduction to corporate social responsibility, corruption, company size, code of ethics in business.	07

Unit- 4 Corporate governance relationship with media and government	4.1. The Role of the Media in Ensuring Corporate Governance 4.2 The Role of The Government in Ensuring Corporate Governance .	07
Unit -5 The Role of the policies and systems in corporate governance	5.1.– Performance Monitoring 5.2 Remuneration 5.3 bankruptcy systems	08
Unit-6 Corporate Governance in India and its approach with reference to the corporate governance world wide	6.1. Comparison and Implications	07
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

1. Corporate Governance – A.C. Fernando, Pearson education ltd New Delhi
2. Corporate Governance - C.V. baxi
3. Corporate governance and business ethics – U.C.Mathur
4. Corporate governance – Swami Parthswrtahy

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A Batch 2018-20			
Semester IV			
Subject Name	RURAL MARKETING	Subject Code	FT 405M
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to expose the students to various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.			
Learning Outcome: At the end of this course, students will be able to: <ul style="list-style-type: none"> • identify the differences between rural marketing and urban marketing • understand problems in rural marketing • define rural marketing 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Rural Marketing	1.1 Nature Definition, Scope, Importance, Challenges and Opportunities in India 1.2 Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution and use, development programs, infrastructure, communication media, credit availability, local requirements. 1.3 Rural Market: Size & Structure, Segmentation of Indian Rural Market 1.4 Rural & Urban Market: A Comparative Analysis		09
Unit-2 Rural Marketing Research	2.1 Rural Consumer Behaviour 2.2 Market Research (with special reference to seeds, fertilizers, farm equipment, new techniques, agricultural outputs and other services)		12

	2.3 Product and Service Marketing in Rural India: Rural Marketing Mix, Product planning 2.4 New product development in Rural Markets, 2.5 Brand management in Rural Market and Communication Media & message 2.5 Distribution channels: Rural Retail Channel Management	
Unit-3 e – Rural Marketing	3.1 e – Choupal Model of ITC, 3.2 IT for Sustainable Rural Development and e – Governance in Rural Market 3.3 Corporate Sector in Agribusiness: Cultivation, Processing & Retailing Organized Rural Retaining.	12
Unit – 4 Social Marketing	4.1 Corporate Social Responsibility and Rural Marketing 4.2 Consumer Education and Consumer Movement in Rural India. 4.3 Role of government in Rural Marketing. 4.4 Role of NGO’s in Rural Marketing.	12
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		
<p>Learning Resources: Text Reading: Latest Edition 1. Dogra, Guhman Rural Marketing 1st Tata McGraw Hill. 2. Krishnamacharyulu & Ramakrishnan, ” Rural Marketing”, Pearson Education.</p> <p>Suggested Readings: 1. Samiudin & Rehman, “ Rural Marketing”, National Publishing House. 2. Rajagopal, “ Indian Rural Marketing”, Rawat Publisher. 3. Sukhpal Singh, “ Rural Marketing Management”, Vikas Pub.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL -TIME) MS5A			
Batch 2018-20			
Semester IV			
Subject Name	SERVICES MARKETING	Subject Code	FT 406M
		Total Credits	03

Subject Nature: Marketing Compulsory		
Course Objective: The objective of this course is to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.		
Learning Outcome: On completion of the course, students will be able to: <ul style="list-style-type: none"> • Develop familiarity with the concepts of Services Marketing • The characteristics of services that affect customer experience. • Enhance their abilities to apply service marketing strategies in various and specific marketing situations. 		
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.		
Course Contents		Class Room Contact Sessions
Unit –1 Services	1.1 Service Sector and Economic Growth, 1.2 Service Concept, Characteristics and Classification of Service.	08
Unit-2 Challenges in Service Marketing	2.1 Strategic issues in Service Marketing; Segmentation, 2.2 Differentiation and Positioning of Services.	08
Unit- 3 Marketing Mix in Service Marketing	3.1 Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.	08
Unit-4 Designing of Service Strategy	4.1 Service Management Process; Internal, External and Interactive Marketing Strategies.	07
Unit -5 Managing Service Quality and Productivity	5.1 Concept, Dimensions and Process; 5.2 Service Quality Models (Gronnos and Parsuraman), Applications and Limitations, Productivity in Services.	07

Unit -6 Applications of Service Marketing	6.1 Marketing of Financial, Hospitality, Health, Educational and Professional Services, 6.2 Marketing for Non – Profit Organizations and NGOs.	07
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		
<p>Learning Resources: Text Reading: Latest Edition</p> <p>1. Christopher H. Lovelock, Jochen Writz, Jayanta Chatterjee, “Services Marketing”, New Delhi: Prentice Hall of India, Latest Edition.</p> <p>Suggested Readings</p> <p>1. Ravi Shankar, “Services Marketing”, New Delhi, Global Press. 2. V. A. Zeithamal and M. J. Bitner, “ Service Marketing: Integrating Customer Across the Firm”, Mc Graw Hill</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A Batch 2018-20			
Semester IV			
Subject Name	INTEGRATED MARKETING COMMUNICATIONS	Subject Code	FT- 407M
		Total Credits	03
Subject Nature: Marketing Compulsory			
<p>Course Objective: The objectives of this course are to provide insights into the realities of marketing communications, and imparting knowledge and developing skills to manage integrated marketing communications campaign.</p>			
<p>Learning Outcome: At the end of the course student will be able to:</p> <ul style="list-style-type: none"> • Analyze and respond appropriately to key issues in marketing communications within a given context; • Determine and evaluate marketing information required to plan and manage integrated marketing communications campaigns; 			

ExaminationScheme: Thefaculty memberwillawardinternalmarksoutof40basedonthreeassessmentsof20markseach,of whichbesttwo willbeconsidered.Theendsemesterexaminationwillbeworth60marks having theory and case/practical problems.		
Course Contents		Class Room Contact Sessions
UNIT –I Foundations of IMC	1.1 Promotion Mix, 1.2 Shift from marketing communications to IMC 1.3 An overview of IMC, Growth of IMC, Element of IMC, Role of IMC in the marketing process.	05
Unit-2 IMC Partners	2.1 Participant in IMC, 2.2 Role of advertising agencies, Media partners and other marketing communications agencies.	05
Unit-3 IMC Campaign Planning	3.1 Marketing Communication Models, 3.2 IMC planning process, Key issues, Strategies	05
Unit- 4 Advertising Strategy	4.1 Advertising campaign, Product market analysis, Setting advertising objectives, DAGMAR approach, 4.2 Budgeting, Creative strategy, Media strategy, Media planning and media scheduling, 4.3 Copy design and development, Advertising appeals, Message format, Copy writing, Script and story board	05
Unit -5 Sales Promotion Strategy	5.1 Role of Sales promotion, 5.2 Trade promotion and consumer promotion, 5.3 Sales promotion and other IMC tools.	05
Unit -6 Public Relations and Corporate Communications	6.1 The PR process, Public and PR tools, 6.2 Corporate communications	05
Unit -7 Direct and Interactive Marketing	7.1 Database, Catalogue, Telemarketing, Mobile Marketing, Internet marketing.	05
Unit -8 Personal Selling	8.1 The role of personal selling in IMC, 8.2 Personal Selling process	04

Unit – 9 Experiential Marketing	9.1 Events, Sponsorship, and Designing environment.	03
Unit – 10 Measuring IMC Effectiveness	10.1 Pre and post launch effectiveness, 10.2 Quantitative and qualitative techniques.	03
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> Belch, G.E., Belch, M.A., and Purani, Keyoor, Advertising and Promotion- An Integrated Marketing Communications Perspective, Tata McGraw Hill, New Delhi. David A. Aaker, Rajeev Batra and John G. Meyer. “Advertising Management”, New Delhi. PHI Clow, K.E. and Baack, D., Integrated Advertising, Promotion, and Marketing Communications, Pearson, New Delhi. Shah, K. and D’Souza, A., Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, New Delhi. J. Thomsas Russel and W. Ronald Lane. “Kleppner’s Advertising Procedure”, New Delhi, PHI. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A Batch 2018-20			
Semester IV			
Subject Name	CUSTOMER RELATIONSHIP MANAGEMENT	Subject Code	FT – 408M
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objective of this course is to introduce customer centric operations, process and implications of CRM.			
Learning Outcome: Upon completion of this course, students will have achieved the following: Knowledge based outcomes: An understanding of the concept of customer relationship management. An understanding of the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.			

ExaminationScheme: Thefaculty memberwillawardinternalmarksoutof40basedonthreeassessmentsof20markseach,of whichbesttwo willbeconsidered.Theendsemesterexaminationwillbeworth60marks having theory and case/practical problems.		
Course Contents		Class Room Contact Sessions
Unit –1 Introduction	1.5 Evolution of CRM, Customer satisfaction, Customer Loyalty, Customer experience, 1.6 Paradigm shift in marketing, Relationship Marketing,CRM, e-CRM 1.7 Significance and benefits of CRM to different business organizations and customers.	07
Unit-2 Concepts of CRM	2.1 Concept of Customer Lifecycle, Lifecycle Stages, Customer Lifecycle Management, 2.2 Customer Lifetime Value Assessment, 2.3 Customer – Product Profitability Analysis. 2.4 Consumer Behaviour theories and CRM	07
Unit-3 CRM Process	3.1 CRM Model, System approach to CRM, 3.2 CRM process, Objectives, Customer Segmentation, Customer Database 3.3 Strategy Formulation, Infrastructure Development, Designing System, Core processes, 3.4 Developing People, Customer retention, Recovering lost customers, Terminating Relationships.	07
Unit – 4 Customer Experience	4.1 Concept, Level of experience 4.2 Determinants of consumer experience, 4.3 Benefits to organization.	06
Unit- 5 Database Management	5.1 Information Management for customer acquisition, retention, attrition, and defection, 5.2 Data warehousing, Data mining.	06
Unit -6 CRM Technology	6.1 Hardware, Software, Web portals, Call Centers, IT enabled businesssolutions.	06

Unit -7 Measuring CRM Effectiveness	7.1 CRM Metrics – Financial and Non-financial measures. 7.2 Balanced scorecard.	06
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	
Learning Resources: Text Reading: Latest Edition 3. Sheth, J.N., Parvatiyar, A. and Shainesh, G., “ Customer Relationship Management ”. THM. 4. Kincaid, J.W., “ Customer Relationship Management: Getting it right ”, Prentice Hall. 5. Sheth, J.N. and Parvatiyar, A., “ Handbook of Relationship Marketing ”, Sage Publication. 6. Chaturvedi, M. and Chaturvedi A., “ Customer Relationship Management – An Indian Approach ”, Excel Books. 7. Sugandhi, R.K., “ Customer Relationship Management ”, New Age International Pub. 8. Mohamed, H. P. and Sagadevan, A. “ CRM – A Step By Step Approach ”, Vikas 9. Greenberg, P., “ CRM at the speed of light ”, THM.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A Batch 2018-20			
Semester IV			
Subject Name	DIRECT AND EVENT MARKETING	Subject Code	FT-409M
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The objectives of this course are to expose students to various aspects of rural, event and direct marketing as an integral part of marketing management, and develop an understanding of rural, event and direct marketing.			
Learning Outcome: Upon the successful completion of this course students will be able to understand basic concept of Direct and Event marketing along with various methods and strategies associated with it.			

ExaminationScheme: Thefaculty memberwillawardinternalmarksoutof40basedonthreeassessmentsof20markseach,of whichbesttwo willbeconsidered.Theendsemesterexaminationwillbeworth60marks having theory and case/practical problems.		
Course Contents		Class Room Contact Sessions
Unit –1	1.1 Direct Marketing – Concept, growth & benefits, Limitations 1.2 Variants of Direct Marketing – Main Tasks – lead generation, customer acquisition, development and retention. 1.3 The key principles of targeting, interaction 1.4 Catalysts of change in modern marketing- from distance selling to interactive marketing. 1.5 Direct marketing in real time – interactive marketing, 1.6 Direct marketing vs. Marketing through channels 1.7 Traditional methods of Direct Marketing; a) Telemarketing b) Multi-level marketing (MLM) c) Personal selling d) Automatic vending machines e) Exhibition – Trade fares f) Catalogue marketing g) Direct Mail h) Company showrooms.	07
Unit-2	2.1 Technology that enables Direct Marketing: Core marketing technology components, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact center applications. 2.2 Customer data, Different types, its value and management. 2.3 The impact of Databases – Consumer and Business Mailing Lists – Data fusion – Marketing research and the customer database – setting up a customer database – structure, function.	07
Unit-3	3.1 Differences between direct marketing media and non-direct media 3.2 Unique characteristics of addressable media (direct mail, email, fax, phone, SMS) – lists, costs, duplications, privacy – Press, inserts and door-to-door – formats, costs and response.	07
Unit- 4	4.1 Technology mediated marketing channels- interactive TV, mobile and SMS – the advances in digital marketing – Automatic Vending machines – Kiosk marketing direct mailing – Direct Response Methods – Home shopping/ teleshopping network–Creating Direct Mail Advertising – Online web advertising and email/ permission marketing.	06

Unit -5	5.1 Understanding Project Management – resources – activities- risk management – delegation – project selection – role of the event manager. 5.2 Conducting market research – establishing viability – capacities – costs and facilities - plans – timescales – contracts. 5.3 Clarity – SWOT analysis - estimating attendance – media coverage – advertising – budget – special considerations – evaluating success.	06
Unit -6	6.1 Crisis planning – prevention – preparation – provision – action phase – handling negative publicity – structuring the plan. 6.2 Different types of sponsorship – definition – objectives – target market – budget – strategic development – implementation – evaluation. 6.3 Purpose - venue - timing – guest lists - invitations – food & drink – room dressing – equipment – guest of honor – speakers – media – photographers – podium - Exhibition.	06
Unit -7	7.1 Types of advertising – merchandising – give away – competitions – promotions – websites and text messaging. 7.2 Media invitations – photo-calls – press releases – TV opportunities – radio interviews. Flyers – posters – invitations – websites – newsletters – magazines – blogs – tweets. 7.3 Celebrity endorsement – Ministerial/Presidential Visits – Security – personal image issues. 7.4 Staff recruitment and training – health and safety issues- insurance – licenses and permission. Budget – cost of event – return on investment – media coverage – attendance - feedback.	06
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 1. S.S Gaur and S. V. Saggre, “Event Marketing & Management”, Vikas Publishing House. 2. Mary Robert, “Direct Marketing Management”, London: Prantice Hall. 3. Gordon Lewis, “Direct Marketing Strategies and Tactcs”, New Delhi. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5A			
Batch 2018-20			
Semester IV			
Subject Name	MARKETING FOR FINANCIAL SERVICES	Subject Code	FT– 410M
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.			
Learning Outcome: be able to: 1. understand the distinctive characteristics of financial services; 2. identify the problems and issues in marketing of financial services; 3. apply the marketing framework for developing a marketing strategy for financial services;			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Introduction to Indian and Global Financial System	1.1 Structure and Characteristics 1.2 Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India) 1.3 Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players. 1.4 Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial papers, Certificate of Deposit, Gilt Edged Securities and REPO's. 1.5 Introduction to Financial Institutions: SFC's & DFI's, Their importance and scope (IDBI, IFCI, SIDBI).		05
Unit-2 Financial Services	2.1 Nature and Scope of Financial Services. 2.1 Fund based and Fee based services.		05
Unit-3	3.1 Concepts, Types of Mutual Fund – income, growth and balance funds		05

Mutual Funds	3.2 Advantages and Disadvantages 3.3 Exit and Entry load.	
Unit- 4 Leasing	4.1 Meaning, Concept and Comparison 4.2 Types of lease 4.3 Financial evaluation of lease	05
Unit -5 Hire Purchase	5.1 Concepts, Taxation aspects of hire purchase 5.2 Consumer Credit 5.3 Financial evaluation of Hire Purchase.	05
Unit -6 Factoring and Forfeiting	6.1 Concepts, Types, Mechanisms, 6.2 Advantages, Disadvantages	05
Unit -7 Banking Services	7.1 Concept, Type, Structure and their Significance.	05
Unit -8 Credit Cards	8.1 Concepts, operational procedure 8.2 Advantages and Disadvantages.	05
Unit – 9 Venture Capital Finance	9.1 Concepts, procedures, and importance.	05
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources: Text Reading: Latest Edition 1. M.Y. Khan, Financial Services, Tata McGraw – Hill, New Delhi. 2. B.S. Bhatia, G.S. Batra, “ Management of Capital Markets, Financial Services and Institutions”, Deep and Deep Publications. 3. Verma, J.C., “ Credit Rating: Practice and Procedure”, Delhi: Bharat Law House Pvt. Ltd.</p> <p>Suggested Readings: 1. Machiraju H.R., “Merchat Banking”, New Age International Pub. Ltd., Wiley Estern Ltd. 2. J.C. Verma, “ Venture Capital Finance In India”, Response Books. 3. Dr. Brahmaiah, “ Lease Financing”, Himalaya Publication, First Edition 4. B.S. Bhatia, G.S. Batra, “ Management of Financial Services”, Deep & Deep Publications.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A Batch 2018-20			
Semester IV			
Subject Name	DIGITAL MARKETING	Subject Code	FT 411M
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The course aims at developing an understanding of Digital Marketing and the various processes associated with it.			
Learning Outcome: The students will develop the expertise required to evaluate, analyse and create digital marketing and digital communication campaigns, digital advertising, e-business and web marketing.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Principles and Drivers of New Marketing Environment	1.1 Digital media industry- Reaching Audience through Digital Channels 1.2 Traditional and Digital Marketing 1.3 Introduction to online marketing Environment 1.4 Dotcom Evolution, Internet Relationship, 1.5 Business in modern economy, 1.6 Integrating e - Business to an existing Business Model 1.7 Online Marketing Mix – Mobile Marketing – Digital Signage.		09
Unit-2 Purchase Behaviour of Consumers in Digital Marketing Format	2.1 Online Customer Expectations, Online B2C Buying Process 2.2 Online B2C Buying Behaviour 2.3 Website Designing, Website content 2.4 Forms of Search Engines, Working of Search Engines, Revenue Models in search engine positioning – SEO – Display Advertising – Trend.		09
Unit-3	3.1 Augmented Product Concept – Customizing the Offering		09

Product Attributes and Web Marketing Implications	3.2 Dimensions of Branding Online - Internet Pricing Influences – Price and Customer Value – Online Pricing Strategies and Tactics 3.2 Time based online pricing - Personalized Pricing – Bundle Pricing	
Unit- 4 Internet Enabled Retailing	4.1 Turning Experience Goods into Search Goods – 4.2 Personalization through Mass Communication – Choice Assistance – Personalized Messaging 4.3 Selling through online intermediaries – Direct to Customer interaction – online channel Design for B2C and B2B Marketing.	09
Unit- 5	5.1 Integrating online communication to IMC Process 5.2 Online Advertising – Email marketing – Viral Marketing – Affiliate Marketing 5.3 Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-created Content Management 5.4 Interactive Digital Networks 5.5 Customer Led Marketing Campaigns 5.6 Legal and Ethical Aspects related to Digital Marketing	09
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 9. Smith PR Chaffey Dave, e-Marketing Excellence: The Heart of e –Business, Butterworth Heinemann, USA 10. Strauss Judy, e-Marketing, Prentice Hall, India.		

Full time MS5A
BATCH 2018-20
FT412

Return on Marketing Investment

Syllabus

1) Designing a marketing campaign, marketing communication integrating different media resources. Requisites of a successful marketing campaign.

- 2) Concept of returns and ROI with respect to marketing. Components of Marketing Investments. Capitalization of revenue expenses for return on marketing purposes, Valuation of Marketing Investment, Different metrics to measure success of a marketing campaign- impressions, conversion rate, lead generation, return on engagement and return on marketing investment.
 - 3) Concept and meaning of return on marketing investment (ROMI). Mathematical and conceptual treatment of ROMI. Factors affecting ROMI.- Revenues, customer value, customer segments, brand value, cost considerations, etc.
 - 4) Application of ROMI in investment decisions, scope and limitations of ROMI. Case studies related to ROMI.
 - 5) Return on marketing opportunity (ROMO), Impact Based Advertising versus Impression based Advertising.
 - 6) Selected tools of data analytics for marketing.
- Suggested books
- 1) Return on marketing investment by Guy R Powell
 - 2) Marketing ROI by James Lenskold
 - 3) Marketing metrics- a manager's guide to measure marketing performance by Neil T Bendle.

<i>MBA (FT) MS5A</i>			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	TAXATION	SUBJECT CODE	FT 413F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: :The objective of this course is to enable students to develop an understanding of direct and Indirect taxes and to enable them to calculate taxes.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions

UNIT –1 Introduction	1.1 Direct Taxes (An Overview): Income Tax, Wealth Tax. 1.2 Introduction to Tax Management: Concept of Tax Planning, Tax Avoidance and Tax Evasion. Important Provisions of Income Tax Act.	05
Unit-2 Basic Concepts	2.1. Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income.	05
Unit-3 Salaries	3.1 Meaning 3.2 Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Computation of Taxable Salary	04
Unit- 4 Income from House Property	4.1. Determination of ownership 4.2 property Income Exempt from Tax and Computation of Income from House Property.	04
Unit -5 Profits and Gains of Business and Profession	5.1 Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Computation of Profits and Gains of Business and Profession 5.2 Tax Planning 5.3 Taxation of Firms & Companies, Mergers & Acquisitions.	05
Unit-6 Capital Gains	6.1. Meaning, definition of capital gains 6.2 assets not be treated as capital Assets, types of assets and gains, computation of Capital Gains.	05
Unit-7 Income from Other Sources	7.1 Computation of Income from Other Sources.	03
Unit-8 Deduction	8.1 Deduction Allowed From Total Income, Rebates and Relief 8.2 Computation of Total Income of Individual	05
Unit-9 TDS	9.1 Tax Deduction at Source, Advance Payment of Tax, Filing of Returns, Tax Planning in Relation to NRIs.	05

Unit-10	10.1 Important Provisions and Calculation of Wealth and Wealth Tax.	04
	TOTAL SESSIONS	45

Learning Resources:

. H. C. Meherotra, “Income Tax”, SahityaBhawan, Agra.

Suggested Reading (Relevant Previous Year):

1. S. Battacharya, “Indian Income Tax: Law & Practice”, New Delhi, Indian Law House.
2. V K Singania, “Student Guide to Income Tax”, New Delhi, Taxman Publication.
3. V K Singania, “Direct Tax Law”, New Delhi, Taxman Publication.
4. Shripal Saklecha and Anit Saklecha, “Income Tax”, Indore, Satish Printers.
5. Bare Act of Income Tax.
6. Bare Act of Wealth Tax.

<i>MBA (FT) MS5A</i>			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	International Finance	SUBJECT CODE	FT 414F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			

COURSE OBJECTIVE: To provide a conceptual framework of the Working of International Finance Institutions, Money Markets, Exchange Transactions and Capital Markets.		
LEARNING OUTCOME:		
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
COURSE CONTENTS		No. of Sessions
UNIT –1 Introduction	1.1 Relevance of international financial management for domestic as well as international players exchange rate regimes. 1.2 Theories of International Trade: Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade V/S Protection- Barriers to Foreign Trade, Tariff and Non-Tariff Barriers.	05
Unit-2 Balance of Payment	2.1. Meaning Of BOP, Components Of BOP, Importance Of BOP 2.2 Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments 2.3 Methods Of Correcting Disequilibrium 2.4 Accounting Principles In BOP.	05
Unit-3 Foreign Exchange Markets	3.1 Defining Foreign Exchange Market, Its Structure, Settlement System, Exchange Rate, Participants 3.2, Understanding SPOT And Forward Rates, Foreign Exchange Quotations, Premium And Discount In Forward Market, Cross Rates, Inverse Rates And Arbitrage.	04
Unit- 4 Exchange Rate Determination	4.1 Determination Under Gold Standard And Paper Standard, Factors Affecting Exchange Rates 4.2 Purchasing Power Parity Theory, Demand And Supply Theory, Equilibrium Rate Of Exchange, Fluctuating V/S Fixed Exchange Rates, Exchange Control and Objectives of Exchange Control.	04

Unit -5 Instruments	5.1 ADR, GDR, Euro Currencies 5.2 International Commercial Papers.	05
Unit-6 International Project Appraisal	6.1. Techniques and criteria 6.2 Interest Rate Parity/Covered Interest Parity	05
Unit-7 Financing International Trade	7.1 letter of credit; buyer’s credit ; suppliers credit. 7.2 cross border leasing and factoring, Short Term Financial Mgmt in MNE:short term borrowing and investment 7.3 centralized vs. decentralized cash management, bilateral and multilateral netting	03
	TOTAL SESSIONS	45

Learning Resources:

1. V.A.Avadhani, “**International Finance**”, Himalaya Publication.
2. P.G.Apte, “**International Financial Market**”, Tata Mc Graw Hill.
3. A.K.Seth, “**International Financial Management**”, Galgotia Publications.

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	COMMODITY DERIVATIVES MARKET	SUBJECT CODE	FT 415F
		TOTAL CREDITS	03

SUBJECT NATURE: FINANCE COMPULSORY		
COURSE OBJECTIVE: To acquaint participant with the basic concept of Commodity Derivatives.		
LEARNING OUTCOME: At the end of the course students should be able to; 8. Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument 9. To make them understand operations of commodity derivatives market.		
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .		
COURSE CONTENTS		No. of Sessions
UNIT –1 Commodity Derivatives	1.1. Difference between commodity derivatives and financial Derivatives. 1.2. Warehousing, quantity of underlying assets, global commodities exchange, commodities exchange in India, commodities permitted for trading. Global domestic demand -supply dynamics, price trends and factors that influence prices. 1.3. Instrument available for trading; futures and options.	05
Unit-2 Pricing Commodity Derivative	Investment assets vs. consumption assets. The cost of carry model –pricing, pricing futures contracts on commodities. Convergence of Future and Spot Price. Convenience Yield, Contango & Backwardation Commodity Basis Risk Minimum Variance Hedge Ratio	10
Unit-3 Trading of Commodity Derivatives	3.1. Commodity Indexes 3.2. Basic concepts such as margins, circuit filters-delivery norms, contract specifications, trading system, and entities in the trading system, trader workstation, order types and conditions, exposure limits. 3.3. Clearing, settlement and Risk Management, calendar and settlement schedule, position determination, settlement mechanism, daily mark to market settlement, settlement price-daily settlement price, final settlement price, Margining –Initial margin, Daily mark to Market margin, open interest limits, second line of defense, NSCCL span. Final Settlement: Cash settlement, physical settlement (warehousing) Exception handling: funds shortages, Delivery shortages, refusal to accept.	10
Unit- 4	4.1. Agri-Commodity Price Risk Management 4.2. Seasonality in Agri-Commodity, Contango and Backwardation 4.3. Crude Oil Derivatives, Spot-Futures Relationship in Crude Oil	10

Commodities Traded -- I	4.4. Hedging of Crude Oil and Refined Product Price Risk 4.5. Introduction to Gold and Gold Derivatives 4.6. LBMA, Gold Spot Price and Gold Derivatives 4.7. OTC Contracts on Gold and Gold Dehedge	
Unit -5 Commodities Traded -- II	5.1. Spot Trading of Electricity in India 5.2. Weather Derivatives 5.3. Introduction to Carbon Credit Market 5.4. Physical Market for Freight, Freight Exchanges, Freight India 5.5. Hedging Freight rate Risk with Freight Rate Derivatives 5.6. Metal Derivatives and London Metal Exchange (LME) 5.7. Real Estate Derivatives	10
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Prabina Rajib, Commodity Derivatives and Risk Management,Prentice Hall of India Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.		

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	CORPORATE VALUATION	SUBJECT CODE	FT 416F
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Valuation.			
LEARNING OUTCOME: At the end of the course students should be able to focus the student's attention on various aspects of Financial decision making and to help them develop skills of critical analysis, thinking and Synthesis in the process of decision making & Corporate reporting Practices			

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have **two** theory questions out of which a student will be required to do any **one**. Section B will be of 48 marks and have **five** numerical/cases out of which a student will be required to do any **four**.

COURSE CONTENTS		No. of Sessions
UNIT –1 Fundamentals of Corporate Capital Valuation: Corporate Debt Capital	<p>1.1.The yield curve. Spot rates and forward rates. Defining forward rate from the yield curve.</p> <p>1.2.The term structure of interest rates: theoretical explanation. The role of term structure of interest rates in constructing tracking (replicating) portfolio for Corporate Bonds.</p> <p>1.3.Intrinsic value of stand-alone bond. Discounted cash flow valuation of corporate bonds. Corporate bond's types. Bond's covenants: assets covenants, dividend covenants, financing covenants. The influence of covenants over bond's valuation.</p> <p>1.4.Bond's yields: promised yield to maturity, realized (horizon yield), promised yield to call. Theorems of bond's pricing. Bond's rating and yields to maturity</p>	05
Unit-2 Fundamentals of Equities Valuation: Preferred and Common Stock	<p>2.1 Types of preferred stock by voting rights, dividend rates and dividend payments.</p> <p>2.2 Discounted dividend model (DDM) for preferred (preference) shares. Discounted dividend model for common stock (ordinary shares): the criteria for stable growing company, Gordon constant growth dividend rate model.</p> <p>2.3 Multistage DDM: 2 stages dividend growth, negative rate of dividend growth. Growth opportunities value. The limitations of DCF valuation.</p>	10
Unit-3 Capital Asset Pricing Theory: CAPM and its Use in Corporate Finance	<p>3.1. The role of CML in pricing models derivation. Assumptions for capital asset pricing model. The market portfolio. Security market line (SML): the slope, the comparison to CML.</p> <p>3.2.The stock's beta: true beta, factors affecting true beta. Improving the beta estimated from regression (top down beta). The problem of adjusted beta. Estimating the market risk premium. Critiques of the CAPM. The tests of the CAPM: cross-sectional tests, time-series tests. Empirical evidence on the CAPM.</p>	10

Unit- 4 Capital Asset Pricing Theory: Arbitrage Pricing Theory	4.1. The assumptions for factor pricing models. The single factor model (the market model). The multifactor models. Systematic risk and diversification in arbitrage pricing theory. 4.2 The methods of factor's estimation: factor analysis, macroeconomic variables approach, sorted portfolio approach. Betas and factor- risk premiums. Estimating factors betas. 4.3 The arbitrage price theory with no-firm specific risk. The risk-expected return relationship for stocks with firm specific risk. Empirical tests on APT: factor studies, macroeconomic variables studies, firm characteristics studies. Comparison of CAPM and APT.	10
Unit -5 Valuing Corporate Strategic Opportunities and Flexibility: Corporate Real Options.	5.1. Strategic options of the corporation and the limitations of DCF analysis. Real option valuation: main assumptions, the difference in treatment of parameters between financial and real options. 5.2. The use of risk neutral approach, binomial and Black-Scholes models in real option valuation. Valuing option to abandon, to postpone, to expand. OPM as a tool of quantifying managerial flexibility. 5.3. The benefits of real option valuation over DCF project analysis. The use of OPM in corporate valuation. Put-call parity and its application to the corporation: corporate securities as options. The use of OPM in the analysis of corporate cost of capital: warrants and convertibles.	10
TOTAL SESSIONS		45
Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Prabina Rajib, Commodity Derivatives and Risk Management,Prentice Hall of India Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full-Time) MS5A			
Semester IV			
Subject Name	STRATEGIC FINANCIAL MANAGEMENT	Subject Code	FT 417F
		Total Credits	03
Subject Nature: Finance Open Electives(Select Any 2)			

Course Objective: The objectives are to focus the student's attention on various aspects of financial decision making and to help them develop skills of critical analysis, thinking and synthesis in the process of decision making.		
Learning Outcome:		
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
Course Contents		Class Room Contact Sessions
UNIT –I Financial Policy & corporate Strategy	1.1 Recent Trends and Practices in Strategic Finance 1.2 Role of CFO	04
Unit-2 Advanced Capital Budgeting Strategies	2.1 Budgeting under Risk & Uncertainty 2.2 Sensitivity Analysis 2.3 Methods of selection of projects 2.4 Capital Budgeting under inflation 2.5 Diversification Strategies	07
Unit-3 Corporate Dividend Decisions	3.1 Practical Considerations in Dividend policies 3.2 Forms of Dividend 3.3 Rules & Legal interpretations 3.4 Strategy & Theories on Dividend policies.	10
Unit- 4 Financing Decisions	4.1 Strategic Evaluation of various sources of long term finance 4.2 Startup Financing – Sources. 4.3 issues and challenges	06

Unit -5 Short term financing decisions	5.1 Working Capital Strategies of a firm 5.2 Comparing Alternate sources of working capital– Bank financing 5.3 Inter corporate deposits 5.4 commercial papers and other money market instruments.	08
Unit-6 Business Valuation	6.1 Approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.	06
Unit – 7 Restructuring Strategies	7.1 Financial Distress and reorganization 7.2 Mergers, Acquisitions, Amalgamations 7.3 Reverse Mergers and Turnaround strategies of a corporate firm.	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>TEXT READINGS:</p> <ul style="list-style-type: none"> • “Mergers & Acquisition”, – R. Machiraju • “Financial Management”, - Prasanna Chandra • “Corporate Finance & Investment”, – R. Pike & Node • “Finance : A management guide for managing company funds ad profit”, – I.M. Pandey • “Financial Decision”, - Hompton <p>3.</p>		

M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	CREDIT MANAGEMENT AND RURAL BANKING	SUBJECT CODE	FT 418F
		TOTAL CREDITS	03
SUBJECT NATURE: Finance Open Electives			

COURSE OBJECTIVE: To acquaint participant with the basic concept of Credit and Rural Banking .		
LEARNING OUTCOME: To develop a cadre of credit officers in banks to perform different credit functions across banks - To inculcate advanced skills for handling credit management issues		
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .		
COURSE CONTENTS		No. of Sessions
UNIT –1 Principles of Lending and Model Credit Policy	1.1. Safety, Liquidity, Profitability, Purpose of Loan, Diversification Risk. 1.2. Importance, Contents, Exposure Norms, Model MSE Policy. 1.3. Types of Borrowers : Individuals - Major, Minor, Married Women, Pardhanashin Women, Illiterate Persons, Agent, Attorney, Joint Borrowers, Hindu Undivided Family (HUF), Proprietorship Firms, Partnership Firms, Limited companies, Statutory Companies, Holding Companies, Government Companies, Private & Pubic Limited Companies, Registration of charges, Limited Liability Partnerships (LLP).	05
Unit-2 Types of Credit Facilities	2.1. Various Types of Credit Facilities - Cash Credit, Overdrafts, Demand Loan, Bills Finance - Drawee Bill Scheme, Bills Discounting. 2.2. Export Finance : Pre-Shipment Finance-Export Packing Credit in Rupees, Running Account Facility, Pre shipment credit to specific sectors - Sub Suppliers, Construction Contractors, Export credit to Processors / exporters-Agri Export Zones, Export Credit Insurance Whole Turnover Packing Credit, Pre-Shipment Credit in Foreign Currency (PCFC), Running Account Facility in all currencies, Deemed Exports, Diamond Dollar Account Scheme, Post Shipment Rupee Export Finance, Purchase / Discount of Export Bills, Negotiation of Export Bills, Export on Consignment basis, Advance against Duty Draw Back Entitlements, ECGC Whole Turnover Post-Shipment Guarantee Scheme, Interest Rate of Rupee , Export Credit, ECNOS, Rupee Export Credit Interest Rate Subvention, Post Shipment Finance in Foreign Currency, Gold Card Scheme for Exporters, Crystallization of Export Bills	10

Unit- 3 Credit Delivery	<p>3.1. Types of Facilities, Modes of Delivery, Sole Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication.</p> <p>3.2. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances.</p> <p>3.3. Credit Appraisal : Validation of proposal, Dimensions of Credit Appraisals, Six “C” s, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral</p>	08
Unit -4 Financing Rural Developme nt And Rural Credit Institutions	<p>4.1. Regulation of Rural Financial Services; Function and policies of RBI in Rural Banking, NABARD-Main functions, role, refinance support. Lead bank approach, State level and District level Credit committees.</p> <p>4.2 Co-operative Credit Societies and Banks, Land Development Banks, Regional Rural Banks, Commercial Banks. Role of Information and communication technologies in rural banking-Models, Financial inclusion & inclusive growth for rural development banking, rural insurance micro insurance scheme, concept of Business Facilitators and Business Correspondents in rural financing</p>	08
Unit -5 Financing Agriculture / Allied Activities	<p>5.1. Crop Loans-Assessment, Sanction, Disbursement, rephasing. Term loans for irrigation, Farm mechanization, Godowns / cold-storage facilities etc.</p> <p>5.2. Financing allied agriculture activities like Horticulture, Fisheries, Social forestry, etc. Finance against Warehouse / cold storage receipts Financing Rural Non-Farm Sector (RNFS); Importance of RNFS, Segments in RNFS, Role of Development and Promotional Institutions in RNFS</p>	08
Unit -6 Priority Sector Financing and Govt initiatives	<p>6.1. Components of priority sector. RBI guidelines. Government initiatives; Poverty alleviation programmes / Employment programmes / Production oriented programmes-rationale and philosophy, progress and impact, problems and deficiencies.</p> <p>6.2. Rural housing and Urban housing schemes under priority sector, their refinance, Educational loans</p>	06
	TOTAL SESSIONS	45
<p>Learning Resources: Text Books: Latest Edition of- Practical Banking Advances by Bedi & Hardikar. Management of Bank Credit by H.B. Suneja. Law & Practice of Banking by P.N. Varshney and Gopal Swaroop. Commercial Banking Vol. II by Indian Institute of Bankers. Financial Analysis for Credit Management in Banks by S.P. Singh and S. Singh.</p>		

M.B.A. (FULL TIME) MS5A BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	FINANCIAL RESEARCH	SUBJECT CODE	FT-419F
		TOTAL CREDITS	03
SUBJECT NATURE: Finance Open Electives			
COURSE OBJECTIVE: The course aims to make students aware of various techniques of financial research. It also introduces students with various aspects of equity and debt security analysis and portfolio evaluation. Various financial forecasting techniques will also be studied in the course.			
LEARNING OUTCOME: <ul style="list-style-type: none"> • Understand importance of research in various fields of finance • Ability to read and understand techniques of research in finance • Ability to undertake independent research in finance 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
Unit-1 Introduction to financial research	1.1. Empirical and non empirical techniques of financial research. 1.2. Risk and return basics, Various measures of risk and return and their interpretation. 1.3. Researches in Behavioural Finance, Corporate Finance, Stock Markets, Other upcoming fields.		04
Unit-2 Basics of Financial modeling-	2.1. Time series analysis basics, 2.2. Issues in Financial Time series like Stationarity, Multicollinearity. Volatility models. Distributed lag models.		06

Unit -3 Common techniques in Financial Research	3.1. Moving averages, exponential smoothing (single exponential smoothing, 3.2. Brown’s one parameter and holt’s two parameter exponential smoothing), 3.3. Various measures of forecasting accuracy such as- ME, MAD, MSE, RMSE, PE, MPE, MAPE, Theil’s U static.	09
Unit-4 Financial forecasting	4.1. Introduction to qualitative and quantitative, 4.2. Techniques of forecasting, study of qualitative forecasting Techniques such as- delphi method, jury of executive method, scenario development, cross impact matrices etc.	04
Unit- 5 Overview of Software of financing modeling	5.1. An overview about various softwares for financial modelling. MS Excel &SPSS: Tools used in the field of financing.	07
Unit -6 Commonly used tests in Financial Research	6.1. Tests for different forms of market efficiency, 6.2. Relationship between price and volume of a security, 6.3. Determining Efficient Portfolios etc	07
Unit-6 Writing Reports	7.1. Equity Analysis Report, 7.2. Project Analysis Report, 7.3. Financial Research Report	08
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

- 1) Investment analysis and portfolio management, **Prasanna Chandra**, TMH publications.
- 2) Security analysis and portfolio management , **Sudhindra Bhatt**, Excel publications.
- 3) Basic econometrics, Gujrati, TMH publications.
- 4) Business forecasting, Makridakis , **John wiley and sons** .

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M.B.A. (FULL TIME) MS5A			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	SOCIAL BANKING AND MICROFINANCE	SUBJECT CODE	FT420F
		TOTAL CREDITS	03
SUBJECT NATURE: Finance Open Electives			
COURSE OBJECTIVE: The objectives of this course is understanding Social banking in India as a tool to achieve financial inclusion and ‘micro finance’ as a socially responsive and commercially viable proposition.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand the basics issues of financial inclusion. 2. Understand the major practices of micro finance 3. Understand the social perspective of inclusive growth and role of financial system to achieve it 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions

Unit-1 Introduction to Micro Finance	1.1 Need of Microfinance. 1.2 Basics of Microfinance, 1.3 Microfinance as a Development Tool	04
Unit-2 Revenue Models of Microfinance	2.1.Profitability, 2.2.Efficiency and Productivity, 2.3.Inherent challenges of financing.	06
Unit-3 Legal and Regulatory Framework	3.1. MFIs, SHGs and JLGs, 3.2. Some Innovative and Creative Microfinance Models like Help Group-Bank Linkage Programme (SBLP), 3.3. Financial Products and Services.	05
Unit-4 Social Banking	4.1. Major policy initiatives for aligning the banking system to socio-economic goals like priority sector lending, 4.2. Lead Bank Scheme (LBS), Service Area Approach (SAA), etc.	05
Unit -5 Subsidy-linked credit programs of Government	5.1. Subsidy-linked credit programmes of the Government PMRY, SGSY, SJSRY & SLRS, etc. 5.2. Other Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme, 5.3. Financing of Agriclincs/Agribusiness Centres etc. and the Differential Rate of Interest (DRI) scheme	05
Unit-6 The Indian Experience,	6.1.Evolution and Character of Microfinance in India, 6.2.Microfinance Delivery Methodologies	05
Unit-7 Challenges to social banking	7.1. inter-spatial disparity manifested, varying credit-deposit ratio (CDR) across areas, 7.2..Inadequate linkage support, unsatisfactory repayment climate etc. 7.3.Role of various stakeholders like the government, the non- government organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative.	15
	TOTAL SESSIONS	45
Learning Resources:		
Text Books: Latest Edition of-		
<ul style="list-style-type: none"> • Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid by Elisabeth Rhyne 		

- Towards Financial Inclusion in India by **K. G. Karmakar, G. D. Banerjee, N. P. Mohapatra, Sage Publisher.**
- Micro Finance Perspectives and Options by Indian Institute of Banking and Finance

Suggested Readings

- Banker to the Poor: Micro-Lending and the Battle Against World Poverty by **Muhammad Yunus, Alan Jolis.**
- A Billion Bootstraps: Microcredit, Barefoot Banking, and the Business Solution for Ending Poverty by **Phil Smith, Eric Thurma**
- Social Banks and the Future of Sustainable Finance By **Olaf Weber and Sven Remer.**

<i>MBA (FT) MS5A</i>			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	ORGANISATION CHANGE AND DEVELOPMENT DEVELOPMENT	SUBJECT CODE	FT 421H
		TOTAL CREDITS	03
SUBJECT NATURE: HRM COMPULSORY			
COURSE OBJECTIVE: The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions

<p>UNIT –1 <u>Introduction</u></p>	<p>1.1 : Definition, History, Assumptions 1.2 Values and Beliefs in O.D 1.3 Organization Development & Transformation</p>	<p>12</p>
<p>Unit-2 <u>Theory and Management of OD</u></p>	<p>2.1.Foundations of OD 2.2OD Process, Action Research and OD.</p>	<p>11</p>
<p>Unit-3 <u>OD interventions</u></p>	<p>3.1Overview, Types 3.2Team interventions, inter- Group interventions 3.3 Comprehensive and Structural interventions 3.4Choosing the Depth of Organizational Intervention.</p>	<p>11</p>
<p>Unit- 4 <u>Issues and Considerations in OD</u></p>	<p>4.1Consultant-Client Relationships, System Ramifications, and Power- Politics. 4.2Emerging Trends in OD with special emphasis on future organizations.</p>	<p>11</p>
	<p>TOTAL SESSIONS</p>	<p>45</p>

Learning Resources:

1. Wendell L. French and Cecil N. Bell Jr., “**Organization Development**” New Delhi, Prentice Hall, 5th Ed., 1999.

Suggested Readings

2. Don Harvey and Donald R. Brown, “**An Experiential Approach to Organizational Development**”, New Jersey, Prentice Hall Inc., 1996.
3. Wendell L. French Cecil H Bell, Jr., Robert A. Zawaski. (Eds.), “**Organizational Development and Transformation: Managing Effective Change**”, Illinois: Irwin Inc., 1994.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester IV			
	HRIS	Subject Code	FT 422H

Subject Name		Total Credits	
Subject Nature: HRM Compulsory			
Course Objective:			
<ul style="list-style-type: none"> To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force. To develop an understanding about different obligations towards society. 			
Learning Outcome:			
At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
2.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 Introduction	1.1 Data and Information needs for HR Manager 1.2 Sources of Data 1.3 Role of ITES in HRM 1.4 IT for HR Managers; Concept, Structure, and Mechanics of HRIS 1.5 Programming Dimensions and HR Manager with no technology background 1.6 Survey of Software Packages for Human Resource Information System including ERP Software such as SAP		06
Unit-2 Data Management for HRIS	2.1 Data Formats, Entry Procedure and Process 2.2 Data Storage and Retrieval 2.3 Transaction Processing 2.4 Introduction to RDBMS 2.5 HR-XML 2.6 Office Automation and information Processing and Control Functions 2.7 Design of HRIS: Relevance of Decision Making Concepts for Information System		10

Unit-3 Design; HRM Needs Analysis	3.1 Concept and Mechanics 3.2 Standard Software and Customized Software 3.3 HRIS - An Investment, Cost Benefit Analysis	07
Unit- 4 HR Management Process and HRIS	4.1 Modules on MPP 4.2 Recruitment 4.3 Selection, Placement 4.4 Module on PA System 4.5 T and D Module 4.6 Module on Pay A and Related Dimensions 4.7 Planning and Control; 4.8 Information System's support for Planning and Control	06
Unit-5 HR Management Process II and HRIS	5.1 Organization Structure & Related Management Processes including authority and Responsibility Flows 5.2 Communication Process	05
Unit-6 Organization Culture and Power	6.1 Data Capturing for Monitoring and Review 6.2 Behavioural Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.	05
Unit—7 HRIS	7.1 Security of Data and Operations of HRIS Modules 7.2 Common Problems during IT adoption efforts and Processes to overcome 7.3 Orientation and Training Modules for HR & Other Functionaries 7.4 Detailed Analytical Framework 7.5 Opportunities for combination of HRM & ITES Personnel 7.6 HRIS and Employee Legislation 7.7 An Integrated View of HRIS 7.8 Why and How of Winners and Losers of HRIS Orientation.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings:

1. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt Ltd.
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

5. Heas M. Awad, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.
6. Tony Ivey, Personnel Computer System, Mc Graw Hill International.
7. The Brave New world of e HR: Human resources Management in digital age, Guetual Stone editors, Wiley India Edition

6

<i>MBA (FT) MS5A</i>			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	STRATEGIC HRM	SUBJECT CODE	FT 423H
		TOTAL CREDITS	03
SUBJECT NATURE: HRM Compulsory			
COURSE OBJECTIVE: The course is designed to explain basic theory of Strategic Human Resource Management to examine the issues and problems associated with HRM in a changing environment.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions

UNIT –1 <u>Introduction to strategic HRM</u>	1.1 Strategic Approach to HRM 1.2 Integrating HR Strategies with Corporate and Functional Strategies 1.3 Integrating Human Resources in Strategic Decisions	12
Unit-2 <u>Strategic HR Planning</u>	2.1. Strategic HR Planning Acquisition and Development 2.2 Corporate strategies and career systems	12
Unit-3 <u>Strategies for Maximizing HR Productivity</u>	3.1 Organizational Restructuring 3.2 Turnaround Management, Mergers, Acquisitions and Joint Ventures.	12
Unit- 4 <u>SHRM in Global Context</u>	4.1 International Human Resource Strategies, Evaluating the effectiveness of HRM	9
	TOTAL SESSIONS	45

Note: 50 percent of classes will be devoted to theory and 50 percent to discussion of cases.
Learning Resources:

Text Readings

1. W.D. Anthony, P.L. Perrewe, K.M. Kacmar, “**Strategic Human Resource Management**”, USA, Dryden.
2. C. Mabey, G. Salman, and J. Storey, “**Human Resource Management: A Strategic Approach**”, UK, Blackwell.
3. Linda Gratton, “**Strategic Human Resource Management**”, New York, Oxford University Press.

Suggested Readings

1. John Leopold, Lynette Harris and Tony Waton, “**Strategic Human Resourcing: Principles, Perspectives and Practices**”, Financial Times Pitman Publishers, 1999.

<i>MBA (FT)</i>			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	INDUSTRIAL AND SOCIAL PSYCHOLOGY	SUBJECT CODE	FT 424H
		TOTAL CREDITS	03
SUBJECT NATURE: HRM Compulsory			
COURSE OBJECTIVE: The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 <u>Introduction to</u> <u>Social</u> <u>Psychology</u>	1.1 Nature and concept of social psychology and social psychology related to other disciplines 1.2 Methods of social psychology 1.3 Current trend in social psychology and ethical issues		9
Unit-2 <u>Social</u> <u>Perception</u>	2.1 Non-Verbal Communication 2.2 theories of Attribution 2.3 , Impression formation and impression management.		9
Unit-3 <u>Social Identity</u>	3.1 Self Concept, Self-esteem, Self-efficacy 3.2 Self-monitoring and self-focusing.		9

Unit- 4 <u>Social</u> <u>Influence</u>	4.1 Conformity 4.2 Compliance and Obedience	9
Unit-5 <u>Group</u> <u>Dynamics</u>	5.1 Introduction to Group, Formation, and types of group 5.2 Group dynamics, Crowding, Cooperation, competition and conflicts	9
	TOTAL SESSIONS	45

Learning Resources:

Text Readings

1. Myers D.G, Social Psychology, New Delhi, Latest edition, Tata Mc-Graw Hill Publishing.
2. Robert A Baron, Donn Byrne, Nyla R Branscombe, Gopa Bhardwaj, Social Psychology, latest Edition, Prentice-Hall India: New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A.(Full -Time) MS5A			
Semester IV			
Subject Name	Managerial Counselling	Subject Code	FT 425H
		Total Credits	03
Subject Nature: HRM Open Electives(Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> ● To promote understanding of the concept and schools of counselling ● To Select the key areas and situations where management can and should help employees in performance planning and career advancement ● To develop alternative approach to dealing with problem situations in organizations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understand that various approaches to counselling 2. conduct counselling intervention in the organization 3. Outline the counselling process used in organizations 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –I Introduction	1.1 Introduction to counselling and characteristics of a counsellor 1.2 Process of counselling 1.3 Development of Counselling Skill 1.4 Role of Counsellor in guidance & counselling.	8	
Unit-2 Psychological Testing and types of counselling	2.1 Need and Uses of Tests 2.2 Different Types of Test: Intelligence Tests, Achievement and Aptitude Tests 2.3 Different Types of Test: Personality Inventories, Interest Inventories, Projective Techniques and their limitations 2.4 Individual & Group technique in counselling 2.5 e-Counselling	8	
Unit-3 Introduction to the Important Schools of Counselling	3.1 Psychoanalytic Foundations 3.2 Transactional Analysis 3.3 Gestalt Therapy 3.4 Rational Emotive Therapy 3.5 Person-Centred Approach to Counselling 3.6 Counselling setting	12	

Unit -4 Counselling Interventions in Organizations:	4.1 Empathy, Listening and Responding, Effective Feedback 4.2 Performance Counselling, Interpersonal Conflict 4.3 Counselling & guidance for career planning & Decision Making.	9
Unit-5 Stress Management And Employee Well-Being	6.1: Stress and Performance 6.2 Work-Life Balance 6.3 Stress Reduction Techniques 6.4 Employee Wellbeing: Concept, Importance, Factors influencing well-being.	8
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions Introduction to Counseling and Guidance, Seventh Edition (Pearson), Robert L Gibson, Indiana University, Mariann Mitchell, Indiana University.		

<i>MBA (FT) MS5A</i>			
BATCH 2018-20 SEMESTER IV			
SUBJECT NAME	CONFLICT AND NEGOTIATION PROCESS	SUBJECT CODE	FT 426H
		TOTAL CREDITS	03
SUBJECT NATURE: HRM Open Electives			
COURSE OBJECTIVE: To promote understanding of the concept and theories of conflict, To build awareness of certain important and critical issues in conflict and negotiation. To provide exposure to the required skills in negotiating a contract.			
LEARNING OUTCOME:			

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENTS		No. of Sessions
<u>UNIT –1</u> <u>Power and Politics</u>	1.1 Bases of Power, Power tactics, Power in Groups, Sexual Harassment in workplace 1.2 Unequal Power, Politics: power in Action, Implication for Managers	9
<u>Unit-2</u> <u>Conflict</u>	2.1. Meaning and Causes of conflict 2.2 Transitions in Conflict Thought, Functional versus dysfunctional thought 2.3 Conflict process, styles of handling interpersonal conflict, Integrating conflict from Gandhian perspective.	9
<u>Unit-3</u> <u>Negotiation</u>	3.1 Negotiating a Contract , Pre-negotiation 3.2 Preparing the Charter of Demand(s). Creating the Bargaining Team Submission of COD 3.4 Costing of Labour Contracts	9
<u>Unit- 4</u> <u>The Negotiation Process</u>	4.1 What is Negotiation? Effective Negotiation. Preparing for Negotiation 4.2 Communication Style 4.3 Breaking Deadlocks. 4.4 Strategy and Tactics/Games Negotiators Play. Closing Successfully.	9
<u>Unit-5</u> <u>Negotiating Integrative Agreements</u>	5.1 Reviewing. Negotiation and Conflict Approaches and Phases in negotiation and conflict 5.2 Post Negotiation. Administration of the Agreement Grievance Management Binding up the Wounds.	9
TOTAL SESSIONS		45

Learning Resources:

Text Readings

1. BB Singh, Managing Conflict and Negotiation, Excel Book Pvt. Ltd
2. Stephen .P. Robbins, Timothy A. Judge, Organizational Behaviour, Pearson
3. Margie Parikh, Rajen Gupta, Organizational Behaviour ,McGraw Hill

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INSTITUTE OF MANAGEMENT STUDIES			
MBA (Full-Time) MS5A			
Batch (2018-20)			
Semester IV			
Subject Name	KNOWLEDGE MANAGEMENT	Subject Code	FT 427H
		Total Credits	03

Subject Nature: HRM Open Electives(Select any 2)		
Course Objective: The objective of the course is to make participants aware of using information that creates value and knowledge and how knowledge management system is working in the organization.		
Learning Outcome: At the end of the course students should be able to; 1. To understand about Knowledge management system and its importance for learning Organization and other business processes. 2. It will Help to understand and identifies the organization key resources of knowledge and how it helps in development of organization and Knowledge sharing.		
Examination scheme: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions. Marking scheme if internal assessment will include class tests and regular class participation.		
Course Contents		Class room contact session
UNIT –I Introducing Knowledge Management	1.1 The concepts of storage and management 1.2 Approaches to DBMS Information processing 1.3 Information systems, organizational learning. 1.4 Introduction, total quality management 1.5 Introduction to emerging business paradigms. 1.6 Introduction to Knowledge Management 1.7 Basic Knowledge-Related Definitions 1.8 Role of Knowledge Management in today's organization 1.9 Classification of Knowledge Management Systems 1.10 Forces Driving Knowledge Management 1.11 Defining the Data, Information and Knowledge 1.12 From Data Processing to Knowledge-based Systems 1.13 Types of Knowledge 1.14 Human's Learning Models 1.15 Expert's Reasoning Methods.	09
Unit-2 Knowledge Management System life Cycle	2.1 Introduction to Knowledge management system life cycle 2.2 Challenges in building knowledge management system 2.3 Knowledge evaluation, Knowledge processing 2.4 Knowledge implementation, Identifying Knowledge Centers 2.5 Nonaka's Model of Knowledge Creation and Transformation 2.6 Impediments to Knowledge Sharing	07

<p>Unit-3 Knowledge Management techniques, Systems and tools</p>	<p>3.1 Introduction to Knowledge Management Architecture 3.2 The Knowledge Capture Process 3.3 Identifying Experts- Single and Multiple Experts 3.4 Systems and tools. Knowledge analysis 3.5 Organizational Knowledge Dissemination. 3.6 Knowledge Capture Techniques- <ul style="list-style-type: none"> • On-site Observation (Action Protocol) • Brainstorming (Conventional & Electronic) • Consensus Decision Making • Nominal Group Technique • Delphi Method • Repertory Grid • Concept Mapping • Blackboarding 3.7 Organizational Knowledge Management Architecture and Implementation Strategies</p>	<p>08</p>
<p>Unit- 4 Knowledge codification</p>	<p>4.1 Introduction to Knowledge Codification 4.2 Benefits of Knowledge Codification 4.3 Knowledge Codification in the KM System Life Cycle 4.4 Codification Tools-Knowledge Map, Decision Table 4.5 Decision Tree, Frames ,Production Rules, Case-based Reasoning</p>	<p>06</p>
<p>Unit -5 System testing and Deployment</p>	<p>5.1 Introduction to Quality Assurance 5.2 Knowledge management testing 5.3 Hurdles in KMS Testing, Logical Testing Approaches 5.4 System Testing & Deployment in KMSLC 5.5 Factors affecting System Deployment</p>	<p>05</p>
<p>Unit-6 Knowledge transfer and sharing</p>	<p>6.1 Introduction to Knowledge Transfer & Knowledge Sharing 6.2 Fundamentals of Knowledge transfer 6.3 Learning from data - The Concept of Learning 6.4 Data Visualization ,Neural Networks –The basic 6.5 The Knowledge transfer in Electronic-world 6.6 Groupware categories and applications</p>	<p>05</p>
<p>Unit-7 Knowledge Portals and Knowledge Management Tools</p>	<p>7.1 Organizational Collaborative Platforms 7.2 Introductions, Knowledge Management roles 7.3 Knowledge Management Job Opportunities. 7.4 Key Components of Knowledge Portal 7.5 Categories of Portal Tools 7.6 Knowledge Worker</p>	<p>05</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p>45</p>

Learning Resources:

Text Books:

1. **Warrier, E. Sudhir “Knowledge Management”, Vikas Publishing House Ltd. New Delhi.**

Reference Books :

1. **Knowledge Management by Shelda Debowski – john Wiley and sons publication**

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

**M.B.A. (DISASTER
MANAGEMENT) 2 Year**

Semester – I TO IV

2018 - 20



MBA (Disaster Management) 2 Year
SEMESTER – I

Sl.	Course Code	Subject	Type	Option
1	DM101C	Fundamentals of Management	Hard Core	COMPULSORY
2	DM102C	Business Mathematics and Statistics	Hard Core	
3	DM103C	Accounting for Managers	Hard Core	
4	DM104C	IT For Manager	Hard Core	
5	DM105C	Communication Skills	Hard Core	
6	DM106C	Organisational Behaviour	Hard Core	
7	DM107C	Business Ethics and Management by Indian Values	Soft Core	
8	DM108C	Principles of Disaster Management	Soft Core	

SEMESTER – II

Sl.	Course Code	Subject	Category	Option
1	DM201C	Human Resource Management	Hard Core	COMPULSORY
2	DM202C	Operation Management	Hard Core	
3	DM203C	Financial Management	Hard Core	
4	DM204C	Disaster Preparedness	Hard Core	
5	DM205C	Marketing Management	Hard Core	
6	DM206C	Business Environment	Hard Core	
7	DM207C	Operations Research	Soft Core	
8	DM208C	Research Methodology	Soft Core	

SEMESTER – III

Sl.	CourseCode	Subject	Category	Option
1		Managerial Economics	Hard Core	COMPULSORY
2		Disaster Management Laws, Policies & Regulations	Hard Core	
3		Project Management	Soft Core	
4		Risk Reduction and Vulnerability	Soft Core	
5		Industrial Safety & Health Management	Elective	ANY FOUR
6		Environmental Sustainability and Climate Change	Elective	
7		Social and Industrial Psychology	Elective	
8		Insurance & Risk Management	Elective	
9		Geology & Meteorology	Elective	
10		Field Report	Elective	

SEMESTER – IV

Sl.	CoursCode	Subject	Category	Option
1		Entrepreneurship	Hard Core	COMPULSORY
2		Logistics Management	Hard Core	
3		Public Administration (Madhya Pradesh Lok Seva Gaurantee Adhiniyam)	Soft Core	
4		Strategic Disaster Management	Soft Core	
5		Rural Development	Elective	ANY FOUR
6		Environmental Impact Assessment	Elective	
7		Disaster Management Policy & Responce	Elective	
8		Development and Rehabilitation Management	Elective	
9		NGO Management and Administration	Elective	
10		Crises Management	Elective	

MBA (Disaster Management) 2 Year
SEMESTER – I

Sl.	Course Code	Subject	Faculty Name
1	DM101C	Fundamentals of Management	
2	DM102C	Business Mathematics and Statistics	
3	DM103C	Accounting for Managers	
4	DM104C	IT For Manager	
5	DM105C	Communication Skills	
6	DM106C	Organisational Behaviour	
7	DM107C	Business Ethics and Management by Indian Values	
8	DM108C	Principles of Disaster Management	

SEMESTER – III

Sl.	CourseCode	Subject	Faculty Name
1		Managerial Economics	
2		Disaster Management Laws & Regulations (Content: Environmental Protection Act 1986 D.M. Act 2005 Regulations relating to poeention control Company Laws)	
3		Project Management	
4		Risk Reduction and Vulnerability	
5		Industrial Safety & Health Management	
6		Environmental Sustainability and Climate Change	
7		Social and Industrial Psychology	
8		Insurance & Risk Management	
9		Geography Meteorology	
10		Field Report	

INSTITUTE OF MANAGEMENT STUDIES
D.A.V.V., INDORE

M.B.A. (DISASTER MANAGEMENT)

Dear Students,

Please give your choice of Elective Subject for IIIrd Semester starting from 1st July 2013. Please note a subject will be offered only if, sufficient number of students opt for that subject.

All the best.

Deepak Shrivastava
Co-ordinator

SEMESTER – III

Sl.	Your Choice	Subject	Category	Option
1		Managerial Economics	Hard Core	COMPULSORY
2		Disaster Management Laws, Policies & Regulations	Hard Core	
3		Project Management	Soft Core	
4		Risk Reduction and Vulnerability	Soft Core	
5		Industrial Safety & Health Management	Elective	ANY FOUR
6		Environmental Sustainability and Climate Change	Elective	
7		Social and Industrial Psychology	Elective	
8		Insurance & Risk Management	Elective	
9		Geology & Meteorology	Elective	
10		Field Report	Elective	

Signature of the Student

Name : _____

Mob. No. : _____

Email : _____

Course Objective:

Objective of this course is to help the students gain understanding the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Content:

- 1 **Concept of Management:** Introduction to Management & Organizations, Functions and Responsibilities of Managers, Fayol's Principles of management, Management thought; the Classical School, The Human Relations School, Systems theory, Contingency Management Developing Excellent Managers.
- 2 **Planning:** Nature and purpose of planning process, principles of Planning, Types of planning, Advantages and Limitation of planning.
- 3 **Concept and Nature of Objectives:** Types of Objectives, Importance of Objectives, Setting objectives, Management by Objective (MBO) benefits and weaknesses of MBO.
- 4 **Strategies and Policies:** Concept of Corporate Strategy, formulation of strategy, Types of strategies, Types of policies, principles of formulation of policies, Decision Making Process, Individual Decision Making Models.
- 5 **Organizing:** Nature and Purpose of Organizing, Bases of Departmentation, Span Relationship, Line Staff Conflict, Bases of Delegation, Kind of Delegation and Decentralization, methods of Decentralization.
- 6 **Controlling:** Concept and Process of Control, Control Techniques. Human Aspects of Control, Control as a feed back system, feed forward Control, Preventive Control, Profit and loss Control, Control through Return on investment, the use of Computer of Controlling & Decision making, the challenges created by IT a Control tool.

Text Readings:

1. Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management" New Delhi, Tata McGraw Hill, 1992.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill 1995.
3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson 2006

Suggested Reading:

1. Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw Hill, 10th Ed. 1994.
2. Robert Krietner, "Management" Houghton Mifflin CO. 7th Ed. 1999.
3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson 2006

DM -102C

BUSINESS MATHEMATICS AND STATISTICS

Course Objective

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts, application and cases rather than derivations.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

PART I – BUSINESS MATHEMATICS

1. Mathematical and Statistical Preliminary (students are suppose to have the knowledge of following topics in statistics and mathematics). – Sets, Functions, Sequence and series.
2. Implications of Limit of Functions, Continuity of a function of one variable.
3. Differentiation and Integration of simple functions with one variable: Economic and Business Applications; marginal analysis, elasticity of demand, Maxima and Minima, Consumer surplus and producer surplus.
4. Determinants and Matrices with Business application: Types of matrices, operations on matrices, adjoint matrix, inverse matrix, elementary row operations. Solution of simultaneous linear equations using matrices, input/output analysis.

PART II – BUSINESS STATISTICS

1. Introduction to Statistics: Introduction to Measurement of Central Tendency and Variations.
2. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
3. Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average, exponential smoothing and least squares method), Measurement of seasonal variations (simple average, trend, and moving average method) Measurement of cyclic variations (residual method).
4. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficient), Methods of computing simple correlation and regression (Least square method).
5. Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

Text Reading

1. J.K. Sharma, "**Mathematics for Management and Computer Applications**", New Delhi, Galgotia Publication,
 2. S. Saha, "**Business Mathematics and Quantitative Techniques**", Calcutta, Central Book Agency, 2000
 3. Richard I. Levin and D.S. Rubin, "**Statistics for Management**", New Delhi: Prentice Hall of India, 2000
 4. S. P. Gupta, "**Statistical Methods**", New Delhi, Sultan Chand and Sons, 2001
 5. D. C. Sancheti and V. K. Kapoor, "**Statistics: Theory, Methods and Applications**", New Delhi: Sultan Chand and Sons., 2001
- D.N. Elhance, Veena Elhance and B. M. Aggrawal, "**Fundamentals of Statistics**", Allahabad: Kitab Mahal, 1996

DM -103C

ACCOUNTING FOR MANAGERS

Course Objective

Objectives of this course are to acquaint participant with the basic concept of financial, management accounting and cost.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

Unit I Introduction to Accounting: evolution, significance, accounting principles, concepts & conventions, GAAP, overview of international accounting standards, accounting equation, capital and revenue, types of accounts, rules of debit and credit

Unit II Recording of Transactions – journal, ledger and trial balance. preparation of financial statement – Trading and P & L Account and balance sheet- concepts, format of P&L A/C and balance sheet. (vertical & horizontal), numerical.

Unit III Depreciation : SLM and WDV methods ,Concept of Inflation Accounting, Human resources Accounting, Forensic Accounting

Unit IV Introduction to cost accounting: understanding and classifying cost, elements of cost, component of total cost, classification of costs and format & preparation of cost sheet, numerical.

Unit V Standard costing and variance analysis: meaning of standard cost & variance, cost variance, direct material variance, direct labour variance, sales variance and control of variance, numerical, overview of zero based budgeting

Unit VI Marginal Costing– meaning and difference between absorption costing and marginal costing, marginal cost, utility of marginal costing and its limitations, segregation of semi variable cost.

Unit VII An overview of following: nature of managerial decision making -decisions regarding make or buy, accept a special order, drop a product line, replacement of assets.

Text Readings

R.L. Gupta, V.K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons, 6th Edition, 1996.

S.N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi: III Edition, 2001.

S N Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications,New Delhi: III Edition 2000.

Suggested Readings

1. S.P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons, VIII Edition 1998.
2. Robert N. Anthony and James S. Reece, “**Accounting Principles**”, New Delhi: A.I.T.B.S. Pub. and Distributions, 6th Ed., 1991.
3. R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi, 5th Edition 2000.

DM -104C

IT Fundamentals

Course Objective

The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and related issues section B of the subject course is to help students to understand the basics of Information Systems, and issues related to Design and Development of Information Systems.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Content

PART- A

1. Introduction to Computer :

Hardware: Input / output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.

Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

2. Operating Systems

WINDOWS XP: Basic Operations, utilities and features.

UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.).

3. Application Software (MS-Office XP 2003)

Word processing using MS Word

1. Understand interface of Microsoft Word

- Formatting (Index, Tab, bullet, numbering, etc.); Adding images, comments, symbols, diagrams
- Adding header and footer, adding, Changing Case, Text Direction, Rearranging Text into Columns ;Mail Merge
- Columns text (Tables, pictures, etc.) ;Importing and exporting data and files

Spreadsheets using MS Excel

- Understand interface of Microsoft Excel ;Entering data (numeric, text, date, time, comments)
- Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)
- Formatting (text style, text orientation, increase/decrease width of columns and rows)
- Changing Chart and Data Series ;Charts (bar, pie, line, etc.)
- Value Axis Scaling and Formatting Lines ;Consolidating Data ;Creating Automatic Subtotals.
- Using Pivot Tables and Pivot Charts ;11.Using Analysis Tool – Goal Seek and Solver

Presentations using Power Point

- Understand the interface of Power Point; Creating presentations using Wizards
- Creating blank presentation; Various type of views and their uses
- Applying templates on presentations; Applying color schemes on presentations
- Implementing Slide Transactions and Custom Animations; OLE Concepts

Database Creation Using Access

- Creating tables (Understanding fields, data types, range etc.) ; Establishing relationships
- Creating Tables using Wizard; Creating Tables using Data View
- Creating Select Queries; Designing queries with QBE Grid
- Creating other types of queries (Cross tab, update etc.); Creating forms using wizards and Toolbar
- Inserting data in tables using forms ;Validating Forms ;Creating Reports for table data

PART- B

1. Introduction to Information Systems: Definition, Information Systems and Society, A Business as a System, Information Processing Concepts, Information Systems Concepts, and Recognizing Information Systems.

Types of Information Processing Systems: Overview of Six Major Types of Systems: Transaction Processing Systems, Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems.

The Information Systems Environment: The Systems Development Life Cycle: The SDLC – Recognition of Need, Feasibility Study, Analysis, Design, Implementation, and Considerations for Candidate Systems and The Role of System Analyst.

3. System Analysis and Design: System Planning and Initial Investigation, Information Gathering, The Tools of Structured Analysis - DFDs, Data dictionary, Decision Trees, and Decision Tables, Feasibility Study, and Cost/Benefit Analysis.System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Programme Design.

Text Reading

Suresh K. Basandra, “**Computers Today**”, Galgotia Publications Pvt. Ltd., New Delhi, 2001

P.K. Sinha, “**Computer Fundamentals**”, BPB Publications, New Delhi, 2001

Laurie Ulrich, “**Tech yourself Microsoft Office 2000 in 21 days**”, Techmedia, New Delhi, 1999

Sumitabha Das, “**Unix Concepts and Applications**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 1997

Muneesh Kumar, “**Business Information Systems**”, Vikas Publishing House Pvt. Ltd., New Delhi, 1999

James A. O’Brien, “**Management Information Systems**”, Galgotia Publications Pvt. Ltd., New Delhi, 1996

Elias M. Awad, “**System Analysis and Design**”, Galgotia Publishing Pvt. Ltd., New Delhi, 2001

Suggested Readings

6. S. Jaiswal, “**Information Technology Today**”, Galgotia Publications Pvt. Ltd., New Delhi, 2001
7. Alexis Leon & Mathews Leon, “**Fundamentals of Information Technology**”, Vikas Publishing House Pvt. Ltd., New Delhi, 1999

COMMUNICATION SKILLS

Course Objectives

The objectives of the course are to help the students acquire the basics of interpersonal communication and public speaking, so as to improve his communication skills and ability to understand others.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

1. **Introduction**: Defining Communication, Process of Communication, Communication Model, Objectives of Communication, Principles of Effective Communication, Importance of Business Communication, and Importance of Feedback.
2. **Factors Affecting Communication**: Perception and Reality, Physical, Organizational, Psychological and Socio-cultural Barriers to Communication, Effective Listening- Types and Essentials of effective listening, Reading & Comprehension Strategies
3. **Channels, Types and Forms of Communication**: Verbal, Non-verbal, Formal, Informal, Internal, External and Communication Networks.
4. **Designing for Effective Communication**: Techniques of Oral Presentations, Communication and Conflict Management with emphasis on Transactional Analysis, Communication approaches during Interviews, Understanding the Composition Process, Defining the Purpose, Analyzing the Audience, Establishing the main idea, Selecting the Appropriate Channel and Medium, Meeting Etiquettes
5. **Mechanism of Business Writing**: Approaches to writing-Direct, Indirect and Persuasive Styles, Cover Letters: Writing the Opening Paragraph, Summarizing the Key Selling Points, Writing the Closing Paragraph. Writing Résumé's, Reports and Proposals, Drafting e-mails, memos
6. **Negotiation Skills**: Basic principles, Process of Negotiation-Preparation, developing a Strategy, Getting Started, Building Understanding, Bargaining, Closing. Barriers of Negotiation, Essentials of Negotiation.
7. **Contemporary Trends**: Technology enabled Communication, Introduction to Corporate Communication, Ethics in Business communication.

Text Readings

1. William V. Ruch, **Business Communication**, Maxwell Macmillan, New York, 1991.
2. Lani Arredono, **The McGraw-Hill 36-Hour Course: Business Presentation**, McGraw-Hill, New York, 1994.
3. Bill Scott, **The Skills of Communication**, Jaico, Bombay, 1995.
4. Ronald E. Dulek and John S. Fielden, **Principles of Business Communication**, McMillan, New York, 1990.
5. **Effective Technical Communication by M Ashraf Rizvi**
6. **Business Communication by Raman & Singh**

Course Objectives

Objective of this course is to help students to understand human Behaviour in organizations so that they improve their managerial effectiveness.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

- 1 **Foundations of Individual and Organizational Behaviour:** OB Models, Personality—Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory.
- 2 **Motivation:** Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behaviour Modification.
- 3 **Foundations of Group Behaviour:** Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.
- 4 **Leadership:** Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.
- 5 **Conflict:** Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques.
- 6 **Organizational Change and Stress Management:** forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress.
- 7 **Organizational Culture:** Definition, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

Text Reading

1. Stephen P. Robbins, "**Organizational Behaviour: Concepts, Controversies, and Applications**", New Delhi, Prentice Hall, 9th Ed., 2000.
2. Fred Luthans, "**Organizational Behaviour**", New York, McGraw Hill, 8th Edn., 1998.
3. Bill Scott, "**The Skills of Communications**", Jaico Publications, Bombay 1995.
4. John W. Newstrom and Keith Davis, "**Organizational Behaviour: Human Behaviour at Work**" New Delhi, Tata McGraw Hill, 1993.

Suggested Reading

Upinder Dhar and Santosh Dhar, "**Case Method in Management Education: Text and Illustrations**", Excel, New Delhi, 2002

DM -107C
BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES

Course objectives

The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian Values in Managerial Decision making.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

Section A

PART – I BUSINESS ETHICS

1. The Nature and Purpose of Ethical Reflections : Introduction, Definition of Ethics, Moral Behaviour, Characteristics of Moral Standards.
2. Business Ethics : Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.
3. Moral Responsibility : Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.
4. Business Ethics and Individual Interest : Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.
5. Duty ethics in the Business Environment.
6. Theories of Virtue : Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.

PART - II MANAGEMENT BY INDIAN VALUES

1. Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Is Management Culture Bound? (Discuss) .
2. Sources of Indian Ethos in Management : Vedas, Shastras, Smrities, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran. (Why should Holy Bible and Quran be also included amongst sources of Indian Ethics in Management; Discussion) etc. – examples and models from the above texts.
3. Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.
4. Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.
5. Karma Theory, Nishkama Karma Yoga and Professionalism.
6. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of body, thoughts and emotions; Interpersonal and Group Effectiveness.
7. Cultural Heritage of India and its relevance for Modern Management : Concept of ‘Pancha - Rina’ (five- fold debts) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushtaya) and Business, Sanskaras Values Vs. Skills – Supremacy of Values over Skills (Discussion), Role Vs. Self.
8. Work Place Spirituality.

Section B

Cases in Business Ethics and Management by Indian Values.

Suggested Readings

1. A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009
2. Weiss, **Business Ethics concept & cases**, 1st edition, 2009, Cengage Learning
- 3 Velasquez, **Business Ethics, Concepts & Cases**, 6th edition, 2009, PHI
- 4 Murthy, **Business Ethics**, 2009, Himalaya Publishing House
- 5 Al Gini, **Case Studies in Business Ethics**, 6th edition 2009, Pearson Education.
6. Shashtri J.L., **Ancient Indian Tradition and Mythology** , 1st edi, Motilal Banarsidas, New Delhi
7. F. Max Muller , **Sacred Books of East** ,Motilal Banarsidas, New Delhi
8. S.K. Chakraborty, **Ethics in Management-Vedantic Approach**, New Delhi, Oxford India Ltd.,
9. Swami Jitatananda, **Indian Ethos for Management**, Rajkot, Ramkrishna Ashrama, 1996.
- 10 Swami Someswarananda, **Indian Wisdom for Management**, Ahmedabad, AMA. 2000.
11. Swami Rangnathananda, **Universal Message of the Bhagvad Gita**, Vol. 1 , 2 and 3, Caicuna Advaita Ashrama, 2001.
12. Peter Brately “The Essence of Business Ethics”, New Delhi, Prentice Hall of India, 1997.
13. William K. Frankena, “ Ethics:”, New Delhi, Prentice Hall of India, 1989.
- 14 Norman E. Bowle and Ronald F. Duska, “Business Ethics”, New Jercy, Prentice Hall Inc., 1990.
- 15 Swami Someshwarananda, “Business Management Redefined- the Gita Way”, Mumbai Jaico Publishing House, 2000.
- 16 Swami Jitemananda, “ Indian Ethos for Management, Rajkot, Ramkrishna Ashrama, 1996.
- 17 S.K. Chakraborty, “ Management Transformation by Values”, New Delhi, Sage Publication, 1990.
- 18 S.K. Chakraborty, “ Management by Values”, New Delhi, Oxford University Press, 1992.
- 19 Ahmadabad Management Association (AMA), “Ancient Indian Wisdom for Self Development”, Ahmedabad, 1995.
- 20 Narayana, “ Transformation to Transcendence- Breakthrough Ideas for Leadership in the New Millennium”, Ahmadabad AMA, 2000.
- 21 Ahmadabad Management Association (AMA), “Inspiration from Indian Wisdom for Management”, Ahmedabad, 1998.
- 22 Ahmadabad Management Association (AMA), “Ancient Indian Wisdom for Motivation”, Ahmedabad, 1997.
- 23 Text of Holy Bible and Quran .
- 24 G. Narayana, “ The Responsible Leader- A Journey Through Gita”, Ahmadabad, AMA 2000.

DM-108C
MBA(DISASTER MANAGEMENT)
PRINCIPLES OF DISASTER MANAGEMENT

Course Objective:

The objective of this course is to help students understand the kinds and types of disasters and also the process of its mitigation and rehabilitation.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT

1. **Introduction to Disaster and Disaster Management:** Disaster definition, types, their variation, causal factors, disaster management concept, Disaster Management cycle and developmental considerations.
2. **Disaster Prevention and Mitigation:** Primary and secondary prevention, objectives, means of emerging management actions, mitigation, objectives and various mitigation measures.
3. **National Disaster Management Framework:** National Vision, High Powered Committee report, Road Map of Disaster Management.
4. **Natural Disasters and Management**
5. **Coping with Tsunami and floods**
6. **Earthquake Mitigation**
7. **Climate Change and Disasters**
8. **Man-made Disasters and Management**
9. **Coping with Man-made disasters**
10. **Awareness and Motivation**
11. **Training in Disaster Management**

Text Readings

1. Disaster Management : Text and Case Studies - DBN Murthy, Deep and Deep Publication, New Delhi, 2007.

The objectives of this course are to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India. Attention will also be paid to help them develop their communication and decision making skills through case discussions, role-plays etc.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. It will have two sections, A and B. Section A, worth 42 marks, will contain five theory questions out of which students will be required to attempt three questions. Section B will comprise of one or more cases, worth 18 marks.

Course Contents:

1. The Field of HRM: An Overview, Concept and Functions, Personnel to HRM.
2. HR Policies: Formulation and Essentials of Sound Personnel Policies.
3. Acquisition of Human Resources: Job Analysis, Job Description, Job Specification, Manpower Planning, Recruitment Selection, Induction, Placement Promotion and Transfer.
4. Development of Human Resources: Determining Training Needs, Training and Management Development and Performance Appraisal, Career and Succession Planning.
5. Maintenance of Human Resources: Job Evaluation, Designing and Administering the Wage and Salary Structure, Employee Incentives.
6. Grievance Handling: Grievance Handling Procedure.
7. Separation Processes: Turnover, Retirement, Layoff, Discharge, VRS.
8. Personnel Audit and Information System.
9. Research and the Future: Current trends and future Challenges for HRM.

Text Readings

1. Arun Monappa and Mirza S. Saiyadain, “**Personnel Management**”, New Delhi, Tata McGraw Hill, 1995.
2. Robert L. Mathis and John H. Jackson, “**Human Resource Management**”, 9th Edn., South Western College Publishing, 1995.
3. David S. Decenzo and Stephen P. Robbins, “**Personnel/Human Resource Management**”, New Delhi, Prentice Hall, 3rd Edn. 1988.
4. Michael Armstrong, “**A Handbook of Human Resource Practice**”, London, Kogan Page, 8th Edn., 2001.

Suggested Readings

1. William B. Werther Jr. and Keith Davis, “**Human Resources and Personnel Management**”, Singapore, McGraw Hill, 4th Edn. 1993.
2. P Subba Rao, “**Essentials of Human Resource Management and industrial Relations: Text, Cases and Games**”, Mumbai, Himalaya, 2000.
3. Biswajeet Patanayak, “**Human Resource Management**” New Delhi, Prentice Hall India, 2001.
4. Holloway J. Ed., “**Performance Measurement and Evaluations**”, New Delhi, Sage Publications, 1996
5. Guy V. & Mattock J., “**The New international Manager**”, London, Kogan Press, 1993.

DM-202C
MBA(DISASTER MANAGEMENT)
OPERATIONS MANAGEMENT

Course Objective

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

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. It will have two Sections, A and B. Section A, worth 30 marks, will consist of four theory questions out of which student will be required to attempt any two questions. Section B, worth 30 marks will have four numerical problem(s)/practical problem(s)/Case(s) out of which a student will be required to attempt any three questions.

Course Contents

1. Introduction to Production and Operations Management: Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function.
2. Facilities Planning: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative and Qualitative Model.
3. Layout of Manufacturing/service facility: Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix, materials handling concepts.
4. Resources Requirement Planning: Capacity Planning, Concept and Application of Learning Curve.
5. Production Planning and Control: Aggregate Production Planning - Chase strategy, level production, Mixed strategy, Materials Requirement Planning.
6. Inventory: Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems, Inventory Models:
 - General Economic Order Quantity (EOQ)
 - Economic Batch Quantity (EBQ) (Single and Multi-products)
 - EOQ with Discounts.
7. Operations Scheduling and Production Activity Control for Mass Manufacturing.(Assembly line balancing Batch Processing and Job shop - n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on m-machines (Graphical method – Aker's Algorithm)
8. Quality Control: Quality Control Function, Acceptance sampling Statistical Process Control, Operating Characteristics Curve and its Applications Quality Circles.

Text Reading

1. R Paneerselvam. “**Production and Operations Management**”, New Delhi: Prentice Hall of India Publications, 2000.
2. S N Chary. “**Cases and Problems in Production and Operations Management**”, New Delhi: Tata McGraw Hill Publications, 5th Ed., 2000.
3. Joseph G. Monks “**Operations Management**”, New York : McGraw Hill Publications, 1996.

(Contd....)

Suggested Readings

1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, “**Applied Production and Operations Management**”, New York : West Publishing Company, 1st Ed., 1985.
2. Elwood S. Buffa and Rakesh K. Sarin, “**Modern Production, Operations Management**”, Singapore: John Wiley and Sons, 8th Ed., 1994.
3. Everett E Adam Jr. and R.J. Ebert, “**Production and Operations Management**”, New Delhi: Prentice Hall of India Publications, 2000.

DM-203C
MBA(DISASTER MANAGEMENT)
FINANCIAL MANAGEMENT

Course Objective

The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester Examination will be worth 60 marks. It will have two Section, A and B. Section A, worth 24 marks will comprise of three theory questions out of which a student will be required to attempt any two question. Section B worth 36 marks will contain five practical/numerical problems and / or Cases out of which a student will be required to attempt any three questions.

Course Contents

1. Introduction: Concept, Nature, Scope, and Objective of Financial Management.
2. Time Value of Money: Introduction, Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present value of a Single Cash Flow, Multiple Flows and Annuity.
3. Leverage Analysis: Definition, Concepts, Types and EBIT-EPS Analysis.
4. Statement of Changes In Financial Position: Funds Flow Statement; Total Resource Method, Working Capital Method And Cash Method, Cash Flow Analysis.
5. Cost of Capital: Time Value Of Money, Cost Of Debt, Cost Of Preference, Cost Of Equity, Weighted Average Cost Of Capital.
6. Capital Expenditure Decisions: Basic Principles in estimating cost and benefits of investments. Appraisal Criteria's; DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. Cash flow estimation, Identifying relevant cash flows, Evaluating projects with unequal life, Adjusting cash flow for inflation.
7. Working Capital: Concept, Need and Determinants, Operating cycle approach to working capital, Inventory Management; nature of inventory and its role in working capital, types and costs associated with inventory, inventory management techniques. Receivables Management; cost of maintaining receivables, credit policy variables (credit standards, credit period, cash discounts) Cash Management; cash forecasting and preparing cash budgets, Financing Current Assets; behaviour of current assets and pattern of financing.
8. Capital Structure Theories & Divided Policy.

Text Readings

1. M.Y.Khan & P.K.Jain, "**Financial Management**", Delhi: Tata Mc Graw Hill, 4TH Edition 2000.
2. I.M.Pandey, "**Financial Management**", New Delhi: Vikas Publication House, 8th Ed., 2001.
3. R.P.Rustogi, "**Financial Management**", Galgotia Publication, Reprint 2000.

Suggested Readings

1. Prasanna Chandra, "**Financial Management**", New Delhi: Tata Mc Graw Hill, 1993
2. S.C.Kuchhal, "**Financial Management**", Allahabad: Chatanya Pub. House, 1995
3. James C. Van Horne, "**Financial Management and Policy**", PHI Publication.9th Edition, 1996.
4. V. K. Bhalla, "**Working Capital Management**", 2nd Ed.1998, Anmol Publication, New Delhi, 1998.
5. R.P.Rastogi, "**Graded Problems and Solutions in Financial Management**", Galgotia Publication, New Delhi, 5th Edition 2000.

DISASTER PREPAREREDNESS

Course objective

The objective of this course is to help students understand need of preparedness for disasters and their mitigation processes.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. It will have two sections, A and B. Section A, worth 42 marks, will contain five theory questions out of which students will be required to attempt three questions. Section B will comprise of one or more cases/situation/practical question, worth 18 marks.

Course Contents

1. Disaster Preparedness : Concept and nature, prevention, Preparedness and mitigation of disaster.
2. Planning for Disaster Preparedness : For Community; for people with special needs, with respect to infrastructure, housing and live stock; with respect to contingency health care services, control of outbreak of communicable diseases.
3. Roles and responsibilities in Disaster Preparedness : Central, State, District and Local Administration; Armed Forces, Paramilitary Forces, National Service and Scouts; Non Governmental Organisations, community based organizations; International Agencies; Community; family and individuals; Media.
4. Role of Technology in Disaster preparedness : Information technology; Geographical information system; communication technology; emerging technologies.
5. Disaster Mitigation : Principles, approaches, techniques; education and training; community participation, disaster mitigation strategies.

Text Reading

Study material of IGNOU

Internet Links as suggested by course instructor.

MARKETING MANAGEMENT

Course Objectives

The objectives of this course are to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Examination

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The End Semester examination will be worth 60 marks having theory and cases / practical problems.

Course Contents

1. Marketing Concepts: Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, market planning and scanning the Marketing Environment.
2. Market Segmentation, Targeting, Positioning: Market segmentations, levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, developing a positioning strategy.
3. Marketing Information System and Marketing Research Process, and consumer behaviour.
4. Product Decision: Objectives, Product classification, Product-Mix, Product life cycle strategies, equity, challenges, repositioning branding, introduction and factors contributing the growth of packaging, introduction of labeling.
5. Pricing Decision: Factors affecting price, pricing methods and strategies.
6. Distribution Decisions: Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.
7. Promotion Decisions: A view of Communication Process, developing effective communication, Promotion-Mix elements.
8. Introduction to International Marketing : Creating competitive advantage, and Competing on a global basis, Deciding whether to go abroad, Deciding which markets to enter, Deciding on the Marketing Program Country-of-origin effects, Deciding on the Marketing Organization.
9. Emerging Trends in Marketing: An introduction to Internet Marketing, Multi level Marketing, and Introduction of CRM & EVENT marketing.

Text Readings

1. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, Ehsan ul Haque, "**Principles of Marketing :A South Asian Perspective**" 13th edition Pearson Education.
2. Willam J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit "**Marketing Concepts and Cases**", Tata Mc Graw Hill, 13th Edition.

Suggested Readings

1. Philip Kotler, Kelvin Lane Keller, Abraham Koshy, Mithileshwar Jha "**Marketing Management A South Asian Perspective**" – 13th Edition, New Delhi: Pearson Education.
2. Rajan Saxena, **Marketing Management**, 4th Edition, Tata McGraw Hill

BUSINESS ENVIRONMENT*Course Objective*

The course shall provide an understanding of the different aspects of Business Environment at the determining element in management of business in a society, with special reference to business in India.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 7 to 8 theory/ numericals/ cases. The students will be required to attempt any five questions each carrying 12 marks.

Course Contents

1. **Nature of the Environment of Business:** Interacting and interdependent set of forces affecting business operations in a given social frame work.
2. **Business Environment in India:**
 - a. **Economic Environment :** Business as an economic institution, Economic System, Economic Structure economic growth & development, Economic Policies, Industrial Monetary & Fiscal.
 - b. **Social Environment :** Business as a social institution operating for economic goals, social trends, Culture and Organizational Behaviour, Demographic features, poverty and pivity alleviation programmes, Labour and employment, Women in the Workforce, Child Labour, Education, Health, Population & family welfare.
 - c. Corporate Governance & Corporate Social Responsibility.
 - d. **Legal Environment :** Mergers & Acquisitions / MRTP Act, 1969 & Competition Act, 2002. Securities law, SEBI, Securities Contract Regulation Act, 1956 (SCRA).
 - e. **Technological Environment:** Concept and Significance of Technological Environment, Government Guidelines, TQM, Regulation of Foreign investment & Collaborations.
3. **Global Issues :** Foreign Direct Investment, Market Freedom, Globalization, WTO and its impact, Consumer Protection & Disinvestments.

Text Readings:

1. Justin Paul, “**Business Environment Test & Cases**”, Tata McGraw Hill Companies, New Delhi, 2006.
2. Bhagwati J., “**India in Transition**”, New Delhi, Oxford University Press, 1994.
3. Rugman & Hodgetts, “**International Business**”, McGraw Hill Publication, 1995.
4. Steiner & Steiner, “**Business, Government and Society**”, Western Publishing, 2000.
5. Aswathappa K, “**Essentials of Business Environment**”, Himalaya Publishing, New Delhi, 2000.
6. Adhikari M., “**Managerial Economics**”, N.D. Khalsa Pub, 1999, New Delhi.
7. David J.R. & Chang “**Managerial Economics**”, Prentice Hall , 1999, New Delhi.

References:

1. Corporate Social Responsibility by Baxi C.V. and Ajit Prasad (2005) Excel Books.
2. Business Environment by Saleem, Shaikh (2006) Pearson Education.
3. RBI Monthly Bulletin.

DM-207C
MBA(DISASTER MANAGEMENT)
OPERATIONS RESEARCH

Course Objective

The objectives of this course are to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 7 to 8 theory/ numericals/ cases. The students will be required to attempt any five questions each carrying 12 marks.

Course Contents

1. Quantitative Techniques and Operations Research: Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques.
2. Linear Programming: Meaning of Linear programming, General Mathematical formulation of LPP, Graphical Analysis, Simplex Method, Two-phase method, Big-M Method, Duality and post optimality analysis Advantage and limitations of LPP.
3. (a) Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method.

(b) Assignment Problem: Assignment Model as a particular case of transportation model, formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization, Route Allocation).
4. Goal Programming, Integer programming and Quadratic Programming – Concepts and Applications only.
5. Dynamic Programming: Nature of Dynamic Programming Problem, Dynamic Programming solutions for Knap sack, traveling salesman (Stage coach), assignment of salesmen to sales area and capital budgeting.
6. Waiting Line Models: Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), probability calculations and application of M/M/C (Infinite population).
7. Replacement Models: Introduction, Scope in Management, Single Equipment Replacement Model and Group Replacement
8. Game Theory: Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games using –Algebraic and Graphical Methods, Game Theory and Linear Programming.
9. Markov Chain Analysis: Computation of sequential probability of states for different periods, steady state probability of states and application of Markov Chain.
10. Simulation: Introduction to simulation, Monte Carlo Technique and its applications.

Text Reading

1. S. D. Sharma, “**Operations Research**”, Meerut: Kedar Nath Ram Nath and Co., 8th edn., 2002.
2. N. D. Vohra. “**Quantitative Techniques**”, New Delhi: Tata McGraw Hill Publications, 15th Ed., 2000.
3. Hamdy A. Taha, “**Operations Research: An Introduction**”, New Delhi: Prentice Hall of India Pvt. Ltd., 1996.
4. Haruly M. Wagner, “**Principles of Operations Research with application to managerial decisions**”, New Delhi: Prentice Hall of India Pvt. Ltd, 2nd Ed., 1996.

5. V. K. Kapoor, “**Problems and Solutions in Operations Research**”, New Delhi: Sultan Chand and Sons, 2001.

Suggesting Readings

1. P. K. Gupta and D. S. Hira, “**Operations Research**”, New Delhi: Sultan Chand Publications, 2000.
2. U. K. Shrivastava, G. V. Shenoy, S. C. Sharma, “**Quantitative Techniques for Managerial Decisions**”, New Delhi: Wiley Eastern Ltd., 1994.
3. Bobby Srinivasan and C. L. Sandblom, “**Quantitative Analysis for Business Decisions**,” Singapore : McGraw-Hill Publications, 2001.
4. C. R. Kothari, “**Operations Research Quantitative Techniques**”, Delhi: Vikas Publications, 3rd Ed., 2001.

DM-208C
MBA(DISASTER MANAGEMENT)
RESEARCH METHODOLOGY

Course Objectives

The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 7 to 8 theory/ numericals/ cases. The students will be required to attempt any five questions each carrying 12 marks.

Course Contents

1. Introduction to Research Methods: Role and objectives of business research, types of research, research process: Overview, problems encountered by researcher.
2. Testing of Hypothesis: Hypothesis testing and statistical influence (Introduction to methodology and Types of errors) introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test and chi square test.
3. Research Design: Selecting research problem, defining research problem, need for research design, features of a good research design and different research designs (exploratory, descriptive, experimental and diagnostic research, hypothesis testing).
4. Sampling Theory and Design of Sample Survey: Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.
5. Data Collection and Analysis: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data, Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminant and Canonical Analysis, Conjoint Analysis.
6. Measurement of Scaling Concepts: Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews.
7. Interpretations and Report Writing: Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports.

Text Readings

1. William G. Zikmund, “**Business Research Methods**”, Orlando: Dryden Press.
2. C. William Emory and Cooper R. Donald, “**Business Research Methods**”, Boston, Irwin, 4th Ed., 1991
3. Fred N Kerlinger, “**Foundations of Behavioural Research**”, New Delhi: Surjeet Publications.

Suggested Readings

1. David Nachmias and Chava Nachmias, “**Research Methods in the Social Sciences**”, New York: St.Marlia’s Press.
2. C. R. Kothari, “**Research Methodology: Methods and techniques**”, New Delhi: Vishwa Prakashan.

Course Objective:

Objective of this Course is to help the students analyze and understand economic environment.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The University question paper will be of 60 marks. It will contain 7 questions out of which the student will be required to attempt any 5 questions.

Course Contents

1. **Introduction to economics and managerial economics:** Nature scope, characteristics and significance of managerial economics. Relationship of managerial economics with economics, operation research, decision making, statistics, accounting.
2. **Fundamental concepts:** Incremental reasoning, Marginal analysis, Equimarginal utility, time perspective, consumer surplus, opportunity cost, time value of money Theories of Firm – Managerial theories – Baumol and Williamson, Behavioral theories – Simon, Cyret and March.
3. **Demand Analysis** – Concept, Determinates & Types of Demand. Utility and its types, law of Diminishing Marginal utility. Demand Function, Law of Demand. Elasticity of Demand Price, Income, Cross, Advertising & price expectation. Demand Forecasting.
4. **Production and cost analysis:** Meaning of production, production function, short run and long run production analysis. Isoquant curves and Isocost lines, Ridge lines, Equilibrium production, expansion path. Cost – meaning and types of cost, cost function, short run and long run cost function. Economies and diseconomies of scale. Law of supply.
5. **Pricing:** Price determination under perfect competition. Monopoly and Price Discrimination, Monopolistic Competition, Oligopoly – kinked demand curve, cartel formation, price leadership.
6. **Profit:** Meaning, types and theories of profit, profit planning – break even analysis.

Text Books

- 1 P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
- 2 Mishra & Puri – Micro Economics, Himalaya Publishing House, New Delhi
- 3 G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi
- 4 Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.

Suggested Books:

- 1 A. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
- 2 Dr. Atmanand – Managerial Economics, Excel books, New Delhi
- 3 Howard Davis – Managerial Economics, Macmillan Press, New Delhi
- 4 D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi
- 5 Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

DM – 302C

Disaster Management Laws, Policies & Regulation

Course Objective: The objectives of this course are to explain the legal and statutory requirements related to Disaster Management in India and understanding of international Disaster Management Policies.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Unit 1: Disaster Management Laws & Regulation

Disaster Management Act 2005, Environmental protection act 1986, Hyogo Framework for Action 2005-2015, Biosafety Cartagena protocol, Kyoto protocol, Montreal protocol, Yokohama strategies, U.N.O's International decade for Natural Disaster Reduction.

Unit 2 : Business Laws

Indian Contract Act 1872, The company's act 1956, Law of Intellectual Property, I (D & R) Act : Regulation of scheduled industries, powers of IDRA, industrial licensing.

Unit 3 : Disaster Policies and Framework

Disaster Management Policy : Concept, principles, constitutional elements, Disaster Management Policies of Different States (eg. MP, Gujrat, Orissa, Uttaranchal, Delhi etc.), Countries (Japan, South Asian Countries, USA etc.)

References:

1. Disaster Management Act-2005
2. National Policy on Disaster Management-2009
3. Hyogo Framework for Action 2005-15
4. International Humanitarian Law Hans Peter Gasser-1993
5. International Humanitarian Law, Larry May Bee, Benarjii Chakka

PROJECT MANAGEMENT*Course Objective*

To acquaint students with project management method and to develop skills on project planning, analysis implementation and control.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester Examination will be worth 60 marks. It will have two Section, A and B. Section A, worth 30 marks will comprise of four theory questions out of which a student will be required to attempt any three questions. Section B worth 30 marks will contain five practical/numerical problems and / or Cases out of which a student will be required to attempt any three questions.

Course Contents

1. Project Planning and Phases: Need and importance, phases of capital budgeting, project analysis facts, resource allocation framework (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting), generation and screening of Project Ideas.
2. Project analysis: Market and Demand analysis, (Including demand forecasting) Technical Analysis and Financial Analysis (Cost of Project, working capital requirement & its financing).
3. Project Management and Control: Project Organizations, Planning and Control of project & human aspects of project management, Project control tools (Gantt Charts, Line off Balance)
4. Network techniques for Project Management: Basic concepts of networks, line estimation and determination of critical path (for both PERT and CPM models), network cost systems and activity crashing.
5. Project Review: Need for reviews, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting systems.

Text Reading

1. Prasanna Chandra. “**Project Planning, Analysis, Selection, Implementation and Review**”, New Delhi, Tata McGraw Hill Publications, 2000.
2. P. Gopalkrishnan and E. Rama Moorthy. “**Text book of Project Management**”. New Delhi, McGraw Hill Publications, 2000.
3. Harold Kerzner, “**Project Management: A Systems Approach to Planning, Scheduling and Controlling**”, New Delhi, CBS Publications, 1994.

4. Rajive Anand, “Project Profiles with Model Franchise Agency and Joint Venture Agreement”, New Delhi, Bharat Publications

Risk Reduction and vulnerability Assessment

Objective: The objective of the course is to develop understanding of concept of Disaster Management.

Examination: The faculty member will award marks out of a maximum of 40 marks for the internal performance of the students. The semester examination will be worth 60 marks .The students are required to attempt from section A 3 questions out of 4 and from section B 1 question is compulsory based on case study. All questions carry equal marks.

Course Contents

1. Vulnerability : types, characteristics, causes and analysis.
- 2 Hazard Assessment, Risk reduction and assessment, building disaster resilient communities.
3. General introduction of Yokohoma Strategy for a safer world. Development of physical and economic infrastructure, creation of long term job opportunities and livelihood options.
4. Role of various agencies in Disaster Management and development FEMA, ISDR, CRED, WORLD BANK, USAID, UNEP
5. The Disaster Management Act 2005.
6. Damage assessment, parameters of vulnerability, natural damage to houses and infrastructure due to disasters.

Industrial Safety and Health Management

Objective:

Health Care Facility and emergency management is an essential curriculum

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The University question paper will be of 60 marks. It will contain 7 questions out of which the student will be required to attempt any 5 questions.

Course Contents

Section-A

UNIT-1 Safety & Health Management System Basic

UNIT-2 Analysing the SHMS

UNIT-3 Cause Analysis Tools & Techniques

UNIT-4 Evaluating the SHMS

UNIT-5 Evaluating the 58 elements

UNIT-6 Hazard anticipation and Detection

PART – B HEALTH MANAGEMENT

For the disaster management studies. The course will cover issues relating to public health, health policy and health management etc.

UNIT-1

Public Health and its role in Disaster Management: Public health systems, Health promotion and disaster prevention, Integrated approach.

UNIT-2

Areas of Public Health: Community and Family Health, Global Health, Environmental and Occupational Health, Epidemics.

UNIT-3

Health Policy and Management: Public Health Practices, Public Health Emergencies in large populations.

UNIT-4

Health Management and Leadership: Study Peer Reviewed Competency for effective emergency response by health care personnel, Preparation and knowledge skills in new health threats like bio-defense and bio-terrorism, Training in leadership, learning to manage finances, insurance claims etc.

Course Objectives: The objective of the course is to develop global prospective about the environmental management and to develop understanding of how environmental an ecosystem services are crucial elements to reduce disaster risk. Climate change mitigation. CDM and other options for sustainable development, Carbon trading a new concept.

Examination: The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 7 to 8 theory/ numericals/ cases. The students will be required to attempt any five questions each carrying 12 marks.

Course Contents:

1. Basic concept of environment and ecosystem, Global environmental issues, environmental sustainability, from unsustainable sustainable development. Path to sustainability, Global environmental summits. Objective and the components of environmental management. Management tools.

2. Environmental impact assessment.
3. The millennium ecosystem assessment. Brief introduction of HYOGO framework
Biosafety Cartagena protocol.
4. Environmental risk, global climate changes: causes, impact, Ozone depletion and its
consequences. Kyoto protocol and Montreal protocol.
5. Case studies of climate related disasters: Climate change mitigation CDM, carbon trading.
6. Role and efforts of International Agencies in Strengthening nations for sustainable
development special Reference to UNEP, WRI, WORLD BANK.

References:

1. Environmental Management, N.K. Liberoi, Excell Books
2. Environmental Science, G. Tylor Miller, Jr. Cengage Learning

SOCIAL AND INDUSTRIAL PSYCHOLOGY

Course Objectives

The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

1. Social and Industrial Psychology: Definition, Nature and Background.
2. Social Perception: Non-Verbal Communication, theories of Attribution, Impression formation and impression management.
3. Social Identity: Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self-focusing.
4. Social Influence: Conformity, Compliance and Obedience.
5. Safety Psychology: Safety management and safety psychology, Differential accident liability.

Text Readings

1. Robert A. Baron and Donn Byrne, “**Social Psychology: Understanding Human Interactions**”, New Delhi, Prentice Hall of India, 7th Ed.
2. John B. Miner, “**Industrial - Organizational Psychology**”, Singapore, McGraw-Hill.

Suggested Readings

1. S.C. Tailor, L.A. Peplau and D.O. Sears, “**Social Psychology**”, New Jersey, Prentice Hall Inc., 7th Ed.,1995.

INSURANCE AND RISK MANAGEMENT

Course Objective: The objectives of this course are to explain to the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

Examination Scheme: The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The University question paper will be of 60 marks. It will contain 7 questions out of which the student will be required to attempt any 5 questions.

Course Contents

Insurance and Risk Management: Introduction to risk, Nature & types of risks, Risk Management Process, Risk and its relation with Insurance, General principles of Insurance, Insurance Terminology, Insurance Application and Acceptance Procedure.

Life insurance: Principles, Products/Term Insurance, Endowment Insurance, Pensions, Annuities. CLAIM MANAGEMENT: Premium payment lapse and Revival, Premium Calculations, Concept of Mortality tables, Assignment, Nomination, Loans, Surrenders, Foreclosure, Reinsurance, Bank assurance, Underwriting Actuarial Profession.

General insurance: Principles, Products Fire, Marine, Motor Vehicles, Public Liability, Commercial, Medi-claim and Health Policies, Group Insurance, Crop Insurance etc.

IRDA: Functions & importance of IRDA, Legislation on Advisors, Brokers, Corporate Agents, Agents, TPA, Recent developments.

Text Reading

1. M. N. Mishra; Insurance Principles & Practice; S. Chand & Co. New Delhi
2. R. M. Shrivastava; Management of Indian Financial Institutions; Himalaya Publications, New Delhi
3. Arondekar; Principles of Banking; IIBF; Macmillan India Ltd.
4. Ajay Kumar; Risk Management; IIBF; Macmillan India Ltd.
5. Timothy Koch and S. Mac Donald "Bank Management" New York, Dryden Press.

DM – 305E
Geology and Meteorology

Course Objective: The objectives of this course are to develop a basic understanding of the Earth science and Meteorology used in Disaster management.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Geology – Introduction, sub-divisions and relations to other branches of science, Earth, origin, age, major surface features, continents, ocean basins and their evaluation.

Rock formation, types of rock, Geological actions by rivers, winds and glaciers and their associated land forms.

Types and distribution of Volcano's, causes of earth quacks, earth quack belt, zones of earth quacks, seismic wave study, earth internal constitution.

Structural geology: Definition and scope of structural geology :primary and secondary structure; Concept of non diastrophic and diastrophic structure; Concept of stress and strain, Mohr's stress circle; Diastrophic structure: planer and linear structure; Basic concept of lineation foliation fold faults and joints

Meteorology: Definition, and Scope, Aims and Objectives of Meteorology. Primary Meteorological Parameters and their Measurement—Temperature, Wind Direction and Wind Speed. Secondary Meteorological Parameters and their Measurement—Humidity, Relative Humidity, Absolute Humidity, Pressure and Solar Radiation. Collection and Analysis of Wind Data, Wind Roses, Plotting of Wind Roses and Pollution Roses. Effects of Meteorological Parameters on Air Pollution.

Books for Reference:-

Berry, B.J.L. and Chorley, P.J. Atmosphere weather and climate, routledge, London and new york, 1993

Critchfield, J.S. General climatology prentice Hall, India, 1993

Peterson, Introduction to meteorology McGraw Hill Book London, 1969

General Meteorology: H. R. Byers, Tata McGraw Hill Publications, New Delhi

General Meteorology: H. R. Byers (Tata Mc Grew – Hill Publications, New Delhi)

Meteorology: Dr. S.R. Gadekar, Agromate Publishers, Nagpur 2000

Environmental Analysis: M.M. Saxena, Agrobotanical Publisher, Bikaner 1994

DM-306E
FIELD REPORT

Objective: To extend practical understanding and functioning of Institutions involved in all areas of Disaster Management.

Examination: A external viva- voce of the Field Report.

Course Content:

Students have to prepare a report of visits to Industries, NGOs, Govt. Departments, others agencies etc. that are involved in the area of Disaster Management, Rehabilitation, Community Awareness and related fields, etc.

**MBA (DISASTER MANAGEMENT)
SEMESTER - IV**

Sl.	Code	Subject	Category	Option
1.	DM 401C	Entrepreneurship	Hard Core	Compulsory
2.	DM 402C	Logistic & Supply Chain Mgmt.	Hard Core	Compulsory
3	DM 403C	Public Administration & Relationship Management	Hard Core	Compulsory
4	DM 404C	Strategic Disaster Management	Hard Core	Compulsory
5	DM 405E	Rural Development	Soft Core	Elective
6	DM 406E	Environmental Impact Assessment (EIA)	Soft Core	Elective
7	DM 407E	Disaster Management Policy and Management	Soft Core	Elective
8	DM 408E	Development and Rehabilitation Management	Soft Core	Elective
9	DM 409E	NGO Management & Admn.	Soft Core	Elective
10	DM 410E	Crises Management	Soft Core	Elective

DM-401C ENTREPRENEURSHIP

Course Objective:

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.

Examination Scheme:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 7 to 8 theory/ numericals/ cases. The students will be required to attempt any five questions each carrying 12 marks.

Course Contents:

1. **Entrepreneur**: Concept, Nature, Definition Characteristics, Functions, Kinds, Role, difference between entrepreneur and Manager.
2. **Entrepreneurship**: Concept, Nature, Definition Characteristics, Importance, Role of entrepreneurship in development of economy, ethical dimensions.
3. **Theories of Entrepreneurship**: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behaviour.
4. **Entrepreneurial environment**: Political, Economical, Technical, Social, Cultural, International.
5. **Entrepreneurship Strategies & Policies**: Need and types of business strategies, Concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.
6. **Project Identification and Formulation**: Criteria for selecting a particular project, scanning of business environment and identifying projects, steps in project formulation and project evaluation (organizational aspects, commercial aspects and legal aspects)
7. **Preparation of Business Plan/Project Report**: Significance contents, formulation planning commission guidelines for formulating the project report and common errors in project formulation.
8. **Institutional Finance to Entrepreneurs**: Commercial banks, Financing institutions (IDBI, IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).
9. **Choice of Organization**: Sole Proprietorship, Partnership, Joint Stock Co., Co-operative

Text Reading

1. David H. Holt Entrepreneurship: New Venture Creation, PHI
2. Mary Coulter Entrepreneurship in Action, PHI
3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI

DM-402C

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objective :

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

Examination Scheme : The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 7 to 8 theory/numericals/ cases. The students will be required to attempt any five questions each carrying 12 marks.

Course Contents :

PART – A

1. **Logistics and Competitive Strategy Competitive Strategy:** Introduction gaining competitive advantage through logistics, mission of logistics, changing logistics environment.
2. **The Customer Service Dimension Marketing and logistics interface:** What is customer service, marketing and logistics interface. service driven logistics system, setting service priorities, setting service standard.
3. **Measuring Logistics Cost and Performance :** The marketing logistics interface : principles of logistics costing customer profitability analysis, market and the logistics interface.
4. **Strategic Lead – time management :** JTT & Quick response logistics just in time quick response logistics, logistics information system, logistics as the vehicle of change, process integration and ECR.

PART – B

1. **Introduction to Supply Chain Management :** Concept, Scope, Objectives and importance of supply chain. Supply chain components, drivers of supply chain management achieving strategic.
2. **Planning Demand and Supply Chain :** Role of forecasting in supply chain forecasting methods, Aggregate Training and supply chain. Marketing supply and Demand. Models for supply chain Decision Making.
3. **Managing Inventory :** Role of cycle inventory estimating cycle inventory EOQ Role of safety inventory, determining level of safety inventory estimating and managing safety inventory.
4. **Transportation and facility decisions –** Factors Affecting Transportation and Network Design Decisions, Modes of transportation. Routing and scheduling in transportation Models for facility Location and capacity allocation.
5. **A Framework for Strategic Alliances :** Third Party logistics; Retailer supplies partnerships. Types and key issues distribution integration types and key issues; procurement and outsourcing strategies.
6. **IT Technology and E-Business in Supply Chain Management:** Role of It in supply chain importance and use of information in supply chain infrastructure and interface devices.
7. **Customer Focus in Supply Chain Management :** Customer Service through effective and responsive supply chain supply chain for customer satisfaction enhancing customer relationship through supply chain management.

Suggested Readings :

1. "Supply Chain Management" Sunil Chopra and Peter Meindl Pearson Education Delhi.
2. "Designing and Managing the Supply chain" David Simehi Levi, Philip Kaminsky and Edith Simehi-
Levi. Tata McGraw Hill.
3. "Business Logistics/Supply Chain Management". Ronald H. Ballou, Pearson Education. Delhi.
B.S. Sahay Supply Chain Management New Delhi Wheeler.

DM-403C

PUBLIC ADMINISTRATION AND RELATIONSHIP MANAGEMENT

COURSE OBJECTIVES

The objectives of the course are to help the students acquire the basics Public Administration & Relationship Management.

EXAMINATIONS

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination will be worth 60 marks. It will have two sections A and B worth 30 marks each. Question paper may consist of four questions in each section. Students has to attempt any five questions including atleast two questions from each sections.

Part A : Public Administration

- 1. Introduction :** Meaning, Scope and significance. Evolution and status of the discipline Comparative Public Administration and Development Administration Public and Private Administration. State versus market debate. New Public Administration. New Public Management perspective.
Theories of Administration : Scientific Management (Taylor and the Scientific Management Movement), classical theory (Fayol, Urwick, Gulick and others) Bureaucratic Theory (Weber and his critics). Ideas of Mary Parker Follett and C.I. Barnard; Human Relations School (Elton Mayo and others). Behavioral Approach, Systems approach.
Accountability and Control : The concepts of Accountability and control Legislative, executive and judicial control. Citizen and Administration. Role of civil society, people's participation and Right to Information.
- 2. Plans and Priorities :** Machinery of planning; Role, composition and functions of the Planning Commission and the National Development Council; Indicative planning; Process of plan formulation at Union and state levels; Constitutional Managements (1992) and decentralized planning for economic development and social justice.
- 3. Union Government and Administration :** Executive, Parliament. Judiciary structure, functions. work processes; Recent trends; Intragovernmental relations; Cabinet Secretariat, Prime Minister's Office, Central Secretariat, Ministries and Departments, Boards, Commissions: Attached offices; Field organizations.
- 4. State Government and Administration :** Union-State administrative, legislative and financial relations. Role of the Finance commission; Governor; Chief Minister; Council of Ministers; Chief Secretary; State Secretarist; Directorates.
- 5. District Administration since Independence:** Changing role of the collector; Union-state-local relations; Imperatives of development management and law and order administration. District administration and democratic decentralization .
- 6. Rural Development :** Institutions and agencies since independence; Rural development programmes foci and strategies; Decentralization and panchayati Raj: 73 constitutional amendment.

Part – B : Relationship Management

- 1. Urban Local agencies:** Municipal governance main features, structures, finance and problem areas: 74th Constitutional Amendment; Global-local debate: New localism Development dynamics, politics and administration with special reference to city management.
- 2. Law and Order Administration set up :** British legacy; National Police Commission Investigative aencies; Role of central and state agencies including paramilitary forces in maintenance of law and order and countering insurgency and terrorism; Criminalisation of politics and administration; Police-public relations: Retorms in Police.
- 3. Case studies and assignment** on the subject will be given to give a practical insight of the subject.

Text Books:

- 1. Public Administration – Sharma & Sadana.**
- 2. Public Administration – Awasthi & Maheshwari**
- 3. Public Administration – Awasthi & Awasthi**
- 4. Indian Administration – Goyal**
- 5. Administrative Thinkers – Prashad & Prashad.**

DM-404C

STRATEGIC DISASTER MANAGEMENT

Course Objective:

This is a top-level management course and the objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management required for perceiving opportunities and threats for an organisation in the long-run and second generation planning and implementation of suitable contingency strategies for seizing/facing these opportunities & threats.

Examination Scheme : The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester Examination will be worth 60 marks. It will have two Section, A and B. Section A, worth 24 marks will comprise of three theory questions out of which a student will be required to attempt any two question. Section B worth 36 marks will contain Cases.

Course Contents:

1. **Meaning, Need and Process of Strategic Management:**
Business Policy, Corporate Planning and Strategic Management: Single and Multiple SBU organisations: Strategic Decision Making Processes Rational Analytical Intuitive-Emotional. Political Behavioural, Universality of strategic Management, Strategists at corporate level and at SBU level; Interpersonal informational and decision roles of a manager.
2. **Mission, Business Definition and Objective:** Need, Formulation and changes in these three; hierarchy of objectives, specificity of Mission and objectives.
3. **SWOT Analysis :** General Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it environmental threat and opportunity profile (ETOP), internal strengths and weaknesses factors affecting these; Techniques of internal analysis Diagnosis of strengths and weaknesses; strategic advantage profile (SAP).
4. **Strategy Alternatives :** Grand Strategies and their sub strategies; stability, expansion, retrenchment and combination, internal and external alternatives; related and unrelated alternatives. Horizontal and Vertical Alternatives. Active and passive alternatives, international strategy variations.
5. **Strategy Choice Making :** Nurowing the choice Managerial choice factors choice process strategic gap analysis ETOP-SAP matching BCG product portfolio matrix GE nine cell planning grid, contingency strategies prescription for choice of business.
6. **Strategy Implementation:** Implementation process; resource allocation; organizational implementation plan and policy implementation; Leadership Implementation; Implementing strategy in International setting.
7. **Strategy Evaluations and Control:** Control and Evaluation process Motivation to evaluate: Criteria for evaluation measuring and feedback evaluation and corrective Action.
8. **Case Study :** Case Studies on the implementation of strategic principles and techniques in disaster management should be discussed in the class.

Note : About 50% of Classes will be devoted to theory and 50% to discussion of cases.

Text Reading :

1. Lawrence R Jauch and William F. Glueck, "**Business Policy and Strategic Management**" McGraw Hill Book Co. New York.
2. Glen Boseman and Arvind Phatak, "**Strategic Management : Text and Cases**" John Wiley and Sons, Singapore.
3. Daniel J. Mearthy, Robert J. Minichiello, and Joseph R. Curran "**Business Policy and Strategy**" Richard D. Irwin, AITBS, New Delhi.

DM-405E
RURAL DEVELOPMENT

Course Objective:

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Rural Development.

Examination Scheme:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 8 theory questions out of which students have to attempt any 5 each carrying 12 marks.

UNIT I

Concepts of Rural Area and Rural Development- Definition and Scope of Rural Development- Causes of Rural Backwardness -Need for Rural Development- Historical Evolution of the Concept of Rural Development in Indian Context.

RURAL DEVELOPMENT INSTITUTIONS AND STRATEGIES

UNIT II

Panchayat Raj Institutions: Evolution Structure Functions 73rd Amendment Role of PRIs in Rural Development. Cooperative Institutions: Concept and Principles of Cooperation Types and Working of Rural Cooperatives: Credit Cooperatives Marketing Cooperatives Dairy Cooperatives Sugar Cooperatives Weavers Cooperatives.

UNIT IV

Housing in Rural Areas: Problems Rural Housing Programmes Low Cost Housing Appropriate Technologies in Rural Housing. Drinking Water Supply: Sources Problems Programmes to Solve Drinking Water Problems; Problems of Sanitation in Rural Areas Low Cost Toilets.

UNIT IV

Education in Rural areas: Literacy Rates Educational Institutions Formal and Nonformal Education: Qualitative and Quantitative Aspects. Health Services in Rural Areas Structure Accessibility Maternal and Child Health Nutrition ICDS Eradication of Contagious Diseases Issues in Community Health AIDS Control Programme National Health Policy of India.

UNIT V

Rural Development Programmes: Swarnajayanti Gram Swarajgar Yojana Jawahar Gram Samruddhi Yojana Rural Employment Assurance Programme. Indiramma Pattakam. Institutional Linkages Need for Readjustment of Rural Development Strategies Need for Sustainable Rural Development.

REFERENCE BOOKS:

Jain S.C. Rural Development
Venkata Reddy K Rural Development in India Poverty and Development
Khanna B.S. Rural Development in South Asia: Policies, Programmes and Organizations

Lakshman & Narayan Rural Development in India

N.I.R.D. Rural Development in India Some Facets

DM-406E
ENVIRONMENTAL IMPACT ASSESSMENT (EIA)

Course Objective:

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Environmental Impact Assessment.

Examination Scheme:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 8 theory questions out of which students have to attempt any 5 each carrying 12 marks.

Course Contents:

SECTION - I

UNIT - 1 : Introduction to EIA : Purpose of EIA; Environmental components, Infrastructural projects and their environmental impacts, Environmental impact statement; Projects screening and scoping; Environmental baseline study. Case Study.

UNIT - 2 :

Impact Assessment Procedure: Applications of Matrices; Networks and Overlay maps; Environmental evaluation system; Transnational effects of projects; Impact identification; Impact prediction; Evaluation and mitigation; Monitoring and Environmental auditing; Regional and strategic EIA, Environmental management plan; Cost benefit analysis and its dimensions; Problems of EIA in developing countries; Public participation in environmental decision making, presentation and review; EIA report and its contents. Case Study.

SECTION - II

UNIT - 3 :

GIS In Disaster Management : GIS as effective tool in Disaster management and planning, response requirement study, alternate route for sending relief and shortest evacuated routes. Display and identification of damaged and unsafe structure. Map creation for action plan identification of risk and planning needs.

UNIT - 4 :

Case Studies : River valley projects; opencast mining projects; thermal power generation; urbanization and high way project.

TEST/REFERENCES :

1. John Glasson, Riki Therivel and Andrew Chadwick, Introduction to Environmental Impact Assessment, 2nd Ed., UCL Press, Philadelphia, USA 1994.
2. Singh, R.B. Space technology for Disaster Monitoring and mitigation in India, INCEDE, University of Tokyo.
3. Larry W. Canter, Environmental Impact Assessment, 2nd Ed., Mcgraw Hill, New York, 1996.
4. Richard K. Morgan, Environmental Impact Assessment : A methodological perspective, Kluwar Academic Publications, Boston, 998.

Course Objectives: The objective of the course is to develop and understanding the concept of disaster management.

Examination: The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 7 to 8 theory/ numericals/ cases. The students will be required to attempt any five questions each carrying 12 marks.

Course Contents

**Unit – I, Disaster management policy
Concept and significance of disaster management policy. Policy, option approaches in disaster management.**

**Unit – II, Components
Essential components, formation execution of disaster management policy.**

**Unit – III, Case Studies
Disaster Management policy in India, Bangladesh and Japan.**

Unit – IV, Response essential component

Disaster response plan, communication participation and activation of emergency preparedness plan, need and damage assessment.

Unit – V, Stakeholders coordination in disaster response

Disaster response: Role of central, State, Local administration, Role of armed forces, Police and organization, Role of Multiple stakeholders.

Unit – VI, Managing Human Behaviour and Response

Psychological response, Trauma and stress management rumor and panic management.

Unit – VII, Relief Measures

Minimum standard of relief, managing relief, funding, relief, recovery.

Text Books:

- 1. I.G.N.O.U. Notes**
- 2. H.P. Gupta, Disaster Management, University Press, 2003.**

DM-408E

DEVELOPMENT AND REHABILITATION MANAGEMENT

Objective : The Course is designed to help students to understand the importance of managing technology, innovation and change at firms level and also at the national level.

Examination Scheme : The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 7 to 8 theory/numericals/ cases. The students will be required to attempt any five questions each carrying 12 marks.

Course Content :

- 1. Technology Management:** Understanding Technology and its Relationship with Wealth of Nations and firms specific knowledge; Technology life cycles, Technology Acquisition and Absorption; Technology Exports/Jointventure abroad. Technological Forecasting and prospective planning in business enterprises. Global Trends in Technology Mgt.
- 2. Change Management:** Understanding the nature, importance forces types of change; Diagnosing Organizational Capability to change strategy structure system and people Personal imperatives for change, building culture for change imperatives of new technologies managing transformations.
- 3. Innovation Management:** Inventions Vs innovation: Innovation strategies Models concurrent Engineering; process innovation innovation mgt.
- 4. Creative and lateral Thinking Management :** Creative Thinking, problems solving Managing Lateral thinking.
- 5. Principles and case studies of Rehabilitation Management**

Text Books:

1. Azad. R.R.(2000). Technology Transfer and joint ventures. Abroad. Deep and Deep publication India.
2. Tushman. M.I. and Lawrence P.R.(1997) Managing strategic innovation and change ford.
3. Jones T.(2003) Innovating at the Edge: How organization Evolve and embed innovation.

DM-409E
NGO MANAGEMENT AND ADMINISTRATION

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The University question paper will be of 60 marks. It will contain 7 questions out of which the student will be required to attempt any 5 questions.

Course Contents

MODULE I:

Nature, scope and role of NGOs, activities taken by NGO, identifying thrust area, skill required, resource as required, Advantages and disadvantages, features issues and essentials.

MODULE II:

How to get an NGO started, registration and management of NGOs, Planning, designing and social service organization, Hierarchy of NGO, Personnel Management, decision making, Recruitment for NGO, administration of NGOs; meetings, minutes, training assessment, social marketing, network expansion, implementation of NGO program and projects, evaluation of projects.

MODULE III:

Financial administration and management, fund raising for the organization, how to form right proposal, accountability of NGO, Case Study, Procedural guidelines for submission of application, fund release and monitoring, funding of NGO operation (from Indian and Foreign sources), Income Tax Exemption of NGOs, Application of approval for deduction u/s 80 G.

MODULE IV:

Introduction to Micro Finance: Definition of Micro finance, Evolution of Micro finance as a means of development, context of evolution and role of Micro finance institutions in poverty alleviation, food security and alternate livelihood support systems.

MODULE V:

Micro finance models, SHG- Bank linkage model, MACS (Mutually Aided Cooperative Societies), for profit MFIs, NBFCs.

Role of different agencies ; international agencies, ministry of rural development, state govt. agencies, RRBs and cooperatives

Text Reading:

1 “Administration and Management of NGOs” Text and case study

S. L. Goel and R. Kumar , By Deep and Deep Publications.

2 Hand Book for NGOs, A Nabhi Publication

DM-410E

CRISES MANAGEMENT

Course Objective:

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Crises Management during Disasters.

Examination Scheme:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester examination will be worth 60 marks. There will be 8 theory questions out of which students have to attempt any 5 each carrying 12 marks.

Course Content :

UNIT – 1 :

Disasters Issues and Crisis Management : Definitions and Overview of risks and dangers, Impact of globalization on crisis and mass disasters.

UNIT – 2 :

Identifying Potential Crisis Situations : Discussion on selected case studies to analyze the potential impact of disasters, preparation of a foundation of a sound crisis management plan.

UNIT – 3 :

Crisis Management Preparedness : Preparing the plan, Training and Testing, Crisis communication, Stress management, Crisis operation guidelines.

UNIT – 4 :

The Disaster Recovery Planning : Emergency management teams, National and International disaster recovery policies, Managing the economy and essential services in emergencies, Managing the media and popular conscience.

REFERENCE

1. Mutchopadhyaya, A.K., 2005, Crisis and disaster management : tubulance and aftermath, Newage International Publications, New Delhi.

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

**M.B.A. (FINANCIAL
ADMINISTRATION) 2 Year**

Semester – I TO IV

2018 - 20



Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore

Subject List Session 2018-20

M.B.A. (FINANCIAL ADMINISTRATION) MS5C Semester – I

S.No.	Subject
1.	Fundamentals of Management
2.	Quantitative Methods
3.	Financial Accounting and Reporting
4.	IT for Business Applications
5.	Business Communication
6.	Business Ethics and Management by Indian Values
7.	Indian Financial System
8.	Micro Economics
9.	Comprehensive Viva-voce

SEM - II

S.No.	Subject
1.	Financial Management
2.	Financial Products and Services
3.	Macro Economics
4.	Business Laws
5.	Research Methodology
6.	Cost and Management Accounting
7.	Organizational Behaviour
8.	Marketing Management
9.	Comprehensive Viva-voce

SEM - III

S.No.	Subject
1.	Financial Risk and Derivatives
2.	Direct Taxation
3.	Insurance and Bank Management
4.	Investment Analysis and Portfolio Management
5.	Financial Statement Analysis
6.	Project Management
7.	Merger Acquisition & Corporate Restructuring
8.	Financial Institutions and Market Regulations
9.	Social Banking and Microfinance
10.	Structured Products & Alternative Investments
11.	Comprehensive Viva-voce

SEM -IV

S.No.	Subject
1.	International Finance
2.	Indirect Tax
3.	Strategic Financial Management

4.	Working Capital Management
5.	Entrepreneurship and New Ventures
6.	Personal Financial Planning
7.	Credit Management and Retail Banking
8.	Financial Data Analytics
9.	Commodity Derivatives
10.	Major Research Project/ Decision Making Skills
11.	Comprehensive Viva-voce

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FINANCIAL ADMINISTRATION) MS5C			Batch 2018-20
Semester – I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	FA101C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases; • To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to;			
1. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.			
2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems			
3. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Management Concept and Theories	1.1 Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	07	
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.	08	
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model	08	

	3.5 Planning & Forecasting.	
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.	09
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	08
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management' New Delhi, Tata McGraw Hill, Latest Edition.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition.

Reference Books:

1. Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition.
2. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition.
3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FINANCIAL ADMINISTRATION) Semester – I			
Subject Name	QUANTITATIVE METHODS	Subject Code	FA102C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases; • To provide the necessary foundation for all other courses. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Interpret the data to get solutions to the problems in the corporate world. 2. Classify, present the data as per the requirements of the practicing managers. 3. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision making and control. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Sets, Functions, and Progressions	1.1 . Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)		08
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input/Output analysis.		07
Unit-3 Introduction to Statistics	a. Introduction to Statistics: b. Introduction to Measurement of Central Tendency c. Introduction to Measurement of Variations		06
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye’s Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications.		08
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson’s and Spearman’s Coefficient), 5.2 Methods of computing simple regression.		06

Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations	06
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk	04
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. J.K. Sharma, “**Mathematics for Management and Computer Applications**”, New Delhi, Galgotia Publication,
2. S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India.
4. S. P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal.

INSTITUTE OF MANAGEMENT STUDIES			
MBA (Financial Administration) Semester I			
Subject Name	FINANCIAL ACCOUNTING & REPORTING	Subject Code	FA103C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of this course is to acquaint participant with the basic process of financial accounting and to have an insight into financial reporting function.			
Learning Outcome: At the end of the course students should be able to; 1. Concepts of Accounting, Double Entry system and other accounting systems, maintaining the ledger accounts and preparation of Trial Balance. 2. Finalizing the accounting of an individuals and introduction to corporate final accounts and preparation of final accounts. 3. Understand various reserve and provisions maintain under the companies act. 2013 and reporting.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I <u>Introduction to Accounting:</u>	1.1 Meaning of Accounting, Generally accepted Accounting principal (GAAP), Concept & Need for US GAAP 1.2 Importance of International accounting standards, Basic differences between US and Indian GAAP, Concepts Convention, 1.3 Concept of Double Entry System of Accounting, Rules for Debit and Credit Entries, types of accounts, 1.4 Journalizing the transactions, posting entries in Ledger Accounts, and preparation of trial Balance.	10	
Unit-2 <u>Preparation of Final Accounts:</u>	2.1 Differentiation between Capital and Revenue Expenditure and receipt 2.2 Manufacturing and Trading Account, Profit and loss Account Balance Sheet with adjustment entries.	08	
Unit-3 <u>Depreciation:</u>	d. Concept & Necessity of Depreciation, Advantages and disadvantages of depreciation	06	

	e. Methods of Depreciation SLM and WDV, Numerical on SLM and WDV methods of depreciation, Tax aspects of Depreciation.	
Unit- 4 Financial Reporting	4.1 Concept of Financial Reporting, Legal provisions of Companies Act, 1956 and Income Tax Act, 1961 in this regard. 4.2 Importance and Advantages of Financial Reporting 4.3 A brief introduction of various tools used for corporate and Non- corporate Financial reporting.	09
Unit -5 Financial Statements of Company	5.1 Preparation of Company Final Accounts except managerial remuneration. 5.2 Adjustments in preparation of final accounts especially in profit and loss appropriation account.	07
Unit-6 Recent Issues in Accounting	6.1 Recent Developments in Accounting 6.2 Concept of Inflation Accounting, Human resources accounting, Forensic Accounting.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

Text Reading: Latest Editions

- 1 R.L. Gupta, V.K. Gupta, V.K. Gupta “ Principles of Accountant” Sultan Chand & Sons,.
- 2 S.N. Maheshwari “Introduction to Accounting” Vikas publishing House new Delhi.
- 3 S.N. Maheshwari “Cost Accounting, Theory and Problems” Vikas publishing House New Delhi.
- 4 Sukl and Grewal ,”Company accounts” Sahitya Bhawan Publication

Reference Books:

- 1 Robert N Anthony and James S Recee, An Accounting Principles New Delhi A.I.T.B. Publishers and Distribution.
- 2 R.P. Rastogi, “Graded Problems and Solutions in Financial Management”. Galgotia Publication New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Financial Administration) Semester I			
Subject Name	I.T for Business Application	Subject Code	FA-104C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
<p>Course Objective:</p> <ul style="list-style-type: none"> • To get a thorough update of Information Technology used in Business Organizations. • To develop understanding of managerial aspects so as to use Information Technology effectively and efficiently. • To develop capability to integrate different but related aspects of Information Technology. • To develop a view of IT Management, especially, for a large organization. • To appreciate IT Management as an independent and important field of work, different from IT for Management. • To develop conceptual understanding about latest developments in the field of information Technology and the impact of IT in managing a business. • To learn to use Information Technology to gain competitive advantage in business. • To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce. 			
<p>Learning Outcome:</p> <ul style="list-style-type: none"> • The student will be able to apply the basic IT tools for managerial decision making. • The student will be able to apply data management tools in corporate organizations. • The student will be able to work in MIS enabled organizations. • The student will be able to communicate using internet facilities. 			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Class Room Contact Sessions
UNIT –I Over View of Computer	Data , Information , Hardware , Software , Operating Systems, Computer Language, Number Systems		08
Unit-2 Application	Overview of General Purpose Application Software : Word processing, Spread Sheet , Business Presentation such as Software Suites, Messaging, Groupware, Commercial and Corporate software tools – (Assignment & Presentation)		08

Software Management		
Unit-3 Data Management	Database Concepts and Development - Types of Databases – Application Development thru DBMS (Project work / Case Studies)	04
Unit- 4 Networking Management	Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking , Networking types, Networking media, Networking software, Networking architecture and Networking protocols.	04
Unit -5 System Software Management	Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software.	04
Unit-6 Management Information Systems	Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage. Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems, DSS, Artificial Intelligence. (Project / Case Studies)	06
Unit – 7 Digital firm Perspective	Information System Development Life Cycle - All phases , System Analysis , System Design, MIS Model for a digital firm – Organization Structure for digital firm – E-Business Models and Applications (Project / Case Studies)	04
Unit-8 Security Management	Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products. Types of Computer Crime – Cyber Law - Security Defenses – System Controls and Audit. (Assignment / Case Studies)	04
Unit -9 Latest trends in IT	Mobile computing, Cloud computing , Mobile Computing etc. Data Warehousing and Data Mining	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Management Information System Obrien, Marakas, Behl 9th Edition Tata McGraw Hill
2. Management Information Systems W S Jawadekar, 4th Edition Tata McGraw Hill
3. IT system Management by Rich Schiesser
4. Enterprise Computing by Alan R. Simpson
5. Computer Applications In Management (With Cd), Dr. Niranjan Shrivastava ,Wiley India Pvt. Limited,
6. Management Information Systems by Jaiswal and Millal, Oxford University Press

7. Business Information Systems, 5th edn: Technology, Development and Management for the E-Business: Author Paul Bocij, Andrew Greasley, Simon Hickie ,Pearson Education Limited,
8. Management Information Systems by C.S.V. Murthy
9. Management Information System by Davis and Olson, Tata McGraw Hill

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Financial Administration) Semester I

Subject Name	BUSINESS COMMUNICATION	Subject Code	FA-105C
		Total Credits	03

Subject Nature: ABILITY ENHANCEMENT

Course Objective:

To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.

Learning Outcome:

At the end of the course students should be able to;

To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.

Examination scheme:

The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).

Course Contents

Class Room Contact Sessions

UNIT –I Nature of Business Communication	1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication	10
Unit-2 Non-verbal Communication	2.1 Importance of appearance and how to use it as a tool in communication 2.2 Body language and oculesics 2.3 Paralanguage 2.4 Proxemics 2.5 Chronemics	07

	2.6 Haptics 2.7 Using non-verbal tools (oral and written) to communicate effectively	
Unit-3 Presentations, Interviews, Group Discussions and Business Meetings	3.1 Preparation of content for presentation 3.2 Understanding the audience 3.3 Importance of rehearsals 3.4 Using visual aids in presentations 3.5 Handling questions 3.6 Writing a resume' 3.7 Types of interviews 3.8 Preparation for an interview 3.9 Do's and don'ts during an interview 3.10 Understanding the group in a group discussion 3.11 Do's and don'ts in a group discussion 3.12 Meetings in business and its types 3.13 Notice and agenda 3.14 Minutes of a meeting 3.15 Mannerisms, etiquettes and assertiveness in oral communication	10
Unit- 4 Business Writing	4.1 Types of business letters 4.2 Structure and format of letters 4.3 Memorandums and circulars 4.4 e-mails 4.5 Text messaging 4.6 Report writing 4.7 Importance of written communication 4.8 Appropriate tone in business writing	08
Unit -5 Negotiation Skills	5.1 Need for negotiation 5.2 Process of negotiation 5.3 Barriers to negotiation and how to overcome them	04
Unit-6 Issues in Communication	6.1 Handling diversity (gender, culture, ethnicity, etc.) 6.2 Tolerance and acceptance of diversity 6.3 Emotional intelligence and its impact on communication 6.4 Social intelligence and its impact on communication 6.5 Ethics in communication	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

M.Raman and P.Singh, **Business Communication**, latest edition, Oxford University Press, India.

William V. Ruch, **Business Communication**, Maxwell Macmillan, New York.

Lani Arredono, **The McGraw-Hill 36-Hour Course: Business Presentation**, McGraw-Hill, New York.

Bill Scott, **The Skills of Communication**, Jaico, Bombay.

Ronald E. Dulek and John S. Fielden, **Principles of Business Communication**, McMillan, New York.

Dalmer Fisher, **Communication in Organizations**, Jaico Publishing House, India.

M. E. Guffy, **Essentials of Business Communication**, Thomson Publication.

Shirley Taylor, **Communication for Business**, Pearson Education.

INSTITUTE OF MANAGEMENT STUDIES			
MBA (Financial Administration) Semester I			
Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	FA-106C
		Total Credits	03
Subject Nature: Interdisciplinary			
Course Objectives:			
<ul style="list-style-type: none"> To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes:			
At the end of the course, students should be able to;			
2. Understand nature and purpose of ethics and ethical norms.			
3. What exactly business ethics is and how it is different from corporate social responsibility.			
4. Learn and apply important theoretical frameworks in business situation and decision making.			
5. Learn and understand various concepts of Indian ethos and how they impact various key business decisions.			
6. Understand importance of self-management and work place spirituality.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business	03	
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics	03	
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing	03	

Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Sources of Indian Ethos in Management and problems in understanding them	03
Unit -5 Sources of Indian Ethos and Management	Representative Sources of Indian Ethos in Management 5.1 Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopdesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales	10
Unit-6 Values for Indian Managers	6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management	04
Unit -7 Human Behavior	7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory	08
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and Karma Yoga	03
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1 Five fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	02
Unit-10 Management of the Self and Workplace Spirituality.	10.1 Management of the Self and Workplace Spirituality.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources: (latest Editions of thr books and material)

- 1.A.C Fernando, Business Ethics: An Indian Perspective, Pearson
2. Weiss, Business Ethics Concept & Cases, Cengage Learning
- 3 Velasquez, Business Ethics, Concepts & Cases, PHI
- 4 Murthy, Business Ethics, Himalaya Publishing House
- 5 Al Gini, Case Studies in Business Ethics, Pearson Education.
6. Shashtri J.L., Ancient Indian Tradition and Mythology , Motilal Banarsidas, New Delhi

7. F. Max Muller , Sacred Books of East ,Motilal Banarsidas, New Delhi
 8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,

M.B.A. (Financial Administration)		Batch 2017-19	
Semester – I			
Subject Name	Indian Financial System	Subject Code	FA-107C
		Total Credits	03
Subject Nature: Core			
Course Objective: To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.			
Learning Outcome: After studying this syllabus the learner should be able to: <ol style="list-style-type: none"> 1. Understand various organizations and institutions and their regulatory bodies in Indian Financial System. 2. Roles and responsibilities of working institutions in Indian financial system. 3. Procedures of issue of securities and maintaining transactions in primary and secondary markets. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Hours
UNIT –I Introduction to Indian And Global Financial System	1.1 Introduction to Indian Financial System 1.2 Introduction to Global Financial System 1.3 Structure of Indian Financial System 1.4 Characteristics of Indian Financial System 1.5 Organization of Indian Financial System		04
UNIT-2 Financial Markets	2.1 Functioning of Financial market 2.2 Purpose of financial market 2.3 Global financial market Roles and responsibilities 2.4 Importance of Financial Markets.		04

<p>UNIT-3 Money Market</p>	<p>3.1 Introduction to Money Market, need importance and market players 3.2 Money Market Instruments 3.3 Evolution of Money Market in India 3.4 Call Money Market, Commercial Paper, Certificates of Deposit, Gilt Edged Securities Market (Dated Securities), Treasury Bills (Repurchase Agreement).</p>	<p>07</p>
<p>UNIT- 4 Capital Market</p>	<p>4.1 Primary Market - Introduction, Public Issue, of Book Building Process, Unlisted Companies, 4.2 Role of SEBI in Primary Market, 4.3 Intermediaries involved and their Role in Primary Market, 4.4 Issues of Prospectus, Dematerialization. 4.5 Secondary Market - Introduction, 4.5 History and Growth of Stock Markets in India, 4.6 Stock Market Indices, Determinants of a Stock Index Methods of Index Construction, 4.7 Popular Indian Indices, Major U.S. Indices, Advantages of Stock Exchange, Type of Broker in Stock Exchange, 4.8 Trading Mechanism on a Stock Exchange, Insider Trading, and Insider Defined.</p>	<p>17</p>
<p>UNIT -5 Security Exchange Board Of India (SEBI)</p>	<p>5.1 Security Exchange Board of India (SEBI) - Introduction 5.2Activities of SEBI, 5.3 SEBI & Primary Market, 5.4 SEBI & Secondary Market, SEBI & Mutual Funds, 5.5 SEBI and Takeover Norms</p>	<p>04</p>
<p>UNIT-6 Reserve Bank of India</p>	<p>6.1 Establishment of RBI 6.2 Organization and Management 6.3 Main Role and Functions of RBI 6.4 Monetary Policy of RBI</p>	<p>03</p>
<p>UNIT-7 Development Financial Institutions in India</p>	<p>7.1 Industrial Credit & Investment Corporation of India Ltd. (ICICI) - Functions/Services offered by ICICI, 7.2 Industrial Finance Corporation of India (IFCI) - Products & Services, Industrial Development Bank of India (IDBI) - History and Growth. 7.3 National Bank for Agriculture & Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), Schemes, 7.4 EXIM Bank of India, Export Services, Development Banks 7.5 Future Ahead, The Role of Development Banks & Impact of Liberalization.</p>	<p>06</p>
<p>Total Classroom Contact Sessions In Hours</p>		<p>45</p>

Lectures, Discussions, Presentations, Case studies, Group activities etc.

Text Books:

1. Vasant Desai, "Indian Financial System and Development", Himalaya Publication, Latest publication
2. Bharti Pathak, "Indian Financial System" Pearson education.
3. M.Y. Khan, "Financial Services", Tata McGraw Hill.
4. B.S. Bhatia, G.S. Batra, "Management of Capital Markets, Financial Services and Institutions", Deep and Deep Publications.

Reference Books:

1. Machiraju H.R., "Merchant Banking", New Age International Pub. Ltd., Wiley Eastern Ltd.
2. J.C. Verma, "Venture Capital Finance In India", Response Books.
3. Dr. Brahmaiah, "Lease Financing", Himalaya Publication.

Web References: www.rbi.org.in www.shodhganga.com, www.questedustation.com, Supplementary Material: Notes (soft copy), PPTs, NEWS Papers and Magazines

INSTITUTE OF MANAGEMENT STUDIES

Semester I MBA (Financial Administration)

Subject Name	MICRO ECONOMICS	Subject Code	FA-108C
Subject Nature: CORE		Total Credits	03
Course Objective: Objective of this Course is to help the students understand concept and theories of economics and analyze economic environment.			
Learning Outcome: At the end of the course students should be able to; Basics and theories economics and relate to the economic environment. Present changes in economic environment and their effects on business units and individuals.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents(6 to 8 Units)			Class Room Contact Sessions
UNIT –I <u>Introduction to microeconomics</u> ∴	Content 1.1 Nature scope, characteristics and significance of micro economics. 1.2 Relationship of microeconomics with economics 1.3 operation research, 1.4 Decision making, statistics, accounting.		5

<p>Unit-2 <u>Fundamental concepts:</u></p>	<p>2.1 Incremental reasoning, Marginal analysis, 2.2 Equimarginal utility, time perspective, 2.3 consumer surplus, opportunity cost 2.4 time value of money 2.5 Theories of Firm – Managerial theories – Baumol and Williamson 2.6 Behavioral theories – Simon, Cyret and March.</p>	<p>6</p>
<p>Unit-3 <u>Supply & Demand Analysis</u></p>	<p>3.1 Concept, Determinates & Types of Demand. 3.2 Utility and its types 3.3 law of Diminishing Marginal utility 3.4 Demand Function, Law of Demand. 3.5 Elasticity of Demand Price, Income, Cross, Advertising & price expectation. 3.6 Demand Forecasting.</p>	<p>6</p>
<p>Unit- 4 <u>Production and cost analysis:</u></p>	<p>4.1 Meaning of production, production function, 4.2 short run and long run production analysis. 4.3 Isoquant curves and Isocost lines, Ridge lines, Equilibrium production, expansion path. 4.4 Cost – meaning and types of cost, cost function, 4.5 short run and long run cost function. 4.6 Economies and diseconomies of scale. 4.7 Law of supply.</p>	<p>6</p>
<p>Unit -5 <u>Pricing:</u></p>	<p>5.1 Price determination under perfect competition. 5.2 Monopoly and Price Discrimination 5.3 Monopolistic Competition, 5.4 Oligopoly – kinked demand curve, 5.5 cartel formation, price leadership.</p>	<p>6</p>
<p>Unit-6 <u>Profit:</u></p>	<p>6.1 Meaning, types and theories of profit 6.2 profit planning 6.3 break even analysis</p>	<p>4</p>
<p>Unit-7 Micro-macro interrelations</p>	<p>7.1 Circular flow of economic activity, 7.2 National Income concepts 7.3 Concepts and Objectives of Private Business. 7.4 Meaning and Phases of Business Cycles: 7.5 Economic stabilization 7.6 Role of govt. in the economy.</p>	<p>6</p>
<p>Unit-8 Concepts, recent trends in Indian Economy, of the following:</p>	<p>8.1 Monetary Policy, Fiscal Policy, 8.3 Foreign Trade Policy 8.4 Exchange Rate Policy 8.5 features</p>	<p>6</p>
	<p>Total Class Room Contact Sessions</p>	<p>45</p>

Learning Resources:**Text Books: Latest Editions**

- 1 P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
- 2 Mishra & Puri – Micro Economics, Himalaya Publishing House, New Delhi
- 3 G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi
- 4 Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.

Suggested Books: Latest Editions

- A. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
1. Dr. Atmanand – Managerial Economics, Excel books, New Delhi
 2. Howard Davis – Managerial Economics, Macmillan Press, New Delhi
 3. D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi
- Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

M.B.A. (Financial Administration) MS5C Batch 2018-20			
Semester II			
Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	FA206C
		Total Credits	03
Subject Nature: Core			
Course Objective:			
This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance. After completing this course, students should be able to:			
<ol style="list-style-type: none"> 1. Understand individual behavior in organizations, including diversity, personality, attitude perception, learning and motivational theories. 2. Understand group behavior in organizations, including group and team development leadership, conflict management 3. Understand the organizational system, including organizational culture, change and stress management. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Students will find keys to understand people 2. Students can find the basis of individual and group behavior 3. Students will develop various soft skills 			
ExaminationScheme:			
Thefaculty memberwillawardinternalmarksoutof40basedonthreeassessments of20markseach, of whichbesttwo willbeconsidered. Theendsemesterexaminationwillbeworth60marksconsistingof two sectionsAandBrespectively. SectionA willbeof40marksandhavefivetheoryquestionsoutofwhich a studentwillberequiredtodoanyfour questions. SectionBwillbeof20marksand consistofcase(s).			
Course Contents			Hours

UNIT –I Introduction	1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models 1.4 Case(s) on OB concepts to be discussed in class	04
Unit-2 The Individual Behaviour	2.1 Personality: Determinants and attributes 2.2 Perception: Factors influencing perception, process, Attribution theory 2.3 Learning: Concept, Theories of learning 2.4 Attitude: Concept and types, cognitive dissonance theory 2.5 case(s) on individual behavior to be discussed in class	08
Unit-3 Motivation	3.1 concept 3.2 Early theories: Maslow’sHierarchyofNeeds,Gregor’s theory X and Y,Two factor theory of Herzberg 3.3 Contemporary theory of motivation: Vrooms Expectancy Reinforcement theory 3.4 One case on Motivation to be discussed in class	05
Unit- 4 Group Behaviour	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams 4.5 One case on Group behavior to be discussed in class	07
Unit -5 Leadership	5.1 Nature and significance of leadership 5.2 Trait theories 5.3 Behavioural theories: Ohio studies, Michigan studies managerial grid 5.4 Contingencytheories: Fiedler model, SLT theory, LMX theory Path goal theory 5.5 One case on leadership to be discussed in class	08
Unit-6 Conflict	6.1 Meaning of conflict, types, transition in conflict thoughts 6.2 Conflict Process 6.3 Conflict management Techniques 6.4 One case on conflict management to be discussed in class	05
Unit-7 Dynamics of OB	7.1 Organizational Change: forces of change, resistance to change Lewin’s change management model 7.2 Work stress: Understanding stress, Potential sources consequences and coping strategies 7.3 Organizational culture: creating and sustaining culture 7.4 One case on change and stress management to be discussed in class	08
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:**Text Reading:** Latest Edition

1. Stephen P. Robbins, "**Organizational Behaviour: Concepts, Controversies, and Applications**", New Delhi, Prentice Hall
2. Fred Luthans, "**Organizational Behaviour**", New York, McGraw Hill.
3. Bill Scott, "**The Skills of Communications**", Jaico Publications, Bombay.
4. John W. Newstrom and Keith Davis, "**Organizational Behaviour: Human Behaviour at Work**" New Delhi, Tata McGraw Hill.

Reference Books:

1. Change Management – Murthy, C. S. V.
2. How to study an Organization – Prof. Giuseppe Bonaz.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Financial Administration) Batch 2017-19

Semester II

Subject Name	MARKETING MANAGEMENT	Subject Code	FA-207C
		Total Credits	03

Subject Nature: ABILITY ENHANCEMENT**Course Objective:**

- The objectives of the course are to equip the students with the concept and methods of Marketing.
- The students will be able to plan, design and carry out marketing using the techniques discussed.

Learning Outcome:

At the end of the course students should be able to;

1. Help to get a basic understanding of marketing concepts.
2. Develop skills for marketing.
3. Attain some elementary level of knowledge of sales and marketing.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

Class Room Contact Sessions
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UNIT –I Marketing Concepts	1.1 Customer Value and Satisfaction 1.2 Customers Delight 1.3 Conceptualizing Tasks and Philosophies of Marketing Management 1.4 Value chain 1.5 Scanning the Marketing Environment.	07
Unit-2 Market Segmentation, Targeting, Positioning	2.1 Market segmentations 2.2 Levels of market segmentations, patterns, procedures, requirement for effective segmentation 2.3 Evaluating the market segments, selecting the market segments, 2.4 Tools for competitive differentiation 2.5 Developing a positioning strategy 2.6 Marketing Information System 2.7 Marketing Research Process.	08
Unit-3 Product Decision	3.1 Objectives, Product classification, 3.2 Product-Mix, 3.3 Product life cycle strategies, 3.4 Introduction and factors contributing the growth of packaging, 3.5 introduction of labeling.	06
Unit- 4 Pricing Decision	4.1 Factors affecting price, 4.2 Pricing methods and strategies.	05
Unit -5 Distribution Decisions	5.1 Importance and Functions of Distribution Channel, 5.2 Considerations in Distribution Channel Decisions, 5.3 Distribution Channel Members.	10
Unit-6 Promotion Decisions	6.1 A view of Communication Process, 6.2 developing effective communication, 6.3 Promotion-Mix elements	05
Unit-7 Emerging Trends in Marketing	7.1 An introduction to Internet Marketing 7.2 Multi level Marketing 7.3 Introduction of CRM & EVENT marketing.	04
	Total Classes	45

Text Reading: Latest Editions

1. Philip Kotler “**Principles of Marketing Management**”, New Delhi: Prentice Hall of India.
2. Philip Kotler, “**Marketing Management, Planning Analysis and Control**”, New Delhi, Pearson Education.
3. William L. Pride and O.C. Ferrell, “**Marketing Concepts and Strategies**”, Boston: Houghton Mifflin Co.
4. Marketing Management, Rajan Saxena, Tata McGrahill.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Financial Administration) Batch 2017-19			
Semester II			
Subject Name	RESEARCH METHODOLOGY	Subject Code	FA-208C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Business Research. • The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s). 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to get solutions to the problems in the corporate world through research. 2. Develop research papers to understand the intricacies of research. 3. Describe and attain some elementary level of data analysis applicable in research. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Research Methods	1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India		08
Unit-2 Research Design	2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research).		08
Unit-3 Sampling Theory and Design of Sample Survey	3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors.		06

Unit- 4 Measurement and Scaling Concepts	4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires.	06
Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)	12
Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
<ol style="list-style-type: none"> 1 William G. Zikmund, “Business Research Methods”, Orlando: Dryden Press. 2 C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston, Irwin. 3 Fred N Kerlinger, “Foundations of Behavioural Research”, New Delhi: Surjeet Publications. 4 David Nachmias and Chava Nachmias, “Research Methods in the Social Sciences”, New York: St.Marlia’s Press. 5 C. R. Kothari, “Research Methodology: Methods and techniques”, New Delhi: Vishwa Prakashan. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Financial Administration) Batch 2017-19			
Semester II			
Subject Name	MACRO ECONOMICS	Subject Code	FA-204C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of the course is to conversant the students with the concept of macro-economics to enable them to analyze Macro Economic factors relevant to business management.			
Learning Outcome: Objective of this Course is to help the students analyze and understand economic environment.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents(6 to 10 Units)			
		Content	
UNIT –I 1. <u>Introduction to macroeconomics:</u>	1.5 Nature of Macro economics 1.6 Scope of Macro economics 1.7 importance of Macroeconomics 1.8 limitations of Macroeconomics 1.9 stock & flow concept 1.6 Micro vs macro		
Unit-2 <u>Fundamental thoery</u>	1.1 Classical Theory employment 1.2 its criticism 1.3 Say's law of markets 1.4 its criticism.		
Unit-3 Keynes theory of employment	1.1 <u>Keynesian theory of employment</u> 1.2 <u>Its criticism</u> 1.3 determination of effective demand 1.4 aggregate supply 1.5 aggregate demand 1.6 relation between them		
Unit- 4	4.1 <u>Investment in Keynesian Theory</u> 4.2 <u>its types</u> 4.3 <u>The concept of multiplier</u> 4.4 <u>Investment multiplier, Government budget Multiplier</u> 4.5 <u>Tax Multiplier, Foreign Trade Multiplier.</u>		
Unit -5	5.1 <u>The Consumption Function: Meaning of Consumption function</u> 5.2 <u>Significance of MPC</u> 5.3 <u>Keynesian Psychological law of consumption</u> 5.4 <u>its importance</u>		

Unit-6	6.1 <u>Money</u> :- Nature & Definition, 6.2 classification of money 6.3 Fisher's quantity theory of money 6.4 other theories
Unit-7	7.1 <u>Theories of Interest Rates</u> 7.2 Classical theory of interest, 7.3 Keynesian Liquidity Preference theory of interest 7.4 other theories
Unit-8	8.1 <u>Monetary Policy</u> :- Objectives of monetary policy 8.2 its instruments 8.3 overview of latest Monetary Policy.
Unit-9	9.1 <u>Fiscal Policy</u> :- Objectives 9.2 its Significance 9.3 overview of latest Fiscal Policy
Unit-10	10.1 <u>Business Cycle</u> :- Meaning and Nature of Business Cycles 10.2 Types of Business Cycles 10.3 Theories of Business Cycles 10.4 importance

Learning Resources:

Text Readings (Latest Edition)

1. "Macro-Economics" M.L. Jhenigan
2. "Macro-Economics" M.L. Seth
3. "Macro-Economics" Mishra & Puri

Suggested Reading(Latest Edition)

1. "Macro-Economics Theories and Policies" Dornbusch, Fischer, Stanley.
2. "Macro-Economics" L. Frayon

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Financial Administration) Batch 2017-19			
Semester II			
Subject Name	FINANCIAL PRODUCTS AND SERVICES	Subject Code	FA-203
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To be able to gain insight and through knowledge relating to the various aspects of corporate finance • To understand the various rules, regulations and guidelines setup for investors regarding the regulatory framework. • To develop an understanding towards the emerging financial services. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • To be able to suggest the financial options available for long term as well as short term finance. • Analyze various financial instruments present in the market and their regulations. • Define the investment pattern for investors at elementary level. • Understand the risk and returns attached with the various kinds of financial instruments available in Indian market. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Financial Services	1.1 Introduction to Financial Services 1.2 Nature of Financial Services 1.3 Scope of Financial Services 1.4 Types of Financial Services 1.5 Fund Based Financial Services 1.6 Fee Based Financial Services		0 6
UNIT –II Leasing And Hire Purchase	2.1 Introduction to Leasing 2.2 Meaning and Types of Leasing 2.3 Legislative Frameworks related to Leasing 2.4 Depreciation implacability with reference to Leasing 2.5 Problems on Depreciation – Straight Line Method and Reducing Balance Method 2.6 Problems on Leasing with Tax imposition 2.7 Introduction to Hire Purchasing		1 0

	2.8 Concept and features of Hire Purchase 2.9 Tax and depreciation implication 2.10 Problems on Hire Purchase		
Unit-III Credit Rating And Securitization Of Debt	3.1 Introduction to Credit Rating 3.2 Definition and Meaning of Credit Rating 3.3 Process of Credit rating of Financial instruments 3.4 Rating methodology 3.5 Introduction to various Rating Agencies 3.6 Rating Symbols of different companies 3.7 Securitization of Debts- Meaning and Features 3.8 Special Purpose Vehicle, Pass through certificate and mechanism 3.9 Benefits of Securitization 3.10 Issues of Securitization	1	0
Unit-IV Depository Services	4.1 Introduction to Depository services 4.2 Role of depositories in Indian Market 4.3 Advantages of the Depository system, NSDL and CDSL, Depository participants and their roles 4.4 Stock broking services including SEBI guidelines	0	4
Unit-V Mutual Funds	5.1 Introduction to Mutual Fund 5.2 Structure of Mutual Funds , Types of Mutual Funds 5.3 Exchange Traded Funds ,Hedge Funds and Advantages of Mutual Funds 5.4 Accounting Aspects and Performance Evaluation of Mutual Funds 5.5 Regulations relating to Mutual Funds	0	5
Unit-VI Factoring and Forfeiting	6.1 Introduction to concept of Factoring 6.2 Types, Mechanism, Advantages and Disadvantages of Factoring 6.3 Introduction to concept of Forfeiting 6.4 Types, Mechanism, Advantages and Disadvantages of Forfeiting, Difference between Factoring and Forfeiting with the help of numerical	0	4
Unit-VII Credit Cards	7.1 Introduction to Credit Cards and its Concept 7.2 Operational Procedure related with the working of Credit Card mechanism 7.3 Advantages and Disadvantages of Credit Cards	0	3
Unit-VIII Venture Capital Finance	8.1 Concept of Venture Capital Finance 8.2 Procedure to obtain Venture Capital Finance 8.3 Importance and advantages of Venture Capital Finance	0	3
	TOTAL CLASSROOM CONTACT SESSIONS	45	

Learning Resources:**Text Books:**

1. Bharti Pathak “Indian Financial System”, Pearson Education
2. M.Y.Khan “Financial Services”, Tata McGraw Hill.
3. SEBI Manual, Taxman
4. RBI Manual, Taxman
5. Harsh V Verma, Marketing of Services, Global Business Press
6. Meir Kohn, Financial Institutions and Markets, Tata McGraw Hill.

Reference Books:

1. Machiraju H.R “Indian Financial System”, Vikas Publishing House Pvt. Ltd, Latest Edition.
2. L.M.Bhole, “Financial Institutions and Markets”, TMH, Latest Edition.
3. Various manuals and guidelines issued by Financial Institutions , Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Financial Administration) Batch 2017-19			
Semester II			
Subject Name	FINANCIAL MANAGEMENT	Subject Code	FA-201C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.			
Learning Outcome: At the end of the course students should be able to: <ol style="list-style-type: none"> 1. Understand Concepts of Financial Management and their Application in Financial Analysis and Interpretation. 2. Use Financial Management Tools for Managerial Decision Making. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit – 1 Introduction	1.1. Meaning and Objectives of Financial Management. 1.2. Scope and Functions of Financial Management. 1.3. Wealth Maximization v/s Profit Maximization. 1.4. Short Term and Long Term Sources of Finance in India.	08	
Unit– 2 Investment Decision	2.1. Concept of Time Value of Money. 2.2. DCF and Non DCF Methods for Evaluating Projects. 2.3 ROI and ROE	04	
Unit-3 Financing Decisions	3.1. Relationship between Investment and Financing Decisions, 3.2. Cost of Debt & Bonds, Cost of Preference Share, Cost of Equity 3.3 Weighted Average Cost of Capital and Optimum Capital Structure.	06	
Unit –4 Leverage Analysis	4.1. Determination of operating leverage, financial leverage and total leverage. 4.2. Financial Break-Even and Equilibrium Point 4.3. Leverage and Financial Distress.	06	

Unit –5 Capital Structure and Firms Value	5.1. Net Income Approach. 5.2. Net Operating Income Approach. 5.3. Traditional Approach. 5.4. MM Approach. 5.5. EBIT --- EPS Analysis.	04
Unit –6 Dividend Decisions	6.1. Dividend Theories. 6.2. Factors Affecting the Dividend Policy. 6.3. Alternative Forms of Dividend. 6.4. Dividend Discount Model.	04
Unit –7 Working Capital Management	7.1. Cash and Liquidity Management. 7.2. Credit Management. 7.3. Determination of Working Capital and its Financing. 7.4. CMA form for Working Capital.	06
Unit—8 Application of Financial Tools	8.1 Understanding of Annual Reports and Financial Statements for analysis. 8.2 Arrangement of financial data for analysis and interpretation. 8.3 Cases of Financial Performance. 8.4 Cases of Financial Viability.	07
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi. 2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi. 3. Keown, Arthu J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education. 4. Chandra, Prasanna; Financial Management TMH, New Delhi. 5. Van Horn, James C., Financial management and Policy, Prentice Hall of India. 6. Brigaham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay. 7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Financial Administration) Batch 2017-19			
Semester II			
Subject Name	COST AND MANAGEMENT ACCOUNTING	Subject Code	FA202C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To make the students to understand the Concept of Cost Accounting and Management Accounting. • To make them understand importance of Cost & Management Accounting in managerial decision making 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Concepts of Cost accounting, its use and importance. 2. Learning the concept of Management accounting and its use. 3. Students will learn to use Costing and Management Accounting in decision making. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Cost Accounting	1.1 . Concepts of Cost, Nature, Role and scope 1.2 Classification of Cost 1.3 Total Costing, Cost Reduction and Control		06
Unit-2 Costing Methods	2.1 Unit Costing, 2.2 Job and Batch Costing 2.3 Contract and Process Costing 2.4 Operation Costing		14
Unit-3 Standard Costing & Variance Analysis	<ol style="list-style-type: none"> a. Introduction to Standard Costing b. Setting and Revision in Standard Costing c. Calculation of different type of Variance d. Concepts of Variance Analysis 		05
Unit- 4 Management Accounting	4.1 Introduction to Concept & Scope of Management Accounting 4.2 Functions and its limitation 4.3 Relationship with Cost and Financial Accounting 4.4 Decision Making role		02

Unit -5 Financial Statement Analysis-I&II	5.1 Concept of Ratio Analysis, 5.2 Various concepts of Liquidity and Solvency Ratios 5.3 Cash Flow & Fund Flow Statement	06
Unit -6 Cost- Volume Profit Ananalysis	6.1 Marginal Costing 6.2 Calculation of BEP and its interpretation in different situations 6.3 Cost and Volume Profit Analysis	03
Unit-7 Budgeting & Budgetary Control	7.1 Introduction to Budget and its types 7.2 Advantages and Limitation of budgetary controls	04
Unit-8 Decision Making	8.1 Concept of Decision Making 8.2 Numerical of decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading:		
<ol style="list-style-type: none"> 1 Colin Drury; "Management & Cost Accounting" Thomson Learning. 2 Ravi M. Kishore; "Management Accounting & Financial Analysis" Taxman Publication. 3 Khan & Jain; "Management Accounting" Tata McGraw Hill. 4 D.K. Mittal; "Cost Accounting" Galgotia Publishing Company. 5 Ravi M. Kishore; "Management Accounting" Taxman Publication. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Financial Administration) Batch 2017-19			
Semester II			
Subject Name	BUSINESS LAW	Subject Code	FA-205C
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
To acquaint students with general business law issues to help become more informed sensitive and effective business leaders. To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Provide an overview of important laws that have a bearing on the conduct of business in India 2. Examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms 3. Understand various modes of dispute resolution in business transactions 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I The Contract Act, 1871	1.1 Nature and classification of contracts - Essential elements of a valid contract 1.2 Offer and Acceptance - Consideration - Capacities of Parties 1.3 Provisions relating to free consent, void agreements 1.4 Provisions relating to performance and discharge of contract 1.5 Breach of contract - Meaning and remedies	03	
Unit-2 companies act 2013	2.1 Meaning and essential features of a company, Types of companies 2.2 Formation of company, memorandum and articles of association, Prospectus 2.3 company meetings, company directors and managers concept of independent directors, duties of directors, appointment remuneration and allied matters 2.4 Single person company, company secretary duties and responsibilities 2.5 CSR guidelines and rules	08	

<p>Unit – 3 Sales and competition laws</p>	<p>3.1 Contract for Sale of Goods as per sales of goods act1930 - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale 3.2 Provisions relating to conditions and Warranties 3.3 Provisions relating to transfer of property or ownership 3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods. 3.5 competition act 2002: Objectives and anti-competitive agreements 3.6 Abuse of competitive position, combination and its regulations 3.7 competition commission: composition, duties, powers and functions</p>	<p>08</p>
<p>Unit- 4 The Negotiable Instruments Act, 1881</p>	<p>4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course 4.2 Negotiation and Types of Endorsements 4.3 Dishonors of Negotiable Instrument - Noting and Protest 4.4 Liability of parties on Negotiable Instrument.</p>	<p>04</p>
<p>Unit -5 Investment Laws</p>	<p>5.1 SEBI act 1992: Objectives and salient features of securities 5.2 SEBI: composition Powers and functions 5.3 SEBI Guidelines: Pre-issue formalities, disclosure standards, legal requirements, operations of clearing 5.4 SEBI guidelines for mutual funds and venture capital</p>	<p>04</p>
<p>Unit-6 The Consumer Protection Act, 1986</p>	<p>6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices 6.2 Rights of Consumers 6.3 Consumer Disputes Redressal Agencies</p>	<p>03</p>
<p>Unit-7 Miscellaneous Laws</p>	<p>Miscellaneous brief Outline of various laws: 7.1 Introduction to IT act 2000, Digital signature, Major cyber- crime and penalty 7.2 Meaning of patent, copyright and trademark and registration procedure, Major penalties on violation of patent, copyright and trademarks. 7.3 basic guidelines and penalties under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ,</p>	<p>10</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>40</p>
<p>Text Reading: Latest Editions 1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32nd Edition 2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4th Edition 3. Business Law, S.S.Gulshan, Excel Books, 4th Edition. 4. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6th Edition. For Reference 1. Bare Acts 2. Corporate Law Advisor Web Reference:</p>		

- 1 www.vakilno1.com
- 2 www.Indiankanoon.org
- 3 www.companylawonline.com
- 4 www.sebi.gov.in

M.B.A. (Financial Administration) MS5C

**BATCH 2018-20
SEMESTER III**

SUBJECT NAME	FINANCIAL RISK AND DERIVATIVES	SUBJECT CODE	FA301C
		TOTAL CREDITS	03

SUBJECT NATURE: FUNCTIONAL SPECIALIZATION

COURSE OBJECTIVE:

To acquaint participant with the basic concept of Financial Risk and Derivatives .

LEARNING OUTCOME:

At the end of the course students should be able to;

4. Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument
5. To make them understand operations of derivatives market.

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have **two** theory questions out of which a student will be required to do any **one**. Section B will be of 48 marks and have **five** numerical/cases out of which a student will be required to do any **four**.

COURSE CONTENTS		No. of Sessions
UNIT –1 Understanding Risk	1.1. Concept of Risk 1.2. Types of Risk 1.3. Risk Management Process 1.4. Risk Management Strategies	02
Unit-2 Introduction to Derivatives	a. Concept of Forwards, Future, Options b. Difference between Forward and Futures c. Types of Options d. Participants in markets Hedgers, Speculators and Arbitraders e. Uses of Derivatives f. Basic Derivatives terminology	08
Unit-3 Futures Contract	3.1. Future Terminology 3.2. Types of Futures, 3.3. Standardization in Futures, 3.4. Futures Exchange Clearing House 3.5. Types of Orders 3.6. Trading in Futures-Mark to Market Process	10

	3.7. Convergence of Future and Spot Price 3.8. Stock Index Futures 3.9. Currency Futures 3.10. Interest Rates Future 3.11. Hedging Using Futures—Short Hedge, Long Hedge.	
Unit- 4 Options Market	4.1. Types of Options, 4.2. Payoffs from option positions, In the Money option, Out of Money Option, At the Money option, 4.3. Naked Option, Exotic Options, Bond Option, Time Value Of Money. 4.4. Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.	10
Unit -5 Option Trading Strategies	5.1. Bull Strategy 5.2. Bear Strategy 5.3. Butterfly Strategy 5.4. Calendar Strategy 5.5. Diagonal Spread Strategy 5.6. Straddles, Strip and Straps Strategy.	05
Unit-6 Swaps	6.1. Introduction to Swaps 6.2. Basic Swap Structure 6.3. Interest Rate Swaps 6.4. Currency Swaps 6.5. Mechanics of Swaps Transactions 6.6. Swap options.	05
Unit-7 Greek Letters	7.1. Concept of Delta Theta, Gamma Vega, Rho 7.2. Factors Determining Option Price 7.3. Black Scholes Mode	05
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi.

Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.

Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.

Das, Satyajit: Swap & Derivative financing, Probus

Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.

M.B.A. (Financial Administration)			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	DIRECT TAXATION	SUBJECT CODE	FA302C
		TOTAL CREDITS	03
SUBJECT NATURE: CORE			
COURSE OBJECTIVE: The objective of this course is to enable students to develop an understanding of direct taxes and to enable them to calculate taxes of Individuals.			
LEARNING OUTCOME: At the end of the course students should be able to: <ol style="list-style-type: none"> 1. Understand basics of Direct Taxes. 2. Compute Income of Individuals. 3. Compute Income Tax of Individuals. 4. Develop an overall understanding regarding income tax provisions. 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT-1 Introduction to Income Tax	1.1. Introduction to Income. 1.2. Introduction to Tax Management: Concept of Tax Planning, Tax Avoidance and Tax Evasion. 1.3. Important features and Provisions of Income Tax Act. 1.4. Basic Concepts: Assessment Year, Previous Year, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, etc. 1.5. Residential Status and Incidence of Tax. 1.6. Agricultural Income. 1.7. Exempted Income.	06	
Unit-2 Salaries	2.1. Salary: Meaning, definition, important considerations regarding salary, Taxability of Allowances and Perquisites, Profits in Lieu of Salary, Treatment of PF, Gratuity. 2.2. Computation of Salaries taking into consideration all relevant provisions with Numerical/Cases.	06	
Unit-3 Income From House Property	3.1. Important considerations regarding house Property, 3.2. House Property exempt from Tax. 3.3. Computation of Income from House Property taking into consideration all relevant provisions with Numerical/Cases.	06	

Unit-4 Profits and Gains of Business and	4.1. Basis of Determination of Profits and Gains of Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning, Taxation of Firms & Companies, Mergers& Acquisitions. 4.2. Computation of Profits and Gains of Business and Profession taking into consideration all relevant provisions with Numerical/Cases.	06
Unit -5 Capital Gains	5.1. Meaning and definition of Capital Gains, Capital Assets, Assets not treated as capital Assets, Types of Capital Assets, concept of Cost Inflation Index, Capital Gains Exempt from Tax, Capital Gains Account Scheme, Exemption of Capital Gains, meaning of special terms used in Capital Gain Concept, Meaning of Transfer of Capital Assets, transactions not regarded as Transfer. 5.2. Computation of Capital Gains taking into consideration all relevant provisions with Numerical/Cases.	06
Unit-6 Income From Other Sources	6.1. Types on Income from Other Sources, 6.2. Deductions Allowable in computing Income from Other Sources, 6.3. Treatment of Interest on Securities, 6.4. Computation of Income from Other Sources taking into consideration all relevant provisions with Numerical/Cases.	3
Unit-7 Computation of Total Income of Individuals	7.1. Set Off and Carryforward of Losses, 7.2. Clubbing of Income and Deemed Incomes, 7.3. Deductions from Gross Total Income, 7.4. Computation of Total Taxable Income of Individual taking into consideration all relevant provisions with Numerical/Cases. 7.5. Calculation of Income Tax of Individuals	6
Unit-8 Assessment & Filing of Return	8.1. Types of assessment. 8.2. Filing of Return 8.3. Provisions Relating to Advancement Payment of Tax	6
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition for the relevant Assessment Year of-

1. H. C. Meherotra, “**Income Tax**”, Sahitya Bhawan, Agra.

Reference Books: Latest Edition for the relevant Assessment Year of -

1. S. Battacharya, “**Indian Income Tax: Law & Practice**”, New Delhi, Indian Law House.

2. V. K. Singania, “**Student Guide to Income Tax**”, New Delhi, Taxman Publication.

3. V. K. Singania, “**Direct Tax Law**”, New Delhi, Taxman Publication.

4. Shripal Saklecha and C.A. Anit Saklecha, “**Income Tax: Tax Planning and Management**”, Indore, Satish Printers.

M.B.A. (Financial Administration)			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	INSURANCE AND BANK MANAGEMENT	SUBJECT CODE	FA-303C
		TOTAL CREDITS	03
SUBJECT NATURE: FUNCTIONAL SPECIALIZATION			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Insurance and Banking sector.			
LEARNING OUTCOME: At the end of the course students should be able to; 1. To enable the students to gain acumen, insight and through knowledge relating to the various aspects of Insurance and Banking sector and their regulatory frameworks.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Understanding Banking	1.5. Evolution of Banking 1.6. Banking in India 1.7. Types of Banks 1.8. Roles of Banks (viz. Intermediation, Payment system, and financial services) 1.9. Banking Regulations-- BASEL Norms 1.10. Banking Products – Fee based and fund based 1.11. Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance 1.12. Capital Adequacy norms for banks, SLR, CRR, CAR	03	
Unit-2 Bank Management	g. Liquidity Management h. Investment Management i. Loan Management j. Liability Management k. Credit Management l. Risk Management m. Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement n. Return on Equity Model o. Important ratios used in Balance Sheet Analysis ,CAMELS Rating p. Management of assets and liabilities in banks-Profitability and Productivity in Banks	12	

Unit-3 Understanding Insurance	3.1. Definition of Insurance 3.2. General Principles of Insurance 3.3. Insurance Application and Acceptance Procedure 3.4. Insurance Terminology	10
Unit- 4 Life Insurance	4.1. Life Insurance Definition, General Principles of Life Insurance 4.2. Types of Life Insurance Products--- Whole Life Policy, Term Policy, Endowment Policy. 4.3. Annuities Types 4.4. Claim Management of Claim Settlement 4.5. Analysis of Balance Sheet of a Life Insurance Company	10
Unit -5 General Insurance	5.1. General Insurance Definition, General Principles of General Insurance 5.2. Marine Insurance, Fire Insurance 5.3. Motor Vehicle Insurance 5.4. Public Liability Insurance 5.4. Third Party Insurance 5.5. Mediciam and Health Policies 5.6. Group Insurance 5.7. Burglary Insurance	10
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

Banking Theory, Law & Practice, **Gordon Natrajan**, HPH

Insurance Management, **S.C.Sahoo & S.C.Das**, HPH

Bank Management & Financial Services, **Rose, Hudgins**, McGraw Hill

Risk Management & Insurance, **Trieschmann, Hoyt, Sommer**, Cengage

Banking and Insurance, **Mohapatra and Acharya**, Pearson

M.B.A. (Financial Administration)			
BATCH 2018-20			
SEMESTER III			
SUBJECT NAME	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	SUBJECT CODE	FA304C
		TOTAL CREDITS	03
SUBJECT NATURE: FUNCTIONAL SPECIALIZATION			
COURSE OBJECTIVE:			
The objectives of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.			
LEARNING OUTCOMES			
<ul style="list-style-type: none"> • Ability to understand risk and return on financial assets • Evaluation of key financial assets • Portfolio concepts 			
EXAMINATION SCHEME:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Introduction	1.1 Concept of Investment, Investment V/S Speculation, 1.2 Financial And Economic Aspect Of Investment, 1.3 Types, Characteristics And Objectives Of Investment 1.4 Selecting Investments in a global market.		04
Unit-2 Risk Return	2.1 Concept Of Risk And Return, Systematic And Unsystematic Risk 2.2 Analysis of different types of Risks and Return, 2.3 Determinants of Required Rate of Return, 2.4 Risk free rate and factors influencing the risk free rate; Risk Premium. 2.5 Multifactor Model of Risk & Return		06
Unit-3 Fundamental and Technical Analysis	3.1 Efficient Market Hypothesis: Efficient Market Concept; Different forms of Efficiency, Random walk theory. Challenges to the Efficient Market Hypothesis. 3.2 EIC analysis- Macro economic activity and security Markets. The Cyclical Indicator Approach. Monetary Variables, the Economy and Stock Prices. Inflation, interest rate and security prices		10

	3.3 Analysis of Growth and Value Companies. 3.4 Technical Analysis: Assumptions, Advantages and Challenges. Technical Trading Rules and Indicators Technical Analysis of Equity Markets.	
Unit- 4 Valuation of Assets	4.1 Bonds: Bond Fundamentals, Bond Valuation Models: PV Model 4.2 Bonds Yield, Measures Duration, Modified Duration, Immunization Convexity, Bond Value Theorem. 4.3 Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. 4.4 Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.	10
Unit -5 Portfolio Management:	5.1 Measurement of Expected Risk and Return of Portfolio 5.2 Markowitz Portfolio Theory.. The Efficient Frontier and Investor 5.3 Utility. Optimal Portfolio Selection 5.4 Sharpe's Single Index Model, 5.5 Lagrange Multiplier Theory.	05
Unit-6 Capital Asset Pricing Model & Multi Factor Models:	6.1 Concept of Beta 6.2 SML And CML Valuations. 6.3 Arbitrage Pricing Theory, Empirical Tests of APT 6.4 Estimating Risk in a Multi-factor Setting.	05
Unit-7 Portfolio Performance Evaluation & Portfolio Management Strategy:	7.1 Treynor, Sharpe, Jensen and Information Ratio Performance Measures. 7.2 Passive vs. Active Management. 7.3 Bond Portfolio Management Strategies and Equity Portfolio Management Strategies 7.4 Equity Portfolio Management Strategy-Index Portfolio Construction Techniques.	05
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

1. **Fischer & Jordan**, Security Analysis and Portfolio Management, Prentice Hall India.
2. **Punithavathy Pandian**, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. **I. M. Pandey**, Financial Management, Vikas Publishing House Pvt. Ltd.
4. **Martin Pring**, Technical Analysis Explained, McGraw Hill.
5. **V. A. Avadhani**, Investment and Securities Market in India, Himalaya Publishing House.
6. **French, Don**, Security and Portfolio Analysis, Merrill Publishing Co.

7. **Preeti Singh**, Investment Management, Himalaya Publishing.
8. **V. K. Bhalla**, Portfolio Analysis and Management, Sultan Chand & Sons
9. **Agarwal, A** Guide to Indian Capital Markets, New Delhi.
10. **Jack Clark Francis and Richard W. Taylor**, Investment, Schaum's outline series, Tata McGraw Hill

M.B.A. (Financial Administration)			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	FINANCIAL STATEMENT ANALYSIS AND VALUATION	SUBJECT CODE	FA305E
		TOTAL CREDITS	03
SUBJECT NATURE: CORE			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Statement Analysis.			
LEARNING OUTCOME: At the end of the course students should be able to have better understanding of analyzing financial statements for the purpose of valuation of firms and investments.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Framework for Financial Statement Analysis	1.13. Understanding financial statements—balance sheet, income statement. Need for financial statement analysis. Limitations of Financial Statements Analysis. 1.14. Various tools of Financial Analysis – Horizontal Analysis, Vertical Analysis, Trend Analysis, Common Size Statement.		05
Unit-2 Cash Flow Analysis	2.1. Direct and indirect methods preparation of cash flow statements. 2.2. Transaction analysis, reported versus operating changes in assets and liabilities, relation between income and cash flows. Analysis of cash flow trends		07
Unit-3	3.1. Types of ratios, analysis of firms performance using ratios. Classification and selection of ratios. Cases on analyzing		07

Ratios and Financial Analysis	financial statements using Ratios.	
Unit- 4 Analysis of Long Lived Assets	4.1. Capitalization decisions, capitalization versus expensing— general issues, industry issues, analytical adjustments for capitalization and expensing. 4.2. Depreciation concept, need for fixed asset disclosures, impairment of long lived assets. Treatment of long lived assets.	07
Unit -5 Analysis of Financing Liabilities	5.1. Nature of current and long term liabilities, debt with equity features, effect of changes in interest rates, debt of firms in distress, retirement of debt prior to maturity, bond covenants, nature of covenants .	07
Unit -6 Valuation of Companies	6.1. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF). 6.2. Estimating a Firm’s Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm’s Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure & Adjusted Present Value. Method of Enterprise Valuation (APV). 6.3. Relative Valuation using Market Comparables. Equity Capital Raising Transactions, Initial Public Offerings. Valuation in Practice, Corporate Control & Agency Problems. Mergers & Acquisitions. Leveraged Buyouts (LBOs) / Management Buyouts. Valuation in Private Equity Setting & Venture Capital.	12
	TOTAL SESSIONS	45
Learning Resources:		
Text Books: Latest Edition of-		
Penman, S. H.: Financial Statement Analysis and Security Valuation, 3rd ed., McGraw Hill, Boston.		
Ross, S. A., Westerfield, R. W., Jaffe, J. : Corporate Finance, McGraw Hill, Boston.		
Soffer, L., Soffer, R. Financial Statement Analysis: A Valuation Approach, Prentice Hall, Upper Saddle River.		
Copeland, T. E., Weston, J. F., Shastri, K. Financial Theory and Corporate Policy, d., Pearson, Boston.		

M.B.A. (Financial Administration)			
BATCH 2018-20 SEMESTER III			
Subject Name	PROJECT MANAGEMENT	Subject Code	FA 306E
Subject Nature: Core			
Course Objective: The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.			
Learning Outcome: It develops various individual skills but it emphasises the need for a systemic approach. The individual skills include: <ul style="list-style-type: none"> • project risk analysis, project success/ failure analysis; • project scheduling, able to use financial model, cost-benefit analysis in project management; • Report writing, presentation and team working. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
UNIT	CONTENT	CLASS ROOM SESSIONS	
Unit 1: Introduction	1.1 Meaning, Need And Significance and its types; 1.2 Project Life Cycle and its phases; 1.3 Generation and Screening of Project Ideas.	05	
Unit 2: Project Selection & Analysis	2.1 Market and Demand Analysis, (Including Demand Forecasting); 2.2 Location Analysis; 2.3 Technical Analysis; 2.4 Financial Analysis (Cost of Project, Working Capital Requirement & Its Financing) 2.5 Cost and Benefit Analysis; 2.5 Social Cost Benefit Analysis.	06	

Unit 3: Financial Feasibility And Project Appraisal	3.1: Financial Feasibility Study or Financial Analysis; 3.2 Time Value of Money; 3.3 Cost of Capital; 3.4 Projected Cash Flows; 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria; 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.	10
Unit 4: Project Financing	4.1 Preparing Project Report, Financial Projections, Estimating Costs. 4.2 Project Financing, Project Appraisal by Financial Institutions.	05
Unit 5: Project Management And Control	5.1 Project Organizations; 5.2 Planning and Control of Project 5.3 Human Aspects of Project Management; 5.4 Project Control Tools (Gantt Charts, Line Off Balance).	06
Unit 6: Network Techniques for Project Management	6.1 Basic Concepts of Networks; 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models); 6.3 Network Cost Systems; 6.4 Activity Crashing.	07
Unit 7: Project Review	7.1 Need for Reviews; 7.2 Initial Review, Performance Evaluation; 7.3 Abandonment Analysis; 7.4 Evaluating the Capital Budgeting Systems. 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Prasanna Chandra. “**Project Planning, Analysis, Selection, Implementation and Review**”, New Delhi, Tata McGraw Hill Publications, Latest Edition.

2. P. Gopalkrishnan and E. Rama Moorthy, “**Text Book of Project Management**”. New Delhi, McGraw Hill Publications, Latest Edition.

Reference Books:

- 1. Harold Kerzner, “Project Management: A Systems Approach to Planning, Scheduling and Controlling”, New Delhi, CBS Publications, Latest Edition.**
- 2. Rajive Anand, “Project Profiles with Model Franchise Agency and Joint Venture Agreement”, New Delhi, Bharat Publications, Latest Edition.**

M.B.A. (Financial Administration)			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	Mergers, Acquisitions & Corporate Restructuring	SUBJECT CODE	FA-307E
		TOTAL CREDITS	03
SUBJECT NATURE: FUNCTIONAL SPECIALIZATION			
<p>COURSE OBJECTIVE: In the fast changing economic environment corporate restructuring is required not just to stay afloat amidst cut-throat competition, but also to increase competitive edge. This course intends to provide an understanding of MACR from all the angles - strategic, legal, accounting, taxation, fund raising and valuation.</p>			
<p>LEARNING OUTCOMES</p> <ul style="list-style-type: none"> • Understand the basic methods of restricting companies • Understand Financial and legal aspects of Merger, Acquisitions • Get inside into trend setting mergers 			
<p>EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
COURSE CONTENTS			No. of Sessions
UNIT 1 INTRODUCTION	<p>1.1 Various Forms of Business Alliances</p> <ul style="list-style-type: none"> • Recent M&A Trends , Types of Mergers • Leveraged Buyouts and the Private Equity Market • Corporate Restructuring • Freeze-Outs and the Treatment of Minority Shareholders • Reverse Mergers, Holding Companies <p>1.2 History of Mergers</p> <ul style="list-style-type: none"> • Merger Waves - First Wave, 1897—1904, Second Wave, 1916—1929, The 1940s, Third Wave, 1965--1969 • Trendsetting Mergers of the 1970s, Fourth Wave, 1984—1989, Fifth Wave, Sixth Merger Wave 		
UNIT 2 MERGERS & TAKEOVERS	<ul style="list-style-type: none"> • Mergers Growth & Synergy , • Focus Increasing Asset Sales Increase Firm Values • Do Diversified or Focused Firms Do Better Acquisitions? • Hubris Hypothesis of Takeovers • Managerial Agendas and M&A? • Takeover Tactics- Preliminary Takeover Steps, Tender Offers, Proxy Fights 		

	<ul style="list-style-type: none"> • Antitakeover Measures -Management Entrenchment Hypothesis versus Stockholder Interests Hypothesis, Rights of Targets Boards to Resist, Preventative Antitakeover Measures 	
UNIT 3 PRIVATE TRANSACTIONS AND LEVERAGED BUYOUTS	<ul style="list-style-type: none"> • Management Buyouts, Financing for Leveraged Buyouts, Returns to Stockholders from LBOs, • The Private Equity Market and Secondary Market for Private Equity Investments 	10
UNIT 4 CORPORATE RESTRUCTURING	<ul style="list-style-type: none"> • Divestiture and Spin-Off Process, Wealth Effects of Sell-Offs • Managerial Ownership and Sell-Off Gains, Shareholder Wealth Effects of Spin-Offs • Equity Carve-Outs • Restructuring in Bankruptcy –types & causes of Business Failure • Reorganization versus Liquidation 	10
UNIT 5 JOINT VENTURES AND STRATEGIC ALLIANCES	<ul style="list-style-type: none"> • Contractual Agreements, Joint Ventures, Strategic Alliances • Comparing Strategic Alliances and Joint Ventures with Mergers and Acquisitions 	05
UNIT 6 VALUATION OF MERGERS	<ul style="list-style-type: none"> • Valuation Methods • Benchmarks of Value & Valuation of the Target's Equity • Marketability of the Stock • Takeovers and Control Premiums • Shareholder Wealth Effects and Methods of Payment , Exchange Ratio • Tax Issues in M&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions 	05
UNIT 7 LEGAL FRAMEWORK FOR MERGERS & ACQUISITIONS	<ul style="list-style-type: none"> • Laws Governing Mergers, Acquisitions and Tender Offers • International Securities Laws Relating to Takeovers • State Antitakeover Laws • Regulation of Insider Trading 	05
	TOTAL SESSIONS	45

Learning Resources:

1. Mergers, Acquisitions and Corporate Restructurings, 6 edition by Patrick Gaughan, Wiley Corporate F & A
2. Mergers, Acquisitions and Corporate Restructuring by Prasad Godbole, Vikas Pulishers
3. **Mergers and Acquisitions** Andrew Sherman, American Management Association

M.B.A. (Financial Administration)			
BATCH 2018-20 SEMESTER III			
Subject Name	FINANCIAL INSTITUTIONS AND MARKET REGULATIONS	Subject Code	FA-308E
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> To be able to analyze the various financial institutions in the financial market. To understand the various rules, regulations and guidelines setup by these institutions for investors. To develop an understanding with the investors protection rights and be able to guide the investment process. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> Analyze various financial instruments present in the market and the guidelines attached to it. Define the investment pattern for any investor at an elementary level. Understand the risk and returns attached with the various kinds of financial instruments available in Indian as well as International market. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			No. of Session
UNIT –I Indian Financial Institutions (An Overview)	1.1 Introduction to Financial markets 1.2 Discussion about the various apex institutions in India 1.3 Various Investment Institutions, Specialized Banks performing in India 1.4 Discussion on Housing Finance Institute, procedure and activities 1.5 Commercial banks activities and Regional rural banks 1.6 Functioning of cooperative banks and cooperative societies 1.7 Various other options available for long term finance	0	7
UNIT –II Non Banking Financial Institutions and regulations	2.1 Activities of Non Banking Financial Institutions and the major players 2.2 Unit Trust Of India guidelines and functions, Assets Reconstruction Companies 2.3 Regulatory Authorities and their performance guidelines for financial market 2.4 Discussion about State Financial Corporation and board for Financial Supervision 2.5 Other Financial Institutions in the market, Their activities and market participation 2.6 Merchant Banking Activities, Venture Capital Financing	0	7

	2.7 Investors Protection and consumer credit	
Unit-III Market Regulators (An Overview)	3.1Introduction to various types of markets in the financial sector 3.2Introduction to Reserve Bank Of India 3.3Major activities, guidelines and preview of market control 3.4Various guidelines , rules , acts and regulations for banks and non banking finance companies 3.5Introduction to Money Market ,instruments and guidelines for governing the market 3.6Various guidelines , rules , acts and regulations for banks and non banking finance companies 3.7Introduction to Money Market ,instruments and guidelines for governing the market	0 7
Unit-IV Market Regulators (An Overview) Guidelines and Rules	4.1Securities and Exchange Board of India(SEBI) major players and exchanges in India 4.2Regulations for investors protection and rules 4.3Intoduction to Mutual Funds, types and market coverage 4.4various rules and guidelines for investment in Mutual Funds 4.5Forward market commission power and guidelines 4.6Insurance Regulatory and Development Authority 4.7Licencing and Authorization for selling of Insurance	0 7
Unit-V Instruments and Organizations in Indian Economy	5.1Functions and powers and various kinds of instruments present in the market 5.2Various available guidelines for insurance related instruments 5.3Pension Fund regulation and development Authority (PFRDA) introduction, constitution, structure and administration 5.4Powers and functions of PFRDA 5.5Role of PFRDA as market regulator and their different guidelines 5.6Withdrawl procedures and benefits to the investor 5.7Guidelines for the Insurance Companies	0 7
Unit-VI International Financial Institutions (An Overview)	6.1Introduction to International Markets 6.2World Bank, International Monetary Fund(IMF), impact on Indian Market 6.3Discussion on FERA and FEMA with reconstruction and development 6.4International Finance Corporation 6.5Introduction to international development association(IDA), regulation and guidelines	0 5
Unit-VII	7.1International Center for settlement of investment disputes detailed discussion 7.2Multilateral Investment Guarantee Agency (MIGA), General Agreement on tariffs and trade (GATT) 7.3Analysis of Asian Development Bank (AsDB) 7.4General Agreement on Tariffs and trade (GATT)	0 5

Various International Organizations	7.5 Impact of International Investment on Indian Economy	
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Books:</p> <ol style="list-style-type: none"> 1. Bharti Pathak “Indian Financial System”, Pearson Education 2. M.Y.Khan “Financial Services”, Tata McGraw Hill. 3. SEBI Manual, Taxman 4. RBI Manual, Taxman <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Machiraju H.R “Indian Financial System”, Vikas Publishing House Pvt. Ltd, Latest Edition. 2. L.M.Bhole,”Financial Institutions and Markets”, TMH, Latest Edition. 3. Various manuals and guidelines issued by Financial Institutions , Latest Edition. 		

M.B.A. (Financial Administration)			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	Social Banking and Microfinance	SUBJECT CODE	FA309E
		TOTAL CREDITS	03
SUBJECT NATURE: FUNCTIONAL SPECIALIZATION			
COURSE OBJECTIVE: The objectives of this course is understanding Social banking in India as a tool to achieve financial inclusion and 'micro finance' as a socially responsive and commercially viable proposition.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand the basics issues of financial inclusion. 2. Understand the major practices of micro finance 3. Understand the social perspective of inclusive growth and role of financial system to achieve it 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems			
COURSE CONTENTS			No. of Sessions
Unit-1 Introduction to Micro Finance	1.1 Need of Microfinance. 1.2 Basics of Microfinance, 1.3 Microfinance as a Development Tool		04
Unit-2 Revenue Models of Microfinance	2.1.Profitability, 2.2.Efficiency and Productivity, 2.3.Inherent challenges of financing.		06
Unit-3 Legal and Regulatory Framework	3.1. MFIs, SHGs and JLGs, 3.2. Some Innovative and Creative Microfinance Models like Help Group-Bank Linkage Programme (SBLP), 3.3. Financial Products and Services.		05
Unit- 4 Social Banking	4.1. Major policy initiatives for aligning the banking system to socio-economic goals like priority sector lending,		05

	4.2. Lead Bank Scheme (LBS), Service Area Approach (SAA), etc.	
Unit -5 Subsidy-linked credit programs of Government	5.1. Subsidy-linked credit programmes of the Government PMRY, SGSY, SJSRY & SLRS, etc. 5.2. Other Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme, 5.3. Financing of Agriclincs/Agribusiness Centres etc. and the Differential Rate of Interest (DRI) scheme	05
Unit-6 The Indian Experience,	6.1. Evolution and Character of Microfinance in India, 6.2. Microfinance Delivery Methodologies	05
Unit-7 Challenges to social banking	7.1. inter-spatial disparity manifested, varying credit-deposit ratio (CDR) across areas, 7.2. ..Inadequate linkage support, unsatisfactory repayment climate etc. 7.3. Role of various stakeholders like the government, the non-government organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative.	15
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

- Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid by **Elisabeth Rhyne**
- Towards Financial Inclusion in India by **K. G. Karmakar, G. D. Banerjee, N. P. Mohapatra, Sage Publisher.**
- Micro Finance Perspectives and Options by Indian Institute of Banking and Finance

Suggested Readings

- Banker to the Poor: Micro-Lending and the Battle Against World Poverty by **Muhammad Yunus, Alan Jolis.**
- A Billion Bootstraps: Microcredit, Barefoot Banking, and the Business Solution for Ending Poverty by **Phil Smith, Eric Thurma**
- Social Banks and the Future of Sustainable Finance By **Olaf Weber and Sven Remer.**

M.B.A. (Financial Administration)			
BATCH 2018-20 SEMESTER III			
SUBJECT NAME	STRUCTURED PRODUCTS AND ALTERNATIVE INVESTMENT	SUBJECT CODE	FA-310E
		TOTAL CREDITS	03
SUBJECT NATURE: FUNCTIONAL SPECIALIZATION			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Alternative Investments.			
LEARNING OUTCOME: At the end of the course students should be able to; 6. Enable students to develop understanding about alternative investment. 7. Understand risk return tradeoff and manage financial risk arising out of alternative investments			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Overview of Alternative Investment	1.1. Alternative Investments: an Overview 1.2. The role of Alternative Investment in Strategic Asset Allocation 1.3. Trends in Alternative Investments 1.4. Alternative Investments & Due Diligence 1.5. Traditional Investments, Alternative Investments and Modern Portfolio Theory		04
Unit-2 Types of Alternative Investment	a. Private Equity – History, Types- Angel, Venture, Private, Crowd, Different Funding Series, Types – Equity, Debt, Investment Methods, Mezzanine capital, Distressed and special situations, LBO, Performance of Private Equity, Private Equity: Risk & Return Profile b. Real Estate -- Real Estate as an Investment Asset, Real Estate Investment Trusts, Commercial Real Estate, Mortgage backed Securities, Mortgage Debt and Preferred Equity in Real Estate, Real Estate Appraisal & Valuation, Performance of Real Estate Portfolios c. Hedge Funds --- Introduction to Hedge Funds, Investing in Hedge Funds, Performance of Hedge Funds, Due Diligence, Risk Management, Hedge Fund Benchmark & Asset Allocation. Long/Short Equity Strategies, Dedicated Short, Equity Market		14

	<p>Neutral, Distressed Securities, Merger Arbitrage, Convertible Arbitrage, Fixed Income Arbitrage, Global Macro, Event Driven Funds. Unique risks for Hedge Funds, Net value and returns, Return statistics and risk(measuring risk, downside risk measures, benchmark related statistics), Risk-Adjusted Performance Measures (Sortino risk, Sterling and Burke ratio, return on VaR).</p> <p>d. Other Alternate Investment Asset classes -- Liquid Alternatives, Currency, Art Funds, Wine Funds, Film Funds.</p>	
Unit-3 Structured Products	<p>3.1. Structured products Introduction</p> <p>3.2. Issuers' and investors' appetite for structured products</p> <p>3.3. Identify underlying assets used for SPV's</p> <ul style="list-style-type: none"> o Define special purpose vehicle o Identify mechanics of popular structured products using different assets classes as base <p>3.4. Implied correlations, base correlations, term structure effects</p> <p>3.5. Future for structured products</p>	10
Unit- 4 Types of Alternative Investment	<p>4.1. Credit Default Swaps-- forms of payment, categories of trigger events, valuation, economic role of CDS in the broader investment landscape, life cycle of CDS, CDS Indexes.</p> <p>4.2. Collateralized Debt Obligations -- cash flows working, allocation of default losses, credit ratings system of CO, their structure and performance. Tranches and seniority, varieties of CDOs, and their economic roles in the world of investments.</p>	10
Unit -5 Alternative Investment - India	<p>5.1 Alternative Investments Sector in India</p> <p>5.2. Tax Structure</p> <p>5.3. Genesis of Alternative Investments Market Regulation</p> <p>5.4. AIF Regulations</p> <p>5.5. Types of AIFs</p> <p>5.6. Legal Structure & Documentation</p> <p>5.7. Registration Process</p> <p>5.8. Target Participants</p> <p>5.9. Investment Restrictions</p> <p>5.10.Recent Developments</p>	07
	TOTAL SESSIONS	45
<p>Learning Resources:</p> <p>Text Books: Latest Edition of-</p> <p>Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi.</p> <p>Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.</p> <p>Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.</p> <p>Das, Satyajit: Swap & Derivative financing, Probus</p> <p>Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.</p>		

M.B.A. (Financial Administration)

BATCH 2017-18

SEMESTER III

SUBJECT NAME	International Finance	SUBJECT CODE	FA401C
		TOTAL CREDITS	03

SUBJECT NATURE: FUNCTIONAL SPECIALIZATION

COURSE OBJECTIVE:

To provide a conceptual framework of the Working of International Finance Institutions, Money Markets, Exchange Transactions and Capital Markets.

LEARNING OUTCOMES :

1. Students will be able to understand and appreciate business in international perspective
2. Will be able to understand volatile nature of foreign exchange markets and exchange rate practices
3. Will be able to understand financial issues specific to multinational companies

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENTS		No. of Sessions
UNIT –1 Introduction	1.15. Relevance of international financial management for domestic as well as international players; exchange rate regimes 1.16. Theories of International Trade: Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory. 1.17. Free Trade V/S Protection- Barriers to Foreign Trade 1.18. Tariff and Non-Tariff Barriers	06
Unit-2 Balance of Payment	2.1 Meaning Of BOP 2.2 Components Of BOP 2.3 Importance Of BOP 2.4 Meaning Of Deficit And Surplus 2.5 Equilibrium, Disequilibrium And Adjustments 2.6 Methods Of Correcting Disequilibrium 2.7 Accounting Principles In BOP.	06

Unit-3 Foreign Exchange Market	3.1. Defining Foreign Exchange Market and its structure 3.2. Settlement System 3.3. Exchange Rate. 3.4. participants 3.5 Understanding SPOT And Forward Rates 3.6 Foreign Exchange Quotations 3.7 Premium And Discount In Forward Market 3.8 Cross Rates, Inverse Rates And Arbitrage	07
Unit- 4 Exchange Rate Determination:	4.1 Determination Under Gold Standard And Paper Standard 4.2 Factors Affecting Exchange Rates 4.3 Purchasing Power Parity Theory 4.4 Demand And Supply Theory 4.5 Equilibrium Rate Of Exchange 4.6 Fluctuating V/S Fixed Exchange Rates 4.7 Exchange Control and Objectives of Exchange Control.	07
Unit -5 Instruments	5.1. ADR 5.2. GDR 5.3. Euro Currencies 5.4 International Commercial Papers	06
Unit-6 International Project Appraisal	6.1. Techniques and criteria 6.2. Interest Rate Parity/Covered Interest Parity	06
Unit-7 Financing International Trade	7.1 letter of credit 7.2 buyer's credit 7.3 suppliers credit. 7.4 cross border leasing and factoring 7.5 Short Term Financial Mgt. in an MNE: short term borrowing and investment 7.6 centralized vs. decentralized cash management 7.7 bilateral and multilateral netting	07
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- 4. V.A. Avadhani, "International Finance", Himalaya Publication. 5. P.G. Apte, "International Financial Market", Tata Mc Graw Hill. 6. A.K. Seth, "International Financial Management", Galgotia Publications.		

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M.B.A. (Financial Administration)			
BATCH 2016-18 SEMESTER III			
SUBJECT NAME	INDIRECT TAXATION	SUBJECT CODE	FA402C
		TOTAL CREDITS	03
SUBJECT NATURE: CORE			
COURSE OBJECTIVE: The objective of this course is to enable students to develop an understanding of indirect taxes and to enable them to calculate indirect taxes.			
LEARNING OUTCOME: At the end of the course students should be able to: 8. Understand basics of Indirect Taxes. 9. Develop an overall understanding regarding indirect tax provisions regarding GST. 10. Compute GST.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions

UNIT-1 Introduction to Goods & Service Tax	1.1. Introduction to GST. 1.2. Important Definitions and items. 1.3. Classification of Goods and Services. 1.4. Impact of GST on trade, manufacture, and services.	06
Unit-2 Supply of Goods and Services	2.1. Supply of Goods and Services: Meaning and Scope. Tax liability on Joint and mixed supply. 2.2. Concept of Interstate GST: Interstate supply, local Supply and imports.	03
Unit-3 Valuation of Taxable Supply	3.1. Exempted/ Tax Free Goods and Services; Zero Rated Supply. 3.2. Incidence of Tax. 3.4. Time and Place of Supply. 3.3. Tax Rates of GST. 3.5. Valuation of Taxable Supply. 3.6. Preparation of Tax Invoice. 3.7. Computation of GST: Related Provisions and Practical Problems.	09
Unit-4 Composition Levy	4.1. Composition Levy: Qualified persons for 4.2. Information of Composition Option. 4.3. Conditions and Restrictions of Composition. 4.4. Rates of GST in case of Composition. 4.5. Provisions Related to return and its filing in case of composition. 4.6. Practical Problems related to composition..	09
Unit -5 Input Tax Credit	5.1. Meaning and Provisions. 5.2. Rules and Procedure	06
Unit-6 Registration	6.1. Provisions and Process of Registration.	2
Unit-7 Other Issues of GST	7.1. Job work, E-Commerce and Online Supply of Data. 7.2. Returns: Provisions and Process. 7.3. Payments of Tax and Refund of tax 7.4. Invoice and Accounts. 7.5. Assessment and Audit. 7.6. Collection and Recovery of Tax 7.7. Inspection, Search, Penalties and Prosecution. 7.8. Appeal, Revision and Advance Ruling Authority	10
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition for the relevant Assessment Year of-

1. Shripal Saklech and Anit Saklecha, "Goods and service Tax" Satish Printers and Publishers, Indore.
2. H. C. Meherotra and V. P. Agrawal, "**Goods and Services Tax**", Sahitya Bhawan Publications, Agra.

Reference Books: Latest Edition for the relevant Assessment Year of -

1. Shripal Saklech and Anit Saklecha, "Goods and Service Tax and Custom Kanoon" Taxman, Noida.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full Time) Batch 2017-19			
Semester III			
Subject Name	ENTREPRENEURSHIP AND NEW VENTURES	Subject Code	FA405E
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ol style="list-style-type: none"> 1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship. 2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Provide overview of Entrepreneurship environment in country 2. The process of owning your business & art of sustaining a business. 3. Various qualities, character & leadership requirements of being an Entrepreneur. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Entrepreneur & Entrepreneursh ip	<ol style="list-style-type: none"> 1. 1 Concept & Nature, 1.2 Definition Characteristics, Functions, Kinds, Role, 1.3 Difference between entrepreneur and Manager. 1.4 Role of entrepreneurship in development of economy 1.5 Ethical dimensions 	5	
Unit-2 Theories of Entrepreneursh ip	<ol style="list-style-type: none"> 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior. 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making) 2.4 Process of Innovation- Social & Commercial 2.5 Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International. 	8	
Unit – 3 New Venture	<ol style="list-style-type: none"> 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits - Developing 	5	

	<p>Entrepreneurs</p> <p>3.2 New ventures :Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities</p> <p>3.3 Methods of valuing a business - Franchising and franchisee's perspective.</p>	
Unit- 4 Business Plan	<p>4.1 Need for a Business plan - Steps in the preparation of business plan.</p> <p>4.2 Need for marketing research</p> <p>4.3 Operating plans and financial plan</p> <p>4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business</p>	4
Unit -5 Feasibility Planning	<p>5.1 Planning paradigm for new ventures - Stages of growth model</p> <p>5.2 Fundamental of a good feasibility plan, components of feasibility plan ,Relevance of marketing concept to new ventures</p> <p>5.3 Marketing research of pre-start-up planning ,Sources of marketing research information ,Implication of market research</p> <p>5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure</p> <p>5.5 Concept of pricing - Growth strategies - Marketing plan.</p>	5
Unit-6 Financing a new venture	<p>6.1 Financing and its effects on effective asset management – Alternate methods of financing</p> <p>6.2 Applicability of Legislation</p> <p>6.3 Venture capital and new venture financing -</p> <p>6.4 working out working capital requirement -</p> <p>6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI,IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).</p> <p>6.6 Micro Finance</p>	10
Unit-7 Life cycle of an entrepreneurial venture	<p>7.1 Role of entrepreneur during various transition</p> <p>7.2 Requirements for successful patent grants : steps in obtaining a patent ,Registration of trademark , copyright and the concept of fair use, protection of intellectual property</p> <p>7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.</p>	8
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading</p> <ol style="list-style-type: none"> 1. David H. Holt Entrepreneurship: New Venture Creation, PHI 2. Mary Coulter Entrepreneurship in Action,PHI 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI <p>Suggested</p> <ol style="list-style-type: none"> 1. Stay Hungry Stay Foolish 		

2. Autobiography of Steve Jobs, Bill Gates

M.B.A. (FULL TIME)			
BATCH 2017-18			
SEMESTER IV			
SUBJECT NAME	COMMODITY DERIVATIVES	SUBJECT CODE	FA409E
		TOTAL CREDITS	03
SUBJECT NATURE: FUNCTIONAL SPECIALIZATION			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Commodity Derivatives .			
LEARNING OUTCOME: At the end of the course students should be able to; 1. Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument 2. To make them understand operations of commodity derivatives market.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Commodity Derivatives	1.1. Difference between commodity derivatives and financial Derivatives. 1.2. Warehousing, quantity of underlying assets, global commodities exchange, commodities exchange in India, commodities permitted for trading. Global domestic demand -supply dynamics, price trends and factors that influence prices. 1.3. Instrument available for trading; futures and options.	05	
Unit-2 Pricing Commodity Derivative	2.1. Investment assets vs. consumption assets. 2.2. The cost of carry model –pricing, pricing futures contracts on commodities. Convergence of Future and Spot Price. 2.3. Convenience Yield, Contango & Backwardation 2.4. Commodity Basis Risk 2.5. Minimum Variance Hedge Ratio	10	
Unit-3 Trading of Commodity Derivatives	3.1. Commodity Indexes 3.2. Basic concepts such as margins, circuit filters-delivery norms, contract specifications, trading system, and entities in the trading system, trader workstation, order types and conditions, exposure limits. 3.3. Clearing, settlement and Risk Management, calendar and settlement schedule, position determination, settlement	10	

	mechanism, daily mark to market settlement, settlement price-daily settlement price, final settlement price, Margining –Initial margin, Daily mark to Market margin, open interest limits, second line of defense, NSCCL span. Final Settlement: Cash settlement, physical settlement (warehousing) Exception handling: funds shortages, Delivery shortages, refusal to accept.	
Unit- 4 Commoditi es Traded -- I	4.1. Agri-Commodity Price Risk Management 4.2. Seasonality in Agri-Commodity, Contango and Backwardation 4.3. Crude Oil Derivatives, Spot-Futures Relationship in Crude Oil 4.4. Hedging of Crude Oil and Refined Product Price Risk 4.5. Introduction to Gold and Gold Derivatives 4.6. LBMA, Gold Spot Price and Gold Derivatives 4.7. OTC Contracts on Gold and Gold Dehedge	10
Unit -5 Commoditi es Traded -- II	5.1. Spot Trading of Electricity in India 5.2. Weather Derivatives 5.3. Introduction to Carbon Credit Market 5.4. Physical Market for Freight, Freight Exchanges, Freight India 5.5. Hedging Freight rate Risk with Freight Rate Derivatives 5.6. Metal Derivatives and London Metal Exchange (LME) 5.7. Real Estate Derivatives	10
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Prabina Rajib, Commodity Derivatives and Risk Management, Prentice Hall of India Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.		

M.B.A. (FA)			
BATCH 2018-19			
SEMESTER IV			
SUBJECT NAME	CREDIT MANAGEMENT AND RETAIL BANKING	SUBJECT CODE	
		TOTAL CREDITS	03
SUBJECT NATURE: FUNCTIONAL SPECIALIZATION			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Credit and Retail Banking .			
LEARNING OUTCOME: To develop a cadre of credit officers in banks to perform different credit functions across banks - To inculcate advanced skills for handling credit management issues			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Principles of Lending and Model Credit Policy	1.1. Safety, Liquidity, Profitability, Purpose of Loan, Diversification Risk. 1.2. Importance, Contents, Exposure Norms, Model MSE Policy. 1.3. Types of Borrowers : Individuals - Major, Minor, Married Women, Pardhanashin Women, Illiterate Persons, Agent, Attorney, Joint Borrowers, Hindu Undivided Family (HUF), Proprietorship Firms, Partnership Firms, Limited companies, Statutory Companies, Holding Companies, Government Companies, Private & Pubic Limited Companies, Registration of charges, Limited Liability Partnerships (LLP).		05
Unit-2 Types of Credit Facilities	2.1. Various Types of Credit Facilities - Cash Credit, Overdrafts, Demand Loan, Bills Finance - Drawee Bill Scheme, Bills Discounting. 2.2. Export Finance : Pre-Shipment Finance-Export Packing Credit in Rupees, Running Account Facility, Export Credit Insurance Whole Turnover Packing Credit, Pre-Shipment Credit in Foreign Currency (PCFC), Running Account Facility in all currencies, Deemed Exports, Diamond Dollar Account Scheme, Post Shipment Rupee Export Finance, Purchase / Discount of Export Bills, Negotiation of Export Bills, Export on Consignment basis, Advance against Duty Draw Back Entitlements, ECGC Whole Turnover Post-Shipment Guarantee Scheme, Interest Rate of Rupee , Export Credit, ECNOS, Rupee Export Credit Interest Rate Subvention, Post Shipment Finance in Foreign Currency, Gold Card Scheme for Exporters, Crystallization of Export Bills		10

Unit-3 Credit Delivery	3.1. Types of Facilities, Modes of Delivery, Sole Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. 3.2. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. 3.3. Credit Appraisal : Validation of proposal, Dimensions of Credit Appraisals, Six “C” s, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral,	08
Unit -4 Introduction to Retail Banking	4.1. Introduction to Retail Banking – Definition and characteristics of Retail Banking, Change in perception about retail banking. Acceptance of retail banking as Risk Diversification toll. Difference between retail banking and Wholesale banking. Reasons of boom in Retail banking. Importance of Retail banking to Indian Economy.	04
Unit -5 Retail Banking Products	5.1. Liability products – Savings Bank, Time Deposit, Recurring Deposit, Multiple Option deposits, JanDhan accounts etc. 5.2. Asset Products – Housing loan, Vehicle loan, Consumer loan, Personal loan, Education Loan, Gold loan, Reverse Mortgage etc. Appraisal technique, valuation of security, creation of charge over securities precautions in sanction of loan. 5.3 Technology Products – ATM, Debit cards, Credit cards, Charge cards, Smart cards, Internet banking, mobile banking etc. 5.4 Remittance Products - Payment and Settlement Systems in India & abroad Clearing House: Manual, MICR, CTS, High Value & National Clearing, Clearing Corporation of India Ltd. (CCIL) Etc. Emerging New System: ECS (Debit & Credit) EFT, NEFT, RTGS (US & Europe-CHIPS, CHAPS, Fed Wire, etc)	10
Unit -6 Retail Banking Product development and Recovery of Loans	6.1. Product management – Customer requirement, New Product Development process, Product life cycle, Constraints in product development, Delivery models, Pricing of product etc. 6.2. Recovery of Retail Loans – Default and Identification on NPA, follow-up of loans, Recovery through recovery agents, rescheduling of loans, recovery through SARFAESI, DRT, Lok Adalat, OTS, Bankruptcy act.	08
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Practical Banking Advances by Bedi & Hardikar. Management of Bank Credit by H.B. Suneja. Law & Practice of Banking by P.N. Varshney and Gopal Swaroop. Advanced Bank Management by Indian Institute of Banking and Finance. Retail Banking by Indian Institute of Banking and Finance Financial Analysis for Credit Management in Banks by S.P. Singh and S. Singh.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full-Time)			
Semester IV			
Subject Name	STRATEGIC FINANCIAL MANAGEMENT	Subject Code	FT 417F
		Total Credits	03
Subject Nature: Finance Open Electives(Select Any 2)			
Course Objective: The objectives are to focus the student's attention on various aspects of financial decision making and to help them develop skills of critical analysis, thinking and synthesis in the process of decision making.			
Learning Outcome:			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Financial Policy & corporate Strategy	1.1 Recent Trends and Practices in Strategic Finance 1.2 Role of CFO		04
Unit-2 Advanced Capital Budgeting Strategies	2.1 Budgeting under Risk & Uncertainty 2.2 Sensitivity Analysis 2.3 Methods of selection of projects 2.4 Capital Budgeting under inflation 2.5 Diversification Strategies		07
Unit-3 Corporate Dividend Decisions	3.1 Practical Considerations in Dividend policies 3.2 Forms of Dividend 3.3 Rules & Legal interpretations 3.4 Strategy & Theories on Dividend policies.		10
Unit- 4 Financing Decisions	4.1 Strategic Evaluation of various sources of long term finance 4.2 Startup Financing – Sources. 4.3 issues and challenges		06
Unit -5 Short term financing decisions	5.1 Working Capital Strategies of a firm 5.2 Comparing Alternate sources of working capital– Bank financing 5.3 Inter corporate deposits 5.4 commercial papers and other money market instruments.		08
Unit-6 Business Valuation	6.1 Approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.		06
Unit – 7 Restructuring Strategies	7.1 Financial Distress and reorganization 7.2 Mergers, Acquisitions, Amalgamations 7.3 Reverse Mergers and Turnaround strategies of a corporate firm.		04

	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>TEXT READINGS:</p> <ul style="list-style-type: none">• “Mergers & Acquisition”, – R. Machiraju• “Financial Management”, - Prasanna Chandra• “Corporate Finance & Investment”, – R. Pike & Node• “Finance : A management guide for managing company funds ad profit”, – I.M. Pandey• “Financial Decision”, - Hompton		

WORKING CAPITAL MANAGEMENT

Course Objectives

To develop students knowledge of Working Capital Management Understand the relationship between long-term financial decisions and short-term financial planning and interaction between the components of working capital Learn to effectively manage working capital.

Examination Scheme

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Contents

1. Short-term sources/uses of funds
2. Links between long-term and short-term financing decisions
3. Components of working capital
4. Estimation of Working Capital needs and Changes in working capital.
5. Inventory Management
6. Credit policy: credit analysis, credit decisions, collection policy.
7. Liquidity management: cash balances, cash dynamics and forecasting
8. Payment systems: cash collection and disbursement systems, information technology and cash management.
9. Cash management instruments: short-term lending, money market instruments, short-term borrowing.
10. Financing Current Assets

Reference Books

1. Brealey, R.A. and S.C. Myers, Principles of Corporate Finance, 5th edition, McGraw Hill, 1996.
2. Samuels, Wilkes and Brayshaw, Management of Company Finance, 5th edition, Chapman & Hall, 1995.
3. Kennedy, T.M., M.J. MacCormac and J.J. Teeling, Financial Management, 5th edition, Gill & MacMillan.

MBA (Financial Administration)
FA310C
PERSONAL FINANCIAL PLANNING

Course Objective:

To enable the students to gain acumen, insight and through knowledge relating to the various aspects of retail banking, its products, the retail banking segment and the processes for managing retail credit.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents:

1. Introduction to Financial Planning: An overview of Financial Planning Process, General Principles of Cash-Flow Planning, Budgeting, Legal Aspects of Financial Planning and Acquaints, Concepts of Risk Management, Investments, Insurance, Retirement Solutions, Tax and Estate Planning.
2. Risk Analysis and Insurance Planning: Principles of Risk Analysis and Insurance Planning, Identification of Client's Risk Exposure, Selection of Appropriate Risk Management Techniques. Basic Insurance Products of General and Life Insurance; Analysis of Insurance Needs: Medical, Disability, Life and General Insurance, Determination of the Type and Amount of Insurance Best Suited to the Client's Situation and Needs.
3. Retirement Planning and Employee Benefits: Identification of Retirement Needs, Significance of Retirement Planning, Analysis Techniques, Review of Retirement Employee Benefits (EPF, PPF, Superannuation Fund etc.), Process of Developing a Retirement Plan, Appropriate Retirement Solutions.
4. Investment Planning: Understanding Investment Needs and Risk Appetite, Solutions for Wealth Creation, Categories of Investments, Evaluation Methods, and Economic Factors, Risk and Return Analysis, Valuation Techniques, Asset Allocation Procedures and Portfolio Performance Assessment. Various Techniques and Concepts used in Portfolio Construction and Management.
5. Tax and Estate Planning: Personal Taxation and Tax Planning- An Overview of Individuals Income Tax and Wealth Tax. Key Tax Components, Estate Planning, Development of Estate Plan, Including Assessment of Important Techniques of Estate Planning: Wills, Gifting Schemes, Powers of Attorney and Joint Property Ownership.
6. Advanced Financial Planning: Development of Comprehensive Financial Plan, Collection and Evaluation of Personal Data, Development, Recommendation and Execution of Appropriate Strategies, Monitoring and Evaluation of Financial Plans, Review of the Legal, Ethical and Regulatory Issues Affecting Financial Plan.

Text Readings (Latest Edition):

1. IMS Proschool, "**Introduction to Financial Planning**", Tata McGraw Hill Education.
2. Jeff Madura, "**Personal Finance**", Pearson Publication.
3. Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, "**Business and Personal Finance**", McGraw-Hill/Glencoe.
4. Madhu Sinha, "**Financial Planning: A Ready to Reckoner**", Tata McGraw - Hill Education

Suggested Readings (Latest Edition):

1. Sid Mitra, Tom Potts, Leon LaBrecque, “**Practicing Financial Planning for Professionals**”, RH Publishing.
2. Jeffrey H. Rattiner, “**Getting Started as a Financial Planner**”, Bloomberg Press.
3. Lawrence J. Gitman, Michael D. Joehnk, Randy Billingsley, “**Personal Financial Planning**”, Cengage Learning.

FA-403C
STRATEGIC FINANCIAL MANAGEMENT

Course Objective

The objectives are to focus the student's attention on various aspects of financial decision making and to help them develop skills of critical analysis, thinking and synthesis in the process of decision making

Examination Scheme

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Content

1. Strategy:- Financial Policy & corporate Strategy , Advanced Capital Budgeting Strategies: Simulation Analysis, Capital Budgeting under Risk & Uncertainty, Sensitivity Analysis, Methods of selection of projects, Capital Budgeting under inflation.
2. Corporate Dividend Decisions: Practical Considerations in Dividend policies, Forms of Dividend, Rules & Legal interpretations, Various Strategy & Theories on Dividend policies
3. Leasing Decisions: Evaluation of Leases from Lessor & Lessee's perspective, Evaluation Strategies & models, Leasing & related aspects
4. Overview to Financial Strategies of Mutual Funds, NBFCs, other Financial Services in India.
5. Structural Strategies: - Mergers, Acquisitions, Amalgamations, Reverse Mergers and Turnaround strategies of a corporate firm, Working Capital Strategies of a firm.

Books Recommended

1. "Mergers & Acquisition", – R. Machiraju
2. "Mergers & Acquisition and Corporate Resmeturies", – Weston, Chung & Hong
3. "Financial Management", - Prasanna Chandra
4. "Corporate Finance & Investment", – R. Pike & Node
5. "Finance : A management guide for managing company funds ad profit", – I.M. Pandey
6. "Financial Decision", - Hompton

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

**M.B.A. (MARKETING
MANAGEMENT) 2 Year**

Semester – I TO IV

2018 - 20



**Institute of Management Studies
Devi Ahilya Vishwavidyalaya Indore
MBA (Marketing Management)
Batch 2017-19**

Programme Objectives:

1. To empower students with a 360degree exposure of marketing as a unique yet integral functional area of business management.
2. To impart in-depth knowledge of the varied functionalities of marketing to ensure global employability of students.
3. To encourage and to empower students with requisite knowledge, skills and abilities to start their own ventures.

Programme Outcome:

By completing MBA (Marketing Management) Programme students are expected to be empowered and encouraged postgraduates with requisite knowledge, skills, abilities and 360 degree exposure of marketing as unique yet integral functional area of business management. Moreover, they are expected to have in-depth knowledge of the varied functionalities of marketing ensuring their own global employability as well as possess requisite knowledge, skills and abilities to start their own ventures.

**MBA (Marketing Management) MS5D 2 Year
Subject List
Batch 2018-20**

SEMESTER – I

Sl.	Course Code	Subject	Type	Option
1	MM101C	Fundamentals of Management	Core	Compulsory
2	MM102C	Quantitative Methods	Interdisciplinary	
3	MM103C	Organisational Behaviour	Generic	
4	MM104C	Business Accounting	Generic	
5	MM105C	Marketing Management	Core	
6	MM106C	Business Ethics	Interdisciplinary	
7	MM107C	IT For Business Applications	Ability Enhancement	
8	MM108C	Business Communication	Ability Enhancement	
9	MM109C	Comprehensive VIVA-VOCE	Ability Enhancement	

**MBA (Marketing Management) 2 Year
Subject List
Batch 2018-20**

SEMESTER – II

Sl.	Course Code	Subject	Category	Option
1	MM201C	Operations Research	Generic	Compulsory
2	MM202C	Sales Management	Core	
3	MM203C	Supply Chain Management	Core	
4	MM204C	Marketing Research	Skill Enhancement	
5	MM205C	Consumer Behaviour	Skill Enhancement	
6	MM206C	Human Resource Management	Interdisciplinary	
7	MM207C	Managerial Economics	Interdisciplinary	
8	MM207C	Financial Management	Generic	
9	MM209C	Comprehensive VIVA-VOCE	Skill Enhancement	

**MBA (Marketing Management) 2 Year
Subject List
Batch 2018-20**

SEMESTER – III

Sl.	Course Code	Subject	Category	Option
1	MM 301C	Data Analytics	Interdisciplinary	Compulsory
2	MM 302C	Business to Business Marketing	Core	
3	MM 303C	Retailing	Core	
4	MM 304C	Product Management	Core	
5	MM 305E	Brand Management	Elective	Any Four
6	MM 306E	Public Relations and Corporate Communication	Elective	
7	MM 307E	Customer Relationship Management	Elective	
8	MM 308E	Global Marketing	Elective	
9	MM 309E	Marketing Innovation Management	Elective	
10	MM 310E	Social Marketing	Elective	
11	MM311C	Comprehensive VIVA-VOCE	Skill Enhancement	Compulsory

**MBA (Marketing Management) 2 Year
Subject List
Batch 2018-20**

SEMESTER – IV

Sl.	Course Code	Subject	Category	Option
1	MM401C	Strategic Management	Generic	Compulsory
2	MM402C	Business Law	Interdisciplinary	
3	MM403C	Services Marketing	Core	
4	MM 404C	Integrated Marketing Communication	Core	
5	MM405E	Digital Marketing	Elective	Any Three
6	MM406E	Rural Marketing	Elective	
7	MM407E	Direct & Event Marketing	Elective	
8	MM408E	Marketing Models	Elective	
9	MM409E	Marketing of Financial Services	Elective	
10	MM410C	Research Project	Elective	Any One
11	MM411C	Decision Making Skills	Elective	
12	MM412C	Comprehensive VIVA-VOCE	Skill Enhancement	Compulsory

Devi Ahilya Vishwavidyalaya Indore
MBA (Marketing Management) MS5D
Semester I
Batch 2018-20

Programme Objectives:

4. To empower students with a 360degree exposure of marketing as a unique yet integral functional area of business management.
5. To impart in-depth knowledge of the varied functionalities of marketing to ensure global employability of students.
6. To encourage and to empower students with requisite knowledge, skills and abilities to start their own ventures.

Semester I

S. No.	Code	Subjects	Credits
1	MM101C	Fundamentals of Management	3
2	MM102C	Quantitative Methods	3
3	MM103C	Organisational Behaviour	3
4	MM104C	Business Accounting	3
5	MM105C	Marketing Management	3
6	MM106C	Business Ethics & Management by Indian Values	3
7	MM107C	IT for Business Applications	3
8	MM108C	Business Communication	3
9	MM109C	Comprehensive Viva-voce	3
Total Credits			27

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester - I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	MM-101C
		Total Credits	03
Subject Nature: CORE			

Course Objective:

- To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases;
- To provide the necessary foundation for all other courses based on management practices across the world

Learning Outcome:

At the end of the course students should be able to;

1. Define management and explain how management differs according to level and whether a manager is a line manager or an enabling role.
2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems
3. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
Unit-1 Management Concept and Theories	1.1. Concept and Nature of Management. 1.2. Role and Responsibility and Functions of Manager. 1.3. Managerial Skill and Organization Hierarchy. 1.4. Evolution of Management Thoughts – (Classical School, Taylor, Fayol & Weber's Contribution) 1.5. Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	07
Unit-2 Planning	2.1. Nature and Purpose of Planning. 2.2. Types of Planning. 2.3. Planning Process. 2.4. Nature and Objectives, MBO; Process, Benefits and Limitations.	08
Unit-3 Strategies, Policies and Planning	3.1. Nature and Process of Planning. 3.2. Strategies Planning Process. 3.3. TOWS Matrix. Porter's Model 3.4. Porter's Generic Competency Model. 3.5. Planning & Forecasting.	08
Unit-4 Organizing	4.1. Nature and Purpose of Organizing, 4.2. Organizational Design & Types. 4.3. Organizational Structure; Departmentalization.	09

	4.4. Line/Staff Authority & De centralization, Delegation.	
Unit-5 Controlling	5.1. Concept and Process of Control. 5.2. Control Techniques. 5.3. Human aspects of Controlling. 5.4. USE of IT in Controlling.	08
Unit-6 Decision Making	6.1. Decision Making. 6.2. Nature, Types & Scope of Managerial Decision Making Process 6.3. Models of Decision Making 6.4. Certainty in Decision Making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management" New Delhi, Tata McGraw Hill, Latest Edition.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition.

Reference Books:

1. Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition.
2. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition.
3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (MARKETING MANAGEMENT)

Batch 2018-20

Semester I

Subject Name	QUANTITATIVE METHODS	Subject Code	MM-102C
		Total Credits	03

Subject Nature: INTERDISCIPLINARY

Course Objective:

- To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases;
- To provide the necessary foundation for all other courses.

Learning Outcome:

At the end of the course students should be able to;

1. Interpret the data to get solutions to the problems in the corporate world.
2. Classify, present the data as per the requirements of the practicing managers.
3. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision-making and control.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
Unit-1 Sets, Functions, and Progressions	1.1. Sets, Functions, and Progressions, 1.2. Functions, 1.3. Progressions (with specific applications to compounding and discounting techniques)	08
Unit-2 Determinants and Matrices	2.1. Determinants and Matrices Types of Matrices, 2.2. Operations on Matrices, 2.3. Adjoint Matrix and Inverse Matrix, 2.4. Solution of Simultaneous Linear Equations using Matrices, 2.5. Input / Output Analysis.	07
Unit-3 Introduction to Statistics	3.1. Introduction to Statistics, 3.2. Introduction to Measurement of Central Tendency, 3.3. Introduction to Measurement of Variations.	06
Unit-4 Probability Theory and Probability Distributions	4.1. Probability: Concepts, 4.2. Additive and Multiplicative Theorem, 4.3. Conditional Probability, Baye's Theorem, 4.4. Binomial, Poisson and Normal Distributions - Their Characteristics and Applications.	08
Unit-5 Correlation & Regression	5.1. Correlation (Karl Pearson's and Spearman's Coefficient), 5.2. Methods of computing simple regression.	06
Unit-6 Time Series	6.1. Time Series and its Components, 6.2. Models of Time Series, 6.3. Methods of Studying Components of Time Series: Measurement of Trend, Measurement of Seasonal Variations Measurement of Cyclic Variations.	06
Unit-7 Statistical Decision Theory	7.1. Decision making process 7.2. Decisions under Uncertainty and Decisions under Risk	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading: Latest Editions

1. J.K. Sharma, “**Mathematics for Management and Computer Applications**”, New Delhi, Galgotia Publication,
2. S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India.
4. S. P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal.

M.B.A. (MARKETING MANAGEMENT)

Batch 2018-20

Semester I

Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	MM 103C
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<p>This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance. After completing this course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand individual behavior in organizations, including diversity, personality, attitude perception, learning and motivational theories. 2. Understand group behavior in organizations, including group and team development leadership, conflict management 3. Understand the organizational system, including organizational culture, change and stress management. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Students will find keys to understand people 2. Students can find the basis of individual and group behavior 3. Students will develop various soft skills 			
Examination Scheme:			
<p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have five theory questions out of which a student will be required to do any four questions. Section B will be of 20 marks and consist of case(s).</p>			
Course Contents			Class Room

		Contact Sessions
Unit-1 Introduction	1.1. Definition, concept, need and importance of OB 1.2. Nature and scope of OB 1.3. OB models 1.4. Case(s) on OB concepts to be discussed in class	04
Unit-2 The Individual Behaviour	2.1. Personality: Determinants and attributes 2.2. Perception: Factors influencing perception, process, Attribution theory 2.3. Learning: Concept, Theories of learning 2.4. Attitude: Concept and types, cognitive dissonance theory 2.5. case(s) on individual behavior to be discussed in class	08
Unit-3 Motivation	3.1. Concept 3.2. Early Theories: Maslow's Hierarchy of Needs, Gregor's theory X and Y, Two factor theory of Herzberg 3.3. Contemporary theory of motivation: Vrooms Expectancy Reinforcement theory 3.4. One case on Motivation to be discussed in class	05
Unit-4 Group Behaviour	4.1. Defining and classifying group 4.2. Group development, properties, structure, process 4.3. Group Dynamics: Group think, Group shift 4.4. Teams: Types, creating effective teams 4.5. One case on Group behavior to be discussed in class.	07
Unit-5 Leadership	5.1. Nature and significance of leadership 5.2. Trait theories 5.3. Behavioural theories: Ohio studies, Michigan studies managerial grid 5.4. Contingency theories: Fiedler model, SLT theory, LMX theory Path goal theory 5.5. One case on leadership to be discussed in class	08
Unit-6 Conflict	6.1. Meaning of conflict, types, transition in conflict thoughts 6.2. Conflict Process 6.3. Conflict management Techniques 6.4. One case on conflict management to be discussed in class	05
Unit-7 Dynamics of OB	7.1. Organizational Change: forces of change, resistance to change Lewin's change management model 7.2. Work stress: Understanding stress, Potential sources consequences and coping strategies 7.3. Organizational culture: creating and sustaining culture 7.4. One case on change and stress management to be discussed in class	08
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:**Text Books:**

2. FredLuthans, “**OrganizationalBehaviour**”,New York,McGrawHill.
3. BillScott, “**TheSkillsofCommunications**”,Jaico Publications,Bombay.
4. JohnW.NewstromandKeithDavis, “**OrganizationalBehaviour:HumanBehaviourat Work**”New Delhi, TataMcGrawHill.

Reference Books:

1. Change Management – Murthy, C. S. V.
2. How to study an Organization – Prof. Giuseppe Bonaz.

M.B.A. (MARKETING MANAGEMENT)

BATCH 2018-20
SEMESTER I

SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	MM-104C
		TOTAL CREDITS	03

SUBJECT NATURE:GENERIC**COURSE OBJECTIVE:**

To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.

LEARNING OUTCOME:

At the end of the course students should be able to;

1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance.
2. Finalize Accounting Statements of Individuals.
3. Understand basic of Cost Accounting and related decision criteria.

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have **two** theory questions out of which a student will be required to do any **one**. Section B will be of 48 marks and have **five** numerical/cases out of which a student will be required to do any **four**.

CourseContents

**Class
Room
Contact
Sessions**

Unit-1 Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts &Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.	08
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical &Horizontal Formats), including Numericals.	12
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numericals.	05
Unit- 4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numericals.	10
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost &Variance, Cost Variance – Determination of DirectMaterial Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Nemericals.	09
Unit-6 Contemporary Issues in Accounting	7.1. Concept of Inflation Accounting, 7.2. Human Resources Accounting.	1
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

R.L. Gupta, and V.K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.

S.N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.

S. N. Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications, New Delhi.

Reference Books: Latest Edition of-

S.P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.

Robert N. Anthony and James S. Recee, “**Accounting Principles**”, A.I.T.B.S. Pub. and
Distributions, New Delhi.

R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia
Publication, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester I			
Subject Name	MARKETING MANAGEMENT	Subject Code	MM-105C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Marketing. • The students will be able to plan, design and carry out marketing using the techniques discussed. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 4. Help to get a basic understanding of marketing concepts. 5. Develop skills for marketing. 6. Attain some elementary level of knowledge of sales and marketing. 			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit – 1 Marketing Concepts	1.1. Customer Value and Satisfaction 1.2. Customers Delight 1.3. Conceptualizing Tasks and Philosophies of Marketing Management 1.4. Value chain 1.5. Scanning the Marketing Environment.		07
Unit–2 Market Segmentation, Targeting, Positioning	2.1. Market segmentations 2.2. Levels of market segmentations, patterns, procedures, requirement for effective segmentation 2.3 Evaluating the market segments, selecting the market segments, 2.4. Tools for competitive differentiation 2.5. Developing a positioning strategy 2.6. Marketing Information System 2.7. Marketing Research Process.		08

Unit–3 Product Decision	3.1. Objectives, Product classification, 3.2. Product-Mix, 3.3. Product life cycle strategies, 3.4. Introduction and factors contributing the growth of packaging, 3.5. introduction of labeling.	06
Unit– 4 Pricing Decision	4.1. Factors affecting price, 4.2. Pricing methods and strategies.	05
Unit –5 Distribution Decisions	5.1. Importance and Functions of Distribution Channel, 5.2. Considerations in Distribution Channel Decisions, 5.3. Distribution Channel Members.	10
Unit–6 Promotion Decisions	6.1. A view of Communication Process, 6.2. developing effective communication, 6.3. Promotion-Mix elements	05
Unit – 7 Emerging Trends in Marketing	7.1. An introduction to Internet Marketing 7.2. Multi level Marketing 7.3. Introduction of CRM & EVENT marketing.	04
	Total Classes	45

Text Reading: Latest Editions

1. Philip Kotler “**Principles of Marketing Management**”, New Delhi: Prentice Hall of India.
2. Philip Kotler, “**Marketing Management, Planning Analysis and Control**”, New Delhi, Pearson Education.
3. William L. Pride and O.C. Ferrell, “**Marketing Concepts and Strategies**”, Boston: HoughtonMifflin Co.
4. Marketing Management, Rajan Saxena, Tata McGrahill.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester I			
Subject Name	BUSINESS ETHICS	Subject Code	MM-106C
		Total Credits	03
Subject Nature: INTERDISCIPLINARY			

Course Objectives:

- To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making.
- To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations.
- To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior.

Learning Outcomes:

At the end of the course, students should be able to;

7. Understand nature and purpose of ethics and ethical norms.
8. What exactly business ethics is and how it is different from corporate social responsibility.
9. Learn and apply important theoretical frameworks in business situation and decision making.
10. Learn and understand various concepts of Indian ethos and how they impact various key business decisions.
11. Understand importance of self-management and work place spirituality.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
Unit-1 Nature and purpose of Ethics, Ethical Norms	1.1. Concept and Nature of Ethics - Business Ethics 1.2. Role and purpose of Ethics for business 1.3. Ethical Norms and Principles for business	03
Unit-2 Theories of Business Ethics	2.1. Different Theories of Business Ethics 2.2. Business Ethics and Corporate Social Responsibility 2.3. Nature of Utilitarian view of Business Ethics	03
Unit-3 Corruption and Whistle Blowing	3.1. Nature and types of Corruption in India 3.2. Method and means of checking corruption in India 3.3. Whistle Blowing.	03
Unit-4 Indian Ethos	4.1. Management and Culture, Management is Culture bound (Discussion) 4.2. Concept and Nature of Indian Ethos for Management 4.3. Sources of Indian Ethos in Management and problems in understanding them	03

Unit-5 Representative Sources of Indian Ethos and Management	5.1. Vedas, Shastras, Smritis, Puranas, Upanishads 5.2. Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3. Arthashastra, Ramcharitmanas, Panchatantra,Hitopdesh 5.4. Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5. The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6. Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales	10
Unit-6 Values for Indian Managers	6.1. Values v/s Skills, Value System 6.2. Values and Purity ofMind 6.3. Indian Values and Wisdom relevant to modern management	04
Unit-7 Human Behavior	7.1. Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2. Guna Theory, Karma Theory and Sanskar Theory.	08
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1. Work Ethics & Ethics in Work 8.2. Life Goals or Purusharthas, Professionalism and KarmaYoga	03
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1. Five-fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	02
Unit-10 Management of the Self and Workplace Spirituality	10.1. Management of the Self and Workplace Spirituality.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: (Latest Editions of the Books and Material)		
1.A.C Fernando, Business Ethics: An Indian Perspective, Pearson		
2. Weiss, Business Ethics Concept & Cases, Cengage Learning		
3. Velasquez, Business Ethics,Concepts & Cases,PHI		
4. Murthy, Business Ethics, Himalaya Publishing House		
5. Al Gini, Case Studies in Business Ethics,Pearson Education.		

6. Shashtri J.L., Ancient Indian Tradition and Mythology , Motilal Banarsidas, New Delhi
7. F. Max Muller , Sacred Books of East ,Motilal Banarsidas, New Delhi
8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester I			
Subject Name	IT FOR BUSINESS APPLICATION	Subject Code	MM-107C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • To get a thorough update of Information Technology used in Business Organizations. • To develop understanding of managerial aspects to use Information Technology effectively and efficiently. • To develop capability to integrate different but related aspects of Information Technology. • To develop a view of IT Management, especially, for a large organization. • To appreciate IT Management as an independent and important field of work, different from IT for Management. • To develop conceptual understanding about latest developments in the field of information Technology and the impact of IT in managing a business. • To learn to use Information Technology to gain competitive advantage in business. • To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce. 			
Learning Outcome:			
<ul style="list-style-type: none"> • The student will be able to apply the basic IT tools for managerial decision-making. • The student will be able to apply data management tools in corporate organizations. • The student will be able to work in MIS enabled organizations. • The student will be able to communicate using internet facilities. 			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions

Unit-1 Over View of Computer	Data , Information , Hardware , Software , Operating Systems, Computer Language, Number Systems	08
Unit-2 Application Software Management	Overview of General Purpose Application Software : Word processing, Spread Sheet , Business Presentation such as Software Suites, Messaging, Groupware, Commercial and Corporate software tools – (Assignment & Presentation)	08
Unit-3 Data Management	Database Concepts and Development - Types of Databases – Application Development thru DBMS (Project work / Case Studies)	04
Unit-4 Networking Management	Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking, Networking types, Networking media, Networking software, Networking architecture and Networking protocols.	04
Unit-5 System Software Management	Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software.	04
Unit-6 Management Information Systems	Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage. Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems, DSS, Artificial Intelligence. (Project / Case Studies)	06
Unit-7 Digital firm Perspective	Information System Development Life Cycle - All phases , System Analysis , System Design, MIS Model for a digital firm – Organization Structure for digital firm – E-Business Models and Applications (Project / Case Studies)	04
Unit-8 Security Management	Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products. Types of Computer Crime – Cyber Law - Security Defenses – System Controls and Audit. (Assignment / Case Studies)	04
Unit-9 Latest Trends in IT	Mobile computing, Cloud Computing, Mobile Computing etc. Data Warehousing and Data Mining	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Management Information System Obrien, Marakas, Behl 9th Edition Tata McGraw Hill
2. Management Information Systems W S Jawadekar, 4th Edition Tata McGraw Hill
3. IT system Management by Rich Schiesser
4. Enterprise Computing by Alan R. Simpson
5. Computer Applications in Management (With Cd), Dr. Niranjan Shrivastava, Wiley India Pvt. Limited,
6. Management Information Systems by Jaiswal and Millal, Oxford University Press
7. Business Information Systems, 5th edn: Technology, Development and Management for the E-Business: Author Paul Bocij, Andrew Greasley, Simon Hickie, Pearson Education Limited,
8. Management Information Systems by C.S.V. Murthy
9. Management Information System by Davis and Olson, Tata McGraw Hill.

Text Reading: Latest Editions

1. Management Information System Obrien, Marakas, Behl 9th Edition Tata McGraw Hill
2. Management Information Systems W S Jawadekar, 4th Edition Tata McGraw Hill
3. IT system Management by Rich Schiesser
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8. Management Information Systems by C.S.V. Murthy
9. Management Information System by Davis and Olson, Tata McGraw Hill.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (MARKETING MANAGEMENT)

Batch 2018-20**Semester I**

Subject Name	BUSINESS COMMUNICATION	Subject Code	MM-108C
		Total Credits	03

Subject Nature: ABILITY ENHANCEMENT**Course Objective:**

- To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.

Learning Outcome:

At the end of the course students should be able to;

To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.

Examination Scheme:

The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).

Course Contents		Class Room Contact Sessions
Unit-1 Nature of Business Communication	1.1. Need, importance and purposes of communication in organizations 1.2. Elements and environment of communication 1.3. Models of communication 1.4. Forms and networks of organizational communication 1.5. Types of communication barriers and how to overcome them 1.6. Listening, types of listening and effective listening 1.7. Elements of effective communication	10
Unit-2 Non-verbal Communication	2.1. Importance of appearance and how to use it as a tool in communication 2.2. Body language and oculesics 2.3. Paralanguage 2.4. Proxemics 2.5. Chronemics 2.6. Haptics 2.7. Using non-verbal tools (oral and written) to communicate effectively	07
Unit-3 Presentations, Interviews, Group Discussions and Business Meetings	3.1. Preparation of content for presentation 3.2. Understanding the audience 3.3. Importance of rehearsals 3.4. Using visual aids in presentations 3.5. Handling questions 3.6. Writing a resume' 3.7. Types of interviews 3.8. Preparation for an interview 3.9. Do's and don'ts during an interview 3.10. Understanding the group in a group discussion 3.11. Do's and don'ts in a group discussion 3.12. Meetings in business and its types 3.13. Notice and agenda 3.14. Minutes of a meeting 3.15 Mannerisms, etiquettes and assertiveness in oral communication	10

Unit-4 Business Writing	4.1.Types of business letters 4.2.Structure and format of letters 4.3. Memorandums and circulars 4.4.e-mails 4.5.Text messaging 4.6.Report writing 4.7.Importance of written communication 4.8.Appropriate tone in business writing	08
Unit-5 Negotiation Skills	5.1.Need for negotiation 5.2.Process of negotiation 5.3.Barriers to negotiation and how to overcome them	04
Unit-6 Issues in Communication	6.1.Handling diversity (gender, culture, ethnicity, etc.) 6.2.Tolerance and acceptance of diversity 6.3.Emotional intelligence and its impact on communication 6.4.Social intelligence and its impact on communication 6.5.Ethics in communication.	06
TOTAL CLASSROOM CONTACT SESSIONS		45
<p>Text Reading: Latest Editions M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India. William V. Ruch, Business Communication, Maxwell Macmillan, New York. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York. Bill Scott, The Skills of Communication, Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York. Dalmer Fisher, Communication in Organizations, Jaico Publishing House, India. M. E. Guffy, Essentials of Business Communication, Thomson Publication. Shirley Taylor, Communication for Business, Pearson Education.</p>		

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya Indore
MBA (Marketing Management) MS5D
Semester II
Batch 2018-20**

Programme Objectives:

1. To empower students with a 360 degree exposure of marketing as a unique yet integral functional area of business management.

2. To impart in-depth knowledge of the varied functionalities of marketing to ensure global employability of students.
3. To encourage and to empower students with requisite knowledge, skills and abilities to start their own ventures.

Semester II

S. No.	Code	Subjects	Credits
1	MM201C	Operations Research	3
2	MM202C	Sales Management	3
3	MM203C	Supply Chain Management	3
4	MM204C	Marketing Research	3
5	MM205C	Consumer Behavior	3
6	MM206C	Human Resource Management	3
7	MM207C	Managerial Economics	3
8	MM208C	Financial Management	3
9	MM209C	Comprehensive Viva-voce	3
Total Credits			27

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2017-19			
Semester II			
Subject Name	OPERATIONS RESEARCH	Subject Code	MM-201C
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of this course are to help the students acquire quantitative tools. • The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations. 			
Learning Outcome:			
At the end of the course students should be able to;			
12. Develop models as per the requirements of the practicing managers and to get solutions from them.			
13. Describe and attain of decision science skills for the management processes.			

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
Unit – 1 Quantitative Techniques and Operations Research	1.1. Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2. Modeling in OR 1.3. Advantages and Limitations of Quantitative Techniques/Operation Research.	06
Unit – 2 Linear Programming	2.1. Meaning of Linear programming 2.2. General Mathematical Formulation of LPP 2.3. Graphical Analysis 2.4. Simplex Method and Big-M Method. 2.5. Advantage and limitations of LPP.	10
Unit – 3 Non Linear Programming	3.1. Concepts and Applications of Dynamic Programming, Quadratic Programming, Integer Programming and Non-linear Programming (Concepts and applications only)	02
Unit– 4Transportation Model and Assignment Problem	4.1. Transportation Problem as a particular case of LPP Mathematical Formulation 4.2. Initial Basic Feasible Solution, Vogel’s Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 4.3. Assignment Model as a particular case of transportation model, 4.4. Formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization).	10
Unit–5 Game Theory	5.1. Introduction to Games 5.2. Maximin and Minimax Principles 5.3. Pure and Mixed Strategies 5.4. Rule of dominance 5.5. Solutions of Games using –Algebraic and Graphical Methods 5.6. Game theory and linear programming.	05
Unit –6 Replacement Models	6.1. Introduction and Scope in Management 6.2. Single Equipment Replacement Model and Group Replacement 6.3. Replacement of items, which deteriorate with time, and items, which fails suddenly.	04

Unit-7 Waiting Line Models	7.1. Introduction and Scope in Management Decisions, 7.2. Queuing Models M/M/1 (Infinite and Finite Population), 7.3. Concepts and applications of M/M/C.	06
Unit-8 Simulation	8.1. Concept of Simulation and its applications.	02
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
1 Haruly M. Wagner, “ Principles of Operations Research with application to managerial decisions ”, New Delhi: Prentice Hall of India Pvt. Ltd.		
2 Hamdy A. Taha, “ Operations Research: An Introduction ”, New Delhi: Prentice Hall of India Pvt. Ltd.		
3 N. D. Vohra. “ Quantitative Techniques ”, New Delhi: Tata McGraw Hill Publications.		
4 V. K. Kapoor, “ Problems and Solutions in Operations Research ”, New Delhi: Sultan Chand and Sons.		
5 P. K. Gupta and D. S. Hira, “ Operations Research ”, New Delhi: Sultan Chand Publications.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester II			
Subject Name	SALES MANAGEMENT	Subject Code	MM-202C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> The objective of this course is to understand concept of sales Management and to acquire the skills for managing sales efforts. 			
Learning Outcome:			
At the end of the course students should be able to;			
14. Apply the various skills in selling.			
15. Prepare a strong foundation for creating a strong sales organization.			
16. Develop a strong sales team through audit and performance evaluation.			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions

Unit – 1 Personal Selling	1.1. The Role of personal selling in marketing mix. 1.2. The personal selling process, Personal selling objectives 1.3. Types of Sales Jobs	08
Unit –2 Theories of Sales Management	2.1. Objectives, Nature and Scope. 2.2. Buyer - Seller Dyads, 2.3. Theories of selling - AIDAS Theory, “Right set of circumstances” Theory, “Buying Formula” Theory, and Behavioral Equation Theory of selling.	08
Unit –3 Sales Planning	3.1. Sales Organization 3.2. Sales Forecasting 3.3. Sales Budgeting, Territory Design and Setting Quotas.	08
Unit – 4 Operational Sales Management	4.1. Sales Meetings 4.2. Selection, Training, Motivation and Compensation.	08
Unit –5 Controlling Sales Efforts	5.1. Sales control and audit 5.2. Performance evaluation and monitoring of sales force.	07
Unit –6 Emerging Trends and Careers in Sales Management	6.1. Emerging Trends in Sales Management. 6.2. Emerging trends in Sales Management.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
1. Cundiff and Govni, “Sales Management - Decisions, Strategy and Cases”, New Delhi: Prentice Hall of India.		
2. Ingram, Laforge, Avila, Schwepker and Williams, “Sales Management”,		
Suggested Readings: Latest Editions		
1. Johnson, Kurtz and Scheving–“Sales Management, Concept Practice and Cases”, TMH.		
2. Churchill/Ford/Walkar, Sales Force Management, TMH – 2010		
3. Spiro, Stanton, Rich, Management of Sales Force, TMH – 2009		
4. Hair – Sales Management – Cengage – 2010		
5. Manning, Selling Today: Creating Customer Value Pearson – 2009.		

INSTITUTE OF MANAGEMENT STUDIES		
M.B.A. (MARKETING MANAGEMENT)		
Batch 2018-20		
Semester II		
	Subject Code	MM-203C

Subject Name	SUPPLY CHAIN MANAGEMENT	Total Credits	03
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Subject Nature: SKILL ENHANCEMENT

Course Objective:

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

Learning Outcome:

At the end of the course students should be able to;

- Understand the Supply Chain Structure.
- Develop, Establish & Manage Supply Chain.

Examination Scheme:

- The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks.

Course Contents

**Class Room
Contact
Sessions**

Unit – 1 Introduction to Supply Chain Management	Concept, Scope, Objectives and importance of supply chain, Supply chain components, Drivers of supply chain management. Achieving strategic. Six sigma concept	06
Unit – 2 Planning Demand and Supply Chain	Role of forecasting in supply chain, Forecasting Methods, Aggregate Planning in a Supply Chain, Managing Supply and Demand, Models for Supply Chain Decision Making.	06
Unit – 3 Managing Inventory	Role of Cycle Inventory, Estimating Cycle Inventory, EOQ, continuous replenishment model, Costing Pricing, Role of Safety Inventory, Determining Level of Safety Inventory, Estimating and Managing Safety Inventory.	06
Unit – 4 Transportation and Facility Decisions	Factors Affecting Transportation and Network Design Decisions, Modes of Transportation, Routing and Scheduling in Transportation, Models for Facility Location and Capacity Allocation.	06
Unit – 5 A Framework for Strategic Alliances	Third Party Logistics; Retailer – Supplies Partnerships, Types and Key issues; Distribution Integration, Types and Key Issues; Procurement and Outsourcing Strategies.	06
Unit – 6 IT Technology and e-Business in Supply Chain Management	Role of IT in Supply Chain, Importance and Use of Information in Supply Chain, Infrastructure and Interface Devices.	06
Unit – 7 Green Supply Chain	Environment Management, Carbon foot-print.	03

Unit – 8 Distribution Management & Customer Satisfaction	Customer Service Through Effective and Responsive Supply Chain, Supply Chain for Customer Satisfaction, Enhancing Customer Relationship through Supply Chain Management.	06
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading: Latest Editions

1. "Supply Chain Management", Sunil Chopra and Peter Meindl. Pearson Education. Delhi.
2. "Designing and Managing the Supply Chain", David Simchi Levi, Philip Kaminsky and Edith Simchi-Levi, Tata McGraw Hill.
3. "Business Logistics/Supply Chain Management", Ronald H. Ballou. Pearson Education. Delhi.
4. B.S. Sahay Supply Chain Management, New Delhi: Wheeler.
5. Wosmer – Supply chain management, Cengage
6. Altekar – Supply chain Management – PHI .
7. Supply Chain Management Jagat, Shah, Pearson.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester II			
Subject Name	MARKETING RESEARCH	Subject Code	MM-204C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report (s) / paper(s). 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Apply the various skills in marketing research. • Prepare a strong foundation for creating a strong marketing research base. 			
Examination Scheme:			
The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report (s) / paper(s).			
Course Contents			Class Room Contact Sessions
Unit – 1 Introduction to Marketing Research	Role and Objectives of Marketing Research, Type of marketing research, Research process: Overview, problems encountered by researcher, Application of marketing research		6

Unit – 2 Research Design	Selecting research problem, defining research problem, need for research design, features of a good research design and different research designs (exploratory, descriptive, experimental and diagnostic research, hypothesis testing).	7
Unit – 3 Sources of Data & Sampling Technique	Secondary and primary sources, standardized sources, use of internet. Sampling Theory and Design of Sample Survey: Census vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.	7
Unit – 4 Measurement of Scaling Concepts	Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interview guidelines.	7
Unit – 5 Data Collection and Analysis	Collection, Organization, Presentation, Analysis and Interpretation of Primary and Secondary Data, Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminate and Canonical Analysis, Conjoint Analysis.	6
Unit – 6 Interpretations and Report Writing	Meaning of interpretation, Techniques of Interpretation, precautions in interpretations, significance of report writing, steps in report writing, layout of report and precautions in writing research reports.	6
Unit – 7 Marketing Research Applications	Traditional Applications of Marketing Research - Product, Price, Distribution and Promotion; Contemporary Applications – Brand Equity, Customer Satisfactions; Emerging Applications – Database Marketing, Relationship Marketing, CRM, SCM.	6
TOTAL CLASSROOM CONTACT SESSIONS		45
Text Reading: Latest Editions		
1. Rajendra Nargundkar, Marketing Research Text and Cases, Tata McGraw Hill.		
2. Donald R. Cooper and P.S. Schindler, Marketing Research concepts and Cases, Tata McGraw Hill.		
3. P.E. Green, D.S. Tall and G. Albaum, Research for Marketing Decisions, PHI.		
4. H.W. Boyd, R. Westfall and S.F. Stasch, Marketing Research -Text and Cases, Richerd D. Irwin.		
5. Naresh K. Malhotra, Marketing Research An Applied Orientation, Pearson Education		
6. Elhance, Fundamental of Statistics, Kitab Mahal.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester II			
Subject Name	CONSUMER BEHAVIOR	Subject Code	MM-205C
		Total Credits	03
Subject Nature: CORE			

Course Objective:		
<ul style="list-style-type: none"> The objectives of this course is to help students gain an understanding of Consumer Behaviour and their applications. Guidance and Encouragement will be provided to enable the students with real expertise and understanding as well as judgment to excel through case studies, roleplaying & power point presentation. 		
Learning Outcome:		
At the end of the course students should be able to;		
17. Explain the concept behind Consumer Behavior		
18. Discuss consumer decision process		
19. Highlight the External and Internal factors that influences consumer behavior		
20. Discuss Future of Consumer Behavior.		
Examination Scheme:		
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which, best of two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
Course Contents		Class Room Contact Sessions
Unit – 1 Introduction to Consumer Behavior and Consumer Research	1.1 Nature 1.2 Scope and application of Consumer Behavior 1.3 Consumer Research	08
Unit–2 Consumer Decision Processes	2.1. Pre-purchase process: Information processing 2.2. Purchase Processes: Consumer Decision rules 2.3. Post Purchase Processes: Framework, dissonance satisfaction / dissatisfaction	07
Unit–3 Consumer Behaviour Models	3.1. Nicosia Model 3.2. Howard Sheth Model 3.3. Engel-Blackwell and Miniard Model 3.4. Sheth Family Decision Making Model	06
Unit– 4 Individual Determinants of Consumer Behavior	4.1. Demographics Psychographics, Personality, Life Style, Perception, Motivation, Involvement, Knowledge, belief, Feelings, and attitudes.	08
Unit –5 Environmental Influences on Consumer Behavior	5.1 Culture, Cross cultural understanding, social class, family. Family life-cycle group and personal influence, word of mouth communication, opinion leadership.	06

Unit-6 Future of Consumer Behaviour	6.1 Future of Consumer Behaviour	06
Unit – 7 Consumer Behaviour in Indian Context	7.1 Consumer Behaviour in Indian Context.	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Readings:

(Latest Editions)

1. Balckwell; R.D., Miniard, P.W. and Engel, J.F., “**Consumer Behaviour**”, Cengage.
2. Schiffman L.G. and Kanuk L.L., “**Consumer Behaviour**”, Pearson 2011
3. Mukharjee – Consumer Behaviour, Cengage – 2011
4. Majumdar : Consumer Behaviour, PHI- 2010

Suggested Readings

1. Assel, H., “**Consumer Behaviour**”, Thomson
2. Solomon M.R., “ **Consumer Behaviour**”, PHI

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (MARKETING MANAGEMENT)

Batch 2018-20

Semester II

Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	206C
		Total Credits	03

Subject Nature: GENERIC

Course Objective:

- To make students aware about different functions of human resource management.
- To make an understanding among students about different terms closely associated with HRM.

Learning Outcome:

At the end of the course students should be able to;

1. Define HRM and understand its importance in managing diverse workforce.
2. Help students to make themselves skilled in HR function for the present day organisation.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –1 The Field of HRM	1.1 Introduction- Nature, Scope, Function and Importance of HRM 1.2 Personnel to HRM 1.3 Models of HRM-ASTD, other HRM models 1.4 Formulations and essentials of sound HR policies	10
Unit-2 Human Resource Planning	2.1 Concept and Need of HRP, Factors affecting HRP 2.2 HR planning process- Environment scanning, HR demand forecast, HR supply forecast 2.3 Requisites for successful HRP 2.4 Job design and Job analysis- Job Description and Job Specification	08
Unit-3 Recruitment and Selection	3.1 Recruitment-Concept, Factors affecting recruitment, Sources of recruitment 3.2 Selection- Concept, Selection Process, Evaluation of Selection Process 3.3 Placement and Induction.	06
Unit- 4 Training and Development of HR	4.1 Training- Concept, Importance, determine training need, types of training methods 4.2 Development- Concept, Methods, Career development and Succession Planning 4.3 Performance Appraisal- Overview, Need, Appraisal Methods, Potential Appraisal	06

	4.4 Placement Promotion and Transfer.	
Unit -5 Maintenance of HR	5.1 Job Evaluation- Concept, Objectives, Techniques 5.2 Compensation Management- Overview, Components of compensation, factors affecting compensation 5.3 Employee Incentives Schemes and Benefits 5.4 Recent trends in compensation management.	06
Unit-6 Employee Separation and Work Environment	6.1 Separation- Retirement, Layoff, Discharge, VRS 6.2 Grievance handling procedure 6.3 Quality of Work Life	05
Unit – 7 Contemporary Issues in HRM	7.1 Basics of balance score card, Six sigma 7.2 Competency mapping and learning organization 7.3 HRIS and KM	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
1. David S. Decenzo and Stephen P. Robbins, “ Personnel/Human Resource Management ”, New Delhi, Prentice Hall.		
2. Michael Armstrong, “ A Handbook of Human Resource Practice ”, London, Kogan Page.		
Suggested Readings		
1. William B. Werther Jr. and Keith Davis, “ Human Resources and Personnel Management ”, Singapore, McGraw Hill.		
2. P Subba Rao, “ Essentials of Human Resource Management and industrial Relations: Text, Cases and Games ”, Mumbai, Himalaya.		
3. Biswajeet Patanayak, “ Human Resource Management ” New Delhi, Prentice Hall India.		
4. Holloway J. Ed., “ Performance Measurement and Evaluations ”, New Delhi, Sage Publications.		
Guy V. & Mattock J., “ The New international Manager ”, London, Kogan Press.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester II			
Subject Name	MANAGERIAL ECONOMICS	Subject Code	MM-207C
		Total Credits	3
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students analyze and understand economic environment through real life examples and cases; • To develop abilities to help them apply economic concepts in business. 			
Learning Outcome:			
At the end of the course students should be able to;			
21. Define fundamental concepts of economics.			
22. Briefly analyze demands and its relationship with price and would be able to forecast the demand.			
23. Apply the concept of cost and price and relationship between them to determine the profit of the organization.			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit – 1 Introduction to Economics and Managerial Economics	1.1. Nature and scope of Managerial Economics. 1.2. Characteristic and significance of Managerial Economics. 1.3. Relationship between Managerial Economics and Economics, Operation Research, decision making, Statistics, and Accounting.		05
Unit – 2 Fundamental Concepts	2.1. Incremental reasoning, Marginal analysis, Equi-marginal utility 2.2. Time perspective of economics, Opportunity cost, Consumer surplus, 2.3. Time value of money theories- Managerial and Behavioral		08
Unit-3 Demand Analysis	3.1. Concept, Determinates and types of demand 3.2. Utility and its types, Law of Diminishing Marginal Utility 3.3. Law of Demand, Elasticity of demand-price, 3.4. Income, Cross, Advertising & price expectation 3.5. Demand forecasting		07
Unit- 4	4.1. Meaning of production, production function, short term and long term production analysis		12

Production and Cost Analysis	4.2. Isoquant curve and Isocost lines, Ridge lines 4.3. Equilibrium production, expansion path, Intro to cost 4.4. Cost function, short run and long run cost function. 4.5. Economies and diseconomies of scale. Law of supply.	
Unit -5 Pricing	5.1. Pricing, Price determination under perfect competition 5.2. Monopoly and price discrimination, Monopolistic competition 5.3. Oligopoly- kinked demand curve 5.4. Cartel formation, Price leadership	09
Unit-6 Profit	6.1. Meaning of profit 6.2. Types and theories of profit 6.3 Profit planning – Break even analysis	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Books and Suggested Readings:		
4. P. L. Mehta – Managerial Economics, Sultan Chand, New Delhi. 5. Mishra & Puri- Micro Economics –Himalayan Publishing House, New Delhi. 6. G. S. Gupta: Managerial Economics – Tata McGraw Hills, New Delhi 7. Peterson & Lewis- Managerial Economics, Princeton Hall of India, New Delhi		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2018-20			
Semester II			
Subject Name	FINANCIAL MANAGEMENT	Subject Code	MM-208C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.			
Learning Outcome: At the end of the course students should be able to: 1. Understand Concepts of Financial Management and their Application in Financial Analysis and Interpretation. 2. Use Financial Management Tools for Managerial Decision Making.			
Examination Scheme:			

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
Unit – 1 Introduction	1.1. Meaning and Objectives of Financial Management. 1.2. Scope and Functions of Financial Management. 1.3. Wealth Maximization v/s Profit Maximization. 1.4. Short Term and Long Term Sources of Finance in India.	06
Unit–2 Cost-Volume-Profit Analysis	2.1. Concept, BEP in units, BEP in Rupees, 2.2. Multiproduct BEP. 2.3. Margin of Safety. 2.4. P/V Ratio. 2.5. Relationship between Cost, Volume and Profit.	05
Unit–3 Ratio Analysis	3.1. Liquidity Ratios. 3.2. Profitability Ratios. 3.3. Leverage Ratios. 3.4. Activity Ratios. 3.5. Calculation and Interpretation of Ratios.	03
Unit– 4 Investment and Financing Decisions	4.1. Concept of Time Value of Money. 4.2. DCF and Non DCF Methods for Evaluating Projects, 4.3. Relationship between Investment and Financing Decisions, 4.4. Cost of Debt & Bonds, Cost of Preference Share, Cost of Equity, Weighted Average Cost of Capital.	06
Unit –5 Leverage Analysis	5.1. Determination of operating leverage, financial leverage and total leverage, 5.2. Leverage and Financial Distress.	06
Unit–6 Statement of Changes in Financial Position	6.1. Funds Flow Statement. 6.2. Total Resource Method. 6.3. Working Capital Method. 6.4. Cash Method. 6.5. Cash Flow Analysis.	06
Unit – 7 Capital Structure and Firms Value	7.1. Net Income Approach. 7.2. Net Operating Income Approach. 7.3. Traditional Approach. 7.4. MM Approach. 7.5. EBIT --- EPS Analysis. 7.6. ROI --- ROE Analysis.	03
Unit – 8 Dividend Decisions	8.1. Dividend Theories. 8.2. Factors Affecting the Dividend Policy. 8.3. Alternative Forms of Dividend. 8.4. Dividend Discount Model.	03

Unit – 9 Working Capital Management	9.1. Cash and Liquidity Management. 9.2. Credit Management. 9.3. Determination of Working Capital and its Financing. 9.4. CMA form for Working Capital.	02
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading: Latest Editions

1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi.
2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
3. Keown, Arthu J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education.
4. Chandra, Prasanna; Financial Management TMH, New Delhi.
5. Van Horn, James C., Financial management and Policy, Prentice Hall of India.
6. Brigaham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.
6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (MARKETING MANAGEMENT) MS5D

SEMESTER III

SUBJECT NAME	DATA ANALYTICS	SUBJECT CODE	MM301C
		TOTAL CREDITS	03

SUBJECT NATURE: INTERDICPLINARY

Course Objective:

- To familiarize participants with concepts and applications of data analytics.
- To acquaint participants with the challenges of data preparation and implementation.
- To understand and design data driven models for business decision making.

Learning Outcome:

At the end of the course students should be able to;

- To understand the role of data analytics, data mining and business analytics within an organization.
- Compute and analyze data using statistical and data mining techniques
- Design and develop process of improving the decision making (relevance and quality).

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Sessions
Unit - 1 Introduction to Data Analytics	Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.	06

<p align="center">Unit - 2 Examining Data – Exploration and Transformation</p>	<p>Creating MS- Excel sheet and performing operations on MS- Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics& summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering.</p> <p>Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XLMiner for data exploration.</p> <p>Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis</p> <p>Handling Missing values, detection and handling of Outliers using Box- Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).</p>	<p align="center">12</p>
<p align="center">Unit - 3 Data Modeling</p>	<p>Supervised and unsupervised learning, inferential and predictive statistics, data types, variables types, data normalization and preparation, partitioning of data into training, validation and test data sets,</p> <p>Data driven modelling, Introduction to regression modeling, model preparation using regression techniques, data modelling using multiple linear regression, tree regression and introduction to Logistic Regression. Decision making using data driven models.</p>	<p align="center">12</p>
<p align="center">Unit-4 Data Modeling using ANN</p>	<p>Data analytics using non-parametric, Concepts and structure of an Artificial Neural Networks (ANN), Fitting in network to data and understanding various parameters of ANN. Introduction to Support Vector Machine and Evolutionary Techniques for data analytics.</p>	<p align="center">06</p>
<p align="center">Unit - 5 Introduction to Latest Trends</p>	<p>Introduction to the latest trends in Data Analytics for business organizations - Introduction to association rule, Discovering association rules in traditional Datasets, text mining, social network analysis.</p> <p>Case study, simulations, discussion and applications in various functional areas.</p>	<p align="center">09</p>
<p align="center">TOTAL CLASSROOM CONTACT SESSIONS IN HOURS</p>		<p align="center">45</p>

Learning Resources:

- Galit Shmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications”, Wiley India, 2016 (reprint).
- Anil Maheshwari, “Data Analytics”, McGraw Hill Education, 2017
- Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)

Reference Books:

- Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition.
- Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2017-19			
Semester III			
Subject Name	BUSINESS TO BUSINESS MARKETING	Subject Code	MM 302C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objectives of this course are to expose the students to various aspects of B2B Marketing and develop abilities in market orientation.			
Learning Outcome: At the end of course students will be able to understand corporate structures and business models, the importance and effects of efficient value chains and networking, interaction between organizations and how this can be seen in a strategic perspective.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit-1	1.1. The nature and concept of B2B marketing, 1.2. difference between B2B and B2C marketing, 1.3. Market orientation, Knowing your market 1.4. Reseller marketing.		8
Unit-2	2.1 Understanding B2B marketing, Organizational Customers, Governmental agencies, Institutions, 2.2 Characteristics of organizational procurement 2.3 B2B marketing environment, The strategies for managing the B2B marketing Environment.		6
Unit-3	3.1.Organizational buying and Buyer Behaviour; Concepts and models of Organizational buying behavior, 3.2 Interpersonal dynamics of organization's purchasing behavior, Buying center involvement and interaction patterns, 3.3 Joint decision making, conflict and resolution in joint decision making, the buying committee, supplier choice and evaluation.		8
Unit- 4	4.1 The strategic planning process in B2B marketing.		3
Unit -5	5.1 Analyzing the organization market, 5.2 B2B market segmentation 5.5 Basis for Segmenting B2B markets, Target, Marketing and Positioning.		8

Unit -6	6.1 Formulating channel strategies; Marketing channel participants, Physical distribution and customer service, 6.2 Formulating the marketing communication – Personal selling, Advertising, Sales promotion and publicity.	7
Unit -7	7.1 Business Pricing; Price determinants, Pricing decisions, price policy, distribution pricing.	5
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Reading : Latest Edition

1. Robert R. Reeder, Edward G. Brierty, and Betty H. Reader. “**Industrial Marketing, Analysis, Planning and Control**”, New Delhi, Edward, PHI.
2. Krishna K. Havldar, “**Industrial Marketing**”, Tata McGraw Hill, Delhi.
3. Michael H. Morris – “**Industrial and Organizational Marketing**”, New York, Macmillan.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D			
Batch 2018-20			
Semester III			
Subject Name	RETAILING	Subject Code	MM 303C
		Total Credits	03
Subject Nature: CORE			
Option: Compulsory			
Course Objective: The course enables the students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools and techniques.			
Learning Outcome: On successful completion of this course students will be able to: <ol style="list-style-type: none"> 1. Apply a broad theoretical and technical knowledge of retail management to understand opportunities and challenges for creating excellent retailing experience. 2. Critically analyze and summarize market information to assess the retailing environment and formulate effective retail strategies. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions

Unit -1 Marketing Channels and Supply Chains	1.1 Emergence, Roles and types of marketing channels, Channel members and their characteristics, 1.2 choosing various channel options, factors affecting the choice 1.3 Supply Chain Management (SCM) – advantages gained, physical flow of merchandise, logistics of e – retailing.	8
Unit-2 Retailing	2.1 Nature and importance of retailing, wheel of retailer, 2.2 Types of retailing - ownership based, store based, non – store based, web based. 2.3 Retail management decisions 2.4 Recent trends in retailing.	9
Unit-3 Strategic Planning in Retailing	3.1 Situation analysis, objectives, Identification of consumers and positioning, overall strategy, specific activities and control.	7
Unit- 4 Identifying and Understanding Customers	4.1 Consumer demographics & lifestyle, consumer needs & desires, consumer shopping attitude, consumer decision process, retailer’s action. 4.2 Location, Operation & Merchandise Management: Trading Area Analysis, Site selection.	8
Unit -5 Operation and Merchandise Management	5.1 Trading area analysis, site selection, store formation size and space allocation, store security and credit management. 5.2 Merchandise plans – forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.	7
Unit -6 Retail Promotion	6.1 Building retail store image, atmosphere, layout planning 6.2 Retail promotional mix strategy 6.3 Retail stores sales promotional scheme.	6
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 1. Berman, Berry and Joel Evans, Retail Management. 2. Cooper, J. Strategy, Planning in Logistics and Transportation. 3. Cox, Roger and Paul Brittain, Retail Management. 4. Levy & Weitz, Retailing Management. 5. Kotler, Philip, Marketing Management.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D 2 YEAR Batch 2018-20			
Semester III			
Subject Name	PRODUCT MANAGEMENT	Subject Code	MM304C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objectives of this course are to acquire the conceptual understanding of product management and its applications for corporate growth and development.			
Learning Outcome: Upon completion of this course students will develop fundamental understanding of product management process, product life cycle and also the methods of successful product development.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit -1 Introduction to Product Management	1.1 Why product management, Relationship between marketing and product management, 1.2 Product management process, 1.3 Functions of product manager, 1.4 Role and responsibilities of product manager.		16
Unit-2 Product Life Cycle	2.1 Concept of PLC, Operationalizing the aspect of PLC concept, 2.2 PLC as a forecasting model, 2.3 PLC as guideline for marketing strategy, 2.4 Extension of PLC.		16
Unit-3 New Product Development	3.1 Characteristics of successful product development, 3.2 New product development process and organization.		8
Unit- 4 Emerging Trends	4.1 Emerging Trends in Product Management		5
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS			45
Learning Resources: Text Reading: Latest Edition 1. Majumdar, Ramanuj, "Product Management in India", PHI.			

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D Batch 2018-20			
Semester III			
Subject Name	BRAND MANAGEMENT	Subject Code	MM 305E
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: The objectives of this course are to expose the students to the concepts, techniques and strategies for managing brands in a competitive market.			
Learning Outcome: Upon completion of this course students will develop fundamental understanding of how to build, measure, and manage a brand.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT-1 Branding Concept	1.1 Marketing, Product Brand Interface, Concepts, Elements 1.2 Brand Identity, Brand Image, Personality, Brand Experience.		8
Unit-2 Brand Equity	2.1 Brand Loyalty, Brand Awareness, Perceived Quality 2.2 Brand Association and Proprietary Brand Assets.		9
Unit-3 Branding Strategies	3.1 Corporate vs. Product Branding 3.2 Brand Portfolio, Multi Brand Strategy 3.3 Brand Positioning – Repositioning, Brand Extensions.		10
Unit-4 Brand Evaluation	4.1 Managing Brand/ Performance 4.2 Financial Evaluation of Brands 4.3 Revitalizing the Brand.		10
Unit-5 Contemporary Issues	5.1 Creating Mega Brands, Retail Branding, Global Branding, Integrated Brand Promotion.		8
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
Learning Resources: Text Reading: Latest Edition 1. Kapferer, J.N., “Strategic Brand Management”, Free Press 2. Aaker, D., “Managing Brand Equity” Free Press 3. Keller, K.L., “Strategic Brand Management”, PHI. Suggested Readings 1. Moorthi, Y.L.R., “Brand Management”, Vikas			

2. Kumar Ramesh, S., “**Managing Indian Brands**”
3. Oguinn, T.C., Allen, C.T. and Semenik, R.J. Vikas, “**Advertising and Integrated Brand Management**”. Thomson.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D 2 YEAR			
Batch 2018-20			
Semester III			
Subject Name	PUBLIC RELATIONS & CORPORATE COMMUNICATION	Subject Code	MM 306E
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective:			
Public Relations course aims at building understanding about its role in informing consumers. It explains that how marketers are using the concepts of Public Relations to fight in the competitive environment. Basic objective is to build ability in students to utilize public relations concepts as “communication professionals”. The course also helps the students acquire the basics of corporate communication so as to improve understanding of corporate communication skills and ability to understand others.			
Learning Outcome:			
On successful completion of this course students will be able to:			
<ul style="list-style-type: none"> • Understand key theories of corporate communication and public relations. • Develop basic understanding of what corporate communication is, what its role in corporations is, and the different perspectives on corporate communication. 			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit -1 PR Concepts and Philosophy	1.1 Defining PR, PR in India, scope of PR, 1.2 PR and allied disciplines, 1.3 Comparison of PR, propaganda, advertising and publicity, 1.4 PR function and process		6
Unit-2 PR Research	2.1 Role of research in PR, 2.2 Various kinds of information sources, 2.3 various areas of research, PR and public opinion, 2.4 Publics of an organization – defining publics in PR, 2.5 Internal and external publics, their types and characteristics.		9

Unit-3 Tools of PR	3.1 Advertising, films, periodicals, social events, media, oral and written communication, press conference etc., 3.2 PR and writing – role and scope of writing in PR, 3.3 writing press releases, feature writing.	9
Unit- 4 Relations with Public	4.1 Media, Employees, Consumers, Middleman, Community, Government Shareholders, Financial Institutions etc.	6
Unit -5 Crisis Communication and Management	5.1 Role of PR in crisis management, 5.2 Media handling in critical times.	3
Unit -6 Corporate Communication	6.1.Evolution, definition forms, 6.2. Concepts central to corporate communication.	3
Unit - 7 Corporate Identity and Image	7.1 Definition, relevance symbolism, 7.2 Types and methods of measurement image levels, 7.3 Importance of corporate image	3
Unit-8 Organizing corporate communication	8.1 Organization of communication function, 8.2 Communication process, co-coordinating of all forms of communication, 8.3 Critical success factors in organizing corporate communication.	3
Unit - 9 Corporate Identity Programme	9.1 Corporate identity policy planning, problem analysis. 9.2 Determining the image of organization.	3
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Reading: Latest Edition

1. Balan, K.R. (2003). Applied Public Relations and Communication, New Delhi Sultan Chand and Sons. Third Revised Edition.
2. Back, S. (2003). Practical Public Relations, New Delhi Universal Book Stall. Fourth Edition.
3. Cood, S., Customer Care, II Ed., Cogan Page, 120, Poutonvile Road, London.
4. Brown, S.A., Strategic Customer Care, John Wiley & Sons.
5. Cees B.M. van Reil (1995). Principles of Corporate Communication, Great Britain, Prentice Hall.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D Batch 2018-20			
Semester III			
Subject Name	CUSTOMER RELATIONSHIP MANAGEMENT	Subject Code	MM 307E
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: The objective of this course is to introduce customer centric operations, process and implications of CRM.			
Learning Outcome: Upon completion of this course, students will have achieved the following: Knowledge based outcomes: An understanding of the concept of customer relationship management. An understanding of the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit -1 Introduction	1.1 Evolution of CRM, Customer satisfaction, Customer Loyalty, Customer experience, 1.2 Paradigm shift in marketing, Relationship Marketing, CRM, e-CRM 1.3 Significance and benefits of CRM to different business organizations and customers.		7
Unit-2 Concepts of CRM	2.1 Concept of Customer Lifecycle, Lifecycle Stages, Customer Lifecycle Management, 2.2 Customer Lifetime Value Assessment, 2.3 Customer – Product Profitability Analysis. 2.4 Consumer Behaviour theories and CRM		8
Unit-3 CRM Process	3.1 CRM Model, System approach to CRM, 3.2 CRM process, Objectives, Customer Segmentation, Customer Database 3.3 Strategy Formulation, Infrastructure Development, Designing System, Core processes, 3.4 Developing People, Customer retention, Recovering lost customers, Terminating Relationships.		10
Unit – 4	4.1 Concept, Level of experience 4.2 Determinants of consumer experience,		7

Customer Experience	4.3 Benefits to organization.	
Unit- 5 Database Management	5.1 Information Management for customer acquisition, retention, attrition, and defection, 5.2 Data warehousing, Data mining.	4
Unit -6 CRM Technology	6.1 Hardware, Software, Web portals, Call Centers, IT enabled business solutions.	5
Unit -7 Measuring CRM Effectiveness	7.1 CRM Metrics – Financial and Non-financial measures. 7.2 Balanced scorecard.	4
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources:		
Text Reading: Latest Edition		
1. Sheth, J.N., Parvatiyar, A. and Shainesh, G., “ Customer Relationship Management ”. THM.		
2. Kincaid, J.W., “ Customer Relationship Management: Getting it right ”, Prentice Hall.		
3. Sheth, J.N. and Parvatiyar, A., “ Handbook of Relationship Marketing ”, Sage Publication.		
4. Chaturvedi, M. and Chaturvedi A., “ Customer Relationship Management – An Indian Approach ”, Excel Books.		
5. Sugandhi, R.K., “ Customer Relationship Management ”, New Age International Pub.		
6. Mohamed, H. P. and Sagadevan, A. “ CRM – A Step By Step Approach ‘, Vikas		
7. Greenberg, P., “ CRM at the speed of light ”, THM.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D			
Batch 2018-20			
Semester III			
Subject Name	GLOBAL MARKETING	Subject Code	MM 308E
		Total Credits	03
Subject Nature: Elective			
Course Objective:			
The objectives of this course are to help the students to gain an understanding of concept of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.			

Learning Outcome:

Upon completion of this course, students will be able to...

- Assess current issues in global marketing.
- Assess the future of global marketing.
- Identify and explain the variables involved in selecting pricing strategy in the global marketplace.
- Analyze global value chains.
- Develop competitive strategies by addressing global competitive analysis, global market entry strategies and global sourcing strategies.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
UNIT -1 International Marketing	1.1 Basis of International Trade, 1.2 Theories of International Trade, (Absolute Advantage, Comparative Advantage and Factor Endowment Theory) 1.3 Difference Between Domestic, International, Multinational, Global Markets, EPRG Framework	8
Unit-2 Scanning of International Environment	2.1 Social, Political, Legal, Economic	4
Unit-3 Factors Affecting International Trade	3.1 Methods of Entry, 3.2 Types of Regional Agreements, Role of IMF and WTO in International Trade.	5
Unit- 4 Foreign Trade Policy	4.1 EXIM Policy 2002-2007 Salient Features. 4.2 Export Documentation and Procedure and Institutional Support for export promotion in India.	6
Unit -5 Product	5.1 Identify New Products, International Product Planning, Product Design Strategy, Product Elimination, 5.2 Adoption and Diffusion of New Products.	7
Unit -6 Pricing Strategy	6.1 Factors Affecting International Prices, 6.2 Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and Its Impact on Pricing, High Sea Pricing.	4
Unit -7 Distribution System for International Markets	7.1 Direct & Indirect Channels, 7.2 Factors Affecting International Channel, International Channel Management, 7.3 Whole selling and Retailing.	7

Unit -8 Promoting Products / Services in Overseas Markets	8.1 Perspective of International Advertising, 8.2 Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self – Regulation.	4
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources:		
Text Reading: Latest Edition		
<ol style="list-style-type: none"> 1. W.J. Keegan – “Global Marketing Management”, New Delhi, PHI. 2. Sack Onkvisit and John J. Shaw. “International Marketing Analysis and Strategies”, PHI 3. Subhash S. Jain, “International Market Management” Delhi, CBS Publishers Distributors 		
Suggested Readings		
<ol style="list-style-type: none"> 1. M.R. Czinkota and Ronkainen, “International Marketing”, Dryden Forthworth 1998. 2. S.J. Poliwoda, “International Marketing”, New Delhi, Prentice Hall of India. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D 2 YEAR			
Batch 2018-20			
Semester III			
Subject Name	MARKETING INNOVATION MANAGEMENT	Subject Code	MM 309E
		Total Credits	03
Subject Nature: Elective			
Course Objective:			
<ul style="list-style-type: none"> • To understand the commercialization and marketability of innovations. • To channelize every stage in the evolution of an innovation such that it has maximum marketability. 			
Learning Outcome:			
<ul style="list-style-type: none"> • To understand the different stages of an innovation. • To apply marketing concepts, strategies and tools for making innovative products and services commercially viable. 			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			

Course Contents		Class Room Contact Sessions
Unit -1 Understanding Innovations	1.1 What is an innovation? Types of innovations: Product innovation, Process innovation, Organizational innovation, Management innovation, Production innovation, Commercial & Marketing innovations, Price innovations. 1.2 Innovation and Market need 1.3 Handling FUD factors (Fear, Uncertainty , Doubt) 1.4 Scanning the external environment for assessing the present and future demand.	11
Unit-2 Innovation Strategies	2.1 Market based view, Resource based view 2.2 Linear Models (Technology Push, Market Pull), Simultaneous Coupling model, Interactive Model, Network Model, Open Innovation Concept. 2.3 New Product Development Phases Idea Phase: Idea Generation and Screening, Concept Phases (Concept Development, Concept Testing & Business Analysis)Labeling Phases	9
Unit-3 Technology and Product Management	3.1 Technology identification and mapping 3.2 Product/Service architecture, Functional elements, technical specifications, Level of the innovative product/ services 3.3 Product standardization 3.4 Intellectual property considerations.	7
Unit- 4 Pricing and Distribution Decisions	4.1 Attaining Marketing objectives through price at each level of Product Life Cycle 4.2 3 Cs of a successful pricing strategy: Cost – Competition - Customers 4.3 Distribution Channel design and management. 4.4 Direct and indirect channels, types of intermediaries, evolution in channel structure over the technology life cycle. 4.5 Channel management and performance. 4.6 Distribution through e – commerce websites	12
Unit -5 Marketing Communication	5.1 Consumer decision making with respect to new products, CAB models 5.2 IMC; Choice of media; Media mix. 5.3 Internet advertising and promotion.	6
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
Learning Resources: Text Reading: LatestEdition Jakki J. Mohr, SanjitSengupta, Stanley F. Stater (2009). Marketing of High-technology Products and Innovations. Referral Material: Ruth Maria Stock and Nicolas Andy Zacharias (2011). Patterns and Performance Outcomes of Innovation Orientation. Journal of Product Innovation Management 15(2), 124-135.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D 2 YEAR			
Batch 2018-20			
Semester III			
Subject Name	SOCIAL MARKETING	Subject Code	MM 310E
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: The objectives are to focus the student's attention on use of modern marketing techniques to influence behavior of individuals or groups towards social and public welfare, and to measure and improve its efficiency.			
Learning Outcome: After studying this course, students will be able to: <ul style="list-style-type: none"> • Understand the meaning and nature of social marketing. • Analyse social marketing problems and suggest ways of solving the problems. • Recognise the range of stakeholders involved in social marketing programmes and their role as target markets. • Able to use social marketing platforms. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit -1	1.1 Social Marketing; Definition, Evolution and growth 1.2 Steps of social marketing. 1.3 Examples of Social Marketing.		9
Unit-2	2.1 Leading case studies of social marketing in spheres of Health, Environment, Social and Economic Empowerment. Relation of Social Marketing with other e-platforms. 2.2. Appropriate usage of social marketing platforms: Increasing awareness, escaping from social marketing platforms and usage of social media platforms.		9
Unit-3	3.1 Analyzing Social Marketing, Research options, Selection of Purpose and Conducting Situation Analysis.		9
Unit- 4	4.1 Social Marketing: Segmentation, Targeting and positioning, Setting of objectives and Goals. 4.2 Strategies driven by 4Ps- Packaging, Pricing, Promotion and Placement. 4.3. Relation of Social Marketing with other organization and managerial domain.		9

	4.4. Contemporary Social Media Models and expected changes.	
Unit -5	5.1 Managing Social Marketing: Monitoring and Evaluation Plan.5.2 Establishment of Budgets and Sourcing of Funding, 5.3 Drafting Implementation Plan and Ethical Aspects. 5.4. Government policy on social media platforms: evolution to implementation..	
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 1. Sameer Deshpande and Nancy R. Lee, “ Social Marketing in India ”, Sage Publications. Suggested Readings 1. Philip Kotler and Nancy R. Lee, “ Social Marketing Influencing Behaviors for Good ”, Third Edition. Sage Publications.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D 2 YEAR Batch 2017-19			
Semester IV			
Subject Name	STRATEGIC MANAGEMENT	Subject Code	MM 401C
		Total Credits	03
Subject Nature: GENERIC			
Course Objective: This is a top-level management course, and the objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long-run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.			
Learning Outcome: Upon completion of this course students will be able to understand, and apply the strategic management process to analyze and improve organizational performance.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions

Unit -1	1.5 Meaning, Need and Process of Strategic Management; 1.6 Business Policy, Corporate Planning and Strategic Management; 1.7 Single and Multiple SBU organizations; 1.8 Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioural; 1.9 Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; 1.10 Interpersonal, Informational and Decision Roles of a Manager.	9
Unit-2	2.1 Mission, Business Definition and Objectives; 2.2 Need, Formulation and changes in these three; 2.3 Hierarchy of objectives, Specificity of Mission and Objectives.	6
Unit-3	3.1 SWOT Analysis: General, Industry and International Environmental Factors; 3.2 Analysis of Environment, Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP) 3.3 Internal Strengths and Weaknesses; 3.4 Factors affecting these; Techniques of Internal Analysis; 3.5 Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).	6
Unit- 4	4.1 Strategy Alternatives: Grand Strategies and their sub strategies; 4.2 Stability, Expansion, Retrenchment and Combination; 4.3 Internal and External Alternatives; 4.4 Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; 4.5 International Strategy Variations.	6
Unit -5	5.1 Strategy Choice Making: Narrowing the choices; 5.2 Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; 5.3 Contingency Strategies; 5.4 Prescriptions for choice of Business Strategy; Choosing International Strategies.	6
Unit -6	6.1 Strategy Implementation: Implementation Process; 6.2 Resource Allocation; 6.3 Organizational Implementation; 6.4 Plan and Policy Implementation; 6.5 Leadership Implementation; 6.6 Implementing Strategy in International Setting.	6
Unit -7	7.1 Strategy Evaluations and Control: Control and Evaluation Process; 7.2 Motivation to Evaluate; 7.3 Criteria for Evaluation; 7.4 Measuring and Feedback; 7.5 Evaluation and Corrective Action.	6
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:**Text Reading:** Latest Edition

1. Lawrence R. Jauch and William F. Glueck, "Business Policy and Strategic Management", McGraw Hill Book Co., New York,
2. Glen Boseman and Arvind Phatak, "Strategic Management : Text and Cases " , John Wiley and Sons, Singapore, 1989
3. Daniel J. McCarthy, Robert J. Minichiello, and Joseph R. Curran, "Business Policy and Strategy" Richard D. Irwin, AITBS, New Delhi, 1988
4. Roanld C. Christenesen, Kenneth R. Andrews and Joseph L. Bower, "Business Policy – Text and Cases " , Richard D. Irwin, Inc., Illinois, 1978
5. AzhaKazmi, "Business Policy", Tata McGraw Hill, New Delhi, 1999.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D 2 YEAR			
Batch 2017-19			
Semester IV			
Subject Name	BUSINESS LAW	Subject Code	MM 402C
		Total Credits	03
Subject Nature: INTERDISCIPLINARY			
Course Objective: The objectives of this course are to acquaint the student with various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.			
Learning Outcome: Upon completion of this course students will be able to understand important legal concepts affecting business and will also be able to identify and resolve many legal issues that arise in business environment.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions

Unit -1 The Indian Contract Act, 1872	1.11 Essentials of a valid contract, void and voidable agreements, 1.12 Performance of contracts, 1.13 Breach of a Contract and its remedies, QuasiContracts.	6
Unit-2 The Sales of Goods Act, 1930	2.4 Formation of a Sales Contract.	3
Unit-3 The Negotiable Instrument Act, 1881	3.5 Nature and Types, 3.6 Negotiation and Assignment, 3.7 Holder in due course, Dishonor and Discharge and Negotiable Instruments.	6
Unit- 4 The Companies Act,2013	4.7 Types of companies, Memorandum and Article of Association, 4.8 Shareholders and Debenture holders, 4.9 Minority Protection, 4.10 Winding up.	9
Unit -5 Law of Insurance	5.4 Concept and guideline of marine, fire, life insurance policy.	6
Unit -6 Law of Intellectual Property	6.1 Law of Intellectual Property.	3
Unit -7 Consumer Protection Act	7.1 Consumer rights, exploitation of consumer, 7.2 consumer protection, utility of consumerism,	3
Unit - 8 I D & R Act	8.1 Regulation of scheduled industries powers of IDRA. 8.2 Industrial licensing.	3
Unit -9 FEMA	9.1 Features, contravention and penalties, evaluation.	3
Unit -10 SEBI	10.1 Objective, powers and function, guidelines - for investor's protection, new issue and stock exchange	3
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Reading: Latest Edition

1. Chawala and Garg, Mercantile Law, New Delhi, Kalyani Publications, 1999.
2. M.C. Shukla, A Manual of Mercantile Law, New Delhi, S. Chand & Co. Ltd., 1999.
3. S.K. Mishra and V.K. Puri, Economic Environment of Business, New Delhi, Himalaya Publishing House, 2000.
4. Francis Cherunilam, Business Environment, New Delhi, Himalaya Publishing House, 8th Ed.,

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D Batch 2017-19			
Semester IV			
Subject Name	SERVICES MARKETING	Subject Code	MM 403C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of this course is to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.			
Learning Outcome: On completion of the course, students will be able to: <ul style="list-style-type: none"> • Develop familiarity with the concepts of Services Marketing • The characteristics of services that affect customer experience. • Enhance their abilities to apply service marketing strategies in various and specific marketing situations. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit - 1 Services	1.1 Service Sector and Economic Growth, 1.2 Service Concept, Characteristics and Classification of Service.		8
Unit-2 Challenges in Service Marketing	2.1 Strategic issues in Service Marketing; Segmentation, 2.2 Differentiation and Positioning of Services.		9
Unit- 3 Marketing Mix in Service Marketing	3.1 Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.		8
Unit-4 Designing of Service Strategy	4.1 Service Management Process; Internal, External and Interactive Marketing Strategies.		5

Unit -5 Managing Service Quality and Productivity	5.1 Concept, Dimensions and Process; 5.2 Service Quality Models (Gronnos and Parsuraman), Applications and Limitations, Productivity in Services.	8
Unit -6 Applications of Service Marketing	6.1 Marketing of Financial, Hospitality, Health, Educational and Professional Services, 6.2 Marketing for Non – Profit Organizations and NGOs.	7
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 1. Christopher H. Lovelock, Jochen Writz, Jayanta Chatterjee, “ Services Marketing ”, New Delhi: Prentice Hall of India, Latest Edition. Suggested Readings 1. Ravi Shankar, “ Services Marketing ”, New Delhi, Global Press. 2. V. A. Zeithamal and M. J. Bitner, “ Service Marketing: Integrating Customer Across the Firm ”, Mc Graw Hill.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D Batch 2017-19			
Semester IV			
Subject Name	INTEGRATED MARKETING COMMUNICATIONS	Subject Code	MM 404C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objectives of this course are to provide insights into the realities of marketing communications, and imparting knowledge and developing skills to manage integrated marketing communications campaign.			
Learning Outcome: At the end of the course student will be able to: <ul style="list-style-type: none"> • Analyze and respond appropriately to key issues in marketing communications within a given context; • Determine and evaluate marketing information required to plan and manage integrated marketing communications campaigns. 			

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
UNIT - 1 Foundations of IMC	1.1 Promotion Mix, 1.2 Shift from marketing communications to IMC 1.3 An overview of IMC, Growth of IMC, Element of IMC, Role of IMC in the marketing process.	6
Unit-2 IMC Partners	2.1 Participant in IMC, 2.2 Role of advertising agencies, Media partners and other marketing communications agencies.	3
Unit-3 IMC Campaign Planning	3.1 Marketing Communication Models, 3.2 IMC planning process, Key issues, Strategies	4
Unit- 4 Advertising Strategy	4.1 Advertising campaign, Product market analysis, Setting advertising objectives, DAGMAR approach, 4.2 Budgeting, Creative strategy, Media strategy, Media planning and media scheduling, 4.3 Copy design and development, Advertising appeals, Message format, Copy writing, Script and Story Board.	6
Unit -5 Sales Promotion Strategy	5.1 Role of Sales promotion, 5.2 Trade promotion and consumer promotion, 5.3 Sales promotion and other IMC tools.	6
Unit -6 Public Relations and Corporate Communications	6.1 The PR process, Public and PR tools, 6.2 Corporate communications	5
Unit -7 Direct and Interactive Marketing	7.1 Database, Catalogue, Telemarketing, Mobile Marketing, Internet marketing.	3
Unit -8 Personal Selling	8.1 The role of personal selling in IMC, 8.2 Personal Selling process	5
Unit – 9 Experiential Marketing	9.1 Events, Sponsorship, and Designing environment.	3
Unit – 10 Measuring IMC Effectiveness	10.1 Pre and post launch effectiveness, 10.2 Quantitative and qualitative techniques.	4
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45

Learning Resources:**Text Reading:** Latest Edition

1. Belch, G.E., Belch, M.A., and Purani, Keyoor, **Advertising and Promotion- An Integrated Marketing Communications Perspective**, Tata McGraw Hill, New Delhi.
2. David A. Aaker, Rajeev Batra and John G. Meyer. **“Advertising Management”**, New Delhi. PHI
3. Clow, K.E. and Baack, D., **Integrated Advertising, Promotion, and Marketing Communications**, Pearson, New Delhi.
4. Shah, K. and D’Souza, A., **Advertising and Promotion – An IMC Perspective**, Tata McGraw Hill, New Delhi.
5. J. Thomsas Russel and W. Ronald Lane. **“Kleppner’s Advertising Procedure”**, New Delhi, PHI.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D			
Batch 2017-19			
Semester IV			
Subject Name	DIGITAL MARKETING	Subject Code	MM 405C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
The course aims at developing an understanding of Digital Marketing and the various processes associated with it.			
Learning Outcome:			
The students will develop the expertise required to evaluate, analyse and create digital marketing and digital communication campaigns, digital advertising, e-business and web marketing.			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit-1 Principles and Drivers of New	1.1 Digital media industry- Reaching Audience through Digital Channels 1.2 Traditional and Digital Marketing 1.3 Introduction to online marketing Environment 1.4 Dotcom Evolution, Internet Relationship,		10

Marketing Environment	1.5 Business in modern economy, 1.6 Integrating e - Business to an existing Business Model 1.7 Online Marketing Mix – Mobile Marketing – Digital Signage.	
Unit-2 Purchase Behaviour of Consumers in Digital Marketing Format	2.1 Online Customer Expectations, Online B2C Buying Process 2.2 Online B2C Buying Behaviour 2.3 Website Designing, Website content 2.4 Forms of Search Engines, Working of Search Engines, Revenue Models in search engine positioning – SEO – Display Advertising – Trend.	8
Unit-3 Product Attributes and Web Marketing Implications	3.1 Augmented Product Concept – Customizing the Offering 3.2 Dimensions of Branding Online - Internet Pricing Influences – Price and Customer Value – Online Pricing Strategies and Tactics 3.2 Time based online pricing - Personalized Pricing – Bundle Pricing	8
Unit- 4 Internet Enabled Retailing	4.1 Turning Experience Goods into Search Goods – 4.2 Personalization through Mass Communication – Choice Assistance – Personalized Messaging 4.3 Selling through online intermediaries – Direct to Customer interaction – online channel Design for B2C and B2B Marketing.	9
Unit- 5	5.1 Integrating online communication to IMC Process 5.2 Online Advertising – Email marketing – Viral Marketing – Affiliate Marketing 5.3 Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-created Content Management 5.4 Interactive Digital Networks 5.5 Customer Led Marketing Campaigns 5.6 Legal and Ethical Aspects related to Digital Marketing	10
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 2. Smith PR Chaffey Dave, e-Marketing Excellence: The Heart of e –Business, Butterworth Heinemann, USA 3. Strauss Judy, e-Marketing, Prentice Hall, India.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D Batch 2017-19			
Semester IV			
Subject Name	RURALMARKETING	Subject Code	MM 406E
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: The objectives of this course are to expose the students to various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.			
Learning Outcome: At the end of this course, students will be able to: <ul style="list-style-type: none"> • identify the differences between rural marketing and urban marketing • understand problems in rural marketing • define rural marketing. 			
ExaminationScheme: Thefaculty memberwillaward internalmarksoutof40basedonthreeassessmentsof20markseach,of whichbesttwowillbeconsidered.Theendsemesterexaminationwillbeworth60marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit - 1 Rural Marketing	1.4 Nature Definition, Scope, Importance, Challenges and Opportunities in India 1.5 Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution and use, development programs, infrastructure, communication media, credit availability, local requirements. 1.6 Rural Market: Size & Structure, Segmentation of Indian Rural Market 1.7 Rural & Urban Market: A Comparative Analysis	12	
Unit-2 Rural Marketing Research	2.1 Rural Consumer Behaviour 2.2 Market Research (with special reference to seeds, fertilizers, farm equipment, new techniques, agricultural outputs and other services) 2.3 Product and Service Marketing in Rural India: Rural Marketing Mix, Product planning 2.4 New product development in Rural Markets, 2.5 Brand management in Rural Market and Communication Media & message 2.5 Distribution channels: Rural Retail Channel Management	13	

Unit-3 e – Rural Marketing	3.1 e – Choupal Model of ITC, 3.2 IT for Sustainable Rural Development and e – Governance in Rural Market 3.3 Corporate Sector in Agribusiness: Cultivation, Processing & Retailing Organized Rural Retaining	11
Unit - 4 Social Marketing	4.1 Corporate Social Responsibility and Rural Marketing 4.2 Consumer Education and Consumer Movement in Rural India. 4.3 Role of government in Rural Marketing. 4.4 Role of NGO's in Rural Marketing.	9
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 8. Dogra, Guhman Rural Marketing 1 st Tata McGraw Hill. 9. Krishnamacharyulu & Ramakrishnan, "Rural Marketing", Pearson Education. Suggested Readings: 1. Samiudin & Rehman, "Rural Marketing", National Publishing House. 2. Rajagopal, "Indian Rural Marketing", Rawat Publisher. 3. Sukhpal Singh, "Rural Marketing Management", Vikas Pub.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D 2 YEAR			
Batch 2017-19			
Semester IV			
Subject Name	DIRECT AND EVENT MARKETING	Subject Code	MM 407E
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: The objectives of this course are to expose students to various aspects of rural, event and direct marketing as an integral part of marketing management, and develop an understanding of rural, event and direct marketing.			
Learning Outcome: Upon the successful completion of this course students will be able to understand basic concept of Direct and Event marketing along with various methods and strategies associated with it.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			

Course Contents		Class Room Contact Sessions
Unit –1	1.14 Direct Marketing – Concept, growth & benefits, Limitations 1.15 Variants of Direct Marketing – Main Tasks – lead generation, customer acquisition, development and retention. 1.16 The key principles of targeting, interaction 1.17 Catalysts of change in modern marketing- from distance selling to interactive marketing. 1.18 Direct marketing in real time – interactive marketing, 1.19 Direct marketing vs. Marketing through channels 1.20 Traditional methods of Direct Marketing; a) Telemarketing b) Multi-level marketing (MLM) c) Personal selling d) Automatic vending machines e) Exhibition – Trade fares f) Catalogue marketing g) Direct Mail h) Company showrooms.	9
Unit-2	2.1 Technology that enables Direct Marketing: Core marketing technology components, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact center applications. 2.2 Customer data, Different types, its value and management. 2.3 The impact of Databases – Consumer and Business Mailing Lists – Data fusion – Marketing research and the customer database – setting up a customer database – structure, function.	6
Unit-3	3.1 Differences between direct marketing media and non-direct media 3.2 Unique characteristics of addressable media (direct mail, email, fax, phone, SMS) – lists, costs, duplications, privacy – Press, inserts and door-to-door – formats, costs and response.	6
Unit- 4	4.1 Technology mediated marketing channels- interactive TV, mobile and SMS – the advances in digital marketing – Automatic Vending machines – Kiosk marketing direct mailing – Direct Response Methods – Home shopping/ teleshopping network–Creating Direct Mail Advertising – Online web advertising and email/ permission marketing.	6
Unit -5	5.1 Understanding Project Management – resources – activities- risk management – delegation – project selection – role of the event manager. 5.2 Conducting market research – establishing viability – capacities – costs and facilities - plans – timescales – contracts. 5.3 Clarity – SWOT analysis - estimating attendance – media coverage – advertising – budget – special considerations – evaluating success.	6
Unit -6	6.1 Crisis planning – prevention – preparation – provision – action phase – handling negative publicity – structuring the plan. 6.2 Different types of sponsorship – definition – objectives – target market – budget – strategic development – implementation – evaluation.	6

	6.3 Purpose - venue - timing – guest lists - invitations – food & drink – room dressing – equipment – guest of honor – speakers – media – photographers – podium - Exhibition.	
Unit -7	7.1 Types of advertising – merchandising – give away – competitions – promotions – websites and text messaging. 7.2 Media invitations – photo-calls – press releases – TV opportunities – radio interviews. Flayers – posters – invitations – websites – newsletters – magazines – blogs – tweets. 7.3 Celebrity endorsement – Ministerial/Presidential Visits – Security – personal image issues. 7.4 Staff recruitment and training – health and safety issues- insurance – licenses and permission. Budget – cost of event – return on investment – media coverage – attendance - feedback.	6
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources:		
Text Reading: Latest Edition		
1. S.S Gaur and S. V. Saggre, “ Event Marketing & Management ”, Vikas Publishing House.		
2. Mary Robert, “ Direct Marketing Management ”, London: Prantice Hall.		
3. Gordon Lewis, “ Direct Marketing Strategies and Tactcs ”, New Delhi.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5D 2 YEAR			
Batch 2017-19			
Semester IV			
Subject Name	MARKETING MODELS	Subject Code	MM- 408E
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective:			
The objectives of this course are to expose the students to various models of marketing as an integral part of marketing management and developing abilities to apply these models in real marketing situations.			
Learning Outcome:			
On completion of the course, students will be able to:			
•Develop familiarity with various marketing models			
•Enhance their abilities to apply marketing models in specific marketing situations.			

ExaminationScheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
Unit –1 Marketing Models	1.1 The 4 P's Marketing Model ,The 4 C's Marketing Model, Keller's Brand Equity Model , The STP Model 1.2 7 P's of marketing mix, USP (Unique Selling Proposition)model, BCG model, Brand positioning map, CLV (Customer Lifetime Value) model, Ansoff's model, Loyalty ladder model, PESTLE model, Porter's 5 force model, Diffusion innovation model, PR Smith's SOSTAC model.	9
Unit-2 Advertising Models	2.1 The AIDA model, The DAGMAR model, Ehrenburg model, DRIP model, David Bernstein's VIPS checklist model, DMP model, PLC model, MECCAS model.	9
Unit-3 Marketing Decision Models	3.1 Marketing Decision Models: Boxes and arrow model, Graphical model, Mathematical model, Descriptive & normative model.	9
Unit- 4 Pricing Model	4.1 Cost based model, Value model, Freemium model, Portfolio model, Volume pricing model, Razor blade model, Feature pricing, Screening model, Process model, Resource allocator model	9
Unit -5 Digital Marketing Models	5.1 Audit Models <ul style="list-style-type: none"> • Forrester's 5Is • Lauterborn's 4Cs • Ten C's of Marketing 5.2 Planning models <ul style="list-style-type: none"> • 6Cs of customer motivation • Hofacker's 5 stages of information processing • RACE planning • Technology acceptance model 5.3 Strategy models <ul style="list-style-type: none"> • 4Cs for marketing communications • McKinsey's consumer decision journey • The Honeycomb model 	9
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
Learning Resources:		
Text Reading: Latest Edition of Web Materials		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) 2 YEAR			
Batch 2017-19			
Semester IV			
Subject Name	MARKETING OF FINANCIAL SERVICES	Subject Code	MM 409E
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.			
Learning Outcome: Upon successful completion of this course students will be able to be able to: 1. understand the distinctive characteristics of financial services; 2. Identify the problems and issues in marketing of financial services; 3. Apply the marketing framework for developing a marketing strategy for financial services.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit - 1 Introduction to Indian and Global Financial System	1.1 Structure and Characteristics. 1.2 Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). 1.3 Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, 1.4 Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's. 1.5 Introduction to Financial Institutions: SFC's & DFI's, their importance & scope (IDBI, IFCI, SIDBI).		6
Unit - 2 Financial Services	2.1 Nature and Scope of Financial Services, 2.2 Fund based and fee based services. 2.3 Marketing Efforts and Strategies.		3
Unit - 3 Mutual Fund	3.1 Concepts, types of mutual funds- income, growth and balance funds, 3.2 Advantages, and disadvantages, exit and entry load.		6

	3.3. Marketing Efforts and Strategies.	
Unit - 4 Leasing	4.1 Meaning, concept and comparison, 4.2 Types of lease, financial evaluation of lease. 4.3. Marketing Efforts and Strategies.	6
Unit - 5 Hire Purchase	5.1 Concepts, Taxation aspects of hire purchase, 5.2 Consumer credit, financial evaluation of hire purchase. 5.3 Marketing Efforts and Strategies.	6
Unit - 6 Factoring and Forfeiting	6.1 Concepts, types, mechanism, 6.2 Advantages, disadvantages. 6.3 Marketing Efforts and Strategies.	6
Unit - 7 Banking Services	7.1 Concept, Types, 7.2 Structure and their Significance. 7.3 Marketing Efforts and Strategies.	6
Unit - 8 Credit Cards	8.1 Concepts, operational procedure, 8.2 Advantages, disadvantages. 8.3 Marketing Efforts and Strategies.	3
Unit - 9 Venture Capital Finance	9.1 Concepts, Procedure, and Importance 9.2. Marketing Efforts and Strategies..	3
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Readings

1. M.Y. Khan, "Financial Services", Tata McGraw Hill, 2000.
2. B.S.Bhatia, G.S.Batra, "Management of Capital Markets, Financial Services and Institutions", Deep and Deep Publications, 2000.
3. Verma J.C., "Credit Rating: Practice and Procedure", Delhi: Bharat Law House Pvt., Ltd.

Suggested Readings

1. Machiraju H.R., "Merchant Banking", New Age International Pub.Ltd., Wiley Estern Ltd.
2. J.C.Verma, "Venture Capital Finance In India", Response Books, 1997.
3. Dr.Brahmaiah, "Lease Financing", Himalaya Publication, first edition 1998.
4. B.S.Bhatia, G.S.Batra, "Management of Financial Services", Deep and Deep Publications 1996.
5. O.S.Gupta, "Insurances", References to L.I.C.

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore



Syllabus

**M.B.A. (HUMAN
RESOURCE) 2 Year**

Semester – I TO IV

2018 - 20



Institute of Management Studies

Demonstrate the knowledge of basic concepts and theories of management to solve corporate problems using the available resources.

Identify business opportunities so that students go for new start ups.

Apply reasoning informed by the contextual knowledge to make the organization and the society prosper.

Work ethically in the organizations and have a strong value system.

Work effectively as an individual, and as a member or leader in various teams in various organizational settings.

Have a sound communicate with all the stakeholders.

Engage in life-long learning .

Batch 2018-20

Sub Code	Subject	
HR101C	Fundamentals of Management	
HR102C	Quantitative Methods	
HR103C	Business Accounting	
HR104C	IT For Business Applications	
HR105C	Business Communication	
HR106C	Business Ethics and Management by Indian Values	
HR107C	Organizational Behaviour – I	
HR108C	Human Resource Management	
HR109C	Comprehensive Viva-voce	

Semester – III

Sub Code	Subject	
HR301C	Business Law	
HR302C	Compensation and Reward Management	
HR303C	HR Planning And Audit	
HR304C	Managerial Economics	
HR305E	International HRM	
HR306E	Training and Development	
HR307E	Managerial Counselling	
HR308E	Entrepreneurship	
HR309E	Operations Management	
HR310E	Change Management	
HR311C	Comprehensive Viva-voce	

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Human Resource)

Batch 2018-20

Semester – II

Sub Code	Subject	
HR201C	Organisational Behaviour – II	
HR202C	Human Resource Development	
HR203C	Business Process Transformation and HRM	
HR204C	Labor Laws - I	
HR205C	Managerial Economics	
HR206C	Marketing Management	
HR207C	Research Methodology	
HR208C	Operations Research	
HR209C	Comprehensive Viva-voce	

Semester – IV

Sub Code	Subject	
HR401C	Strategic Human Resource Management	
HR402C	Organizational Development	
HR403C	Social Legislation For Indian Managers	
HR404C	Service Marketing	
HR405E	Human Resource Information Systems	
HR406E	Performance Management	
HR407E	Conflict And Negotiation Process	
HR408E	Knowledge Management	
HR409E	Project Management	
HR410E	Developing Leadership	
HR411C	Major Research Project/ Decision Making Skills	
HR412C	Comprehensive Viva-voce	

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (HUMAN RESOURCE) MS5E

Semester I
Batch 2018-20

Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	HR-101C
		Total Credits	03

Subject Nature: GENERIC

Course Objective:

- To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases;
- To provide the necessary foundation for all other courses based on management practices across the world

Learning Outcome:

At the end of the course students should be able to;

1. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.
2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems
3. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Management Concept and Theories	1.1 Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	07
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.	08
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model 3.5 Planning & Forecasting.	08
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & Decentralization, Delegation.	09
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	08
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management" New Delhi, Tata McGraw Hill, Latest Edition.

R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition.

Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition.

Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition.

Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I Batch 2018-20			
Subject Name	QUANTITATIVE METHODS	Subject Code	HR-102C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			

Course Objective:

- To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases;
- To provide the necessary foundation for all other courses.

Learning Outcome:

At the end of the course students should be able to;

1. Interpret the data to get solutions to the problems in the corporate world.
2. Classify, present the data as per the requirements of the practicing managers.
3. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision making and control.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Sets, Functions, and Progressions	1.1 . Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)	08
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input/Output analysis.	07
Unit-3 Introduction to Statistics	a. Introduction to Statistics: b. Introduction to Measurement of Central Tendency c. Introduction to Measurement of Variations	06
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye’s Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications	08
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson’s and Spearman’s Coefficient), 5.2 Methods of computing simple regression.	06
Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations	06
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading: Latest Editions

1. J.K. Sharma, “**Mathematics for Management and Computer Applications**”, New Delhi, Galgotia Publication,
2. S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India.

4. S. P. Gupta, "**Statistical Methods**", New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, "**Statistics: Theory, Methods and Applications**", New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "**Fundamentals of Statistics**", Allahabad: Kitab Mahal.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
SEMESTER I Batch 2018-20			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	HR-103C
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance. 2. Finalize Accounting Statements of Individuals. 3. Understand basic of Cost Accounting and related decision criteria. 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –I Introduction to Accounting	<ol style="list-style-type: none"> 1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit. 	08	
Unit-2 Accounting Cycle	<ol style="list-style-type: none"> 2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet - Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numericals. 	12	
Unit-3	<ol style="list-style-type: none"> 3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 	05	

Treatment of Depreciation	3.2. Methods of Depreciation: SLM and WDV Methods including Numericals.	
Unit- 4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numericals.	10
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numericals.	09
Unit-6 Contemporary Issues in Accounting	7.1. Concept of Inflation Accounting, 7.2. Human Resources Accounting.	1
	TOTAL SESSIONS	45

Learning Resources:

R. L. Gupta, and V. K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.
S. N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.
S. N. Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications, New Delhi.
S. P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.
Robert N. Anthony and James S. Recee, “**Accounting Principles**”, A.I.T.B.S. Pub. and Distributions, New Delhi.
R. P. Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (HUMAN RESOURCE)

**Semester I
Batch 2018-20**

Subject Name	I.T for Business Application	Subject Code	HR-104C
		Total Credits	03

Subject Nature: ABILITY ENHANCEMENT

Course Objective:

- To get a thorough update of Information Technology used in Business Organizations.
- To develop understanding of managerial aspects so as to use Information Technology effectively and efficiently.
- To develop capability to integrate different but related aspects of Information Technology.
- To develop a view of IT Management, especially, for a large organization.
- To appreciate IT Management as an independent and important field of work, different from IT for Management.
- To develop conceptual understanding about latest developments in the field of information Technology and the impact of IT in managing a business.
- To learn to use Information Technology to gain competitive advantage in business.
- To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce.

Learning Outcome:

- The student will be able to apply the basic IT tools for managerial decision making.
- The student will be able to apply data management tools in corporate organizations.
- The student will be able to work in MIS enabled organizations.
- The student will be able to communicate using internet facilities.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

Course Contents		Class Room Contact Sessions
UNIT –I Over View of Computer	Data , Information , Hardware , Software , Operating Systems, Computer Language, Number Systems	08
Unit-2 Application Software Management	Overview of General Purpose Application Software : Word processing, Spread Sheet , Business Presentation such as Software Suites, Messaging, Groupware, Commercial and Corporate software tools – (Assignment & Presentation)	08

Unit-3 Data Management	Database Concepts and Development - Types of Databases – Application Development thru DBMS (Project work /Case Studies)	04
Unit- 4 Networking Management	Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking , Networking types, Networking media, Networking software, Networking architecture and Networking protocols.	04
Unit -5 System Software Management	Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software.	04
Unit-6 Management Information Systems	Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage. Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems, DSS, Artificial Intelligence. (Project / Case Studies)	06
Unit – 7 Digital firm Perspective	Information System Development Life Cycle - All phases , System Analysis , System Design, MIS Model for a digital firm – Organization Structure for digital firm – E-Business Models and Applications (Project / Case Studies)	04
Unit-8 Security Management	Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products. Types of Computer Crime – Cyber Law - Security Defenses – System Controls and Audit. (Assignment / Case Studies)	04
Unit -9 Latest trends in IT	Mobile computing, Cloud computing , Mobile Computing etc. Data Warehousing and Data Mining	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Management Information System Obrien, Marakas, Behl 9th Edition Tata McGraw Hill
2. Management Information Systems W S Jawadekar, 4th Edition Tata McGraw Hill
3. IT system Management by Rich Schiesser
4. Enterprise Computing by Alan R. Simpson
5. Computer Applications In Management (With Cd), Dr. Niranjana Shrivastava ,Wiley India Pvt. Limited,
6. Management Information Systems by Jaiswal and Millal, Oxford University Press
7. Business Information Systems, 5th edn: Technology, Development and Management for the E-Business: Author Paul Bocij, Andrew Greasley, Simon Hickie ,Pearson Education Limited,
8. Management Information Systems by C.S.V. Murthy
9. Management Information System by Davis and Olson, Tata McGraw Hill

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
Batch 2018-20			
Subject Name	BUSINESS COMMUNICATION	Subject Code	HR-105C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities. 			
Learning Outcome:			
<p>At the end of the course students should be able to;</p> <p>To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.</p>			
Examination scheme:			
<p>The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).</p>			
Course Contents			Class Room Contact Sessions
UNIT –I Nature of Business Communication	1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication	10	
Unit-2 Non-verbal Communication	2.1 Importance of appearance and how to use it as a tool in communication 2.2 Body language and oculesics 2.3 Paralanguage 2.4 Proxemics 2.5 Chronemics 2.6 Haptics 2.7 Using non-verbal tools (oral and written) to communicate effectively	07	
Unit-3 Presentations, Interviews, Group Discussions and	3.1 Preparation of content for presentation 3.2 Understanding the audience 3.3 Importance of rehearsals 3.4 Using visual aids in presentations 3.5 Handling questions	10	

Business Meetings	3.6 Writing a resume' 3.7 Types of interviews 3.8 Preparation for an interview 3.9 Do's and don'ts during an interview 3.10 Understanding the group in a group discussion 3.11 Do's and don'ts in a group discussion 3.12 Meetings in business and its types 3.13 Notice and agenda 3.14 Minutes of a meeting 3.15 Mannerisms, etiquettes and assertiveness in oral communication	
Unit- 4 Business Writing	4.1 Types of business letters 4.2 Structure and format of letters 4.3 Memorandums and circulars 4.4 e-mails 4.5 Text messaging 4.6 Report writing 4.7 Importance of written communication 4.8 Appropriate tone in business writing	08
Unit -5 Negotiation Skills	5.1 Need for negotiation 5.2 Process of negotiation 5.3 Barriers to negotiation and how to overcome them	04
Unit-6 Issues in Communication	6.1 Handling diversity (gender, culture, ethnicity, etc.) 6.2 Tolerance and acceptance of diversity 6.3 Emotional intelligence and its impact on communication 6.4 Social intelligence and its impact on communication 6.5 Ethics in communication	06
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India. William V. Ruch, Business Communication, Maxwell Macmillan, New York. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York. Bill Scott, The Skills of Communication, Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York. Dalmer Fisher, Communication in Organizations, Jaico Publishing House, India. M. E. Guffy, Essentials of Business Communication, Thomson Publication. Shirley Taylor, Communication for Business, Pearson Education.</p>		

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (HUMAN RESOURCE)

Semester I
Batch 2018-20

Subject Name	BUSINESS ETHICS	Subject Code	HR-106C
		Total Credits	03

Subject Nature: GENERIC

Course Objective:

- To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making.
- To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organization.
- To acquaint an understanding of Indian values and value system in detail and its universal applicability in human behavior.

Learning Outcome:

At the end of the course students should be able to;

- Understand nature and purpose of ethics and ethical norms.
- What exactly business ethics is and how it is different from corporate social responsibility.
- Learn and apply important theoretical frameworks in business situation and decision making.
- Learn and understand various concepts of Indian ethos, and how they impact various key business decisions.
- Understand importance of self-management concept and work place spirituality.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

**Class Room
Contact
Sessions**

UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics 1.3 Ethical Norms and Principles	03
Unit-2 Theories of Business Ethics	2.1 Different Types of Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business ethics	03

Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption 3.2 Method and means of checking corruption 3.3 Whistle blowing	03
Unit- 4 Indian Ethos	4.1 Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Sources of Indian Thos in Management and problems in understanding them	05
Unit -5 Sources of Indian Ethos and Management	5.1 Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopdesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and	10
Unit-6 Values for Indian Managers	6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management	04
Unit -7 Human Behavior	7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory	08
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and Karma Yoga	03
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1 Five fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	02
Unit-10 Management of the Self and Workplace Spirituality.	10.1 Management of the Self and Workplace Spirituality.	04
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources: (latest Editions of the books and Material

- 1.A.C Fernando, Business Ethics: An Indian Perspective, Pearson
2. Weiss, Business Ethics concept & cases, Cengage Learning
- 3 Velasquez, Business Ethics, Concepts & Cases, PHI
- 4 Murthy, Business Ethics, Himalaya Publishing House
- 5 Al Gini, Case Studies in Business Ethics, Pearson Education.

6. Shashtri J.L., Ancient Indian Tradition and Mythology , Motilal Banarsidas, New Delhi
 7. F. Max Muller , Sacred Books of East ,Motilal Banarsidas, New Delhi
 8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
Batch 2018-20			
Subject Name	Organisational Behaviour	Subject Code	HR-107C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To help the students to acquaint them with the field of human behavior. • To impart knowledge about various theories associated with individual behaviour with help of real world cases. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understanding different aspects and components of individual behaviour. 2. Help describe factors that are responsible to make an individual an effective manager. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I	1.1_ Hawthorne experiments, 1.2 Entering OB, 1.3 Contributing Disciplines to the field of OB 1.4 Developing OB model		08
Foundations of Individual Behaviour			
Unit-2 Learning and Personality	2.1 Learning and Learning Theories (Classical Conditioning, Operant conditioning, Social Cognitive) 2.2 Personality — Determinants, Concept and theories (Trait, Psycho analytic, Psycho Social, Behavioral, Social), 2.3 Personaility Attributes influencing OB		10
Unit-3	3.1 Perception – Meaning, Process, Factors affecting Perception and Cognitive Dissonance theory.		06

Perception and Individual Decision Making	3.2 Individual Decision Making	
Unit- 4 Values Attitudes and Job Satisfaction	4.1 Values 4.2 Attitudes 4.3 Job Satisfaction	06
Unit -5 Motivation	5.1 Concepts and Applications 5.2 Theories - Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, McGregor Theory X and Y, Theory Z, Vroom's Expectancy theory 5.3 Behaviour Modification.	10
Unit-6 Emotions and Moods	6.1 Understanding emotions at workplace 6.2 Managing emotions	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. Stephen P. Robbins, “Organizational Behaviour: Concepts, Controversies, and Applications”, New Delhi, Prentice Hall. 2. Fred Luthans, “Organizational Behaviour”, New York, McGraw Hill. 3. Kavita Singh, “Organizational Behaviour”. 4. John W. Newstrom and Keith Davis, “Organizational Behaviour: Human Behaviour at Work” New Delhi, Tata McGraw Hill. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
Batch 2018-20			
Subject Name	Human Resource Management	Subject Code	HR-108C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To make students aware about different functions of human resource management. • To make an understanding among students about different terms closely associated with HRM. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define HRM and understand its importance in managing diverse workforce. 2. Help students to make themselves skilled in HR function for the present day organisaiton. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I The field of HRM	1.1 Concept and Functions 1.2 Personnel to HRM 1.3 ASTD Model 1.4 HRM Model	10	
Unit-2 HR Policies	2.1 Formulation and Essentials of Sound Personnel Policies	04	
Unit-3 Acquisition of Human Resources	3.1 Job Analysis 3.2 Job Description and Job Specification 3.3 Job Evaluation 3.4 Recruitment Selection	05	
Unit- 4 Development of Human Resources	4.1 Induction 4.2 Determining Training Needs 4.3 Training and Management Development	06	
Unit -5 Maintenance of Human Resources	5.1 Placement Promotion and Transfer 5.2 Performance Appraisal 5.3 Career and Succession Planning	08	
Unit-6 Separation processes	6.1 Retirement 6.2 Layoff 6.3 Discharge 6.4 VRS	06	

Unit 7 Research and the Future	7.1 Current trends 7.2 Future Challenges for HRM	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Readings: Latest Editions

1. David S. Decenzo and Stephen P. Robbins, “**Personnel/Human Resource Management**”, New Delhi, Prentice Hall..

2. Michael Armstrong, “**A Handbook of Human Resource Practice**”, London, Kogan Page..

Suggested Readings

1. William B. Werther Jr. and Keith Davis, “**Human Resources and Personnel Management**”, Singapore, McGraw Hill.

2. P Subba Rao, “**Essentials of Human Resource Management and industrial Relations: Text, Cases and Games**”, Mumbai, Himalaya.

3. Biswajeet Patanayak, “**Human Resource Management**” New Delhi, Prentice Hall India.

4. Holloway J. Ed., “**Performance Measurement and Evaluations**”, New Delhi, Sage Publications.

Guy V. & Mattock J., “**The New international Manager**”, London, Kogan Press.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) MS5E			
Semester II Batch 2018-20			
Subject Name	Organizational Behaviour- II	Subject Code	HR- 201C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To help the students to acquaint them with the field of human behavior. • To impart knowledge about various theories associated with group behavior with help of real world cases. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understanding different aspects and components of group behaviour. 2. Help describe factors that are responsible to make an individual a part of an effective team. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Foundations of Group Behavior	1.1 Group- Definition and Types 1.2 Stages of Group development; Models- The five-stage Model 1.3 Group Properties- Roles, Norms, Status, Size, Cohesiveness, Diversity; Group Dynamics 1.4 Group Vs Team; Team- Characteristics; Formation; Types; Creating Effective Teams 1.5 Group Decision Making- Process; Models and Techniques		08

Unit – II Leadership	2.1- Leadership- Overview; Styles & Trait Theories 2.2- Behavioral Theories- Ohio State Studies; Michigan Studies; and Managerial Grid 2.3- Contingency Theories- Fielder’s Model, Hersey and Blanchard’s Situational Theory; Leader-Member Exchange Theory; Path Goal Theory; Charismatic Leadership 2.4- Role of Leadership in Contemporary Business	12
Unit -III Conflict	3.1- Understanding Conflict- Nature and Causes 3.2-Transitions in Conflict Thought 3.3- Types of Conflict- Intra-individual; Interpersonal; Intergroup and organizational conflict 3.4- Conflict Process; Conflict Management Techniques; Creating a Positive Organization	06
Unit – IV Organizational Change and Stress Management	4.1- Managing Change- Forces of Change; Planned Change; Resistance to Change 4.2 Approaches to Managing Change- Lewin’s Three-Step Model; Kotter’s Eight-Step Plan for Implementing Change 4.3- Creating Learning Organization; Workplace Spirituality 4.4- Work Stress- Meaning; Potential Sources; Consequences 4.5 Stress Management- Coping Strategies; Work-Life balance & Work Life Integration ; Well-Being at Workplace	08
Unit -V Organizational Culture	5.1- Understanding Culture- Definition; Types; Functions and Relevance 5.2- Creating and Sustaining Culture 5.3-How Employees Learn Culture 5.4- Creating a Positive Organizational Culture	05
Unit-VI Organizational Structure and Interpersonal Processes	6.1- Organizational structure- Meaning and Significance 6.2 Types of Organizational Designs; Organizational Designs & Employee Behavior; Implications for Managers 6.3- Power- Dynamics, Sources and Power Tactics 6.4-Politics – Definition; Causes & Consequence 6.5- Ethics of Behaving Politically; Sharing Power- Empowerment	06
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions 1.Stephen P. Robbins “ Organizational Behaviour: Concepts, Controversies and Applications, ” New Delhi, Prentice Hall 2. Fred Luthans, “ Organizational Behaviour ”, New York, McGraw Hill. 3. Kavita Singh,” Organizational Behaviour. ” 4. John W. Newstrom and Keith Davis, “ Organizational Behaviour: Human Behaviour at Work ” New Delhi, Tata McGraw Hill.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2018-20			
Subject Name	HUMAN RESOURCE DEVELOPMENT	Subject Code	HR-202C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of this course are to help the students acquire the skills to develop the human resource in the organization. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Develop necessary knowledge to act as a coach, mentor in the organization. 2. Develop the skills to understand the need of the employees and help them grow in the organization. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I What is Human Resource Development	1.1 Concept and Historical Perspective, 1.2 Elements of Good HRD, 1.3 HRD and Organizational Effectiveness.		06
Unit-2 HRD Systems	2.1 Design and development of HRD processes, systems and Strategies. 2.2 HR Wheel- individual development, Organizational Development and Career Development		08
Unit – 3 Individual Development	3.1 Evolution of Individual Development 3.2 Roles and responsibilities in Individual Development 3.3 competencies in Individual Development 3.4 New Approaches to Individual Development 3.5 Seven laws of Individual Development		08
Unit - 4 Career Development	3.1 Overview 3.2 Career Development Activities 3.3 Individual Component and Career Development activities 3.4 Organizational Component and Career Development activities		06
Unit-5 The HRD Manager	4.1 Role of HRD Manager 4.2 Competencies of HRD Manager 4.3 Characteristics of effective HRD Manager		04
Unit-6 HRD Mechanisms	6.1 Training 6.2 Counseling 6.3 Performance Appraisal and Management 6.4 Coaching 6.5 HR Accounting		07
Unit 7	8.1 The cost and benefit of training,		03

The Benefits and Cost of H.R.D	8.2 Models of cost benefit analysis of training, 8.3 HR Accounting.	
Unit 8 Future of HRD	9.1 Economic, Political, Sociological and Organizational Factors.	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Tapomoy Deb, "Human Resource Development: Theory and Practice", Ane books Pvt. Ltd. New Delhi.
2. Uday Kumar Haldar, "Human Resource Development", Oxford University press.
3. Jerry W. Gilley and Steven A. England, "**Principles of Human Resource Development**", U.S.A, Addison-Wesley.
4. T.V. Rao, "**HRD Audit**", New Delhi, Sage Publications.
5. **Suggested Readings** (Latest Edition)
6. Satish Pai, Ravishanker, Upinder Dhar and B. Pattanayak (Eds), "**HRD Skills for Organizational Excellence**". Mumbai, Himalaya.
7. Ashok Chanda and Shilpa Kabra "**Human Resource Strategies-Architecture for Change**" New Delhi, Response Books.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2018-20			
Subject Name	BUSINESS PROCESS TRANSFORMATION AND HRM	Subject Code	HR-203C
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To understand the basic concepts of creativity, quality, BPR and HR Accounting. • To study the role of HR manager in proper management of processes in the organizations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to know the role of creativity in managing human resource. 2. Understand the role of HR manager in quality function of the organization. 3. Get an idea of concepts like HR Accounting, BPR and teams and their applications in human resource. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Innovation and Creativity	1.1 Theories of innovation and creativity 1.2 Managing People Side of innovation 1.3 Resistance To innovation 1.4 The Creative Process, Releasing Creativity 1.5 Creative Techniques of Problem Solving 1.6 The Creative Environment, Creative Organization 1.7 Creativity Training 1.8 Introduction to Learning Organizations, Architecture of Learning Organization	08	
Unit-2 Team Building	2.1 Redesigning Work 2.2 Developing Teams, Building Teams Structure and Skills 2.3 Managing Disruption and Conflict, Improving Work Process and Work Flow 2.4 Appraising Team Performance, Leading High Performance Teams	08	
Unit-3 Total Quality Management	3.1 History & Philosophy of TQM, 3.2 Total Quality As A System, 3.3 Step By Step TQM Implementation Process 3.4 ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification 3.5 Malcolm Baldrige Award Criteria, Deming’s Award, Rajiv Gandhi National Quality Award	10	

Unit- 4 Basic HR issues in Total Quality Management	4.1 Leadership Vision and Continuous Process of Improvement, 4.2 Kaizen 4.3 Performance Appraisal and TQM 4.4 People Capability Maturity Model (PCMM) 4.5 Quality Based HR Practices	08
Unit -5 Business Process Re- Engineering	5.1 Basic Concepts, 5.2 Process Mapping 5.3 Work Flow Mapping 5.4 Effectively Applying BPR in the Organizations	06
Unit-6 Balanced Score Card and HR Score Card	6.1 Lev and Schwartz Model based on Human Resource Accounting 6.2 Human Capital And Accounting.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Pradip N. Khandwala, “**Fourth Eye: Excellence Through Creativity**”, Wheeler Publishing, New Delhi.
2. Knouse B Stephen, “**Human Resource Management Perspectives on TQM: Concepts and Practices**”, Milwaukee Wisconsin, ASQC Quality Press Latest Edition.
3. Bill Creech “**The Five Pillars of TQM**” New York, Truman Talley Books.
4. Lt. Gen. Ahluwalia J. S (Ed.) “**TQM: The Transforming Role of Quality in a Turbulent World**” New Delhi, Tata McGraw Hill.
5. Robert A. Paton and James Mccalman, “**Change Management: A Guide to Effective Implementation**” New Delhi, Response Books.
6. Poornima Charanthimath-**Toatal Quality Management-(Indian Original)Pearson**

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2018-20			
Subject Name	LABOUR LAWS-I	Subject Code	HR-204C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • The course has been designed to make students aware about the legislative norms related to labour in India. • This course will develop an understanding about the complexities and different dimensions of Industrial Relations and Trade Unions. • It will also impart insight to various International Standards formulated in respect of labour. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. After studying this course the students will be able to deal with legal compliances related to labour workforce in any business organization. 2. The students will be able to liaison with other external agencies for legal matters. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases problems.			
Course Contents			Class Room Contact Sessions
UNIT –I <u>Constitution of India</u>	1.1 Preamble, Fundamental Rights, Directive Principle of State policy, Fundamental Duties, 1.2 Union and State Judiciary, State Liability, Service under the Union and State, 1.3 Freedom of Trade, Commerce and Intercourse, 1.4 Tribunals.	08	
Unit-2 <u>Labour Jurisprudence and The ILO</u>	2.1 Concept and growth of labour jurisprudence. 2.2 ILO- genesis, aim & Objective. Conventions and Recommendation of ILO and problems in their rectification. 2.3 Concept of Social Justice.	08	
Unit-3 <u>Industrial Relations</u>	3.1 Genesis, Concept and Emerging patterns. 3.2 Parties to Industrial Relation, 3.3 Different perspective to Industrial Relation and approaches to Industrial Relation.	06	
Unit- 4 <u>Trade Union</u>	4.1 Concept, Growth and structure. 4.2 Trade Union Movement in India. Position of Trade Union in India-Multiplicity-Recognition of Trade union.	10	

	4.3 Role and functions of Trade Union in modern industrial society. 4.4 The Indian Trade Union Act 1926.	
Unit -5 <u>Factory Legislation</u>	5.1 Growth of Factory Legislation in India. 5.2 Factories Act 1948. 5.3 Industrial Employment (standing Orders) Act, 1946.	08
Unit-6 <u>Legislation Concerning Settlement of Industrial Dispute</u>	6.1 Industrial Dispute Act, 1947	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
<ol style="list-style-type: none"> 1. R. C. Chawla and K.C. Garg, “Industrial Law”, Ludhiana, Kalyani Publishers. 2. P.L. Malik, “Industrial Law”, Lucknow, Eastern Book 3. J.K. Bareja, “Industrial Law”, New Delhi, Galgotia Publishing 4. M.Y. Pylee and George Simon, “Industrial Relations and Personnel Management”, New Delhi, Vikas Publishing House. 5. Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini shekhar, Pearson, 2013. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MANAGERIAL ECONOMICS)			
Semester II			
Batch 2018-20			
Subject Name	MANAGERIAL ECONOMICS	Subject Code	HR205C
		Total Credits	03
Subject Nature: Generic			
Course Objective:			
<ul style="list-style-type: none"> To provide an understanding to the students about the theoretical aspects of economics and their impact on business decision making comprising of consumer and producer behavior, different market structures, sharing of national income, business cycles etc.; 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> Define Managerial Economics and explain supply & demand analysis and forecasting of demand. Briefly describe production analysis, economies and diseconomies of scale, cost and its types. Describe and determine price under perfect, monopoly and oligopoly competition. Types of government policies. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to economics and managerial economics	1.1 Concept and Nature of managerial economics 1.2 Characteristics and significance of managerial economics 1.3 Relationship of managerial economics with :- a. Economics b. Operation research c. Decision Making d. Statistics e. Accounting	06	
Unit-2 Fundamental concepts	2.1 Incremental reasoning, marginal analysis, equi-marginal utility, time perspective, consumer surplus, opportunity cost, time value of money 2.2 Theories of firm – Managerial theory, Beaumol & Williamson. 2.3 Behavioral theories – Simon, Cyret and march	05	
Unit-3	3.1 Concept, determinants and Types of demand 3.2 Utility and its types 3.3 Law of diminishing marginal utility	09	

Supply & demand analysis	3.4 Demand – functions, law, elasticity and its types 3.5 Demand Forecasting.	
Unit- 4 Production & cost analysis	4.1 Meaning and concept of Production function 4.2 Isoquant curves and lines, ridge lines, equilibrium production 4.3 Cost – Meaning and its types, cost function and its types 4.4 Economies & diseconomies of scale 4.5 Law of supply	07
Unit -5 Pricing	5.1 Price determination under different competition situations – Perfect, monopoly, monopolistic, oligopoly 5.2 Kinked demand curve, cartel formation, price leadership	06
Unit-6 Profit	6.1 Meaning, types and theories of profit 6.2 Profit planning – Break-even analysis	05
Unit-7 Micro-macro relationship	7.1 circular flow of economic activity 7.2 National Income concepts 7.3 concepts & objectives of private business 7.4 Meaning & Phases of business cycle	06
Unit-8 Concepts & Recent trends (overview only)	8.1 Monetary policy 8.2 fiscal policy 8.3 Foreign trade policy 8.4 exchange rate policy	04
	TOTAL CLASSROOM CONTACT SESSIONS	48
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. PL Mehta – Managerial Economics, Sultan chand, New delhi 2. Mishra& puri- Micro economics, Himalaya publishing house, New delhi 3. GS gupta: Managerial Economics, Tata Mcgrow hills, New delhi 4. Peterson & Lewis: Managerial economics, Prinston hall of India, New Delhi 5. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi 6. Dr. Atmanand – Managerial Economics, Excel books, New Delhi 7. Howard Davis - Managerial Economics, Vikas Publishing, New Delhi 8. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2018-20			
Subject Name	MARKETING MANAGEMENT	Subject Code	HR-206C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Marketing. • The students will be able to plan, design and carry out marketing using the techniques discussed. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to get a basic understanding of marketing concepts. 2. Develop skills for marketing. 3. Attain some elementary level of knowledge of sales and marketing. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Marketing Concepts	1.1 Customer Value and Satisfaction 1.2 Customers Delight 1.3 Conceptualizing Tasks and Philosophies of Marketing Management 1.4 Value chain 1.5 Scanning the Marketing Environment.		07
Unit-2 Market Segmentation, Targeting, Positioning	2.1 Market segmentations 2.2 Levels of market segmentations, patterns, procedures, requirement for effective segmentation 2.3 Evaluating the market segments, selecting the market segments, 2.4 Tools for competitive differentiation 2.5 Developing a positioning strategy 2.6 Marketing Information System 2.7 Marketing Research Process.		08
Unit-3 Product Decision	3.1 Objectives, Product classification, 3.2 Product-Mix, 3.3 Product life cycle strategies, 3.4 Introduction and factors contributing the growth of packaging, 3.5 introduction of labeling.		06

Unit- 4 Pricing Decision	4.1 Factors affecting price, 4.2 Pricing methods and strategies.	05
Unit -5 Distribution Decisions	5.1 Importance and Functions of Distribution Channel, 5.2 Considerations in Distribution Channel Decisions, 5.3 Distribution Channel Members.	10
Unit-6 Promotion Decisions	6.1 A view of Communication Process, 6.2 developing effective communication, 6.3 Promotion-Mix elements	05
Unit-7 Emerging Trends in Marketing	7.1 An introduction to Internet Marketing 7.2 Multi level Marketing 7.3 Introduction of CRM & EVENT marketing.	04
	Total Classes	45

Text Reading: Latest Editions

1. Philip Kotler “**Principles of Marketing Management**”, New Delhi: Prentice Hall of India.
2. Philip Kotler, “**Marketing Management, Planning Analysis and Control**”, New Delhi, Pearson Education.
3. William L. Pride and O.C. Ferrell, “**Marketing Concepts and Strategies**”, Boston: Houghton Mifflin Co.
4. Marketing Management, Rajan Saxena, Tata McGrahill.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2018-20			
Subject Name	RESEARCH METHODOLOGY	Subject Code	HR-207C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Business Research. • The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s). 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to get solutions to the problems in the corporate world through research. 2. Develop research papers to understand the intricacies of research. 3. Describe and attain some elementary level of data analysis applicable in research. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Research Methods	1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India		08
Unit-2 Research Design	2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research).		08
Unit-3 Sampling Theory and Design of Sample Survey	3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors.		06
Unit- 4 Measurement and Scaling Concepts	4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires.		06

Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)	12
Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
<ol style="list-style-type: none"> 1 William G. Zikmund, “Business Research Methods”, Orlando: Dryden Press. 2 C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston, Irwin. 3 Fred N Kerlinger, “Foundations of Behavioural Research”, New Delhi: Surjeet Publications. 4 David Nachmias and Chava Nachmias, “Research Methods in the Social Sciences”, New York: St.Marlia’s Press. 5 C. R. Kothari, “Research Methodology: Methods and techniques”, New Delhi: Vishwa Prakashan. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2018-20			
Subject Name	OPERATIONS RESEARCH	Subject Code	HR-208C
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of this course are to help the students acquire quantitative tools. • The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Develop models as per the requirements of the practicing managers and to get solutions from them. 2. Describe and attain of decision science skills for the management processes. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Quantitative Techniques and Operations Research	1.1 Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2 Modeling in OR 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.	06	
Unit-2 Linear Programming	2.1 Meaning of Linear programming 2.2 General Mathematical Formulation of LPP 2.3 Graphical Analysis 2.4 Simplex Method and Big-M Method. 2.5 Advantage and limitations of LPP.	11	
Unit-3 Transportation Model and Assignment Problem	3.1 Transportation Problem as a particular case of LPP Mathematical Formulation 3.2 Initial Basic Feasible Solution, Vogel’s Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 3.3 Assignment Model as a particular case of transportation model, 3.4 Formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization).	10	

Unit- 4 Game Theory	4.1 Introduction to Games 4.2 Maximin and Minimax Principles 4.3 Pure and Mixed Strategies 4.4 Rule of dominance 4.5 Solutions of Games using –Algebraic and Graphical Methods 4.6 Game theory and linear programming	06
Unit -5 Replacement Models	5.1 Introduction and Scope in Management 5.2 Single Equipment Replacement Model and Group Replacement 5.3 Replacement of items which deteriorate with time and items which fails suddenly.	04
Unit-6 Waiting Line Models	6.1 Introduction and Scope in Management Decisions, 6.2 Queuing Models M/M/1 (Infinite and Finite Population), 6.3 Concepts and applications of M/M/C.	06
Unit- 7 Simulation	7.1 Concept of Simulation and its applications.	02
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions 1 Haruly M. Wagner, “ Principles of Operations Research with application to managerial decisions ”, New Delhi: Prentice Hall of India Pvt. Ltd. 2 Hamdy A. Taha, “ Operations Research: An Introduction ”, New Delhi: Prentice Hall of India Pvt. Ltd. 3 N. D. Vohra. “ Quantitative Techniques ”, New Delhi: Tata McGraw Hill Publications. 4 V. K. Kapoor, “ Problems and Solutions in Operations Research ”, New Delhi: Sultan Chand and Sons. 5 P. K. Gupta and D. S. Hira, “ Operations Research ”, New Delhi: Sultan Chand Publications.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE MANAGEMENT) MS5E			
Semester III			
Subject Name	SOCIAL AND INDUSTRIAL PSYCHOLOGY	Subject Code	HR 301C
		Total Credits	03
Subject Nature: CORE			
Course Objective: The students will help students to :			
<ul style="list-style-type: none"> • Understand person’s behaviour in groups • Industrial safety psychology • About self concept 			

Learning Outcome:

At the end of the course student will learn Communication effectively in both oral and written formats. Career planning and development emerge from the major with realistic ideas about how to use psychological knowledge, skill and values.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –1 Social and Industrial Psychology	1.1 Definition, 1.2 Nature and Background 1.3 Theories and Methods in Social Psychology	10
Unit-2 Social Perception	2.1 Non-Verbal Communication 2.2 Theories of Attribution 2.3 Impression formation and Impression Management	08
Unit-3 Social Identity	3.1 Self Concept, 3.2 Self-esteem, 3.3 Self-efficacy, 3.4 Self-monitoring 3.5 Self-focusing	07
Unit- 4 Social Influence	4.1 Conformity, 4.2 Compliance 4.3 Obedience	06
Unit -5 Interviews, Application Blanks and References	5.1 The interview, 5.2 Application blanks and biographical inventories, 5.3 References and background investigations	04
Unit-6 Employment Testing	6.1 Testing abilities, 6.2 Testing personality, 6.3 Testing skills and achievements,	05

	6.4 Using and not using tests	
Unit-7 Safety Psychology	7.1 Safety management and safety psychology, 7.2 Differential accident liability	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings : Latest Editions

1. Robert A. Baron and Donn Byrne, "**Social Psychology: Understanding Human Interactions**", New Delhi , Prentice Hall of India, 7th Ed.
2. John B. Miner, "**Industrial - Organizational Psychology**", Singapore, McGraw-Hill.
3. S.C. Tailor, L.A. Peplau and D.O. Sears, "**Social Psychology**", New Jersey, Prentice Hall Inc., 7th Ed. 1995.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE MANAGEMENT)			
Semester III			
Subject Name	Labour Law II	Subject Code	HR 302C
		Total Credits	03
Subject Nature: CORE			
<p>Course Objective:</p> <p>The students will get an understanding of applying Labor laws in an organization to:</p> <ul style="list-style-type: none"> • Improves industrial relation i.e. employee – employer relations and minimizes industrial disputes. • Helps workers in getting fair wages • Reduces conflicts and strikes etc. • Ensures job security for workers. 			
<p>Learning Outcome:</p> <p>At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.</p>			
<p>Examination scheme:</p> <p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Class Room Contact Sessions
UNIT –1 Labour Welfare Legislation	1.1 Concept and Philosophy of Labour Welfare. 1.2 Theories of Labour welfare. 1.3 Role of Labour Welfare Officers and Trade unions in Labour Welfare	06	
Unit-2 Social Security	2.1 International Labour Standards on Social Security 2.2 Evolution and Growth of social legislation in India 2.3 Employees State Insurance Act, 1948 2.4 Payment of Gratuity Act, 1972 2.5 Employees’ Compensation Act, 1923 2.6 Maternity Benefit (Amendment) Act, 2017	15	

Unit-3 Child Labour Legislation	3.1 Evolution of Child Labour Legislation. 3.2 ILO's conventions and recommendations regarding Child Labour 3.3 Child Labour (Prohibition and Regulation) Act, 1986	07
Unit- 4 Contract Labour Legislation	4.1 Contract Labour Act (Regulation and Abolition) Act, 1970- Scope, Application, Important Definitions and Important Provisions	06
Unit -5 Collective Bargaining in India	5.1 Meaning, Nature & Emerging Patterns 5.2 Workers Participation in Management: Different degrees and forms of Worker's Participation in India	06
Unit-6 Gender Justice	6.1 Constitutional Aspects, Legal Aspects (Appointment, Conditions of Employment etc.), Social Norms of 21st Century. 6.2 Equal Remuneration Act, 1976	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings: Latest Editions

1. P.L. Malik, Industrial Law, Lucknow, Eastern Book Co., 1995.
2. Introduction to the Constitution of India 21st Edition, D.B.Basu
3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.
4. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini shekhar, Pearson, 2013.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE MANAGEMENT)			
Semester III			
Subject Name	Manpower Planning, Recruitment and Selection	Subject Code	HR 303C
		Total Credits	03
Subject Nature:			
Course Objective:			
The course will help the students to understand the following HR activities:			
<ul style="list-style-type: none"> • Optimum Productivity • Reduction in labour cost • Effective recruitment and selection • Group satisfaction 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define HR Planning and explain how HR Planning is conducted in the organizations. 2. Explain Meaning and Concept, Need, of Designing effective Recruitment & selection Process, 3. Understand new trends in hiring & HR planning. 4. Describe HRIS & its importance to planning, recruitment & selection function of HR. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT	Content		
1 Manpower Planning	<p><i>1.1. Manpower Planning and Resourcing:</i> Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Surplus & Shortage of resources. Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives</p> <p><i>1.2 Manpower Forecasting:</i> Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting</p> <p><i>1.3 Role of Human Resource in Manpower Planning:</i> Introduction, Inputs provided by HR for manpower planning, Key human resource elements</p>		10

<p style="text-align: center;">2</p> <p>HR information System & HR Accounting</p>	<p>2.1 Purposes of HRIS, 2.2 Uses of HRIS 2.3 Establishing an HRIS Approaches to Evaluate HR Function. 2.4 <i>Human Resource Accounting</i>: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, 2.5 Controlling Manpower Costs, True Costs of Planning and Recruitment, 2.6 Human Resource Accounting in India</p>	<p style="text-align: center;">06</p>
<p style="text-align: center;">3</p> <p>Developing a Manpower Plan</p>	<p>3.1 Introduction, Developing a Manpower Plan, 3.2 Qualitative Side of Manpower Planning, 3.3 Behavioral Event Interviewing & Standard Interviews, 3.4 Competency Mapping (Skill Inventory), 3.5 Problems in Manpower Planning, 3.6 Sample Manpower Plan</p>	<p style="text-align: center;">07</p>
<p style="text-align: center;">4</p> <p>Recruitment</p>	<p>4.1 <i>Sourcing & Recruitment</i>: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications, Career Management, Career Planning & Succession Planning 4.2 <i>Resourcing Strategy</i>: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy</p>	<p style="text-align: center;">07</p>
<p style="text-align: center;">5</p> <p>Selection</p>	<p>5.1 Introduction, Selection Process, Selection Methods, 5.2 Types of tests- Psychological tests, Validity of tests, Psychometric tests, online test, Importance of tests, Interviews, Final stages 5.4 interpreting test results, 5.5 <i>Induction</i>: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training</p>	<p style="text-align: center;">07</p>

<p style="text-align: center;">6</p> <p style="text-align: center;"><i>Recent Trends in Manpower Development and Planning</i></p>	<p>6.1 <i>Train to Hire</i>: Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, setting up an academy, Designing Curriculum</p> <p>6.2 <i>Recent Trends in Manpower Development and Planning</i> Introduction,</p> <p>6.3 Competency mapping,</p> <p>6.4 Knowledge management,</p> <p>6.5 E-Manpower Development, E-Manpower planning, HRIS</p>	<p style="text-align: center;">08</p>
	<p style="text-align: center;">TOTAL CLASSROOM CONTACT SESSIONS</p>	<p style="text-align: center;">45</p>

Learning Resources:

Text Readings: Latest Editions

Donald Currie, “**Personnel in Practice for the New IPD-CPP**”, Blackwell, MA.

R. W. Mondy and R. M. Noe, “**Human Resource Management**”, Prentice Hall, London, 6th Ed.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE MANAGEMENT)			
Semester III			
Subject Name	Human Resource Information System	Subject Code	HR 304C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To impart knowledge to students regarding role of information systems in managing the HR functions in an organization. • To develop an HR Information system. 			
Learning Outcome:			
At the end of the course students will be able to develop an information system for HR function.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 Introduction	1.1 Data and Information needs for HR Manager 1.2 Sources of Data 1.3 Role of ITES in HRM 1.4 IT for HR Managers; Concept, Structure, and Mechanics of HRIS 1.5 Programming Dimensions and HR Manager with no technology background 1.6 Survey of Software Packages for Human Resource Information System including ERP Software such as SAP		06
Unit-2 Data Management for HRIS	2.1 Data Formats, Entry Procedure and Process 2.2 Data Storage and Retrieval 2.3 Transaction Processing 2.4 Introduction to RDBMS 2.5 HR-XML 2.6 Office Automation and information Processing and Control Functions 2.7 Design of HRIS: Relevance of Decision Making Concepts for Information System		10

Unit-3 Design; HRM Needs Analysis	3.1 Concept and Mechanics 3.2 Standard Software and Customized Software 3.3 HRIS - An Investment, Cost Benefit Analysis	07
Unit- 4 HR Management Process and HRIS	4.1 Modules on MPP 4.2 Recruitment 4.3 Selection, Placement 4.4 Module on PA System 4.5 T and D Module 4.6 Module on Pay A and Related Dimensions 4.7 Planning and Control; 4.8 Information System's support for Planning and Control	06
Unit-5 HR Management Process II and HRIS	5.1 Organization Structure & Related Management Processes Including authority and Responsibility Flows 5.2 Communication Process	05
Unit-6 Organization Culture and Power	6.1 Data Capturing for Monitoring and Review 6.2 Behavioural Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.	05
Unit-7 HRIS	7.1 Security of Data and Operations of HRIS Modules 7.2 Common Problems during IT adoption efforts and Processes to Overcome 7.3 Orientation and Training Modules for HR & Other Functionaries 7.4 Detailed Analytical Framework 7.5 Opportunities for combination of HRM & ITES Personnel 7.6 HRIS and Employee Legislation 7.7 An Integrated View of HRIS 7.8 Why and How of Winners and Losers of HRIS Orientation.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings: Latest Editions

1. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt ltd.
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.
5. Hcas M. Awad, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.
6. Tony Ivey, Personnel Computer System, Mc Graw Hill International.
7. The Brave New world of e HR: Human resources Management in digital age, Guetual Stone editors, Wiley India Edition

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Human Resource)			
Semester III			
Subject Name	Service Marketing	Subject Code	HR 305E
		Total Credits	03
Subject Nature: Elective			
Course Objective: The course will help the students to understand the following HR activities: <ul style="list-style-type: none"> ● Services and Service Industry ● Work of Marketing Personnel in Service Organizations 			
Learning Outcome: At the end of the course students should be able to get an understanding of marketing of services and the role of human resource in service marketing.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –I Services	1.1 Service Sector and Economic Growth 1.2 Service Concept 1.3 Characteristics and Classification of Service		8
Unit-2 Challenges in Service Marketing	2.1 Segmentation, 2.2 Differentiation 2.3 Positioning of Services.		8
Unit-3 Marketing Mix in Services Marketing	3.1 Product 3.2 Price 3.3 Place 3.4 Promotion 3.5 People 3.6 Physical Evidences 3.7 Process Decisions		12
Unit -4 Designing a Service Strategy	4.1 Service Management Process 4.2 Internal, External and Interactive marketing strategies		7
Unit-5 Managing Service quality and Productivity	5.1 Concept 5.2 Service quality models : Applications and Limitations 5.3 Productivity in Services.		5

<p>Unit-6 Applications of Service Marketing</p>	<p>6.1 Marketing of Financial Services 6.2 Hospitality 6.3 Health 6.4 Educational and Professional Services 6.5 Marketing for Non-Profit Organizations and NGOs</p>	<p>05</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Text Reading: Latest Editions Christopher H. Lovelock, “Services Marketing”, New Delhi: Prentice Hall of India, 3rd Edn., 1996. 2. Ravi Shankar, “Services Marketing”, New Delhi, Global Press, 2nd Edn. 1998. 3. V. A. Zeithamal , D.W. Gremler and M. J. Bitner, “Service Marketing: Integrating Customer Across the Firm”, McGraw Hill, 2002</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester III			
Subject Name	TRAINING & DEVELOPMENT	Subject Code	HR-306E
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> ● To introduce the importance of training & development in Human Resource Management; and that in organization for its overall growth. ● Help students familiarize with the scope of training & development as an independent stream in career development. ● Explore various Training & development Outlooks; as well as its evolution, dependency & as strategic essential in organization' holistic growth. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understanding the evolution of human skills, Learning & is experiential nature in work life. 2. To be able to train/ design training & development modules & execute them efficiently & effectively. 3. To be able to identify. Sync & structure organizational' objective & growth with T&D needs as Human Resource Manager. 4. Learn implementation of Training Process, Assessment & reach out for 360 degree development of human resource potential in Organization. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit-1 Introduction TO T&D	1.1 Scope, Functions 1.2 Evolution & Importance 1.3 Systems Approach to Training		04
Unit-2 Training Need Assessment	2.1 Organization Analysis, 2.2 Task Analysis, 2.3 Person Analysis		07
Unit-3 Designing the Training Programs	3.1 Learning theories & Principles of Learning, 3.2 Trainee Readiness and Motivation, 3.3 Establishing Training Objectives.		10

Unit- 4 Implementing the Training Programs	4.1 Training Methods for non-managerial employees 4.2 Management Development. 4.3 Strategic Development & Skill Development; 4.4 Work Life Balance Training	06
Unit -5 Developing the Group and the Climate	5.1 The Social Process, 5.2 Establishing Tasks in Common, 5.3 Building Realistic Relationships, 5.4 the Training climate, 5.5 Personal and Inter-Personal Dimensions. 5.6 Trainers and Training Styles.	08
Unit-6 Evaluating the Training Program	6.1 Kirkpatrick four-level approach & other alternative models, 6.5 Bench Marking	06
Unit – 7 Special Topics in Training and Development:	7.1 Orientation Training, 7.2 Basic Skills Training, 7.3 Team Training, 7.4 Diversity Trainings.	04
TOTAL CLASSROOM CONTACT SESSIONS		45
<p>TEXT READINGS:</p> <ol style="list-style-type: none"> 1. Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000. 2. Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Human Resource)			
Semester III			
Subject Name	Managerial Counseling	Subject Code	HR 307E
		Total Credits	03
Subject Nature: Elective			
Course Objective:			
<ul style="list-style-type: none"> ● To promote understanding of the concept and schools of counseling ● To Select the key areas and situations where management can and should help employees in performance planning and career advancement ● To develop alternative approach to dealing with problem situations in organizations. 			
Learning Outcome:			
At the end of the course students should be able to;			
4 Understand that various approaches to counseling			
5 conduct counseling intervention in the organization			
6 Outline the counseling process used in organizations			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –I Introduction	1.1 Introduction to counseling and characteristics of a counselor 1.2 Process of counseling 1.3 Development of Counseling Skill 1.4 Role of Counselor in guidance & counseling.		8
Unit-2 Psychological Testing and types of counseling	2.1 Need and Uses of Tests 2.2 Different Types of Test: Intelligence Tests, Achievement and Aptitude Tests 2.3 Different Types of Test Personality Inventories, Interest Inventories, Projective Techniques and their limitations 2.4 Individual & Group technique in counseling 2.5 E-Counseling		10
Unit-3 Introduction to the Important Schools of Counseling	3.1 Psychoanalytic Foundations 3.2 Transactional Analysis 3.3 Gestalt Therapy 3.4 Rational Emotive Therapy 3.5 Person-Centred Approach to Counseling 3.6 Counseling setting		12
Unit -4 Counseling Interventions in Organizations:	4.1 Empathy, Listening and Responding, Effective Feedback 4.2 Performance Counseling, Interpersonal Conflict 4.3 Counseling & guidance for career planning & Decision Making.		7
Unit-5 Stress Management	6.1: Stress and Performance 6.2 Work-Life Balance 6.3 Stress Reduction Techniques		8

And Employee Well-Being	6.4 Employee Wellbeing: Concept, Importance, Factors influencing well-being.	
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions Introduction to Counseling and Guidance, Seventh Edition (Pearson), Robert L Gibson, Indiana University, Mariann Mitchell, Indiana University.</p>		

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. HR Batch 2018-20

Semester III

Subject Name	ENTREPRENEURSHIP	Subject Code	HR308E
		Total Credits	03

Subject Nature: GENERIC

Course Objective:

1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.
2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking.

Learning Outcome:

1. Provide overview of Entrepreneurship environment in country
2. The process of owning your business & art of sustaining a business.
3. Various qualities, character & leadership requirements of being an Entrepreneur.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

**Class
Room
Contact
Sessions**

UNIT –I Entrepreneur & Entrepreneurship	<ol style="list-style-type: none"> 1.1 Concept & Nature, 1.2 Definition Characteristics, Functions, Kinds, Role, 1.3 Difference between entrepreneur and Manager. 1.4 Role of entrepreneurship in development of economy 1.5 Ethical dimensions 	5
Unit-2 Theories of Entrepreneurship	<ol style="list-style-type: none"> 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior. 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making) 2.4 Process of Innovation- Social & Commercial 2.5 Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International. 	8
Unit – 3 New Venture	<ol style="list-style-type: none"> 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits - Developing Entrepreneurs 	5

	<p>3.2 New ventures :Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities</p> <p>3.3 Methods of valuing a business - Franchising and franchisee's perspective.</p>	
Unit- 4 Business Plan	<p>4.1 Need for a Business plan - Steps in the preparation of business plan.</p> <p>4.2 Need for marketing research</p> <p>4.3 Operating plans and financial plan</p> <p>4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business</p>	4
Unit -5 Feasibility Planning	<p>5.1 Planning paradigm for new ventures - Stages of growth model</p> <p>5.2 Fundamental of a good feasibility plan, components of feasibility plan ,Relevance of marketing concept to new ventures</p> <p>5.3 Marketing research of pre-start-up planning ,Sources of marketing research information ,Implication of market research</p> <p>5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure</p> <p>5.5 Concept of pricing - Growth strategies - Marketing plan.</p>	5
Unit-6 Financing a new venture	<p>6.1 Financing and its effects on effective asset management – Alternate methods of financing</p> <p>6.2 Applicability of Legislation</p> <p>6.3 Venture capital and new venture financing -</p> <p>6.4 working out working capital requirement -</p> <p>6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI,IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).</p> <p>6.6 Micro Finance</p>	10
Unit-7 Life cycle of an entrepreneurial venture	<p>7.1 Role of entrepreneur during various transition</p> <p>7.2 Requirements for successful patent grants : steps in obtaining a patent ,Registration of trademark , copyright and the concept of fair use, protection of intellectual property</p> <p>7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.</p>	8
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading</p> <ol style="list-style-type: none"> 1. David H. Holt Entrepreneurship: New Venture Creation, PHI 2. Mary Coulter Entrepreneurship in Action,PHI 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI <p>Suggested</p> <ol style="list-style-type: none"> 1. Stay Hungry Stay Foolish 2. Autobiography of Steve Jobs, Bill Gates 		

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. HR Batch 2018-20

Semester III

Subject Name	CORPORATE GOVERNANCE	Subject Code	HR 310E
		Total Credits	03

Subject Nature:

Course Objective:

Objectives of this course is to help the students gain knowledge about corporate governance and its relevance of in the business environment.

Learning Outcome:

1. Provide overview of Entrepreneurship environment in country
2. The process of owning your business & art of sustaining a business.
3. Various qualities, character & leadership requirements of being an Entrepreneur.

Examination scheme:

The faculty members will award internal marks out of 40, based on the three assessments of 20 marks . Best of the two will be considered. The end semester examination will be of 60 marks.

Course Contents		Class Room Contact Sessions
UNIT –I	Corporate Governance an overview -The Theory and Practice of Corporate Governance, Landmarks in the Emergence of Corporate Governance. The history of corporate governance.	5
Unit-2	Corporate Governance and other Stake holders - The key corporate Actors of corporate governance, the stakeholders, employees, customers, bankers, lenders, government agencies etc.	8
Unit – 3	Corporate Social Responsibility. –Introduction to corporate social responsibility, corruption, CSR & Corporate Sustainability. Business Ethics & CSR.	5
Unit- 4	Corporate Governance Framework in India – Corporate Boards and its powers, Responsibilities, Disqualifications; Board Committees and their Functions, Clause 49 of Listing Agreement..	4
Unit -5	Major Corporate Governance Failures –Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), and Satyam Computer Services Ltd (India); Common Governance Problems Noticed in various Corporate Failures.	5
Unit-6	Good Governance Parameters in India.	10
Unit-7	The Role of Government in Ensuring Corporate Governance	8
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading

1. Corporate Governance – A.C. Fernando, Pearson education ltd New Delhi
2. Corporate Governance - C.V. baxi
3. Corporate governance and business ethics – U.C.Mathur
4. Corporate governance – Swami Parthswrtahy

Semester III

Subject Name	Operations Management	Subject Code	HR 309E
		Total Credits	03

Subject Nature:**Course Objective:**

- To bring the understanding of industrial and business operations, products and services.
- To develop logic and skills to apply suitable and better tools and techniques on operational decision making.
- To explore the scope and dimensions of operations management applications in major management functions and decisions.

Learning Outcome:

At the end of the course students should be able to;

- Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services.
- Integrate the business activities and scientific problem solving methodology.
- Set the unique way of doing job/task/work/activities with optimality in business.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Introduction to Production and Operations Management	1.1 Nature of Production / Operations Management 1.2 Production Function and its Environment 1.3 Functions of Production/Operations Manager 1.4 Organization of Production Function and its relation with HR function	07
Unit-2 Facilities Planning	2.1 Product Selection and Design, Service Design 2.2 Process Selection 2.3 Location of Manufacturing / Service Facility Quantitative and Qualitative Models 2.4 Case Study	07
Unit-3 Layout of Manufacturing/s ervice facility	3.1 Product layout, process layout, fixed position and group layout 3.2 Layout design: Relationship based and Load Distance cost matrix 3.3 Materials handling concepts 3.4 Case Study	08
Unit- 4 Resources Requirement Planning and Production Planning and Control	4.1 Capacity Planning, Concept and Application of Learning Curve. 4.2 Aggregate Production Planning : level and Chase strategy 4.3 Materials Requirement Planning 4.4 Case Study	07
Unit -5 Inventory and Operations Scheduling and Production Activity Control	5.1 Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems 5.2 Inventory Models: General Economic Order Quantity (EOQ); Economic Batch Quantity (EBQ) (Single and Multi-products); EOQ with Discounts 5.3 Sequencing: Job shop - n-jobs on single machine, n jobs on Two/Three machines (Johnson's Rule)	12

for Mass Manufacturing	5.4 2-jobs on m-machines (Graphical method – Aker’s Algorithm)	
Unit-6 Quality Control	6.1 Quality Control Function 6.2 Statistical Process Control: Acceptance Sampling and Control Charts 6.3 Quality Circles 6.4 Case Study	04
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. R Paneerselvam. “Production and Operations Management”, New Delhi: Prentice Hall of India Publications, Latest Edition
2. S N Chary. “Cases and Problems in Production and Operations Management”, New Delhi: Tata McGraw Hill Publications, Latest Edition.
3. Josheph G. Monks “Operations Management”, New York : McGraw Hill Publications, Latest Edition

Reference Books:

1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, “Applied Production and Operations Management”, New York : West Publishing Company, Latest Edition.
2. Elwood S. Buffa and Rakesh K. Sarin, “Modern Production, Operations Management”, Singapore: John Wiley and Sons, Latest Edition.

I.M.S, D.A.V.V

MBA (HR) 401C

Semester IV

STRATEGIC HRM

Course Objectives:

The course is designed to explain basic theory of Strategic Human Resource Management to examine the issues and problems associated with HRM in a changing environment.

Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

1. Strategic Approach to HRM, Integrating HR Strategies with Corporate and

Functional Strategies, Integrating Human Resources in Strategic Decisions.

2. Strategies for Maximizing HR Productivity: Organizational Restructuring, Turnaround Management, Mergers, Acquisitions and Joint Ventures.

3. SHRM in Global Context, International Human Resource Strategies.

Note: 50 percent of classes will be devoted to theory and 50 percent to discussion of cases.

TEXT READINGS:

1. W.D. Anthony, P.L. Perrewe, K.M. Kacmar, Strategic Human Resource Management, Forthworth, Dryden, 1993.

2.C. Mabey, G. Salman, and J. Storey, Human Resource Management: A Strategic Approach, Cambridge, Blackwell, 1998.

3.Linda Gratton, Strategic Human Resource Management, New York, Oxford University Press, 1999.

4. S.C.Gupta, Advanced Human Resource Management: A strategic perspective, Ane Books Pvt. Ltd

5. Tanuja Agarwala, (2007), Strategic HRM, Oxford University Press

SUGGESTED READINGS:

1.John Leopold, Lynette Harris and Tony Waton, Strategic Human Resourcing: Principles, Perspectives and Practices, London, Financial Times Pitman Publishers, 1999.

ORGANISATION DEVELOPMENT

Course Objectives:

The objective of this course is to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

- 1. Introduction: Definition, History, Assumptions, Values and Beliefs in Organization Development (OD) and Transformation, Role of change agent. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.**
- 2. OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.**
- 3. Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.**
- 4. Emerging Trends in OD with special emphasis on Future Organizations.**

- 1. Wendell L. French and Cecil N. Bell Jr., Organization Development, New Delhi, Prentice Hall**

- 2. Don Harvey and Donald R. Brown, An Experiential Approach to Organizational Development, New Jersey, Prentice Hall Inc.,**

- 3. Wendell L. French, Cecil H Bell, Jr., and Robert A. Zawaski. (Edts.), Organizational Development and Transformation: Managing Effective Change, Illinois, Irwin Inc.,**

SOCIAL LEGISLATION FOR INDIAN MANAGERS

Course Objectives:

The objective of the course is to expose the student to the multidimensional complexities of social legislations to enable him to develop the right perspective of this delicate responsibility to deal with republic of India constructively. The course is designed to give inputs to the students on the relevant aspects of social legislation from different perspectives, which will in a way guide them when they enter in corporate world.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

- 1. Constitution of India: Preamble, Fundamental Rights, Directive Principle of State policy, Fundamental Duties, Union and State Judiciary, State Liability, Service under the Union and State, Freedom of Trade, Commerce and Intercourse, Tribunals,**
- 2. Child Labour: Meaning, Socio-Legal analysis, Judicial Approach, International Norms, National Norms, THE CHILD LABOUR (PROHIBITION AND REGULATION) ACT, 1986**
- 3. Sexual Harassment at Workplace: Meaning and definition, Legal Analysis, Judicial View, International Norms, National Norms, THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013**
- 4. EQUAL REMUNERATION ACT, 1976: Objectives, Judicial approach, International Norms, National Norms**
- 5. Gender Justice: Constitutional Aspects, Legal Aspects (Appointment, Conditions of Employment etc.), Social Norms of 21st Century**

6. Pollution Control Laws: Environment and the Constitution, Air Pollution, Water Pollution, Noise Pollution, THE ENVIRONMENT (PROTECTION) ACT,1986

7. Public Interest Litigation: Procedure, Compilation of Guidelines as per Supreme Court of India.

TEXT READINGS:

- 1. R. C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.**
- 2. P.L. Malik, Industrial Law, Lucknow, Eastern Book Co., 1995.**
- 3. Introduction to the Constitution of India 21st Edition, D.B.Basu**

SERVICE MARKETING

Course Objectives

The objectives of the course are to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

- 1. Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service.**
- 2. Challenges in Service Marketing. Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.**
- 3. Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.**
- 4. Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.**
- 5. Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.**
- 6. Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.**

Text & Suggested Readings

- 1. Christopher H. Lovelock, “Services Marketing”, New Delhi: Prentice Hall of India, 3rd Edn., 1996.**
- 2. Ravi Shankar, “Services Marketing”, New Delhi, Global Press, 2nd Edn. 1998.**
- 3. V. A. Zeithamal , D.W. Gremler and M. J. Bitner, “Service Marketing: Integrating Customer Across the Firm”, McGraw Hill, 2002**

I.M.S, D.A.V.V

MBA (HR) 405 E

- Sem IV

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HUMAN RESOURCE INFORMATION SYSTEM

Course Objective:

The objective of this course is to familiarize students with the dynamics of Human resource information system in current Technology driven organizations.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

Introduction – Data and Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, and Mechanics of HRIS; Programming Dimensions and HR Manager with no technology background; Survey of Software Packages for Human Resource Information System including ERP Software such as SAP.

Data Management for HRIS - Data Formats, Entry Procedure and Process; Data Storage and Retrieval; Transaction Processing, Introduction to RDBMS, HR-XML, Office Automation and information Processing and Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System.

Design; HRM Needs Analysis - Concept and Mechanics; Standard Software and Customized Software; HRIS - An Investment, Cost Benefit Analysis.

HR Management Process and HRIS-Modules on MPP, Recruitment, Selection, Placement, Module on PA System; T and D Module; Module on Pay A and Related Dimensions; Planning and Control; Information System's support for Planning and Control.

HR Management Process II and HRIS - Organization Structure & Related Management Processes including authority and Responsibility Flows, and Communication Process;

Organization Culture and Power - Data Capturing for Monitoring and Review; Behavioral Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.

HRIS-Security of Data and Operations of HRIS Modules; Common Problems during IT adoption efforts and Processes to overcome; Orientation and Training Modules for HR & Other Functionaries; Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS and Employee Legislation; An Integrated View of HRIS; Why and How of Winners and Losers of HRIS Orientation.

References:

- 1. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt Ltd.**
- 2. A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan page.**
- 3. Managing and Measuring Employee Performance - Understanding Practice “Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page.**
- 4. Accountability in Human Resource Management, “Jack J Phillips”, Gulf Professional Publishing.**
- 5. Hcas M. Awad, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.**
- 6. Tony Ivey, Personnel Computer System, Mc Graw Hill International.**
- 7. The Brave New world of e HR: Human resources Management in digital age, Guetual Stone editors, Wiley India Edition**

I.M.S, D.A.V.V

MBA (HR) 406 E

Sem IV

PERFORMANCE MANAGEMENT

Course Objective

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

Unit I: Performance Management Conceptual Frame Work Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management.

Unit II: Performance Appraisal System–Meaning, Features and Objectives of Performance Appraisal– Factors affecting Performance Appraisal– Benefits of Performance Appraisal– Problems with Performance Appraisal– Essentials of a Good Appraisal System– Evaluation of a Performance Appraisal System.

Unit III: Appraisal Methods on the basis of approaches – Ranking–Forced Distribution–Paired Comparison–Check List– Critical Incident–Graphic Rating Scale– BARS–MBO–Human Resource Accounting. - 360 degree Feedback– Definition & Uses of 360 degree feedback– Rationale for 360 degree feedback— Scope of application in various industries – Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal –Requirements for an Effective Potential Appraisal system-Performance Appraisal and Potential Appraisal.

Unit IV: Model and Process of Performance Management–Performance Management Cycle– Role Definition–Personal Development Plan–Performance Agreement– performance Review—Balance Scorecard approach to PMS, Benchmarking process, industry best practice.

Unit V : Performance Management Application & Improvement: Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counselling- Concept, Principles and Skills competency based Performance Management. Performance Management linked Reward Systems Types of pay for -Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

SUGGESTED READINGS:

Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.

**Murphy and Cleaveland: Performance Appraisal, Sage Publication
Chadha: Performance management, Excel Books**

Hartle: Transforming Performance Management Process, Kogan page.

Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India

Herman Aguinis: Performance Management, Pearson Education

A.S. Kohli and Tapomoy Deb, Performance Management OXFORD University Press

I.M.S, D.A.V.V

MBA(HR) 407 E

IV Sem

CONFLICT AND NEGOTIATION PROCESS

Course Objectives:

To promote understanding of the concept and theories of conflict, To build awareness of certain important and critical issues in conflict and negotiation. To provide exposure to the required skills in negotiating a contract.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

Power and Politics: Bases of Power, Power tactics, Power in Groups, Sexual Harassment in workplace: Unequal Power, Politics: power in Action, Implication for Managers

Conflict: Meaning and Causes of conflict, Transitions in Conflict Thought, Functional versus dysfunctional thought, Conflict process, styles of handling interpersonal conflict, Integrating conflict from Gandhian perspective.

Negotiation: Negotiating a Contract . Pre-negotiation. Preparing the Charter of Demand(s). Creating the Bargaining Team Submission of COD .Costing of Labour Contracts

The Negotiation Process: What is Negotiation? Effective Negotiation. Preparing for Negotiation. Communication Style. Breaking Deadlocks. Strategy and

Tactics/Games Negotiators Play. Closing Successfully. Negotiating Integrative Agreements. Reviewing.

Negotiation and Conflict Approaches and Phases in negotiation and conflict. Post Negotiation. Administration of the Agreement Grievance Management Binding up the Wounds.

Recommended Book: Latest Edition

- 1. BB Singh, Managing Conflict and Negotiation, Excel Book Pvt. Ltd**
- 2. Stephen .P. Robbins, Timothy A. Judge, Organizational Behaviour, Pearson**
- 3. Margie Parikh, Rajen Gupta, Organizational Behaviour ,McGraw Hill**

KNOWLEDGE MANAGEMENT

Course Objectives:

The objective of the course is to make participants aware of using information that creates value and knowledge.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

- 1. Review of concepts of computing Evolution of Computing, data-data explosion, storage an management, approaches to DBMS Information processing information systems, organizational learning.**
- 2. Quality, re-engineering methodologies and business paradigms : introduction, total quality management, artificial intelligence, and emerging business paradigms.**
- 3. Knowledge Management. Introduction, Organizational Knowledge Management, Learning Organization, and Knowledge, Conversion.**
- 4. Knowledge Management techniques, Systems and tools. Knowledge analysis, Organizational Knowledge Dissemination.**
- 5. Organizational Knowledge Management Architecture and Implementation Strategies: Introduction, Knowledge Management Framework, Implementation, Strategies, Organizational Knowledge Management Architecture, Organizational Knowledge repositories, Knowledge Management Applications, Organizational Collaborative**

Platforms, Organizational Knowledge Measurement Framework and techniques, and implementation barriers.

6. K-Careers: Introductions, Knowledge Management roles and Knowledge Management Job Opportunities.

Recommended Book:

Warrier, E. Sudhir (2004) "Knowledge Management", Vikas Publishing House Ltd. New Delhi.

Knowledge Management: 2nd Edition, Elias M. Awad, Hassan M. Ghaziri, PHI Learning Pvt. Ltd.

I.M.S, D.A.V.V

MBA (HR) 409 E

Semester IV

PROJECT MANAGEMENT

Course Objective

To acquaint students with project management method and to develop skills on project planning, analysis implementation and control.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

Project Planning and Phases: Need and Importance, Phases of Capital Budgeting, Project Analysis Facts, Resource Allocation Framework (Investment Strategies, Portfolio Planning Tools, and Interface between Strategic Planning and Capital Budgeting), Generation and Screening of Project Ideas.

Project Analysis: Market and Demand Analysis, (Including Demand Forecasting), Location Analysis, Technical Analysis and Financial Analysis (Cost of Project, Working Capital Requirement & Its Financing), Social Cost Benefit Analysis.

Project Selection: Project Cash Flows, Time Value of Money, Cost of Capital, Appraisal Criteria and Analysis of Risk. Preparing Project Report, Financial Projections, Estimating Costs. Project Financing, Project Appraisal by Financial Institutions. Project Management and Control: Project Organizations, Planning and Control of Project & Human Aspects of Project Management, Project Control Tools (Gantt Charts, Line Off Balance) Network Techniques for Project Management: Basic Concepts of Networks, Line Estimation and Determination of

Critical Path (For Both PERT and CPM Models), Network Cost Systems and Activity Crashing.

Project Review: Need for Reviews, Initial Review, Performance Evaluation, Abandonment Analysis, Evaluating the Capital Budgeting Systems. Public and Private Sector Projects, Other Issues: Tax Implications, Environmental, Health and Safety.

Text Reading:

I.M.S, D.A.V.V

- 1. Prasanna Chandra. “Project Planning, Analysis, Selection, Implementation and Review”, New Delhi, Tata McGraw Hill Publications. Latest Edition.**
- 2. P. Gopalkrishnan and E. Rama Moorthy.“Text book of Project Management”. NewDelhi,McGraw Hill Publications. Latest Edition.**
- 3. Harold Kerzner, “Project Management: A Systems Approach to Planning, Scheduling and Controlling”, New Delhi, CBS Publications, Latest Edition.**
- 4. Rajive Anand, “Project Profiles with Model Franchise Agency and Joint Venture Agreement”, New Delhi, Bharat Publications. Latest Edition.**

I.M.S, D.A.V.V

**MBA (HR) 410 E
Semester IV Developing
Leadership**

Course Objectives:

This course provides an in-depth look at transformational leadership — the mutually stimulating relationship between leader and follower that raises both of them to higher levels of human conduct and ethical aspiration. It will help, as a leader, to enhance and effectively use power not only in achieving goals, but also in enabling followers to lift themselves into their better selves. The course will develop the capacity to perceive clearly the various tactics that others use to influence in order to achieve their objectives.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENT:

- 1. Decisions and Implementation.**
- 2. The Structure of Moral Leadership.**
- 3. Diagnosing Power and Dependence.**
- 4. Where does Power come from?**
- 5. Resources, Allies, and the New Golden Rule.**
- 6. Location in the Communication Network.**
- 7. Formal Authority, Reputation, and Performance.**
- 8. The Importance of being in the Right Unit.**

- 9. Individual Attributes as Sources of Power.**
- 10. Framing: How we look at things affects how they look.**
- 11. Interpersonal Influence.**
- 12. Timing is (almost) everything.**
- 13. The Politics of Information and Analysis.**
- 14. Changing the Structure to Consolidate Power.**
- 15. Symbolic Action: Language, Ceremonies, and Settings.**
- 16. Even the Mighty Fall: how Power is Lost?**
- 17. Managing Political Dynamics Productively.**
- 18. Toward a General Theory.**
- 19. Managing with Power.**

Recommended Book: Latest Edition

- 1. The leadership life Cycle: by Andrew Ward, Palgrave Macmilian**
- 2. High Quality leadership: by Erwin Rausch and John B Washbursh, PHI**
- 3. Leadership in organizations: by Gary Yuki, PHI**

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.B.A. (E-COMMERCE) 2 Year
Semester – I TO IV

2018 - 20



**INSTITUTE OF MANAGEMENT STUDIES
PROPOSED NOMENCLATURE AND COURSE OUTLINE
FOR
M.B.A (EC) MS5E 2 Years PROGRAMME(2017-19)
I SEMESTER**

Programme Objectives:

1. To develop the techno managers with deep understanding of managerial aspects as to use Information Technology effectively and efficiently.
2. To help the students with a view to emulate, entrepreneurial ventures in e-commerce and m-commerce.
3. To prepare the students to cope with the ever changing IT- Industry and to use Information technology to gain competitive advantage in business.

Sl.	Sub. Code	Present Subject	Proposed subject	
1	MB101	Fundamental of Management	Fundamentals of Management	Ability enhancement
2	MB102	Accounting for Manager	Business Accounting	Ability enhancement and skill development
3	MB103	IT for Manager	IT for Business Application	Core
4	MB104	Organisational Behaviour	Business Ethics & management by Indian values	Generic/interdisciplinary
5	MB105	Business Maths & Statistics	Quantitative Methods	Generic/interdisciplinary
6	MB106	Introduction to Unix & Linux (added to IT for managers)	Organisational Behaviour	core
7	MB107	Communication Skill	Business Communication	Ability enhancement
8	MB108	Web Design Animation Tools	Web Design and Animation	core
9	MB109	Comprehensive Viva	Comprehensive Viva	

II SEMESTER

Sl.	Sub. Code	Present Subject	Proposed subject	Elective type
1	MB201	Software Engg. and Project Mgmt.	OOPS using C++	Ability enhancement and skill development
2	MB202	*Marketing Management	RDBMS	Ability enhancement and skill development
3	MB203	OOPS using C++	Marketing Management	core
4	MB204	Research Methodology	Research Methodology	generic
5	MB205	Introduction to e-business	e-business	core
6	MB206	Introduction to Networking	Computer Networks	core
7	MB207	Operation Research	Management Science/Operations research	generic
8	MB208	Internet Programming Using Java	Java Programming	core
9	MB 209	Comprehensive Viva voce		

III SEMESTER

Sl.	Sub. Code	Present Subject	Proposed	Type
1	MB-301	J2EE Programming	J2EE Programming	Elective Disciplines centric(A)
2	MB-302	Common Architecture JAVA	Common Architecture in JAVA	Elective Disciplines centric(A)
3	MB-303	VB.Net Programming	DOT NET Programming	Elective Disciplines centric(B)
4	MB-304	SQL Server 2000	SQL Server	Elective Disciplines centric(B)
5	MB-305	Internet Marketing	Digital Marketing	core
6	MB-306	International Business	Software engineering and Quality Management	core
7	MB-307	Search Engine Optimization	Search Engine Optimization	core
8	MB-308	e-Commerce Application Using PHP	e-Commerce Application Using PHP	core
9	MB-309	Financial Management	Data Analytics	Ability enhancement and skill development
10	MB-310	Business Transformation & Tools	Human Resource management	Generic/interdisciplinary
11		Proposal to be taken	Major Project- Proposal and Development	Ability enhancement and skill development
12	311	Comprehensive Viva		

* Any two to be selected by the Student.

IVth SEMESTER

Sl.	Code	Subject	Proposed	type
1	MB401	J2ME Programming	Mobile application development	Elective Disciplines centric(A)
2	MB402	EJB Programming	Data base framework using hibernate	Elective Disciplines centric(A)
3	MB403	ASP.Net	Advance DOT NET Programming	Elective Disciplines centric(B)
4	MB404	C#.net	Model View Controller	Elective Disciplines centric(B)
5	MB405	ITES Marketing	ITES Marketing and CRM	core
6	MB406	RDBMS	Strategic Management	core
7	MB407	Software Quality Assurance	Knowledge Management	core
8	MB408	Knowledge Management	Cyber Law & Business Regulatory framework	core
9	MB409	Business Ethics & management by Indian values	Major Project- Submission and Evaluation/Entrepreneurship	Ability enhancement and skill development
12	MB410	Comprehensive viva voce		

SEMESTER I

SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	MB-102
		TOTAL CREDITS	03

SUBJECT NATURE: Ability enhancement

COURSE OBJECTIVE:

To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.

LEARNING OUTCOME:

At the end of the course students should be able to;

1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance.
2. Finalize Accounting Statements of Individuals.
3. Understand basic of Cost Accounting and related decision criteria.

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have **two** theory questions out of which a student will be required to do any **one**. Section B will be of 48 marks and have **five** numerical/cases out of which a student will be required to do any **four**.

COURSE CONTENTS		No. of Sessions
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.	08
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numericals.	12
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numericals.	05

Unit- 4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numericals.	10
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numericals.	09
Unit-6 Contemporary Issues in Accounting	7.1. Concept of Inflation Accounting, 7.2. Human Resources Accounting.	1
TOTAL SESSIONS		45

Learning Resources:

Text Books: Latest Edition of-

R.L. Gupta, and V.K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.
S.N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.
S. N. Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications, New Delhi.

Reference Books: Latest Edition of-

S.P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.
Robert N. Anthony and James S. Recee, “**Accounting Principles**”, A.I.T.B.S. Pub. and Distributions, New Delhi.
R.P. Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (E-commerce)

Semester I

Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	MBA-106N
		Total Credits	03

Subject Nature: Generic

Course Objectives:

- To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making.
- To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations.
- To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior.

Learning Outcomes:

At the end of the course, students should be able to;

4. Understand nature and purpose of ethics and ethical norms.
5. What exactly business ethics is and how it is different from corporate social responsibility.
6. Learn and apply important theoretical frameworks in business situation and decision making.
7. Learn and understand various concepts of Indian ethos and how they impact various key business decisions.
8. Understand importance of self-management and work place spirituality.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business	03
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics	03
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing	03

	.	
Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Sources of Indian Ethos in Management and problems in understanding them	03
Unit -5 Sources of Indian Ethos and Management	Representative Sources of Indian Ethos in Management 5.1 Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales	10
Unit-6 Values for Indian Managers	6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management	04
Unit -7 Human Behavior	7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory	08
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and Karma Yoga	03
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1 Five fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	02
Unit-10 Management of the Self and Workplace Spirituality.	10.1 Management of the Self and Workplace Spirituality.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources: (latest Editions of the books and material)

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson
2. Weiss, Business Ethics Concept & Cases, Cengage Learning
3. Velasquez, Business Ethics, Concepts & Cases, PHI
4. Murthy, Business Ethics, Himalaya Publishing House
5. Al Gini, Case Studies in Business Ethics, Pearson Education.
6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi
7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi
8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
CLASS AND SEMESTER – MBA (E commerce)		2017-19	
sem-1			
Subject Name	Business Communication	Subject Code	MB 107
Subject Nature	Ability enhancement and skill development		
Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.			
Learning Outcomes: To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
Course Contents			
Unit	Content	No. of hours	
1	Nature of Business Communication	10	
1.1	Need, importance and purposes of communication in organizations		
1.2	Elements and environment of communication		
1.3	Models of communication		
1.4	Forms and networks of organizational communication		
1.5	Types of communication barriers and how to overcome them		
1.6	Listening, types of listening and effective listening		

1.7	Elements of effective communication	
2	Non-verbal Communication	7
2.1	Importance of appearance and how to use it as a tool in communication	
2.2	Body language and oculesics	
2.3	Paralanguage	
2.4	Proxemics	
2.5	Chronemics	
2.6	Haptics	
2.7	Using non-verbal tools (oral and written) to communicate effectively	
3	Presentations, Interviews, Group Discussions and Business Meetings	10
3.1	Preparation of content for presentation	
3.2	Understanding the audience	
3.3	Importance of rehearsals	
3.4	Using visual aids in presentations	
3.5	Handling questions	
3.6	Writing a resume'	
3.7	Types of interviews	
3.8	Preparation for an interview	
3.9	Do's and don'ts during an interview	
3.10	Understanding the group in a group discussion	
3.11	Do's and don'ts in a group discussion	
3.12	Meetings in business and its types	
3.13	Notice and agenda	
3.14	Minutes of a meeting	
3.15	Mannerisms, etiquettes and assertiveness in oral communication	
4	Business Writing	8
4.1	Types of business letters	
4.2	Structure and format of letters	
4.3	Memorandums and circulars	
4.4	e-mails	
4.5	Text messaging	
4.6	Report writing	
4.7	Importance of written communication	
4.8	Appropriate tone in business writing	
5	Negotiation Skills	4
5.1	Need for negotiation	
5.2	Process of negotiation	
5.3	Barriers to negotiation and how to overcome them	
6	Issues in Communication	6
6.1	Handling diversity (gender, culture, ethnicity, etc.)	
6.2	Tolerance and acceptance of diversity	
6.3	Emotional intelligence and its impact on communication	
6.4	Social intelligence and its impact on communication	
6.5	Ethics in communication	
Learning Resources:		

Text Books:

M.Raman and P.Singh, **Business Communication**, latest edition, Oxford University Press, India.

Reference Books:

William V. Ruch, **Business Communication**, Maxwell Macmillan, New York.

Lani Arredono, **The McGraw-Hill 36-Hour Course: Business Presentation**, McGraw-Hill, New York.

Bill Scott, **The Skills of Communication**, Jaico, Bombay.

Ronald E. Dulek and John S. Fielden, **Principles of Business Communication**, McMillan, New York.

Dalmer Fisher, **Communication in Organizations**, Jaico Publishing House, India.

M. E. Guffy, **Essentials of Business Communication**, Thomson Publication.

Shirley Taylor, **Communication for Business**, Pearson Education.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce)			
Semester I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	MB-101
Subject Nature: Ability enhancement and skill development			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases; • To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to;			
9. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.			
10. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems			
11. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control.			

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents(5 to 7 Units)

Content	
UNIT –I Management Concept and Theories	1.1 Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model 3.5 Planning & Forecasting. .
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling ,
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making

Learning Resources:**Text Books:**

1. Horold Koontz, O’Donnell and Heinz Weihrich, “Essentials of Management’ New Delhi, Tata McGraw Hill, Latest Edition.
2. R.D. Agrawal, “Organization and Management” New Delhi, Tata McGraw Hill Latest Edition.

Reference Books:

1. Horold Koontz, Heinz Weihrich, "Management: A Global Perspective" New Delhi Tata mcGraw hill, Latest Edition.
2. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition.
3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES**M.B.A (E-commerce) Semester I**

Subject Name:	I.T for Business Application	Subject Code:	MB 103
		Total Credits:	03

Subject Nature: CORE**Course Objective:**

1. To get a thorough update of Information Technology used in Business Organizations.
2. To develop understanding of managerial aspects so as to use Information Technology effectively and efficiently.
3. To develop capability to integrate different but related aspects of Information Technology.
4. To develop a view of IT Management, especially, for a large organization.
5. To appreciate IT Management as an independent and important field of work, different from IT for Management.
6. To develop conceptual understanding about latest developments in the field of information Technology and the impact of IT in managing a business.
7. To learn to use Information Technology to gain competitive advantage in business.
8. To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce.

Learning Outcome:

1. The student will be able to apply the basic IT tools for managerial decision making.
2. The student will be able to apply data management tools in corporate organizations.
3. The student will be able to work in MIS enabled organizations.
4. The student will be able to communicate using internet facilities.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class room Contact Sessions
Unit No.	Contents	No. of Sessions
01	Over View of Computer : Data , Information , Hardware , Software , Operating Systems, Computer Language, Number Systems	06
02.	Application Software Management: Overview of General Purpose Application Software : Word processing, Spread Sheet , Business	06

	Presentation such as Software Suites, Messaging, Groupware, Commercial and Corporate software tools – (Assignment & Presentation)	
03	Data Management: Database Concepts and Development - Types of Databases – Application Development thru DBMS (Project work / Case Studies)	04
04	Networking Management: Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking , Networking types, Networking media, Networking software, Networking architecture and Networking protocols.	04
05.	System Software Management: Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software.	04
06.	Management Information Systems: Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage. Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems, DSS, Artificial Intelligence. (Project / Case Studies)	05
07.	Digital firm Perspective: Information System Development Life Cycle - All phases , System Analysis , System Design, MIS Model for a digital firm – Organization Structure for digital firm – E-Business Models and Applications (Project / Case Studies)	04
08.	Security Management: Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products. Types of Computer Crime – Cyber Law - Security Defenses – System Controls and Audit. (Assignment / Case Studies)	04
09.	Latest trends in IT - Mobile computing, Cloud computing , Mobile Computing etc. Data Warehousing and Data Mining	03

Learning Resources:

1	Text Books	<ul style="list-style-type: none"> • Management Information System Obrien, Marakas, Behl 9th Edition Tata McGraw Hill • Management Information Systems W S Jawadekar, 4th Edition Tata McGraw Hill • IT system Management by Rich Schiesser • Enterprise Computing by Alan R. Simpson
2	Reference Books	<ul style="list-style-type: none"> • Computer Applications In Management (With Cd), Dr. Niranjana Shrivastava ,Wiley India Pvt. Limited, • Management Information Systems by Jaiswal and Millal, Oxford University Press • Business Information Systems, 5th edn: Technology, Development and Management for the E-Business: Author

		Paul Bocij, Andrew Greasley, Simon Hickie ,Pearson Education Limited, <ul style="list-style-type: none"> Management Information Systems by C.S.V. Murthy
3	Supplementary Reading Material	Management Information System by Davis and Olson, Tata McGraw Hill
4	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India, Mumbai

M.B.A. (E-commerce)- 2017-19

Semester I

Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	MB-104
		Total Credits	03

Subject Nature: Generic

Course Objective:

This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance.

After completing this course, students should be able to:

1. Understand individual behavior in organizations, including diversity, personality, attitude perception, learning and motivational theories.
2. Understand group behavior in organizations, including group and team development leadership, conflict management
3. Understand the organizational system, including organizational culture, change and stress management.

Learning Outcome:

1. Students will find keys to understand people
2. Students can find the basis of individual and group behavior
3. Students will develop various soft skills

ExaminationScheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have five theory questions out of which a student will be required to do any four questions. Section B will be of 20 marks and consist of case(s).

Course Contents	Hours
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UNIT –I Introduction	1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models 1.4 Case(s) on OB concepts to be discussed in class	04
Unit-2 The Individual Behaviour	2.1 Personality: Determinants and attributes 2.2 Perception: Factors influencing perception, process, Attribution theory 2.3 Learning: Concept, Theories of learning 2.4 Attitude: Concept and types, cognitive dissonance theory 2.5 case(s) on individual behavior to be discussed in class	08
Unit-3 Motivation	3.1 concept 3.2 Early theories: Maslow’sHierarchyofNeeds,Gregor’s theory X and Y,Two factor theory of Herzberg 3.3 Contemporary theory of motivation: Vrooms Expectancy Reinforcement theory 3.4 One case on Motivation to be discussed in class	05
Unit- 4 Group Behaviour	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams 4.5 One case on Group behavior to be discussed in class	07
Unit -5 Leadership	5.1 Nature and significance of leadership 5.2 Trait theories 5.3 Behavioural theories: Ohio studies, Michigan studies managerial grid 5.4 Contingencytheories: Fiedler model, SLT theory, LMX theory Path goal theory 5.5 One case on leadership to be discussed in class	08
Unit-6 Conflict	6.1 Meaning of conflict, types, transition in conflict thoughts 6.2 Conflict Process 6.3 Conflict management Techniques 6.4 One case on conflict management to be discussed in class	05
Unit-7 Dynamics of OB	7.1 Organizational Change: forces of change, resistance to change Lewin’s change management model 7.2 Work stress: Understanding stress, Potential sources consequences and coping strategies 7.3 Organizational culture: creating and sustaining culture 7.4 One case on change and stress management to be discussed in class	08
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:**Text Reading:** Latest Edition

1. Stephen P. Robbins, “**Organizational Behaviour: Concepts, Controversies, and Applications**”, New Delhi, Prentice Hall
2. Fred Luthans, “**Organizational Behaviour**”, New York, McGraw Hill.
3. Bill Scott, “**The Skills of Communications**”, Jaico Publications, Bombay.
4. John W. Newstrom and Keith Davis, “**Organizational Behaviour: Human Behaviour at Work**” New Delhi, Tata McGraw Hill.

Reference Books:

1. Change Management – Murthy, C. S. V.
2. How to study an Organization – Prof. Giuseppe Bonaz.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce)			
Semester I			
Subject Name	QUANTITATIVE METHODS	Subject Code	MB-105
		Total Credits	03
Subject Nature: Generic			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases; • To provide the necessary foundation for all other courses. 			
Learning Outcome:			
At the end of the course students should be able to;			
12. Interpret the data to get solutions to the problems in the corporate world.			
13. Classify, present the data as per the requirements of the practicing managers.			
14. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision making and control.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room

		Contact Sessions
UNIT –I Sets, Functions, and Progressions	1.1 . Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)	08
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input/Output analysis.	07
Unit-3 Introduction to Statistics	a. Introduction to Statistics: b. Introduction to Measurement of Central Tendency c. Introduction to Measurement of Variations	06
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye’s Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications	08
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson’s and Spearman’s Coefficient), 5.2 Methods of computing simple regression.	06
Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations	06
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions 1. J.K. Sharma, “ Mathematics for Management and Computer Applications ”, New Delhi, Galgotia Publication,		

2. S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India.
4. S. P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal.

INSTITUTE OF MANAGEMENT STUDIES			
Class and Semester			
Subject Name	WEB DESIGNING AND ANIMATION	Subject Code	EC-108C
Subject Nature: Core			
Course Objective: The objective of this module is to let the student develop their basic skill in Web Design & Animation. Study the current design trends to be followed for online content. Emphasis will be laid on Web Development Suit (Macromedia Kit).			
Learning Outcome: The student will be able to develop web page and websites. Students will also expose themselves to web scripting languages and various interface to develop websites.			
Examination scheme: The semester examination worth-60-marks will contain 7/8 questions. Internal marks of -40comprises of marks internal assessment marks for Mid term exam and marks for Viva-voce.			
Course Contents(5 to 7 Units)			
UNIT	Content		
1	1.1 Design Basics 1.2 Fundamental of design elements of design 1.3 elements of design 1.4 HTML basics 1.5 Form making using HTML & DHTML 1.6 Basic HTML tags		

2	<p>2.1 Computer Graphics Basic 2.2 Vector/Bitmap Format 2.3 Device Independent File Formats 2.4 Color Mode 2.5 Color Modes in Digital Media 2.6 Fundamental of Design Elements of Design 2.7 Principle of Design 2.8 Key features of Design</p>
3	<p>3.1 2D Vector Animation for Web/CD Content 3.2 Interface Study, Basic Technique of Animation 3.3 Symbol Object in Flash 3.4 Basic Action Scripting 3.5 Publishing Setting 3.6 Adding Sound, Event Handler 3.7 Basic Action Book</p>
4	<p>4.1 Web Authoring Application 4.2 Interface study 4.3 Basic Lay outing Concept 4.4 Define Sites 4.5 HTML Layout Window 4.6 Publishing Setting 4.7 Timeline Animation 4.8 CSS, Behavior's in Dreamweaver 4.9 Styles Assigning Script in Dreamweaver 4.10 Uploading Site using DW/FTP</p>
5	<p>5.1 Web Graphics Application 5.2 Interface Study 5.3 Exporting / Optimization 5.4 Table in Fireworks 5.5 Effects 5.6 Buttons Styles</p>
<p>Learning Resources: Text Books: Dreamweaver MX Bible “Lowrey” Wiley dreamtech India Pv.t Ltd. Reference Books: Flash MX Blile“ Robert Reindhart” Web References: w3school.com Aq1</p>	

INSTITUTE OF MANAGEMENT STUDIES**MBA (e-Commerce)- Batch 2017-19****Semester-II**

Subject Name	COMPUTER NETWORKS	Subject Code	MB 204
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Subject Nature: Core**Course Objective:** :The objective of this course is to create awareness of networking concepts.**Learning Outcome:****At the end of the course the student should:**

1. Understand the architectural principles of computer networking and compare different approaches to organizing networks.
2. Understand good network design: simplicity, scalability , performance, and the end-to- end principle.
3. Develop solutions for networking and security problems, balancing business concerns, technical issues and security.
4. Explain concepts and theories of networking and apply them to various situations, classifying networks, analyzing performance and implementing new technologies.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be of 60 marks.

Course Contents(5 to 7 Units)

UNIT	Content
Unit 1: Introduction to Computer Networking	1.1 Computer Networking : Importance 1.2 Key Terminologies 1.3 Network Topologies 1.4 Standardization Bodies 1.5 Important Historic Milestones and Networks Origin to Current Trend 1.6 OSI Reference Model

<p>Unit 2: Internet Protocols and Connectivity Essentials</p>	<p>2.1 Ethernet – Wireless LAN 2.2 Point-to-Point Protocol 2.3 Internet Connection 2.4 Working of Modem 2.5 Network Interface Card 2.6 Internet Services 2.7 Digital Subscriber Line 2.8 Integrated Services Digital Network 2.9 Comparison of DSL & ISDN 2.10 Broadband & Base band transmission 2.11 Wi-Fi</p>
<p>Unit 3: TCP/IP Model in- depth Working and design Network Model</p>	<p>3.1 TCP/IP Overview 3.2 TCP/IP and Internet 3.3 Layer of TCP/IP 3.4 Concept of Network Layer: Addressing 3.5 Circuit Switching 3.6 Packet Switching, 3.7 Internet Protocol (version 4, version 6) 3.8 Transport Layer: UDP & TCP 3.9 Application Layer: Client Server Model 3.10 DNS 3.11 TELNET 3.12 FTP 3.13 SMTP Model 3.14 HTTP 3.15 Electronic Mail 3.16 Search Engine 3.17 Design Own Network Model</p>
<p>Unit 4: Network Security Basics</p>	<p>4.1 Network Security Basics and Needs 4.2 Cryptography 4.3 Encryption and Decryption 4.4 Cipher Text 4.5 Types of Cryptography: Symmetric and Asymmetric 4.6 Digital Signature 4.7 Organizational Security Issues and Firewall Architecture</p>

Unit 5: Introduction to AI, Robotics and Future Trends	5.1 Introduction to AI 5.2 Robotics and future Trends 5.3 AI (Overview, Philosophy, Goals, Applications) and Robotics Concept 5.4 Future Trends of Computer Networking: IPV6 taking place all over 5.5 Fibre Optics 5.6 Cloud Computing 5.7 5G 5.8 Virtual and Augmented Reality
Reference Books: <ol style="list-style-type: none"> 1. Computer Networks by Andrew S. Tanenbaum 2. TCP/IP – Forouzan (TMH) 3. Internet and World Wide Web, How to Program, Dietel and Dietel, Pearson Education. 4. Head First Networking by Anderson, Benedetti and Ryan 5. Introduction to AI Robotics by Robin Murphy 	

INSTITUTE OF MANAGEMENT STUDIES			
MBA (e-Commerce)-Batch 2017-19			
Semester-II			
Subject Name	RELATIONAL DATABASE	Subject Code	MB 202

	MANAGEMENT SYSTEMS		
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Subject Nature: Core

Course Objective:

To enable students to:-

1. Gain a good understanding of the architecture and functioning of Database Management Systems as well as associated tools and techniques.
2. Understand and apply the principles of data modeling using Entity Relationship and develop a good database design.
3. Understand the use of Structured Query Language (SQL) and its syntax.
4. Apply Normalization techniques to normalize a database
5. Understand the need of Database processing and learn techniques for controlling the consequences of concurrent data access.

Learning Outcome:

At the end of the course, students will be able to,

1. Describe basic concepts of database system
2. Design a data model and schemas in RDBMS
3. Use RDBMS's for developing industry applications

Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be of 60 marks.

Course Contents(5 to 7 Units)

UNIT	Content
Unit 1: Database Concepts - A Relational Approach	1.1 A Relational Approach: Database Relationships 1.2 DBMS versus Relational Data Model 1.3 Integrity Rules Theoretical Relational Languages 1.4 Design Your Database 1.5 Data Modeling and Normalization: Data Modeling 1.6 Dependency 1.7 Database Design 1.8 Normal Forms 1.9 Dependency Diagrams 1.10 Denormalization 1.11 Examples of Normalization
	2.1 History 2.2 Fundamentals 2.3 Block Structure

Unit 2: PL/SQL - A Programmin g Language	2.4 Comments 2.5 Data Types 2.6 Other Data Types 2.7 Declaration 2.8 Assignment Operation 2.9 Bind Variables 2.10 Substitution Variables 2.11 Printing Arithmetic Operators 2.12 Control Structures and Embedded SQL: Control Structures Nested Blocks 2.13 SQL in PL/SQL
Unit 3: Working With Table	3.1 Data Management and Retrieval: DML – Adding a New Row/Record 3.2 Customized Prompts 3.3 Updating and Deleting an Existing Rows/Records 3.4 Retrieving Data from Table 3.5 Arithmetic Operations 3.6 Restricting Data with WHERE Clause 3.7 Sorting Revisiting Substitution Variables 3.8 DEFINE command CASE Structure 3.9 Functions and Grouping: Built-In Functions Grouping Data 3.10 Multiple Tables: Joins and Set Operations: Join – Set Operations
Unit 4: PL/SQL	4.1 Data Manipulation transaction Control Statements 4.2 PL/SQL Cursors and Exceptions: Cursors 4.3 Implicit & Explicit Cursors and Attributes 4.4 Cursor FOR loops 4.5 SELECT...FOR UPDATE WHERE CURRENT OF clause 4.6 Cursor with Parameters 4.7 Cursor Variables 4.8 Exceptions – Types of Exceptions
Unit 5: Oracle9i	5.1 Personal Databases 5.2 Client/Server Databases 5.3 Oracle9i An Introduction 5.4 SQL *Plus Overview

TEXTBOOKS:

1. DATABASE SYSTEMS USING ORACLE – Nilesh Shah, 2nd edition, PHI.

REFERENCE BOOKS:

1. DATABASE MANAGEMNET SYSTEMS – Arun Majumdar &Pritimoy Bhattacharya, 2007, TMH.
2. DATABASE MANAGEMENT SYSTEMS – Gerald V. Post, 3rd edition, TMH.

M.B.A. e-commerce BATCH 2017-19 SEMESTER II			
SUBJECT NAME	MARKETING MANAGEMENT	SUBJECT CODE	MB 203
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
Course Objective: <ul style="list-style-type: none"> • To familiarize the students with marketing concepts and practices. • To acquaint them with the challenges of marketing environment and competition; • To expose them to the elements of marketing mix; and develop their capacity to understand marketing applications 			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand Marketing Management and explain its pivotal role. 2. Aclear understanding and exposure to the concepts of marketing and its roots in customer-centric approach, and the elements of marketing mix. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			

Course Contents		Sessions
Unit - 1 Marketing Concepts	1.1 Understanding and Defining Marketing 1.2 Customer Value, Satisfaction, Customers Delight, and Loyalty 1.3 Conceptualizing Tasks and Philosophies of Marketing Management, 1.4 Value chain.	10
Unit - 2 Marketing Environment, and Research	2.1 Scanning the Marketing Environment. 2.2 Marketing Information System 2.3 Marketing Research Process 2.4 Applications of Marketing Research	08
Unit - 3 Consumer Behaviour	3.1 Understanding Consumer Behaviour - Concept and Applications 3.2 Factors Influencing Buying Behaviour, 3.3 Buying Decision Process	06
Unit-4 Market Segmentation, Targeting, Positioning	4.1 Market segmentation 4.2 Levels of market segmentations, 4.3 Patterns, procedures, requirement for effective segmentation, 4.4 Market Targeting 4.5 Developing a positioning strategy.	06
Unit - 5 Marketing Strategies	5.1 Developing Marketing Strategies 5.2 Understanding Marketing Mix	07

Unit - 6 Product Decisions	6.1 Objectives, 6.2 Product classification, 6.3 Product-Mix, 6.4 Product life cycle strategies	08
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

1. Philip Kotler, and Gary Armstrong, " **Principles of Marketing**", Latest Edition, Pearson Education.
2. Philip Kotler, Kelvin Lane Keller, Abraham Koshy, Mithileshwar Jha " **Marketing Management - A South Asian Perspective**" –New Delhi: Pearson Education.

Reference Books:

1. Willam J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit " **Marketing Concepts and Cases**", Tata Mc Graw Hill.
2. Rajan Saxena, **Marketing Management**, , Tata McGraw Hill

INSTITUTE OF MANAGEMENT STUDIES

MBA (e-Commerce)-Batch 2017-19

Semester-II

Subject Name	JAVA PROGRAMMING	Subject Code	MB208
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Subject Nature: Core

Course Objective:The objective of this course is to help students to understand the advanced concepts of Object Oriented Programming and Internet Programming using Java and their use in organization and processing complex business information.

Learning Outcome: Upon completing requirements for this course, the student will be able to:

- Create a **software application** using the **Java programming language**.
- Debug a **software application written in the Java programming language**.

Examination scheme:The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be of 60 marks.

Course Contents(5 to 7 Units)

UNIT	
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	Content
1	1.1 Introduction to Java 1.2 History & features of java 1.3 Concept of javavirtual machine (JVM) 1.4 Java class libraries 1.5 Java development kit (JDK)
2	2.1 JAVA Basis 2.2 Data types& variable 2.3 Operators & array 2.4 Expressions & Assignments 2.5 Modifiers & Literals 2.6 Control statements
3	3.1 Object Oriented Programming and JAVA 3.2 Objects and Classes 3.3 Method overloading & Method overriding 3.4 Constructer 3.5 This keyword , Static keyword 3.6 Final keyword 3.7 Package 3.8 Inheritance & Super keyword 3.9 Abstract & Interface 3.10 Exception handling 3.11 Multithreaded programming 3.12 Java I/O
4	4.1 Introduction to Servlet 4.2 Servlet life cycle 4.3 ServletRequest 4.4 Servlet Collaboration 4.5 Session tracking 4.6 JDBC 4.7 JDBC Driver 4.8 DB connectivity steps 4.9 ResultSet 4.10 PrepareStatement

5	5.1 Introduction to JSP 5.2 Elements of JSP 5.3 JSP directives 5.4 JSP declarations 5.5 JSP scriptlets 5.6 JSP Expressions 5.7 MVC in JSP
Learning Resources: Text Books: 1) Patrick Naughton and Herbert Schildt, “ JAVA The Complete Reference ”, Tata McGraw Hill, 2) Bernard van Haecke, “ JDBC: Java Database Connectivity ”, IDG Books India, 3) James Goodwill, “ Pure Java Server Pages ”, Techmedia, New Delhi. Reference Books: 1) Cay S. Horstmann and Gary Cornell, “ Core Java 1.2 vol. II –Advanced Features ”, Sun Microsystems Press, 2) Dustin R. Callaway, “ Inside Servlets ”, Addison-Wesley, New Delhi. Web References: javatpoint.com, tutorialspoint.com	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (e-Commerce)-Batch 2017-19			
Semester II			
Subject Name	OOPS Using C++	Subject Code	MB-201
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases; • To provide the necessary foundation for all other courses based on management practices across the world 			

Learning Outcome:
 At the end of the course students should be able to;

15. Understand the fundamental concepts of object oriented design/programming and how they are supported by the standard C++ language.
16. Write well structured and readable C++ programs while implementing object oriented methodology
17. Learn to implement functions, inheritance, overloading, constructors, templates, exception handling.

Examination scheme:
 The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Introduction to Object Oriented Concepts	1.1 Programming approaches and their types 1.2 Procedure oriented programming Vs Object oriented programming 1.3 Object oriented programming need and advantages 1.4 Basics of object oriented programming: Objects, Classes, Data abstraction, Data encapsulation, Data binding, Inheritance, Polymorphism, Dynamic binding, Message passing, Modularity	09
Unit-2 C++ Programming Basics	2.1 General structure of a C++ program, I/O with cout, cin, 2.2 Program features: Data types, Operators, Comments, tokens, keywords, identifiers, Commonly used header files 2.3 Control Structures, if, if-else, while, do-while, for, switch statements 2.4 Functions: Function prototyping, Call by value and reference	09
Unit-3 Structures, Classes, Constructors and Destructors	3.1 Structure: Introduction, Extension 3.2 Classes: Need, General form of class, Creating objects, Accessing class members, Scope of class and its members, C++ programs using classes 3.3 Constructors: Declaration, Special characteristics, Types of constructors 3.4 Destructors: Need, Declaration, Special characteristics	08
Unit- 4	4.1 Arrays and their types	06

Arrays and Pointers	4.2 Pointers, Arrays of pointer, Pointer to object, Pointer to function, this pointer 4.3 Virtual functions, Friend functions, Inline functions	
Unit -5 Inheritance	5.1 Need, Concept of inheritance: Derived class and Base class 5.2 Forms of inheritance 5.3 Virtual base class, Abstract class 5.4 Overloading concepts and rules, Operator overloading, Function overloading	08
Unit-6 Files, Templates and Exception handling	6.1 Operations on file 6.2 Generic programming, Templates concept and examples 6.3 Errors and exception, Basics of exception handling and mechanisms	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

4. "The Complete Reference C++ : Fourth Edition" by Herbert Schildt
5. "Object Oriented Programming in Microsoft C++ : Fourth Edition" by Robert Lafore
6. "The C++ programming Language: Fourth Edition" by Bjarne Stroustrup
7. "Object Oriented Programming with C++ : Sixth Edition" by E Balagurusamy
8. "C++ Primer : Fifth Edition" by Stanley B. Lippman, Josee Lajoie, Barbara E. Moo

Web References:

1. <https://www.w3schools.in>
2. cppreference.com

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (e-Commerce)-Batch 2017-19			
Semester II			
Subject Name	e-Business	Subject Code	MB205
		Total Credits	03
Subject Nature: GENERIC			

Course Objective:

- The objective of this course is to help the students learn the ways of business automation and future business technologies.
- These business technologies can help ease the business process. The emphasis will be on the concepts and application of these technologies.

Learning Outcome:

At the end of the course students should be able to;

18. Aware about the automation of business through electronic media and different technologies.
19. Describe and attain of decision science skills for the management processes.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Introduction to e-Business	1.1 Fundamentals 1.2 Models 1.3 Framework 1.4 Applications 1.5 Network 1.6 Infrastructure	08
Unit-2 Business Transactions	2.1 Handling Money on internet 2.2 Inter-organization transaction (EDI, VANs) 2.3 Block Chain technology 2.4 Various Electronic Payment systems 2.5 History of e-payment system 2.6 e-Governance	08
Unit – 3 Electronic Market – Place of buyers and Sellers	3.1 Consumer and Business markets 3.2 Using internet as a platform for business 3.3 Advertising and marketing 3.4 Offering products and services via internet 3.5 Electronic customer support	08

Unit- 4 Web Cataloguing	4.1 Business care for documents library 4.2 Types of digital documents 4.3 Infrastructure of documents 4.4 Data Warehousing 4.5 Multimedia files as documents 4.6 Digital Signature	07
Unit -5 Security Issues	5.1 Client Server Security 5.2 Data and message security 5.3 Documents and security 5.4 Firewalls	08
Unit-6 Future of Electronic Business	6.1 Virtual and Crypto Currencies 6.2 Machine Learning 6.3 Affiliate marketing and Branded content 6.4 Influencer Marketing techniques	06
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1 Ravi Kalakotta and Whinston B., “Frontiers of E-Commerce”, Addison-Wesley, New Delhi. 2 Ravi Kalakotta and M. Robinson, “E-Business: Roadmap for Success”, Addison-Wesley, New Delhi. 3 Mastering Bitcoin: Programming the Open Blockchain - Book by Andreas Antonopoulos 4 Hands-On Machine Learning with Scikit-Learn and TensorFlow: Concepts,... - Book by AurélienGéron <p>For Reference</p> <ol style="list-style-type: none"> 1 www.searchengineland.com 2 www.searchenginewatch.com 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (e-Commerce)-Batch 2017-19			
Semester II			
		Subject Code	MB-207

Subject Name	OPERATIONS RESEARCH	Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> The objectives of this course are to help the students acquire quantitative tools. The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations. 			
Learning Outcome:			
At the end of the course students should be able to;			
20. Develop models as per the requirements of the practicing managers and to get solutions from them.			
21. Describe and attain of decision science skills for the management processes.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Quantitative Techniques and Operations Research	1.1 Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2 Modeling in OR 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.		06
Unit-2 Linear Programming	2.1 Meaning of Linear programming 2.2 General Mathematical Formulation of LPP 2.3 Graphical Analysis 2.4 Simplex Method and Big-M Method. 2.5 Advantage and limitations of LPP.		10
Unit – 3 Non Linear Programming	3.1 Concepts and Applications of Dynamic Programming, Quadratic Programming, Integer Programming and Non linear Programming (Concepts and applications only)		02
Unit-3 Transportation Model and	3.1 Transportation Problem as a particular case of LPP Mathematical Formulation		10

Assignment Problem	3.2 Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 3.3 Assignment Model as a particular case of transportation model, 3.4 Formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization).	
Unit- 4 Game Theory	4.1 Introduction to Games 4.2 Maximin and Minimax Principles 4.3 Pure and Mixed Strategies 4.4 Rule of dominance 4.5 Solutions of Games using –Algebraic and Graphical Methods 4.6 Game theory and linear programming	05
Unit -5 Replacement Models	5.1 Introduction and Scope in Management 5.2 Single Equipment Replacement Model and Group Replacement 5.3 Replacement of items which deteriorate with time and items which fails suddenly.	04
Unit-6 Waiting Line Models	6.1 Introduction and Scope in Management Decisions, 6.2 Queuing Models M/M/1 (Infinite and Finite Population), 6.3 Concepts and applications of M/M/C.	06
Unit- 7 Simulation	7.1 Concept of Simulation and its applications.	02
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

- 5 Haruly M. Wagner, “**Principles of Operations Research with application to managerial decisions**”, New Delhi: Prentice Hall of India Pvt. Ltd.
- 6 Hamdy A. Taha, “**Operations Research: An Introduction**”, New Delhi: Prentice Hall of India Pvt. Ltd.
- 7 N. D. Vohra. “**Quantitative Techniques**”, New Delhi: Tata McGraw Hill Publications.
- 8 V. K. Kapoor, “**Problems and Solutions in Operations Research**”, New Delhi: Sultan Chand and Sons.
- 9 P. K. Gupta and D. S. Hira, “**Operations Research**”, New Delhi: Sultan Chand Publications.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (e-Commerce)-Batch 2017-19

Semester II

Subject Name	RESEARCH METHODOLOGY	Subject Code	MB-204
		Total Credits	03

Subject Nature: ABILITY ENHANCEMENT

Course Objective:

- The objectives of the course are to equip the students with the concept and methods of Business Research.
- The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

Learning Outcome:

At the end of the course students should be able to;

1. Help to get solutions to the problems in the corporate world through research.
2. Develop research papers to understand the intricacies of research.
3. Describe and attain some elementary level of data analysis applicable in research.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Introduction to Research Methods	1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India	08
Unit-2 Research Design	2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research).	08
Unit-3 Sampling Theory and Design of Sample Survey	3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors.	06
Unit- 4 Measurement and Scaling Concepts	4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires.	06
Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)	12

Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1 William G. Zikmund, “Business Research Methods”, Orlando: Dryden Press. 2 C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston, Irwin. 3 Fred N Kerlinger, “Foundations of Behavioural Research”, New Delhi: Surjeet Publications. 4 David Nachmias and ChavaNachmias, “Research Methods in the Social Sciences”, New York: St.Marlia’s Press. 5 C. R. Kothari, “Research Methodology: Methods and techniques”, New Delhi: Vishwa Prakashan. 		

INSTITUTE OF MANAGEMENT STUDIES
M.B.A (EC) 2 Years PROGRAMME (2017-19)
III SEMESTER

Programme Objectives:

4. To develop the techno managers with deep understanding of managerial aspects as to use Information Technology effectively and efficiently.
5. To help the students with a view to emulate, entrepreneurial ventures in e-commerce and m-commerce.
6. To prepare the students to cope with the ever changing IT- Industry and to use Information technology to gain competitive advantage in business.

Syllabus

Sl.	Sub. Code	Proposed	Type
1	MB-301	J2EE Programming	Elective Disciplines centric (A)
2	MB-302	Common Architecture in JAVA	Elective Disciplines centric (A)
3	MB-303	DOT NET Programming	Elective Disciplines centric (B)
4	MB-304	SQL Server	Elective Disciplines centric (B)
5	MB-305	Digital Marketing	core
6	MB-306	Software engineering and Project Management	core
7	MB-307	Search Engine Optimization	core
8	MB-308	e-Commerce Application Development using PHP	core
9	MB-309	Data Analytics	Ability enhancement and skill development
10	MB-310	Human Resource management	Generic/interdisciplinary
12	MB-311	Comprehensive Viva	

* Any two to be selected by the Student.A

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (E-commerce) Batch 2017-19

Semester III

Subject Name	J2EE Programming	Subject Code	MB-301
		Total Credits	03
Subject Nature: Elective			
Course Objective:			
<p>The objective of the course is to provide the students with a conceptual, analytical & Technical framework of J2EE Programming</p>			
Learning Outcome:			
<p>At the end of the course students should be able to;</p> <ol style="list-style-type: none"> 4. Understand Web Application Deployment 5. Creating Web Application in JSP 6. Understand J2EE Programming concept and Implementation 			
Examination scheme:			
<p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Class Room Contact Sessions
UNIT –I Core J2EE Concepts	<ol style="list-style-type: none"> 1.1) Core J2EE concepts, 1.2) Core J2EE Technologies and component, 1.3) J2EE application programming model 1.4) Introduction to Enterprise Edition 1.5) Distributed Multitier Applications 		05
Unit-2 Web server and Application Server	<ol style="list-style-type: none"> 2.1) Introduction Web server and Application Server 2.2) Deployment of J2EE application on web server 2.3) Tomcat-Introduction 2.4) Overview, installation, Configuring Tomcat 2.5) Jboss server-Introduction , Overview, installation and Configuration, Comparison 		05

Unit – 3 WEB.XML deployment descriptor	3.1-) Detailed description of WEB.XML deployment descriptor 3.2-) <u>context-param</u> , <u>description</u> , <u>display-name</u> , <u>distributable</u> 3.3) <u>error-page</u> , <u>filter</u> , <u>filter-mapping</u> , icon, listener, <u>login-config</u> 3.4) <u>mime-mapping</u> , <u>resource-env-ref</u> , <u>resource-ref</u> , <u>security-</u> 3.5) <u>constraint</u> , <u>security-role</u> , <u>servlet</u> , <u>servlet-mapping</u> , session- config	05
Unit- 4 Directory structure in web	4.1) Directory Structure 4.2) Steps to Create and Configure a Web Application 4.3) Create the Enterprise Application Wrapper, Create the Web Application 4.4) Creating the build.xml File ,Configuring How a Client Accesses a Web Application ,Configuring Virtual Hosts for Web Applications	04
Unit -5 JSP (Java server pages)	5.1) JavaServer Pages Technology ,The Life Cycle of a JSP Page ,Translation and Compilation 5.2) Creating Static Content ,Response and Page Encoding 5.3) Creating Dynamic Content ,Using Objects within JSP Pages 5.4) Expression Language ,Deactivating Expression Evaluation ,Implicit Objects ,Literals & Operators Reserved Words 5.5) JavaBeans Components ,Reusing Content in JSP Pages Transferring Control , Jsp: param Element Groups of JSP Pages	12
Unit-6 Servlet	6.1) Introduction, configuration of a servlet on a web server, 6.2) difference between JSP and servlet, servlet life cycle 6.3) Using Scope Objects ,Controlling Concurrent Access 6.4) Using Scope Objects ,Controlling Concurrent Access Getting Information from Requests , 6.5)Constructing Responses Filtering Requests and Responses ,Programming Filters Customized Requests and Responses	10
Unit-7	Sample application using JSP and servlet	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading: Latest Editions

1. Head first servlet & JSP – by Brian Basham, Kathy sierra and Bert rates
2. Sams Teach yourself Java JSP in 21 days

3. Pure JSP: Java server pages by james goodwill, SAMS

Web Reference:

- 3 https://docs.oracle.com/cd/E13222_01/wls/docs90/webapp/configurewebapp.html
- 4 https://docs.oracle.com/cd/E14571_01/web.1111/e13712/web_xml.htm#WBAPP502
- 5 <https://docs.oracle.com/javaee/5/tutorial/doc/bnadx.html>

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year (e-Commerce)			
Semester III			
Subject Name	Common Architecture in JAVA	Subject Code	MB-302
		Total Credits	03
Subject Nature: Elective			
Course Objective: The objective of the course is to provide the students with a conceptual, analytical & Technical framework of Common architecture in JAVA.			
Learning Outcome: At the end of the course students should be able to; 7. Understand the principles of common architecture in JAVA 8. Creating Web Application in Java 9. Understand common architecture in JAVA Programming concept and Implementation			
Examination scheme: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.			
Course Contents			Class room contact
UNIT -1	1.1 Common Structure 1.2 Introduction to design patterns: singleton, observer, adapter Jar/War/Ear.		9

UNIT -2	2.1 Framework Introduction 2.2 Common Framework in J2EE.	8
UNIT -3	3.1 MVC architecture/frameworks : Benefits	8
UNIT -4	4.1 Web application frameworks: Struts	10
UNIT -5	Struts 5.1 Introduction 5.2 Benefits 5.3 Tag libraries 5.4 Types of Action Form 5.5 Types of Action Class 5.6 Validation in Struts	11
TOTAL CLASSROOM CONTACT SESSIONS		45
Learning Resources: Text Books: <ul style="list-style-type: none"> • Pattern-Oriented Software Architecture, Volume 1, A System of Patterns by Frank Buschmann, et all, ISBN: 0-471-95869-7 • Head First Design Patterns Freeman; O'Reilly ISBN: 0-596-00712-4 Reference Books : <ul style="list-style-type: none"> • Pattern-Oriented Software Architecture, Volume 2, Patterns for Concurrent and Networked Objects by Douglas Schmidt, Michael Stal, Hans Rohnert, Frank Buschmann. SBN- 0471606952 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce) Batch 2017-19			
Semester III			
Subject Name	VB.NET Programming	Subject Code	MB-303
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: The objective of this course is to provide the students basic knowledge of VB.NET application development special reference to e-commerce.			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none"> 10. Creating Windows Application 11. Working with Front end and back end language 12. Understand Windows base software and implementation 			

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Introduction To .net Framework	1.1) What is .Net Framework ,Base Class Library 1.2) Common Language Run time 1.3) Assemblies and Type of Assemblies 1.4) Installation and configuration of .net	05
Unit-2 Windows Application	2.1) Creating the Windows Form using the Windows Form Designer 2.2) Properties of Windows Forms 2.3) Implement navigation for the user Interface 2.4) Language Basics, Coding Standards 2.5) Debugging your application	08
Unit – 3 Working with Controls	3.1) Introduction to controls available for windows application (Common Control, Data Control, Menu Control) 3.2) Add Control to Windows Forms 3.3) Validate Use Input 3.4) Error handling 3.5) Object Oriented Programming Implementation	11
Unit- 4 Working With Data	4.1) What is ADO.net 4.2) Architecture of ADO.net , Component of ADO.net 4.3) Insert/Update /Delete Data into Database Using ADO.net with Windows Form Application 4.4) Display data into grid using ADO.net in Windows Form 4.5) Working with data Control	13
Unit -5 Deploying Windows Forms Applications	5.1) Create Sample Application in Windows Form 5.2) Plan the Deployment Windows form Application 5.3) Creating Setup for Windows Application 5.4) Install and Deploy Windows Application	08
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. VB.Net (Beginners) Wrox Publication
2. VB.Net (Professional) Wrox Publication

3. VB.Net Black Book

4. VB.Net By Microsoft pr.

Web Reference:

6 <https://www.tutorialspoint.com/vb.net/>

7 <http://howtostartprogramming.com/vb-net/>

8 <http://vb.net-informations.com/>

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce)			
Semester III			
Subject Name	Digital Marketing	Subject Code	MB 305
		Total Credits	03
Subject Nature: Core			
Course Objective:			
<p>To acquaint students how to leveraging Digital Marketing for personal or organizational growth.</p> <p>2 To help the students gain competency in improving their digital marketing skills with an understanding of fundamental issues pertaining to the business world to enhance their ability to manage businesses effectively.</p>			
Learning Outcome:			
<p>At the end of the course students should be able to;</p> <p>13. Provide an overview of digital marketing to make business easy through digital platform</p> <p>14. Examine the various digital forms that a business entity can take and the relative advantages and disadvantages of each of these forms</p> <p>15. Understand various aspects of marketing through digital media platform</p>			
Examination scheme:			
<p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction, and Fundamentals of Digital Marketing	1.1 Definition, Scope, Advantages & Disadvantages, Process 1.2 Digital Marketing Vs Traditional Marketing 1.3 Digital Marketing Strategies 1.4 Functions and Responsibilities of Marketing Managers 1.5 Timeline and changes in Digital Marketing 1.6 Future of Digital Marketing	08	
Unit-2 Channels of Digital Marketing	2.1 Overview of Channels of Digital Marketing 2.2 Search Engine Optimization 2.3 Search Engine Marketing 2.4 Social Media 2.5 Content Creation, Management and Curation 2.6 Email Marketing 2.7 Mobile Specific	12	

	2.8 Inbound and Outbound Marketing	
Unit – 3 Paid and Sponsored Advertising Models	3.1 Paid Ads on Search Engines 3.2 Paid Ads on Social Media 3.3 Affiliate Marketing 3.4 Influencer Marketing 3.5 Paid Ads on e-commerce Platforms 3.6 Video Ads 3.7 Branded Content	09
Unit- 4 Marketing Automation	4.1 Marketing Automation Tools 4.2 Lead Generation Strategy 4.3 CRM and Sales Integration	07
Unit -5 Understanding of Analytics	5.1 Search Engine Analytics 5.2 Social Media Analytics and Insights 5.3 App Analytics 5.4 Advertising Analytics 5.5 Vanity Metrics and Actionable Metrics	09
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. Digital Marketing For Dummies by Russ Henneberry and Ryan Deiss 2. The New Rules of Marketing and PR: 6th Edition by David Meerman Scott 3. Hit Makers: The Science of Popularity in an Age of Digital Distraction by Derek Thomson, 2017 <p>Web Reference:</p> <ol style="list-style-type: none"> 9 www.searchengineland.com 10 www.searchenginejournal.com 11 www.socialmediatoday.com 12 www.business2community.com 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (e-commerce)2 Year Programme			
Semester -III			
Subject Name	Software Engineering and Project Management	Subject Code	MB-306
		Total Credits	03
Subject Nature: CORE			
Course Objective: The Objective of the course is to introduce the students to essential knowledge of software engineering and project management. Software engineering is dynamic disciplines that have continuous growth in research in identifying new methods, tools and methodologies that have cause vast improvement in software development and maintenance to be more reliable and efficient.			
Learning Outcome: After the completion of course the student will be able to acquaint themselves with the concept of software engineering and project management			
Examination scheme: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions			
Course Contents			Class room contact session
UNIT –1 Conceptual understanding of Software Engineering and Project Management	SOFTWARE OVERVIEW 1.1. Software Evolution – Definitions, Laws 1.2. Software design, development and programming paradigm 1.3. Need of software engineering 1.4. Basic Terms of Project Management 1.5. Chart of 47 Processes under their Knowledge Areas and Domains. 1.6. Applicable Concepts of Project Management	5	
UNIT-2 The Right Start Initiation	2.1 SOFTWARE DEVELOPMENT LIFE CYCLE 2.1.1 Communication 2.1.2 Requirement Gathering 2.1.3 Feasibility Study 2.1.4 System Analysis 2.1.5 Software Design 2.1.6 Coding	10	

	<ul style="list-style-type: none"> 2.1.7 Testing 2.1.8 Integration 2.1.9 Implementation 2.1.10 Operation and Maintenance <p>2.2 SOFTWARE DEVELOPMENT PARADIGM</p> <ul style="list-style-type: none"> 2.2.1 Previous Models (Waterfall Model, Iterative Model, Spiral Model, V – model, Big Bang Model) 2.2.2 Latest Models (Agile, Scrum) 	
<p>Unit-3 The Start-Up Planning: Introduction to Green-Lighted Projects</p>	<ul style="list-style-type: none"> 3.1 need of software project management 3.2 software project manager <ul style="list-style-type: none"> 3.2.1 managing people 3.2.2 managing project 3.3 project planning 3.4 scope management 3.5 project estimation techniques <ul style="list-style-type: none"> 3.5.1 decomposition technique 3.5.2 empirical estimation technique 3.6 project scheduling management 3.7 project risk management <ul style="list-style-type: none"> 3.7.1 risk management process 3.8 project execution and monitoring 3.9 project communication management 3.10 project management tools <ul style="list-style-type: none"> 3.10.1 gantt chart 3.10.2 pert chart 3.10.3 resource histogram 3.10.4 critical path analysis 	10
<p>Unit 4 SAD Implementation of Project with Quality Control</p>	<ul style="list-style-type: none"> 4.1 software analysis and design tools 4.2 software design strategies 4.3 software user interface design 4.4 software implementation 4.5 quality management <ul style="list-style-type: none"> 4.5.1 Modern Quality Management and ISO 9000 Quality Planning. 4.5.2 Quality Assurance, Quality Control, Tools and Techniques for Quality Control 4.5.3 Six Sigma and the Seven Run Rule Capability Maturity Model for Software. 	5

Unit -5 Test and Maintain the Software	5.1 Construct the final project implementation plan 5.2 Manage plan revisions and change control 5.3 Conduct problem solving and stakeholder management 5.4 Discuss strategies for monitoring the project implementation plan 5.5 Basics of Information Management (Data Base Theory)	5
Unit – 6 Successful Endeavour of the Project	6.1 Explore the process for closing out the project 6.2 Capture Lessons Learned 6.3 Highlight the importance of project team recognition (Capability Clouds and Social Computing, Professional Code of Conduct and Ethics)	5
Unit – 7 True Innovation Change	7.1 cloud computing 7.2 big data 7.3 android computing 7.4 network security 7.5 software engineering project management (Brief Understanding)	5
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Books:

1. Information Technology Project Management by Kathy Schalbe Pub: Thomson Learning.
2. CMM in practice by Pankaj Jalote Pub Addison Wesley.
3. Software Engineering A Practitioner’s Approach, By Roger Pressman, Pub McGrawHill
4. **PMBOK® Guide – *Sixth Edition PMI***
5. Software Engineering A Practitioner’s Approach, By Roger Pressman, Pub McGraw Hill
6. Applied Software Project Management 1st Edition by Andrew Stellman, Jennifer Greene

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (E-commerce)

Semester

Subject Name	Search Engine Optimization	Subject Code	MB 307
		Total Credits	03

Subject Nature: GENERIC

Course Objective:

To acquaint students how to leveraging Search Engine Optimization techniques to get more visibility of website in search engine.

Learning Outcome:

At the end of the course students should be able to;

16. Provide an overview of search engine optimization to ease the process of digital marketing
17. Examine the various techniques of SEO that a business/brand can use and the relative advantages and disadvantages of each of these forms

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

**Class
Room
Contact
Sessions**

UNIT –I Introduction, and Fundamentals of Search Engine Optimization	1.1 An Overview of SEO 1.2 History of SEO 1.3 Future Of SEO 1.4 How Search Engines Work 1.5 Types of Search Engines 1.6 Mobile SEO 1.7 The Three Pillars of SEO: Authority, Relevance, and Trust	08
Unit-2 SEO Audit, Tools, and Algorithms	2.1 SEO Audits - Different Types of SEO Audits, Tools, Complete SEO Audit with Checklist 2.2 Google Search Console 2.3 Search Engine’s Algorithm Updates 2.4 Violations & Search Engine Spam Penalties 2.5 Types Of Search Engine Success Factors	08

Unit – 3 Understanding of Keywords - Research and Analysis	3.1 Finding Seed Keywords: Mind Map for Keyword Research 3.2 Using various forums for Keyword Research 3.3 Keyword Research Process 3.4 Different Tools for Keyword Research 3.5 SEO Conversions and Metrics	08
Unit- 4 On Page Optimization	4.1 General Understanding of On-page process 4.2 Web Page Basics: What is HTML, JavaScript, CSS, Basic HTML Tags to create a web page, HTML Tags for SEO: Title, H1, META Tags, IMG, A Href 4.3 Crawling: XML, HTML Sitemaps, Robots.txt, Creating SEO-based content, Negative on-page to avoid 4.4 URL Architecture, Page Speed Analysis with various tools, 301 Redirects 4.5 App Store Optimization, Mobile Websites : Responsive, Adaptive, Dynamic 4.6 Schema Markups	08
Unit -5 Off Page Optimization	5.1 Link Building 5.2 Social SEO 5.3 Local SEO 5.4 Backlink Audit	08
	TOTAL CLASSROOM CONTACT SESSIONS	40
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 4. SEO for Dummies, 6th Edition SEO for Dummies By Peter Kent 5. SEO for Growth: The Ultimate Guide for Marketers, Web Designers & Entrepreneurs, By John Jantsch and Phil Singleton 6. SEO 2018: Learn search engine optimization with smart internet marketing strategies By Adam Clarke <p>Web Reference:</p> <ol style="list-style-type: none"> 13 www.searchengineland.com 14 www.searchenginejournal.com 15 www.socialmediatoday.com 16 www.business2community.com 		

INSTITUTE OF MANAGEMENT STUDIES
M.B.A. (e-Commerce) 2 yrs programme
Batch (2017- 2019)
Semester III

Subject Name	E-commerce application development using PHP	Subject Code	MB-308
		Total Credits	03

Subject Nature: CORE

Course Objective:

The objective of this course is to provide the students basic knowledge of PHP application development special reference to e-commerce.

Learning Outcome:

At the end of the course students should be able to;
 To understand about PHP programming using for web application development.

Examination scheme:

The semester examination worth 60marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, online viva etc.

Class room contact

Course Contents

UNIT –1
Web
Applications

- 1.1 Web Architecture: Web Servers, Web Browsers.
- 1.2 N-tier Architecture.
- 1.3 Client & Server- side Technologies:-CGI, Asp, jsp.
- 1.4 Scripting Languages: - Server Side, Client Side.
- 1.5 Working of Web-Server.
- 1.6 Introduction to PHP:- History,
- 1.7 Advantages and Disadvantage of using php.

08

<p>Unit-2 Basic Language Constructs</p>	<p>2.1 Layout of Php Program 2.2 Various type of Comments 2.3 Variable, Static Variables 2.4 Constants Declaration & Scope 2.5 Output Using Echo, Print 2.6 String-Single quoted and double quoted 2.7 Various String Manipulation Functions. 2.8 Include & Require</p>	<p>08</p>
<p>Unit-3 Control & Functions</p> <p>Unit- 4 Advanced Php Programming</p>	<p>3.1 Logical operators, Comparison operators, Ternary Operator. 3.2 Branching using if-else. 3.3 Lopping using do-while, while loop, for loop, 3.4 Break & Continue, Bounded Versus Unbounded Loops. 3.5 Arrays and Array Functions. 3.6 Prototype of functions 3.7 Declaration and Calling, 3.8 Function Scope. 3.9 Formal Parameter v/s Actual Parameters , Recursion</p> <p>4.1 Introduction to oops, 4.2 Building Blocks of oops-Abstraction, Inheritance, Polymorphism. 4.3 Basic PHP constructs for oop, 4.4 Constructor and destructor. 4.5 Defining classes, Inheriting a class, 4.6 Object Declarations. 4.7 Exceptions & Exceptions Handling. 4.8 File Handling & System Functions.</p>	<p>10</p> <p>09</p>
<p>Unit -5 Passing Information b/w Pages & Generating Dynamic Pages</p>	<p>5.1 Http protocol, GET & POST method, IP Addresses. 5.2 Connecting to Database, Making Queries. 5.3 Inserting & Fetching Data Sets. 5.4 Displaying Formatted Results on web page. 5.5 Session Management.</p>	<p>10</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>

Learning Resources:

Text Books: : PHP & MYSQL Bible

Website: www.php.net, www.mysql.org

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EC)			
SEMESTER III			
SUBJECT NAME	DATA ANALYTICS	SUBJECT CODE	MB-309
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize participants with concepts and applications of data analytics. • To acquaint participants with the challenges of data preparation and implementation. • To understand and design data driven models for business decision making. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • To understand the role of data analytics, data mining and business analytics within an organization. • Compute and analyse data using statistical and data mining techniques • Design and develop process of improving the decision making (relevance and quality). 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Sessions
Unit - 1 Introduction to Data Analytics	1.1 Understanding need of data analytics for business organization, 1.2 Application of data analytics at different levels of business organization, concept of data, information, 1.3 Knowledge discovery, data quality issues, analytics, data mining, data analytics, 1.4 Applications of data analytics, business analytics and business intelligence.	11	
Unit - 2 Examining Data – Exploration and Transformation	2.1 Creating MS- Excel sheet and performing operations on MS-Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering. 2.2 Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XLMiner for data exploration. 2.3 Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis	12	

	2.4 Handling Missing values, detection and handling of Outliers using Box- Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).	
Unit - 3 Data Modelling	3.1 Supervised and unsupervised learning, inferential and predictive statistics, data types, variables types, 3.2 data normalization and preparation, partitioning of data into training, validation and test data sets, 3.3 Data driven modelling, Introduction to regression modelling, model preparation using regression techniques, data modelling using multiple linear regression, tree regression and introduction to Logistic Regression. Decision making using data driven models.	12
Unit-4 Data Modelling using ANN	4.1 Data analytics using non-parametric, Concepts and structure of an Artificial Neural Networks (ANN), Fitting in network to data and understanding various parameters of ANN. 4.2 Introduction to Support Vector Machine and Evolutionary Techniques for data analytics.	04
Unit – 5 Introduction to Latest Trends	5.1 Introduction to the latest trends in Data Analytics for business organizations - Introduction to association rule, 5.2 Discovering association rules in traditional Datasets, text mining, social network analysis. 5.3 Case study, simulations, discussion and applications in various functional areas.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

1. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications”, Wiley India, 2016 (reprint).
2. Anil Maheshwari, “Data Analytics”, McGraw Hill Education, 2017
3. Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)

Reference Books:

4. Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition.
5. Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.

INSTITUTE OF MANAGEMENT STUDIES			
MBA (e-commerce) sem -III			
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	MB-310
Subject Nature: Generic			
Course Objective: The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India. Attention will also be paid to help them develop their communication and decision making skills through case discussions, role-plays etc.			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. To understand HRM as function of management. 2. To develop required skills to be a people's manager 3. To study dynamics of human resource & required skills for optimal utilisation of this asset. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents (5 to 7 Units)			Class Room Contact Sessions
UNIT	Content		
Unit-1. The Field of HRM:	<ol style="list-style-type: none"> 1. An Overview, 2. Concept Evolution and Functions, 3. Strategic HRM and Global Issues. 		5

Unit-2. Acquisition of Human Resources	1. Job Analysis, 2. H.R. Planning, 3. Recruitment & Selection, 4. Induction, 5. Placement Promotion and Transfer	6
Unit- 3. Training and Development:	1. Objectives, 2. Training & Development Process, 3. Training Methods	7
Unit-4. Performance Appraisal	1. Objectives, 2. Performance Appraisal Process, 3. Performance Appraisal Methods.	7
UNIT-5. Maintenance of Human Resources	1. Job Evaluation, 2. Employee Compensation, 3. Incentives and Benefits.	7
Unit-6. Employee and Work Environment:	1. Grievance Procedure, 2. QWL, 3. Turnover, 4. VRS.	6
Unit- 7. Contemporary Issues in HRM:	1. basics of Balance Score Card, 2. Six Sigma, 3. KM, 4. Competency Mapping and Learning Organization.	7
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text & Suggested Readings

1. P Subba Rao, "Essentials of Human Resource Management and industrial Relations: Text, Cases and Games", Mumbai, Himalaya, Latest Edition.
2. Robert L. Mathis and John H. Jackson, "Human Resource Management", South Western College Publishing, Latest Edition..
3. David S. Decenzo and Stephen P. Robbins, "Personnel/Human Resource Management", New Delhi, Prentice Hall, Latest Edition.
4. V.S.P. Rao, "Human Resource Management", New Delhi, Latest Edition
5. Michael Armstrong, "A Handbook of Human Resource Practice", London, Kogan Page, Latest Edition.
6. William B. Werther Jr. and Keith Davis, "Human Resources and Personnel Management", Singapore, McGraw Hill, Latest Edition.
7. Biswajeet Patanayak, "Human Resource Management" New Delhi, Prentice Hall India,

Latest Edition.

8. Holloway J. Ed., "Performance Measurement and Evaluations", New Delhi, Sage Publications, Latest Edition.

9. Guy V. & Mattock J., "The New international Manager", London, Kogan Press, Latest

**INSTITUTE OF MANAGEMENT STUDIES
PROPOSED NOMENCLATURE AND COURSE OUTLINE
FOR
M.B.A (EC) 2 Years PROGRAMME(2017-19)
I SEMESTER**

Programme Objectives:

1. To develop the techno managers with deep understanding of managerial aspects as to use Information Technology effectively and efficiently.
2. To help the students with a view to emulate, entrepreneurial ventures in e-commerce and m-commerce.
3. To prepare the students to cope with the ever changing IT- Industry and to use Information technology to gain competitive advantage in business.

IVth SEMESTER

Sl.	Code	Subject
1	MB401	Mobile application development
2	MB402	Data base framework using hibernate
3	MB403	Advance DOT NET Programming
4	MB404	Model View Controller
5	MB405	ITES Marketing and CRM
6	MB406	Strategic Management
7	MB407	Knowledge Management
8	MB408	Cyber Law & Business Regulatory framework
9	MB409	Entrepreneurship

12	MB410	Major Research Project/ DMS
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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce) Batch 2017-19			
Semester IV			
Subject Name	Mobile Application Development	Subject Code	MB-401
		Total Credits	03
Subject Nature: Elective			
Course Objective: The objective of this course is to provide the students basic knowledge of mobile application development special reference to e-commerce.			
Learning Outcome: At the end of the course students should be able to: To understand about mobile application programming using for web application development.			
Examination scheme: The semester examination worth 60 marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, online viva etc.			
Course Contents			Classroom Contact Sessions
UNIT –I Android Overview and History	1.1	Introduction to Android	08
	1.2	Introduction to Android Stack	
	1.3	Application Framework	
	1.4	SDK Overview	
	1.5	Platforms	
Unit-2	2.1	Installation of SDK	08
	2.2	Creating your first project	
	2.3	Running your app on Emulator	

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Main Building Blocks	2.4 Main Building Blocks 2.5 Activities 2.6 Activity Lifecycle 2.7 Griddle	
Unit – 3 Components and Events	3.1 Common UI Components 3.2 Handling User Events 3.3 Android System Overview 3.4 Complex UI Components 3.5 Menus and Dialogs	10
Unit- 4 Handling Database	4.1 Overview of SQL Database 4.2 Introducing SQLite 4.3 Opening and closing and working with a database 4.4 Working with cursors Inserts, Updates, and Deletes 4.5 Basic Content Providers 4.6 Web Services and XML	09
Unit -5 Application Deployment	5.1 Android Application Deployment 5.2 Android Application Deployment on Device with Window 5.3 Generating sign APK 5.4 Process for Deployment on Android Market 5.5 Introduction to ionic 5.6 Difference between native and ionic apps	10
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading:</p> <ol style="list-style-type: none"> 1. Android Apps for Absolute Beginners by Wallace Jackson 2. Expert Android Programming by Prajyote Mainkar 3. Android App Development for Dummies by Micheal Burton 		

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce) Batch 2017-19			
Semester IV			
Subject Name	Database Framework Using Hibernate	Subject Code	MB-402
		Total Credits	03
Subject Nature: Elective			
Course Objective: The objective of this course is to provide the students basic knowledge of hibernate.			
Learning Outcome: At the end of the course students should be able to understand about hibernate and using it for application development.			
Examination scheme: The semester examination worth 60 marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, online viva etc.			
Course Contents			Class room contact
UNIT -1 Basics of Hibernate & Hibernate with IDE	1.1 Hibernate Introduction 1.2 Hibernate Architecture 1.3 Understanding First Hibernate Application Hibernate with IDE 1.4 Hibernate in Eclipse 1.5 Hibernate in My Eclipse	09	
UNIT -2 Hibernate Application	2.1 Hibernate with annotation 2.2 Hibernate Web Application 2.3 Hibernate Generator Classes 2.4 Hibernate Dialects	08	

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UNIT -3 Hibernate Logging & Mapping	3.1 Hibernate with Log4j 1 3.2 Hibernate with Log4j 2 3.3 Inheritance Mapping – Table Per Hierarchy, Table Per Hierarchy using Annotation Collection Mapping 3.4 Mapping List 3.5 One-to-many by List using XML 3.6 Many-to-many by list using XML 3.7 One-to-many by List using Annotation 3.8 Mapping Bag 3.9 One-to-many by Bag 3.10 Mapping Set 3.11 One-To-Many by Set 3.12 Mapping Map 3.13 Many-to-many by map 3.14 Component Mapping 3.15 Association Mapping	11
UNIT -4 Hibernate – Query Language	Hibernate – Query Language 4.1 Overview of HQL 4.2 Concept of HCQL 4.3 Concept of Named Query	08
UNIT -5 Hibernate Caching & Integration	Hibernate Caching 5.1 First Level Cache 5.2 Second Level Cache Integration 5.3 Hibernate and Struts 5.4 Hibernate and Spring	09
TOTAL CLASSROOM CONTACT SESSIONS		45

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Learning Resources:

Text Books:

- 1. Harnessing Hibernate – Step-by-Step Guide to Java Persistence by James Elliott, Timothy O’Brien, Ryan Fowler from O’Reilly**
- 2. Hibernate Tips by Thorben Janssen**
- 3. Java Persistence with Hibernate, Second Edition. Christian Bauer, Gavin King and Gary Gregory**

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-Commerce) Batch 2017-19			
Semester IV			
Subject Name	Advanced .Net Programming	Subject Code	MB-403
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: The objective of this course is to provide the students basic knowledge of Advanced Dot NET application development special reference to e-commerce.			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Learn advance concept of Dot Net 2. Create Web Application 3. Understand Work with LINQ and Using in Asp.net and Windows Application 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Classroom Contact Sessions
UNIT –I Windows Application Programming	<ol style="list-style-type: none"> 1.1 Create Windows form Application 1.2 Using Control 1.3 Menus and Content Menus 1.4 Dialog 1.5 MDI Form 		05

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<p style="text-align: center;">Unit-2 LINQ</p>	<p>2.1 Introduction to LINQ, LINQ expressions, Using via extension methods</p> <p>2.2 Filtering, Sorting, Aggregation, Skip and Take Operators, Joins, Extension Methods, Object Initialization Syntax</p> <p>2.3 Anonymous types, Lambda expressions, Deferred Execution, Benefits and drawbacks, IEnumerable vs IQueryable, Using across tiers, Data Projection</p> <p>2.4 LINQ to SQL, Insert/Update/Delete/Select data Using LINQ to SQL</p>	<p style="text-align: center;">08</p>
<p style="text-align: center;">Unit – 3 Web Application Programming Using Asp.NET</p>	<p>3.1 Web application architecture, Static Web Page, Application Life Cycle, Dynamic Page</p> <p>3.2 Page Life Cycle and Event Method, Html and Server control, Server Control Event Life Cycle, State Management</p> <p>3.3 URL Rewriting, Hidden Form Field, View State, Session, Cookies and Application</p> <p>3.4 Global class and Event Method, Uploading and Downloading, Page Directives, Data Source</p> <p>3.5 Validation Control CompareValidator, CustomValidator, RangeValidator, RegularExpressionValidator and ValidationSummary, Navigation Control</p>	<p style="text-align: center;">08</p>
<p style="text-align: center;">Unit- 4 Web Service</p>	<p>4.1 Web Service Architectures, Explaining how to control the way a .NET Framework object is serialized to XML, Describing the structures of a Simple Object Access Protocol(SOAP) request and response</p> <p>4.2 Consuming XML Web Services, Explaining the structure of a Web Service Description Language (WSDL) document. Explaining the Web Services discovery process, locating service contracts by using Disco.exe.</p> <p>4.3 Generating Web service proxies by using Wsdl.exe., Implementing a Web Service consumer by using Visual Studio .NET, Invoking a Web Service synchronously and asynchronously by using a Web service proxy</p>	<p style="text-align: center;">12</p>

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	4.4 Creating a Web Service Project, Implementing Web service Methods, Exposing them, and controlling their behaviour. 4.5 Managing state in an ASP.NET – based Web service, Deploy Web service	
Unit -5 WCF	5.1 Wcf Framework, Wcf ABC, Wcf Address 5.2 Wcf Binding, Wshttp, Basichttp, Nettcp, netPeertcp, Msmq 5.3 Wcf Contract, Service Contract, Operation Contract, Data Contract 5.4 Service Hosting, IIS Hosting	12
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Pro ASP.NET 4 in C# 2010(Expert's Voice in .NET) Matthew MacDonald(Author)
2. C#/VB.Net Black Book
3. WCF Wiley Publication
4. ASP.NET by Microsoft Pr.

Web Reference:

- 2 <https://www.tutorialspoint.com/wcf/index.htm>
- 3 https://www.tutorialspoint.com/vb.net/vb.net_advanced_forms.htm
- 4 <https://www.tutorialspoint.com/webservices/index.htm>

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce) Batch 2017-19			
Semester IV			
Subject Name	IT Enabled Service Marketing	Subject Code	MB 405
		Total Credits	03
Subject Nature: Core			
Course Objective: The objective of this course is to introduce the changing scenario of the services marketing for developing skills in ITES Marketing.			
Learning Outcome: At the end of the semester the student should be able to develop skills for IT Enabled Service Marketing and its Applications.			
Examination scheme: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.			
Course Contents			Classroom Contact Sessions
UNIT –I Service Fundamentals:	1.1 Concept 1.2 Characterstics 1.3 Classification of Services 1.4 Business Models	09	

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	1.5 Emerging Trends	
Unit-2 Strategic Issues	2.1 Planning Process, New Services Launch 2.2 Environment – Socio- Economic, Political, Legal, Technology 2.3 Segmentation, Differentiation and Positioning 2.4 Effect of ITeS Marketing on Consumer Behavior 2.5 Database Marketing and Knowledge Management 2.6 Quality and Productivity	09
Unit – 3 Marketing Mix and Management in ITES Marketing	3.1 Product 3.2 Price 3.3 Place and Distribution Matrices 3.4 Promotion 3.5 People 3.6 Physical Evidence 3.7 Process	09
Unit- 4 ITES Applications	4.1 Financial Services – Banking, Capital Markets, Insurance 4.2 Health Services – Hospital Information Systems, Pharmacy, Tele-Medicine 4.3 Retail and Tourism 4.4 Information Technology and Communications Industry (ITC) and BPO 4.5 Government Services	09
Unit -5 Customer Relationship Management	5.1 Introduction to CRM 5.2 Evolution of CRM – Paradigm shift in Marketing 5.3 Significance and benefits of CRM to different business organizations	09
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
1. E-Marketing by J. Strauss, A. Ansari, Paymond Frost, PHI Publications		

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2. **Marketing Moves by Philip Kotler, PHI Publications**
3. **E-Services by Rush and Kannan, PHI Publications**

Web Reference:

1. **Services Marketing by Christopher Lovelock, PHI Publications**

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-Commerce) Batch 2017-19			
Semester IV			
Subject Name	Strategic Management	Subject Code	MB-406
		Total Credits	03
Subject Nature: Core			
Course Objective: The objective of the course are to help the students gain understanding of the events and problems which occur in day to day working of organizations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.			
Learning Outcome: Students will understand the strategic aspects of organization and art of decision making. This course will provide a holistic overview of critical aspects of organization and understand various models of Strategic Management.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Classroom Contact Sessions
UNIT –I Nature of Strategic Planning / Management	1.1 Dynamic Environment 1.2 Strategic Management 1.3 Strategic Planning and Strategy 1.4 Thinking Map of Strategic Planning Process 1.5 Situational Analysis		03

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	<p>1.6 Benefits of Strategic Planning and Management</p> <p>1.7 Hierarchy of Strategies</p>	
<p>Unit-2 Understanding and analysing the external environment</p>	<p>2.1 External nature of Strategic Management</p> <p>2.2 Goals and limitations of environmental analysis</p> <p>2.3 Components of General Environment</p> <p>2.4 Process of External Environmental Analysis</p> <p>2.5 General, Industry and International Environmental Factors</p> <p>2.6 Analysis of Environment</p> <p>2.7 Diagnosis of Environment factors influencing it, Environmental Threat and Opportunity Profile (ETOP)</p> <p>2.8 Internal Strengths and Weaknesses, factors affecting these.</p>	05
<p>Unit – 3 Service area competitor analysis</p>	<p>3.1 Purpose of competitor analysis</p> <p>3.2 Service area competitor analysis</p>	03
<p>Unit- 4 Internal Environmental Analysis / Competitive Advantage</p>	<p>4.1 Value chain</p> <p>4.2 Components of value chain</p> <p>4.3 Strategic thinking map and steps</p> <p>4.4 Techniques of Internal Analysis</p> <p>4.5 Strategic Advantage</p> <p>4.6 Profile (SAP)</p> <p>4.7 Diagnosis of Strengths and Weaknesses</p>	05
<p>Unit -5 Directional Strategies</p>	<p>5.1 Mission and Vision</p> <p>5.2 Values and Strategic Goals</p> <p>5.3 Introduction to Social Entrepreneurship</p> <p>5.4 Managing Private-Public Partnerships</p>	10

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	<p>5.5 Mergers, Acquisition and Corporate Restructuring</p> <p>5.6 Resource Based Strategy</p> <p>5.7 Technology Management</p> <p>5.8 Transformation for Sustainable Superior Performance</p> <p>5.9 Firm Resources and Resource Dynamics</p> <p>5.10 Corporate Diversification</p> <p>5.11 Strategic Alliances</p> <p>5.12 Product Differentiation</p> <p>5.13 Vertical Integration</p> <p>5.14 Narrowing the choices, Managerial Choice Factors, Choice Processes</p> <p>5.15 Strategic Gap Analysis</p> <p>5.16 ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid</p> <p>5.17 Contingency Strategies, Prescriptions for Choice of Business Strategy, Choosing International Strategies.</p>	
Unit – 6 Developing Strategic Alternatives	6.1 Decision logic and strategic thinking map for strategy formulation	02
Unit – 7 Evaluation of Alternatives and Strategic Choice	<p>7.1 TOWS matrix, PLC analysis, BCG Portfolio analysis, SPACE MATRIX</p> <p>7.2 Control and Evaluation Process</p> <p>7.3 Motivation to Evaluate</p> <p>7.4 Criteria for Evaluation</p> <p>7.5 Measuring and Feedback</p> <p>7.6 Evaluation and Corrective Action</p>	04
Unit – 8	8.1 Implementing strategy through value adding service delivery and their supporting strategies	04

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Strategy Implementatio n	<p>8.2 Implementing strategy through unit action plans</p> <p>8.3 Building organizational capabilities, dealing with complexity, reshaping business models, tools for implementation, delivering success.</p>	
Unit-9 Mitigating Political and Financial Risk	<p>9.1 Learning how other companies have dealt successfully with host-country political risk and why some strategies continue to fail</p> <p>9.2 Responding adeptly to changes in the financial environment, optimizing financial strategy in a global downturn, and preparing to adjust strategy quickly when the economy rebounds</p> <p>9.3 Preparing your organization to respond to governmental changes in different countries</p>	04
Unit – 10 Defining International Strategy and Building a Global Organization	<p>10.1 Recognizing when a company’s competitive advantage can be leveraged more effectively on a global playing field</p> <p>10.2 Determining the extent to which the company should be globally diversified in its business and markets</p> <p>10.3 Evaluating which strategic activities to own and which to execute through alliances or outsourcing</p> <p>10.4 Deciding how the organization and its incentive system can best support specific global strategy choices</p> <p>10.5 Global trends, successful expansion strategies, managing the global value chain, global value creation: adding value scorecard, strategies for capturing global value: aggregation, adaptation, arbitrage; Integrated strategy</p>	04
	TOTAL CLASSROOM CONTACT SESSIONS	45

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Text Reading: Latest Editions

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce) Batch 2017-19			
Semester IV			
Subject Name	Knowledge Management	Subject Code	MB-406
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of the course is to make participants aware of using information that creates value and knowledge and how knowledge management system is working in the organization.			
Learning Outcome: At the end of the course students should be able to : <ol style="list-style-type: none"> 1. To understand about Knowledge Management Systems and its importance for learning organization and other business processes. 2. It will help to understand and identify the organization key resources of knowledge and how it helps in development of organization and knowledge sharing. 			
Examination scheme: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.			
Course Contents			Class room contact session
UNIT -1 Introducing Knowledge Management	<ol style="list-style-type: none"> 1.1. The concepts of Storage as Management 1.2. Approaches to DBMS Information Processing 1.3. Information Systems, Organizational Learning 1.4. Introduction, Total Quality Management 1.5. Introduction to Emerging Business Paradigms 1.6. Introduction to Knowledge Management 		09

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	<p>1.7. Basic Knowledge – Related Definitions 1.8. Roles of Knowledge Management in Today’s Organization 1.9. Classification of Knowledge Management Systems 1.10. Forces Driving Knowledge Management 1.11. Defining the Data, Information and Knowledge 1.12. Form Data Processing to Knowledge-Based Systems 1.13. Types of Knowledge 1.14. Human’s Learning Models 1.15. Expert’s Reasoning Methods</p>	
<p style="text-align: center;">UNIT-2 Knowledge Management System Life Cycle</p>	<p>2.1 Introduction to Knowledge Management System Life Cycle 2.2 Challenges in Building Knowledge Management Systems 2.3 Knowledge Evaluation, Knowledge Processing 2.4 Knowledge Implementation, Identifying Knowledge Centers 2.5 Nonaka’s Model of Knowledge Creation and Transformation 2.6 Impediments to Knowledge Sharing</p>	<p style="text-align: center;">07</p>
<p style="text-align: center;">Unit-3 Knowledge Management Techniques, Systems and Tools</p>	<p>3.1 Introduction to Knowledge Management Architecture 3.2 The Knowledge Capture Process 3.3 Identifying Experts – Single and Multiple Experts 3.4 Systems and tools, Knowledge Analysis 3.5 Organizational Knowledge Dissemination 3.6 Knowledge Capture Techniques- <ul style="list-style-type: none"> • On-Site Observation (Action Protocol) • Brainstorming(conventional and Electronic) • Consensus Decision Making • Nominal Group Technique • Dephi Method • Repertory Grid </p>	<p style="text-align: center;">08</p>

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	<ul style="list-style-type: none"> • Concept Mapping • Blackboarding <p>3.7 Organizational Knowledge Management Architecture and Implementation Strategies</p>	
Unit 4 Knowledge Codification	<p>4.1 Introduction to Knowledge Codification</p> <p>4.2 Benefits of Knowledge Codification</p> <p>4.3 Knowledge Codification in the KM System Life Cycle</p> <p>4.4 Codification Tools- Knowledge Map, Decision Table</p> <p>4.5 Decision Tree, Frames, Production Rules, Case-Based Reasoning</p>	06
Unit -5 System Testing and Deployment	<p>5.1 Introduction to Quality Assurance</p> <p>5.2 Knowledge Management Testing</p> <p>5.3 Hurdles in KMS Testing, Logical Testing Approaches</p> <p>5.4 System testing and Deployment in KMSLC</p> <p>5.5 Factors affecting System Deployment</p>	06
Unit – 6 Knowledge Transfer and Sharing	<p>6.1 Introduction to Knowledge Transfer and Knowledge Sharing</p> <p>6.2 Fundamentals of Knowledge Transfer</p> <p>6.3 Learning From Data – The Concept of Learning</p> <p>6.4 Data Visualization, Neural Networks – The Basic</p> <p>6.5 The Knowledge transfer in Electronic World</p> <p>6.6 Groupware Categories and Applications</p>	05
Unit – 7 Knowledge Portals and Knowledge Management Tools	<p>7.1 Organization Collaborative Platforms</p> <p>7.2 Introductions, Knowledge Management Roles</p> <p>7.3 Knowledge Management Job Opportunities</p> <p>7.4 Key Components of Knowledge Portal</p> <p>7.5 Categories of Portal Tools</p> <p>7.6 Knowledge Worker</p>	5
	TOTAL CLASSROOM CONTACT SESSIONS	45

**INSTITUTE OF MANAGEMENT STUDIES, DEVI
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Text Books:

- 1. Warriar, E. Sudhir “Knowledge Management”, Vikas Publishing House Ltd.
New Delhi.**

Reference Books:

- 1. Knowledge Management by Shelda Deboqski – John Wiley and Sons Publications**

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-commerce) Batch 2017-19 Semester IV			
Subject Name	Cyber Law and Business Regulatory Framework	Subject Code	MB 408
		Total Credits	03
Subject Nature: GENERIC			
Course Objective: At the completion of this course the students will be able to: <ol style="list-style-type: none">1. Identify the emerging legal issues in a digital networked Environment including general issues of Jurisdiction and enforcement of rights and liabilities in Cyberspace and Understand and evaluate how these developing concepts affect the flow of information in society and the work of information professionals.2. Students will also be able to analyze recent developments in national and global information policy, the nature of the policy making process and the identities and positions of the various stakeholders.			
Learning Outcome: At the end of the course students should be able to:- <ol style="list-style-type: none">1. Student will become familiar with Cyber Law2. To understand pros-cons of legal issues of Digital World3. How to prevent or address cyber crime			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			

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Course Contents		Class Room Contact Sessions
UNIT –I Jurisdiction	1.1 Uncitral Model Law 1.2 Jurisdiction in Cyber Space: Concept of Jurisdiction, Internet Jurisdiction, Indian Context of Jurisdiction, International Position of Internet Jurisdiction Casers in Cyber Jurisdiction	04
Unit-2 IT Act 2000	2.1 Aims and Objectives 2.2 Role of Certifying Authorities Regulators Under IT Act – Cyber Crimes – Offences and Contraventions – Liability of Network/Online Service Providers- 2.3 Grey Areas of IT Act – Legal efforts of electronic evidence – security procedures and protocols 2.4 Technical issues and legal issues Digital Signature 2.5 Digital Signature Certificate – Types 2.6 Certifying authorities and controller of certifying authorities	07
Unit – 3 Concept of Cyber Crime	3.1 Major trends in cybercrimes – Position under IPC, Cr. P. C. and Indian Evidence Law 3.2 Computer Viruses, Worms and Trojans – Cyber Terrorism 3.3 Cyber Crimes and International Law – Europa Convention on Cyber Crime 3.4 Data Protection and Privacy – Cyber Security Perspectives – Internet Security Issues 3.5 Digital Signatures for Securing Information Assets, Firewalls, Ethical Hacking.	06

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<p style="text-align: center;">Unit- 4 Cyber Investigation</p>	<p>4.1 Cyber crime Investigation Process 4.2 Investigation Tools Digital Evidence Collection, Evidence Preservation, E-Mail Investigation 4.3 E-Mail Tracking, IP Tracking, E-Mail Recovery, Encryption and Decryption methods, Search and seizure of Computers. 4.4 Cyber Forensics Tools and Software, Recovering deleted Evidences, Password Cracking and Latest Tools</p>	<p>07</p>
<p style="text-align: center;">Unit -5 IPR Issues in a NutShell</p>	<p>5.1 Legal Issues in Internet and Software Copyright: Jurisdiction Issues and Copyright, Infringement, Remedies of Infringement. Multimedia and Copyright Issues, Software Piracy 5.2 Patents: Understanding Patents, International context of Patents, Indian Position of Computer related Patents Registration and offences 5.3 Trademarks : Understanding Trademarks, Trademark Law In India, Infringement and Passing Off, Trademarks in Internet Domain Name Registration, Domain Name Disputes and WIPO</p>	<p>09</p>
<p style="text-align: center;">Unit – 6 Business Regulatory Framework:</p>	<p>6.1 Provisions of the Companies Act, 2013 relating to Formation of Company 6.2 Competition Act 2002 6.3 SEBI Act, 1992 – Functions of SEBI, Powers of SEBI in relation to securities markets, Guidelines for Security Issues</p>	<p>08</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p>40</p>

INSTITUTE OF MANAGEMENT STUDIES, DEVI AHILYA UNIVERSITY, INDORE

Text Reading: Latest Editions

- 1. Ramaya, A., Guide To Company Law, Wadhwa, Nagpur, 2000.**
- 2. Shah, S.M., Lectureson Company Law, N.M. Tripathi, Mumbai, 2000.**
- 3. Puliani, Ravi and Mahesh Puliani, Corporate Laws, bharat Law House Private Ltd., New Delhi, Sept. 2000**
- 4. Gulshan , S.S. and G.K. Kapoor, Corporate and Other Laws, New Age International (Paper) Ltd, New Delhi, 7th edition, 2000**

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (E-Commerce) Batch 2017-19			
Semester IV			
Subject Name	Entrepreneurship	Subject Code	MB-409
		Total Credits	03
Subject Nature: Core			
Course Objective: To help the student acquire the theoretical and practical knowledge of entrepreneurial venture creation.			
Learning Outcome: Students will understand the theoretical and practical dimensions of entrepreneurship in the perspective of the current socio-economic scenario especially in India. Students will get in-depth knowledge of various requisites of a new venture and the support available from various agencies.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Classroom Contact Sessions
UNIT –I Introduction	1.1 Entrepreneur, entrepreneurship, types, roles, traits, myths of entrepreneurship 1.2 Importance of entrepreneurship in the current socio-economic scenario 1.3 Entrepreneur vs Intrapreneur, Entrepreneur vs Manager	10	

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	<p>1.4 Entrepreneurial environment: social, Cultural, Economic, Political, Technological, International</p> <p>1.5 Women Entrepreneurship: social and psychological perspectives, government policy and support, challenges, strategies for empowerment</p>	
Unit-2 Theories of Entrepreneurship	<p>2.1 Economic theories</p> <p>2.2 Psychological theories</p> <p>2.3 Sociological theories</p> <p>2.4 Models of entrepreneurship</p>	08
Unit – 3 The business plan	<p>3.1 Creativity and innovation</p> <p>3.2 Scanning of business environment</p> <p>3.3 Identifying an opportunity</p> <p>3.4 Idea generation and incubation</p> <p>3.5 Criteria for project selection</p> <p>3.6 Steps in project formulation</p> <p>3.7 Project feasibility study: market, technological, economic, socio-cultural and ecological analysis</p> <p>3.8 Writing the business plan</p> <p>3.9 Choice of organization: sole proprietorship, partnership, joint stock, cooperative, Hindu Undivided Family</p>	12
Unit- 4 Financial Support to Entrepreneurs	<p>4.1 Venture Capital: concept, aim and features</p> <p>4.2 Steps of venture capital financing</p> <p>4.3 Sources of venture capital</p> <p>4.4 Criteria to provide venture capital finance</p> <p>4.5 Commercial banks</p> <p>4.6 Institutions: KVIC, IDBI, SIDBI, SIDO, IFCI, IRBI, ICICI, LIC UTI, EXIM Bank</p>	08

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Unit -5 Small and Medium Scale Enterprises	5.1	Micro, small and medium scale enterprises	7
	5.2	Policy initiatives for SMEs	
	5.3	Problems and prospects of SMEs	
	5.4	Causes, symptoms and cure of industrial sickness in SMEs	
	TOTAL CLASSROOM CONTACT SESSIONS		45
Text Reading:			
Text Books:			
1. P. Narayana Reddy, Entrepreneurship (Text and Cases), Cengage Learning			
Reference Books:			
1. P. Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education.			
2. S.K. Mohanty, Fundamentals of Entrepreneurship, PHI			

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

**M.B.A. (HOSPITAL
ADMINISTRATION) 2 Year**

Semester – I TO IV

2018 - 20



**INSTITUTE OF MANAGEMENT STUDIES
D. A. UNIVERSITY, INDORE
NOMENCLATURE AND COURSE OUTLINE
MBA (HOSPITAL ADMINISTRATION) MS5G 2 YEARS PROGRAM [2018-20]**

FIRST YEAR

MBA (HOSPITAL ADMINISTRATION) FIRST SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	MH- 101 2Y	Fundamentals of Management
2	MH- 102 2Y	Organisation behaviour
3	MH- 103 2Y	Business Accounting
4	MH-104 2Y	Business Communication
5	MH-105 2Y	IT for Business application
6	MH- 106 2Y	Quantitative Methods
7	MH- 107 2Y	Hospital Administration
8	MH- 108 2Y	Business Ethics & management By Indian Values

MBA (HOSPITAL ADMINISTRATION) SECOND SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	MH 201	Research Methodology
2	MH 202	Financial Management
3	MH 203	Marketing Management
4	MH 204	Human Resource Management
5	MH 205	Management Of Quality
6	MH 206	Hospital Planning
7	MH 207	Management Sciences
8	MH 208	Organisation and Administration of Hospital Services

SECOND YEAR
MBA (HOSPITAL ADMINISTRATION) THIRD SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	MH-301 2Y	Operations Management in Healthcare
2	MH- 302 2Y	Project Management in Healthcare
3	MH- 303 2Y	Legislation for Health and Hospitals
4	MH-304 2Y	Health economics
5	MH- 305 2Y	Human Resource Development
6	MH- 306 2Y	Industrial Relations and Labour Laws
7	MH-307 2Y	Quantity Accreditation of Healthcare Organisation
8	MH-308 2Y	Business Processing and Re-engineering
9	MH-309	Marketing of Hospital services
10	MH-310	Integrated Marketing Communication

MBA (HOSPITAL ADMINISTRATION) FOURTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	MH 401	Strategic Management in Healthcare
2	MH 402	Entrepreneurship and New Ventures
3	MH 403	Contemporary issues in Healthcare
4	MH 404	Organisational development
5	MH 405	Compensation and Reward Management
6	MH 406	Logistics and Supply Chain Management in Health Care
7	MH 407	Consumer Behaviour
8	MH 408	Sales Management
9	MH 409	MRP or Decision Making Skills

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

MBA [Hospital Administration] SEMESTER- I BATCH [2017 -19]

Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate integrative business projects through the application of multidisciplinary knowledge in Hospital and Healthcare

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of Medical, Clinical Allied economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or Organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and Alternatives, and leverage technology to enable qualitative and quantitative methods to solve Problems in Healthcare Business
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions in Healthcare setups

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in Organizational situations

Functional business knowledge of marketing, operations, information technology, finance, Accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making in Hospitals and Healthcare
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international

M.B.A. (Hospital Administration) 2 Years			
BATCH 2017-18			
SEMESTER I			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	FT-103C
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance. 2. Finalize Accounting Statements of Individuals. 3. Understand basic of Cost Accounting and related decision criteria. 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.		08
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet - Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numericals.		12
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numericals.		05

Unit- 4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numericals.	10
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numericals.	09
Unit-6 Contemporary Issues in Accounting	7.1. Concept of Inflation Accounting, 7.2. Human Resources Accounting.	1
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

R. L. Gupta, and V. K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.

S. N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.

S. N. Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications, New Delhi.

Reference Books: Latest Edition of-

S. P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.

Robert N. Anthony and James S. Recee, “**Accounting Principles**”, A.I.T.B.S. Pub. and Distributions, New Delhi.

R. P. Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
MBA (Hospital Administration) 2yrs		Batch:	
Subject Name	Business Communication	Subject Code	
Subject Nature	Ability enhancement		

Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.		
Learning Outcomes: To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.		
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).		
Course Contents		
Unit	Content	No. of hours
1	Nature of Business Communication	10
1.1	Need, importance and purposes of communication in organizations	
1.2	Elements and environment of communication	
1.3	Models of communication	
1.4	Forms and networks of organizational communication	
1.5	Types of communication barriers and how to overcome them	
1.6	Listening, types of listening and effective listening	
1.7	Elements of effective communication	
2	Non-verbal Communication	7
2.1	Importance of appearance and how to use it as a tool in communication	
2.2	Body language and oculesics	
2.3	Paralanguage	
2.4	Proxemics	
2.5	Chronemics	
2.6	Haptics	
2.7	Using non-verbal tools (oral and written) to communicate effectively	
3	Presentations, Interviews, Group Discussions and Business Meetings	10
3.1	Preparation of content for presentation	
3.2	Understanding the audience	
3.3	Importance of rehearsals	
3.4	Using visual aids in presentations	
3.5	Handling questions	
3.6	Writing a resume'	
3.7	Types of interviews	
3.8	Preparation for an interview	
3.9	Do's and don'ts during an interview	
3.10	Understanding the group in a group discussion	
3.11	Do's and don'ts in a group discussion	
3.12	Meetings in business and its types	
3.13	Notice and agenda	
3.14	Minutes of a meeting	
3.15	Mannerisms, etiquettes and assertiveness in oral communication	

4	Business Writing	8
4.1	Types of business letters	
4.2	Structure and format of letters	
4.3	Memorandums and circulars	
4.4	e-mails	
4.5	Text messaging	
4.6	Report writing	
4.7	Importance of written communication	
4.8	Appropriate tone in business writing	
5	Negotiation Skills	4
5.1	Need for negotiation	
5.2	Process of negotiation	
5.3	Barriers to negotiation and how to overcome them	
6	Issues in Communication	6
6.1	Handling diversity (gender, culture, ethnicity, etc.)	
6.2	Tolerance and acceptance of diversity	
6.3	Emotional intelligence and its impact on communication	
6.4	Social intelligence and its impact on communication	
6.5	Ethics in communication	
Learning Resources:		
Text Books:		
M.Raman and P.Singh, Business Communication , latest edition, Oxford University Press, India.		
Reference Books:		
William V. Ruch, Business Communication , Maxwell Macmillan, New York.		
Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation , McGraw-Hill, New York.		
Bill Scott, The Skills of Communication , Jaico, Bombay.		
Ronald E. Dulek and John S. Fielden, Principles of Business Communication , McMillan, New York.		
Dalmer Fisher, Communication in Organizations , Jaico Publishing House, India.		
M. E. Guffy, Essentials of Business Communication , Thomson Publication.		
Shirley Taylor, Communication for Business , Pearson Education.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HA)			
Semester I			
		Subject Code	

Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. • To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organization. • To acquaint an understanding of Indian values and value system in detail and its universal applicability in human behavior. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 4. Understand nature and purpose of ethics and ethical norms. 5. What exactly business ethics is and how it is different from corporate social responsibility. 6. Learn and apply important theoretical frameworks in business situation and decision making. 7. Learn and understand various concepts of Indian ethos, and how they impact various key business decisions. 8. Understand importance of self-management concept and work place spirituality. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of ethics 1.2 Role and purpose of ethics 1.3 ethical norms and principle	04	
Unit-2 Theories of Business Ethics	2.1 Nature and purpose of Business Ethics 2.2 Different Types of Theories of Business Ethics 2.3 Business Ethics and Corporate social Responsibility 2.4 Nature of Utilitarian view of Business ethics	05	
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption 3.2 Method and means of checking corruption	03	

	3.3 Whistle blowing	
Unit- 4 Indian Ethos	4.1 Concept and Nature of Indian Ethos 4.2 understanding Indian Culture and Management	04
Unit -5 Sources of Indian Ethos and Management	5.1 Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran	08
Unit-6 Values for Indian Managers	6.1 Values v/s Skills, Value System 6.2 Values & Purity of Mind 6.3 Indian Values & Wisdom relevant to modern management	04
Unit -7 Human Behavior	7.1 Indian thoughts 7.2 Guna Theory, Karma Theory and Sanskar Theory	05
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and Karma Yoga 8.3 Models of motivation and Leadership in Indian thoughts, Examples from scriptures.	06
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1 Five fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	03
Unit-10 Management of the Self and Workplace Spirituality.	10.1 Management of the Self and Workplace Spirituality.	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
3. Velasquez, Business Ethics, Concepts & Cases, 6th edition, 2009, PHI
4. Murthy, Business Ethics, 2009, Himalaya Publishing House
5. Al Gini, Case Studies in Business Ethics, 6th edition 2009, Pearson Education.
6. Shashtri J.L., Ancient Indian Tradition and Mythology, 1st ed, Motilal Banarsidas, New Delhi

7. F. Max Muller , Sacred Books of East ,MotilalBanarsidas, New Delhi

8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HA)			
Semester I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none">• To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases;• To provide the necessary foundation for all other courses based on management practices across the world			

Learning Outcome:

At the end of the course students should be able to;

9. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.
10. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems
11. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents(5 to 7 Units)

Content	
UNIT –I Management Concept and Theories	1.1 Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model 3.5 Planning & Forecasting. .
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling ,

Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making
Learning Resources: Text Books: <ol style="list-style-type: none"> 1. Horold Koontz, O'Donnell and Heinz Weihrich, "Essentials of Management" New Delhi, Tata McGraw Hill, Latest Edition. 2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition. Reference Books: <ol style="list-style-type: none"> 1. Horold Koontz, Heinz Weihrich, "Management: A Global Perspective" New Delhi Tata mcGraw hill, Latest Edition. 2. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition. 3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition. 	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HA)			
Semester I			
Subject Name	Hospital Administration	Subject Code	
Subject Nature: CORE			
Course Objective: <ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases in Hospitals; • To provide the necessary foundation for all other courses based on management practices across the world 			

Learning Outcome:

At the end of the course students should be able to;

12. Define Hospital Administration and Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.
13. Describe and attain various level of skills in the Hospital Management Processes

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents (5 to 7 Units)

Content	
UNIT –I Management Concept and Theories	<p>1.1 Hospital administration- Principles Introduction to the hospital field.</p> <p>1.2 Definitions -- Hospital and Medical Care, types, control.</p> <p>1.3 Functions-- Medical Care, Prevention, Professional Education and Research. Role of Hospital in Health spectrum.</p> <p>1.4 Hospital of India-to-day. Classification & Accreditation, Number type ; size, distribution; ownership; utilization; ratios; trends ; problems</p> <p>1.5 Trends of Hospital Administration Abroad. Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator</p> <p>1.6 Organization of Hospital. The governing authority; the administrator; business aspects; clinical aspects; channels of authority and communication.</p> <p>1.7 Importance of qualified v/s non qualified, Medical v/s non Medical Hospital Administrator Problems of hospital administration and their expected solutions</p>
Unit-2 Planning	<p>2.1 Management of different Clinical , Para clinical , and Support service departments in Hospitals</p> <p>2.2 Administration of Government (Rural , District & Municipal Hospital) v/s Private Hospitals</p> <p>2.3 Administration of a teaching hospital.</p> <p>2.4 Administration of a corporate hospital.</p> <p>2.5 Administration of a voluntary & charitable hospital</p>
Unit-3 Strategies, Policies and Planning	<p>3.1 Nosocomial Infection</p> <p>3.2 Management of Medical Records Department (manual & computerized)</p> <p>3.3 Management of Hospital Information System (Manual, Online & Offline)</p> <p>3.4 Management of Biomedical Waste in Hospitals (Law & the Reality)</p>
Unit- 4 Organizing	<p>4.1 Hospital utilization and its evaluation</p> <p>4.2 Hospital Audits, Financial Audit, Clinical Audit, Tissue Audit</p>

	4.3 Quality Management in Hospitals-Certification & Accreditation 4.4 TQM in Hospitals
Unit -5 Controlling	5.1 Public Relations in Hospitals 5.2 Role of Administration in Medical & Paramedical Education and Research 5.3 Recent trends in hospital administration. 5.4 Health Education in Hospital, Responsibilities of the hospital to the general public. Methods of Health Education in hospital and their importance. 5.5 Patient Education through I.T.
Unit-6 Decision Making	6.1 Hospital hazards 6.2 Disaster Management Programs and Disaster Preparedness 6.3 Telemedicine 6.4 Medical Tourism 6.5 Health Insurance and TPA
Learning Resources: Text Books:	

M.B.A. (HA) 2 Years - 2017-19			
Semester I			
Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	
		Total Credits	03
Subject Nature: Core			
Course Objective: This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance. After completing this course, students should be able to: <ol style="list-style-type: none"> 1. Understand individual behavior in organizations, including diversity, personality, attitude perception, learning and motivational theories. 2. Understand group behavior in organizations, including group and team development leadership, conflict management 3. Understand the organizational system, including organizational culture, change and stress management. 			
Learning Outcome: <ol style="list-style-type: none"> 1. Students will find keys to understand people 2. Students can find the basis of individual and group behavior 3. Students will develop various soft skills 			

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have five theory questions out of which a student will be required to do any four questions. Section B will be of 20 marks and consist of case(s).

Course Contents		Hours
UNIT –I Introduction	1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models 1.4 Case(s) on OB concepts to be discussed in class	04
Unit-2 The Individual Behaviour	2.1 Personality: Determinants and attributes 2.2 Perception: Factors influencing perception, process, Attribution theory 2.3 Learning: Concept, Theories of learning 2.4 Attitude: Concept and types, cognitive dissonance theory 2.5 case(s) on individual behavior to be discussed in class	08
Unit-3 Motivation	3.1 concept 3.2 Early theories: Maslow’s Hierarchy of Needs, Gregor’s theory X and Y, Two factor theory of Herzberg 3.3 Contemporary theory of motivation: Vrooms Expectancy Reinforcement theory 3.4 One case on Motivation to be discussed in class	05
Unit- 4 Group Behaviour	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams 4.5 One case on Group behavior to be discussed in class	07
Unit -5 Leadership	5.1 Nature and significance of leadership 5.2 Trait theories 5.3 Behavioral theories: Ohio studies, Michigan studies managerial grid 5.4 Contingency theories: Fiedler model, SLT theory, LMX theory Path goal theory 5.5 One case on leadership to be discussed in class	08
Unit-6 Conflict	6.1 Meaning of conflict, types, transition in conflict thoughts 6.2 Conflict Process 6.3 Conflict management Techniques 6.4 One case on conflict management to be discussed in class	05
Unit-7 Dynamics of OB	7.1 Organizational Change: forces of change, resistance to change Lewin’s change management model 7.2 Work stress: Understanding stress, Potential sources consequences and coping strategies	08

	7.3 Organizational culture: creating and sustaining culture 7.4 One case on change and stress management to be discussed in class	
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources: Text Reading : Latest Edition 1. Stephen P. Robbins, “Organizational Behaviour: Concepts, Controversies, and Applications”, New Delhi, Prentice Hall 2. Fred Luthans, “Organizational Behaviour”, New York, McGraw Hill. 3. Bill Scott, “The Skills of Communications”, Jaico Publications, Bombay. 4. John W. Newstrom and Keith Davis, “Organizational Behaviour: Human Behaviour at Work” New Delhi, Tata McGraw Hill.</p> <p>Reference Books: 1. Change Management – Murthy, C. S. V. 2. How to study an Organization – Prof. Giuseppe Bonaz.</p>		

INSTITUTE 2of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

MBA [Hospital Administration] MS5G SEMESTER- II BATCH [2017 -19]

Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate integrative business projects through the application of multidisciplinary knowledge in Hospital and Healthcare

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of Medical, Clinical Allied economic, environmental, political, legal, and regulatory contexts of global business practice

- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or Organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and Alternatives, and leverage technology to enable qualitative and quantitative methods to solve Problems in Healthcare Business
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions in Healthcare setups

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in Organizational situations

Functional business knowledge of marketing, operations, information technology, finance, Accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making in Hospitals and Healthcare
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international Expansion, and new venture development

INSTITUTE OF MANAGEMENT STUDIES			
Batch 2017-2019			
M.B.A. (Hospital Administration) MS5G Semester II			
Subject Name	MARKETING MANAGEMENT	Subject Code	MH 203
Subject Nature: Generic			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize the students with marketing concepts and practices. • To acquaint them with the challenges of marketing environment and competition; • To expose them to the elements of marketing mix; and develop their capacity to formulate appropriate marketing strategies and tactics • The objectives of the course are to introduce and develop the basic principles of marketing management to the students of hospital administration. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define Marketing Management and explain its pivotal role. 2. A clear understanding and exposure to the concept of marketing and its roots in Hospital-centric approach, and the elements of marketing mix. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, out of which best two will be considered. The semester examination carrying 60 marks Students will be required to attempt any 5 questions out of 7. All questions carry equal marks.			
Course Contents			Class Room Contact Sessions
UNIT –I Marketing Concepts	1.1 Customer Value and Satisfaction 1.2 Customers Delight, 1.3 Conceptualizing Tasks and Philosophies of Marketing Management, 1.4 Value chain, market planning and scanning the Marketing Environment.	07	
Unit-2 Market Segmentation, Targeting, Positioning	2.1 Market segmentations,. 2.2 Levels of market segmentations, 2.3 Patterns, procedures, requirement for effective segmentation, 2.4 Evaluating the market segments,	08	

	2.5 Selecting the market segments, developing a positioning strategy.	
Unit-3 Product & Pricing Decision	3.1 Objectives, 3.2 Product classification, 3.3 Product-Mix, Product life cycle strategies 3.4 Porter's Generic Competency Model 3.5 Planning & Forecasting. 3.6 Factors affecting price 3.7 pricing methods and strategies.	09
Unit- 4 Distribution Decisions	4.1 Importance and Functions of Distribution Channel, 4.2 Considerations in Distribution Channel Decisions 4.3 Distribution Channel Members	07
Unit -5 Promotion Decisions	5.1 A view of Communication Process, 5.2 developing effective communication, 5.3 Promotion-Mix elements.	06
Unit-6 Consumer Behaviour & Decision Processes	6.1 Introduction to Consumer Behavior and Consumer Research: 6.2 Nature, Scope and application of Consumer Behavior and Consumer Research. 6.3 Pre-purchase process: Information processing, 6.4 Purchase Processes: Consumer Decision rules. 6.5 Post Purchase Processes: Framework, dissonance satisfaction / dissatisfaction.	08
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Learning Resources:</p> <ol style="list-style-type: none"> Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, Ehsan ul Haque, " Principles of Marketing: A South Asian Perspective" 13th edition Pearson Education. William J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit " Marketing Concepts and Cases", Tata Mc Graw Hill, 13th Edition. <p>Reference Books:</p> <ol style="list-style-type: none"> Philip Kotler, Kelvin Lane Keller, Abraham Koshy, Mithileshwar Jha " Marketing Management - A South Asian Perspective" – 13th Edition, New Delhi: Pearson Education. Rajan Saxena, Marketing Management, 4th Edition, Tata McGraw Hill 		

INSTITUTE OF MANAGEMENT STUDIES			
Batch 2017-2019			
M.B.A. (Hospital Administration) MS5G Semester II			
Subject Name	MANAGEMENT OF QUALITY	Subject Code	MH 205
Subject Nature: Ability Enhancement			
Objectives: The objective of the course is to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organizations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Define Management of Quality in hospitals and explain its pivotal role. 2. A clear understanding and exposure to the concept of Quality and its roots in Hospital-centric approach, and the elements of Quality. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, out of which best two will be considered. The semester examination carrying 60 marks Students will be required to attempt any 5 questions out of 7.All questions carry equal marks.			
Course Contents			Class Room Contact Sessions
Unit 1	Basic Concept, Definition, Terminology of Quality Management Quality Policy and Objectives.	6	
Unit 2	Organization for Quality, Quality Circles. Economics of Quality.	7	
Unit 3	Quality Assurance, Zero Defect Concept. Quality Specifications.	8	
Unit 4	Statistical Aids in Limits and Tolerances. Inspection.	7	
Unit 5	Manufacturing Planning for Quality.	6	
Unit 6	Sampling Plans for Attributes and Variables and Various Control Charts. Total Quality Control	6	
Unit 7	ISO (International Organization for Standardization) – QMS – ISO 9001:2000, JCI Standards for Healthcare & Hospitals, NABH (National Accreditation Board of Hospitals.)	5	
TOTAL CLASSROOM CONTACT SESSIONS			45

Text Books:

1. Dale H Besterfield-**Total Quality Management**,3e-(Indian Reprint)Pearson
 2. Poornima Charanthimath-**Total Quality Management**-(Indian Original)Pearson
 3. D.D. Sharma,**Text book of Quality Management.**
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INSTITUTE OF MANAGEMENT STUDIES			
Batch 2017-2019			
M.B.A. (Hospital Administration) MS5G Semester II			
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	MH 204
Subject Nature: Generic			
<p>Course Objectives: The course objectives are to help the students develop understanding of the dimensions of management of human resources, with particular reference to personnel management policies and practices in India. Efforts will also be directed towards developing their communication and decision making skills through case discussion, role playing and panel discussion.</p>			
Learning Outcome:			
<p>At the end of the course students should be able to;</p> <ol style="list-style-type: none"> 1. Define Human Resource Management and explain its pivotal role. 2. A clear understanding and exposure to the concept of Human Resource Management and its roots in Hospital-centric approach 			
Examinations :			
<p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, out of which best two will be considered. The semester examination carrying 60 marks It will have two sections A and B. Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section B will comprise one or more case (S) worth 15 marks.</p>			
Course Contents			Class Room Contact Sessions
Unit 1	Field of HRM: Concept, Traits, Roles and Responsibilities of HR Manager.	7	
Unit 2	Acquisition- Recruitment, Selection, Induction, Placement.	8	
Unit 3	Development _ Training, Performance Appraisal.	7	
Unit 4	Compensation – Wage and Salary Administration, Compensation.	8	
Unit 5	Maintenance _ Grievance Handling, Discipline.	7	
Unit 6	Separation – Turnover, layoff, Discharge, Retrenchment, VRS. Future Trends in HRM.	8	
TOTAL CLASSROOM CONTACT SESSIONS			45
Text Readings:			
<ol style="list-style-type: none"> 1. Edwin Flippo, “Principles of Personnel Management”, McGraw Hill International Book Company, New Delhi. 2. Arun Monappa and Mirza S.Saiyudhin, “Personnel Management”, Tata Mc Graw Hill, 1979. 3 R.D. Agarawal,” Dynamics of Personnel Management in India”, Book of Readings, Tata Mc Graw Hill, 1979. 4 Pigors and Myers et. al.,” Management of Human Resources” Book Company New Delhi. 			

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) MS5G Semester II			
Subject Name	FINANCIAL MANAGEMENT- I	Subject Code	MH 202
Subject Nature: Generic			
Course Objective The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.			

Learning Outcome:

At the end of the course students should be able to;

1. Define **FINANCIAL MANAGEMENT** and explain its pivotal role.
2. A clear understanding and exposure to the concept of **FINANCIAL MANAGEMENT and its roots in Hospital-centric approach**

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks

Course Contents		Class Room Contact Sessions
Unit 1	Introduction: Concept of Finance, Corporate Finance, Finance Functions and other functions. Structures of the Financial System. Meaning and Objectives of Financial Management, Scope and Functions of Financial Management, Wealth Maximization v/s Profit Maximization. Short Term and Long Term Sources of Finance in India.	5
Unit 2	Cost-Volume-Profit Analysis: Concept, BEP in units, BEP in rupees, Multiproduct BEP, Margin of Safety, P/V Ratio.	5
Unit 3	Ratio Analysis: Liquidity, Profitability, Leverage and Activity Ratios. Calculation and Interpretation.	6
Unit 4	Investment Decisions: Time Value of Money, DCF and Non DCF Methods for Evaluating Projects, Cost of Debt, Cost of Preference, Cost of Equity, Weighted Average Cost of Capital.	5
Unit 5	Leverage Analysis: Determination of operating leverage, financial leverage and total leverage, Leverage and Financial Distress	6
Unit 6	Statement of Changes in Financial Position: Funds Flow Statement; Total Resource Method, Working Capital Method and Cash Method, Cash Flow Analysis.	5
Unit 7	Capital Structure and Firms Value: Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach. EBIT ---EPS Analysis, ROI ---ROE Analysis.	5
Unit 8	Dividend Policy: Relevance and Irrelevance Theories of Dividend, Factors affecting the dividend policy, Alternative Forms of Dividend.	4

Unit 9	Working Capital Management: Cash and Liquidity Management, Credit Management, Determination of Working Capital and its Financing , CMA form for Working Capital	5
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Readings</p> <ol style="list-style-type: none"> 1. M.Y.Khan & P.K.Jain, “Financial Management”, Delhi: Tata Mc Graw Hill, 4TH Edition 2000. 2. I.M.Pandey, “Financial Management”, New Delhi: Vikas Publication House, 8th Ed., 2001. 3. R.P.Rustogi, “Financial Management”, Galgotia Publication, Reprint 2000. <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Prasanna Chandra, “Financial Management”, New Delhi: Tata Mc Graw Hill, 1993 2. S.C.Kuchhal, “Financial Management”, Allahabad: Chatanya Pub. House, 1995 4. V. K. Bhalla, “Working Capital Management”, 2nd Ed.1998, Anmol Publication, New Delhi, 1998. 5. R.P.Rastogi, “Graded Problems and Solutions in Financial Management”, Galgotia Publication, New Delhi, 5th Edition 2000. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) MS5G Semester II			
Subject Name	HOSPITAL PLANNING	Subject Code	MH 206
Subject Nature: Core			
<i>Objective:</i> The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals.			

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Learning Outcome:

At the end of the course students should be able to:

Define **HOSPITAL PLANNING** and explain its pivotal role. A **clear understanding and exposure to the concept of Define HOSPITAL PLANNING and its roots in Hospital-centric approach**

Course Contents		Class Room Contact Sessions
Unit 1	Planning as a management function. Steps of planning. Hospital Planning: Meaning & scope	7
Unit 2	Concept of building a Hospital, Availability of Finance & land Feasibility Studies catchments area and demand analysis	8
Unit 3	Guiding principles in planning Hospital facilities & services Planning of type, size and facilities for Hospital Operational plan and functional plan Facility Master Plan Design (Internal & External Aspects)	6
Unit 4	Planning of Equipment Organizational plan Administrative Services including Executive suit, Professional service unit, financial management unit, HIS, Nursing service administration unit, HRM unit, P R Deptt., Marketing	7
Unit 5	Basics for requirements for Clinical Service Departments. and Ancillary departments OPD, Emergency, Lab., Radiology, Nuclear Medicine, Surgical, Labour room & delivery room, Physical Medicine & rehabilitation, Occupational & recreational therapy	6
Unit 6	Speech & hearing, Pulmonary unit, CATH lab, Nursing Unit (pediatric, obstretics & Gyaec, Psychiatric, Isolation, ICU, ICCU and Nursery), Admission	5
Unit 7	Department, MRD, CSSD, Materials Management, Food Service, Landry, Repair Maintance & Engineering , Air conditioning, Medical Gases, Communication, BMW Management.	6
TOTAL CLASSROOM CONTACT SESSIONS		45

Recommended Text :

Text Books on Hospital Planning and Management by :

Mc Caullay, Kunders, Tabish, Shaktikant Gupta ,BM Sakharker

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) MS5G Semester II			
Subject Name	OPERATION RESEARCH	Subject Code	MH 207
Subject Nature: Generic			
Course Objectives: The objectives of the course are to enable students to have a good understanding of quantitative techniques and to develop capability in them to use these techniques for solving the problems faced by Hospital Administrators.			

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination will be worth 60 marks. The students will be required to attempt 5 Question out of 7 Questions. All Questions will carry equal Marks.

Learning Outcome:

At the end of the course students should be able to:

1. Define and explain **Operation Research** its pivotal role.
2. A clear understanding and exposure to the concept of **Operation Research and its roots in Hospital-centric approach**

Course Contents		Class Room Contact Sessions
Unit 1	Linear Programming- Nature and Purpose of Artificial Variables, Review of Big-M Method, 2-Phase Simplex Methods, Duality and Post- Optimality Analysis	5
Unit 2	Non Linear Programming – Dynamic Programming, Goal Programming, Integer Programming, Quadratic Programming. Concepts and Applications (No Numericals from this Part)	5
Unit 3	Game Theory: Introduction to Game Theory, Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games using – Algebraic and Graphical Methods, Game Theory and Linear Programming.	7
Unit 4	Markov Chain Analysis: Computation of sequential probabilities of States for different periods, Steady State Probabilities, Application of Markov Chain.	7
Unit 5	Sequencing Models:	4
Unit 6	Replacement Models.	4
Unit 7	Decision Theory – Decision making under certainty, Uncertainty and Risk. EMV, EOL, EVPI and their usages.	7
Unit 8	Simulation: Introduction to Simulation, Monte Carlo Technique and its Applications.	6
TOTAL CLASSROOM CONTACT SESSIONS		45
Text Books: Operation Research by: <ol style="list-style-type: none"> 1. Taha H.A 2. Wagner . M 3. Hira D.S & Gupta P.K. 4. Sharma S.D. <ul style="list-style-type: none"> • Vohra N.D , Quantitative techniques in Management, latest edition 		

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INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Hospital Administration) MS5G Semester II

Subject Name	RESEARCH METHODOLOGY	Subject Code	MH 201
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Subject Nature: Generic

Objective: The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

Examination: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Prerequisites: Student are suppose to have knowledge of Measures of Central Tendency, Measures of Dispersion, Simple Correlation and Regression Analysis. These concepts are taught to them in earlier semesters. There will be no questions in examination from Prerequisites.

Course Contents

**Class
Room
Contact
Sessions**

Unit 1	Introduction to Research Methods: Role and objectives of business research, types of research and various research design (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher. Experimental research design will comprise of Completely Randomized Design, Latin Square Design and Factorial Design.	7
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Unit 2	Data and their Collection: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews.	8
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Unit 3	Advance Data Analysis tools : Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminate and Canonical Analysis, Conjoint Analysis	7
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Unit 4	Sampling, Sampling Methods, Sampling Plans, Sampling Error, Sampling Distributions : Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.	8
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Unit 5	Hypothesis and Hypothesis testing Parametric & non-parametric tests, introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test, ANOVA, U test, Kruskal-Wallis test, chi square test.	7
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Unit 6	Interpretations and Report Writing: Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in Report writing, layout of report and precautions in writing research reports. Epilogue: Limitations of RM, Philosophical issues in Research, Ethics and Research.	8
TOTAL CLASSROOM CONTACT SESSIONS		45
<p>Text Readings:</p> <ul style="list-style-type: none"> • William G. Zikmund, “Business Research Methods”, Orland o: Dryden Press. • C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston Irwin, Latest Edition • Fred N Kerlinger, “Foundations of Behavioural Research”, New Delhi: Surjeet Publications. • David Nachmias and Chava Nachmias, “Research Metho • ds in the Social Sciences”,New York: • St.Marlia’s Press.C. R. Kothari, “Research Methodology: Methods and techniques”, New Delhi:Vishwa Prakashan. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) MS5G Semester II			
Subject Name	Organization and Administration of hospital services	Subject Code	MH 208
Subject Nature: Core			
<i>Objective:</i> The objective of the course is to enable students to have a good understanding of Hospital Administration			
Examinations The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.			
Learning Outcomes: At the end of the course students should be able to; 1. Define Organization and Administration of Hospital Services and explain its pivotal role. A clear understanding and exposure to the concept of Organization and Administration of Hospital Services.			
Course Contents			Class Room Contact Sessions
Unit 1	Hospital administration – Principles Introduction to the hospital field.-Definitions --hospital and medical care, types, control.- Functions--medical care, prevention, professional education and research.-Role of hospital in health spectrum. Hospital of India-to-day.	5	
Unit 2	Classification & Accreditation -Number ; type ; size ; distribution; ownership; utilization; rations; trends ; Problems Trends of Hospital Administration Abroad. Hospital administration- Principles-Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator Organization of Hospital.	5	
Unit 3	The governing authority; the administrator; business aspects; clinical aspects; channels of authority and communication. Importance of qualified v/s non qualified, Medical v/s non Medical Hospital Administrator Problems of hospital administration and their expected solutions.	7	
Unit 4	Management of different Clinical , Para clinical , and Support service departments in Hospitals Hospital hazards Administration of Government (Rural , District & Municipal Hospital) v/s Private Hospitals Administration of a teaching hospital.	7	
Unit 5	Administration of a corporate hospital. Administration of a voluntary & charitable hospital. Hospital utilization and its evaluation Public Relations in Hospitals Quality Management in	4	

	Hospitals-Certification & Accreditation TQM in Hospitals Management of Medical Records Department (manual & computerized) Management of Hospital Information System (Manual, Online & Offline)	
Unit 6	Hospital Audits, Financial Audit, Clinical Audit, Tissue Audit Nosocomial Infection Management of Biomedical Waste in Hospitals (Law & the Reality) Role of Administration in Medical & Paramedical Education and Research Recent trends in hospital administration	4
Unit 7	Health Education in Hospital, Responsibilities of the hospital to the general public. Methods of Health Education in hospital and their importance. Patient Education through I.T.(CAPE) Inquiries and Disciplinary Actions. Disaster Management Programs Legal aspects in Hospitals.	7
Unit 8	Inquiries and disciplinary actions.-Laws and regulations applicable to hospitals-M.P. Nursing home act as a representative act -Permits and licenses : Local administration, Municipal corporation, CMO, MTP act, PNDD, Narcotics, Drugs & Cosmetics act, Radiation Control, Pollution Control etc.-.Insurance of Building Equipment & Manpower in Hospital Administration of Health Insurance cases & TPA	6
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading Books of Hospital Planning and Administration : <ul style="list-style-type: none"> • B.M.Sakharkar , Principles of Hospital Administration and Planning , • Kunders Hospital planning & Hospital Management • Hospital operations (Clinical services) by S. Porkodi, • Hospital operations- (Non Clinical services)Sangeetha Natarajan, Parshva publications, Sonapat (Haryana) 		

**INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University,
INDORE**

**MBA [Hospital Administration] SEMESTER- III
BATCH [2017 -19]**

Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate integrative business projects through the application of multidisciplinary knowledge in Hospital and Healthcare

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of Medical, Clinical Allied economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate’s native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or Organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and Alternatives, and leverage technology to enable qualitative and quantitative methods to solve Problems in Healthcare Business
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions in Healthcare setups

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in Organizational situations

Functional business knowledge of marketing, operations, information technology, finance, Accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making in Hospitals and Healthcare
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international Expansion, and new venture development

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM			
Batch 2017-19			
Semester III			
Subject Name	MARKETING OF HOSPITAL SERVICES	Subject Code	MH-311 2 y
		Total Credits	03

Subject Nature: CORE		
Course Objective: The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Marketing of Hospital Services.		
Learning Outcome: By the end of the unit, a candidate will be able to: <ul style="list-style-type: none"> • Critically analyze, evaluate and use own reasoning when dealing with complex issues • Synthesize the forces affecting the environment and their impact and implications on marketing in the health care sector • Systematically assess factors affecting marketing decisions 		
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.		
Course Contents		Class Room Contact Sessions
Unit - 1 Introduction to Marketing of Hospital Services:	1.1 Introduction to Marketing of Hospital Services: Concept of Services; Characteristics of Hospital Services, 1.2 Challenges in Hospital Services Marketing.	
Unit-2 Consumer Behaviour	2.1 Understanding buying behaviour for hospital services; 2.2 selection criteria; 2.3 Decision Making for Hospital services.	
Unit-3 Services Marketing Mix	3.1 Introduction to the Hospital Services Marketing Mix	
Unit- 4 Hospital Services	4.1 Structure of Hospital Services; 4.2 Service Product Model; 4.3 Designing new hospital services.	
Unit – 5 Pricing	5.1 Role of price in communicating hospital service value and quality;	

	5.2 Factors involved in pricing hospital services; 5.3 Service pricing methods and strategies.	
Unit – 6 Distribution	6.1 Marketing channels for hospital services; 6.2 Distribution strategies for hospital services; 6.3 Challenges in distribution of hospital services; 6.4 Role of Internet in distribution of hospital services.	
Unit – 7 Promotion	7.1 Integrated marketing communications for hospital services; 7.2 Creating hospital service promises; 7.3 Using marketing communications tools for hospital service promotion	
Unit – 8 People	8.1 The key role of employees in a hospital service business; 8.2 Concept of Service encounter – Moment of Truth; 8.3 Managing hospital service employees.	
Unit – 9 Physical Evidence	9.1 Physical evidence: Hospital Service Environment; 9.2 Nature of physical evidence; 9.3 Importance of physical evidence in hospital services; 9.4 Managing Hospital Service Clues.	
Unit – 10 Process	10.1 Hospital Service as a process; 10.2 Different process aspects and managerial challenges; 10.3 Strategies for managing hospital service process – Blue Printing; 10.4 Co-creation: Customers as ‘co-producers’ 10.5 Self Service Technologies, Managing hospital experience.	
Unit – 11 Hospital Service Strategies	11.1 –Service Triangle; External Marketing; Internal Marketing; Interactive Marketing	
Unit – 12 Hospital Service Quality	12.1 Concept and Importance of quality in Hospital Services; 12.2 Customers evaluation criteria for service performance; 12.3 Service Quality Models - Parsuraman-Zeithamal-Berry (PZB) Gaps Model - SERVQUAL, and Gronroos model; 12.4 Managing Service quality.	

Unit – 13 Strategic Issues in Hospital Service Marketing	13.1 Patient Complaints, Satisfaction, Loyalty; 13.2 Relationship Management.	
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: 1. Services Marketing – Lovelock, Wirtz & Chatterjee, Pearson. 2. Services Marketing – Zeithaml, Bitner, Gremler & Pandit, TMGH. 3. Strategic Marketing For Health Care Organizations - Building a Customer-Driven Health System – Philip Kotler, Joel Shalowitz and Robert J. Stevens , Jossey Bass.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital administration) Batch 2017-19			
Semester II			
Subject Name	Legislation For Health And Hospitals	Subject Code	MH-303 2y
		Total Credits	03
Subject Nature: GENERIC			
Course Objective: The aim of the course is to enable students to have a better understanding of Legislation for health and hospitals their implementation in organization with special reference to health care units and hospitals.			
Learning Outcome: At the end of the course students should be able to understand : <ol style="list-style-type: none"> 1. The nature and scope of Legislation for health and hospitals 2. The rationale of Legislation for health and hospitals in organizations 3. Managing employee relations at work 			

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
Course Contents		
Unit-1	1.1 Introduction : laws applicable to hospital, functioning of hospital and medicolegal responsibility their cases and management 1.2 Provision of commissioning of hospital: registration of company act 2013 incorporation of hospital as company, Indian medical council act 1956.	08
Unit-2	2.1 General laws: general law of contract; essentials of contract; types of contracts. 2.2 IT act 2000: e-governance, digital signature certificate, major cyber offenses and penalties.	08
Unit-3	3.1 Laws Governing Medico-legal aspects: List of Offences & Professional Misconduct of Doctors as per Medical Council of India IPC Section 52, 80, 89, 92, 93, 100, 93, 262, 269, 278, 284, 304 A, 336, 337 and 333 ,Indian Evidence act section 126 3.2 Consumer Protection Act – Definition – Consumer Protection Council – Consumer Disputes Redressed Agencies, Other Salient features – Application of Consumer Protection Act in Hospital ,Recent judgment of Supreme Court – Implication for Health Professionals	07
Unit-4	Laws Related to Medical Procedures: 4.1 Medical Termination of Pregnancy Act 1971(MTP Act), 4.2 Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act), 4.3 Transplantation of Human Organ act 1994.	06
Unit-5	Laws related to drugs and Pharmacy: 5.1 Narcotic Drugs and Psychotropic Substances Act and Rules, 5.2 Drugs and Cosmetics Act, 1940, (Blood bank regulations under Drugs and cosmetic rules), 5.3 Pharmacy Act 1948	06

Unit-6	Other law: 6.1 Environment protection Act 1986, 6.2 Water (prevention and control of pollution) Act 1974 , 6.3 The epidemic disease Act 1897	05
	TOTAL CLASSROOM CONTACT SESSIONS	40
<p>Text Reading: Latest Editions</p> <p>1. C K Parikh, Forensic Medicine and Toxicology</p> <p>2. P.N. Mallick, Industrial Laws (Latest Edition)</p> <p>2. N.D. Kapoor, Industrial Law, S. Chand & Co., Delhi</p> <p>3. Raj Kumar, Acts Applicable to Hospitals in India (The Christian Medical Association of India, New Delhi)</p> <p>For Reference</p> <p>1. B.K. Chakravorti, Labour of India, Vol. I & II, International Law book centre, Calcutta, 1974.</p> <p>2. Labour Law for Factory Executives.</p> <p>3. Sinha and Sinha-- Industrial Relations and Labour Legislation, oxford, India Book House.</p> <p>4. Bulchandani K.R. --Industrial Law.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) 2 Years Sem III			
Subject Name	HEALTH ADMINISTRATION	Subject Code	MH-304 2y
<p><i>Objective:</i> The objective of the course is to enable students to have a good understanding of Health administration.</p>			
<p><i>Examinations:</i> The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.</p>			
<p>At the end of the course students should be able to; Define And Explain Health Policy And Administration Its Pivotal Role. A Clear Understanding And Exposure To The Concept Of Health Policy And Administration particularly in Indian Scene</p>			
Course Contents			Class Room

		Contact Sessions
Unit -I	Basic concepts: Meaning & Concept of Health, Disease , Care and Administration Various levels of prevention/care & cure, levels of management Health administration in India; Organization of health services at Centre, State & District level General introduction to organization of health care delivery system in India.	
Unit-2	Various committees for recommendations on health care; National Health Programs in details Reasons for increasing Need and demand for medical care and Need/Demand assessment Factors determining Availability and Cost of medical care steps/techniques to reduce the cost of medical care.	
Unit-3	Urban medical care system in metropolitan cities.// Rural medical care including the role of State, NGO's, Private medical practitioners and community at large	
Unit- 4	Organization and administration of better medical care	
Unit -5	National Health Policy and National Population Policy (Latest reviews)	
Unit-6	Healthcare resource planning and allocation	
Unit -7	Success / Failure Analysis for various Health Plans, Programs, Schemes etc. and Research for their Causes.	
Unit-8	Alternative systems of health care:-General introduction and their role in overall healthcare system, Yoga Therapy & its Global relevance. Rehabilitation WHO and other International Health Agencies. Immunization, International recommendations for immigrant's vaccination	
	TOTAL CLASSROOM CONTACT SESSIONS	40
Suggested text : K Park Park's Text Book of Preventive and Social Medicine. B.K. Mahajan Text Book of Preventive and Social Medicine. WHO Publications on International Vaccination.		

INSTITUTE OF MANAGEMENT STUDIES			
MBA (Financial Administration) Semester III			
Subject Name	PROJECT MANAGEMENT	Subject Code	MH-302 2y
Subject Nature: Core			
Course Objective: The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.			
Learning Outcome: It develops various individual skills but it emphasises the need for a systemic approach. The individual skills include: <ul style="list-style-type: none"> • project risk analysis, project success/ failure analysis; • project scheduling, able to use financial model, cost-benefit analysis in project management; • Report writing, presentation and team working. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
	CONTENT	CLASS ROOM SESSIONS	
Unit 1: Introduction	1.1 Meaning, Need And Significance and its types; 1.2 Project Life Cycle and its phases; 1.3 Generation and Screening of Project Ideas.	05	
Unit 2: Project Selection	2.1 Market and Demand Analysis, (Including Demand Forecasting);	06	

& Analysis	2.2 Location Analysis; 2.3 Technical Analysis; 2.4 Financial Analysis (Cost of Project, Working Capital Requirement & Its Financing) 2.5 Cost and Benefit Analysis; 2.5 Social Cost Benefit Analysis.	
Unit 3: Financial Feasibility And Project Appraisal	3.1: Financial Feasibility Study or Financial Analysis; 3.2 Time Value of Money; 3.3 Cost of Capital; 3.4 Projected Cash Flows; 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria; 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.	10
Unit 4: Project Financing	4.1 Preparing Project Report, Financial Projections, Estimating Costs. 4.2 Project Financing, Project Appraisal by Financial Institutions.	05
Unit 5: Project Management And Control	5.1 Project Organizations; 5.2 Planning and Control of Project 5.3 Human Aspects of Project Management; 5.4 Project Control Tools (Gantt Charts, Line Off Balance).	06
Unit 6: Network Techniques for Project Management	6.1 Basic Concepts of Networks; 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models); 6.3 Network Cost Systems; 6.4 Activity Crashing.	07
Unit 7: Project Review	7.1 Need for Reviews; 7.2 Initial Review, Performance Evaluation; 7.3 Abandonment Analysis; 7.4 Evaluating the Capital Budgeting Systems. 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:**Text Books:**

1. Prasanna Chandra. **“Project Planning, Analysis, Selection, Implementation and Review”**, New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, **“Text Book of Project Management”**. New Delhi, McGraw Hill Publications, Latest Edition.

Reference Books:

1. Harold Kerzner, **“Project Management: A Systems Approach to Planning, Scheduling and Controlling”**, New Delhi, CBS Publications, Latest Edition.
2. Rajive Anand, **“Project Profiles with Model Franchise Agency and Joint Venture Agreement”**, New Delhi, Bharat Publications, Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM Batch 2017-19			
Semester III			
Subject Name	OPERATION MANAGEMENT IN HEALTHCARE	Subject Code	MH 301 2y
		Total Credits	03
Subject Nature: CORE			

Course Objective: The objectives of this course are to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems	
Learning Outcome: On successful completion of this course, students will be able to: <ul style="list-style-type: none"> • Explain the role of operations and its relationship with the other functional areas of a healthcare organization; • Analyze operation processes from a variety of perspectives such as productivity, workflow, and quality 	
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.	
Course Contents	
	Class Room Contact Sessions
Unit - 1	1.1 Introduction to Production and Operations Management: Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function.
Unit-2 Facilities Planning	2.1 Product Selection and Design, Service Design, 2.2 Process and Technology Selection, 2.3 Location of Manufacturing / Service Facility, center of gravity and median models, Dimensional analysis, Brown and Gibson Model.
Unit-3 Layout of Manufacturing/ service facility	3.1 Product layout, process layout, fixed position and group layout, layout design: 3.2 Relationship based and Load-Distance cost matrix, materials handling concepts.
Unit- 4 Resources Requirement Planning	4.1 Capacity Planning, 4.2 Machines and Labour Planning (Computations of Number of Machines and Number of Workers) and Learning Curve Application
Unit – 5 Production Planning and Control	5.1 Aggregate Production Planning - Chase strategy (vary the work force), level production (inventory cost and stock out cost), Mixed strategy (transportation model), 5.2 Materials Requirement Planning,

Unit – 6	6.1 Operations Scheduling and Production Activity Control for Mass Manufacturing. 6.2 (Assembly line balancing using priority rules – rank positional weight, longest activity duration and largest number of successors), 6.3 Batch Processing (sequencing using run - out time) and Job shop - n-jobs on single machine (using EDD, SPT, FCFS, ST, CR), n-jobs on Two/Three machines (Johnson’s Rule), 2-jobs on m-machines (Graphical method – Aker’s Algorithm)	
Unit – 7 Quality Control	7.1 Quality Control Function, Acceptance sampling (single sampling, double sampling and multiple sampling), 7.2 Statistical Process Control, 7.3 Operating Characteristics Curve and its Applications (for attributes and variables), 7.4 Application of Control Charts (Cchart, P-chart, X and R charts), 7.5 Quality Circles, Quality Improvements, Introduction to Six Sigma Quality concept and its role in quality Management, preventive & breakdown maintenance.	
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Reading:

1. R Paneerselvam. “Production and Operations Management”, New Delhi: Prentice Hall of India Publications, 2000.
2. S N Chary. “Cases and Problems in Production and Operations Management”, New Delhi: Tata McGraw Hill Publications, 5th Ed., 2000.
3. Josheph G. Monks “Operations Management”, New York : McGraw Hill Publications, 1996.

Suggested Readings

1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, “Applied Production and Operations Management”, New York : West Publishing Company, 1st Ed., 1985.
2. Elwood S. Buffa and Rakesh K. Sarin, “Modern Production, Operations Management”, Singapore: John Wiley and Sons, 8th Ed., 1994.
3. Everett E Adam Jr. and R.J. Ebert, “Production and Operations Management”, New Delhi: Prentice Hall of India Publications, 2000.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (MARKETING MANAGEMENT)

Batch 2017-19

Semester III

Subject Name	INTEGRATED MARKETING COMMUNICATIONS	Subject Code	MH-312 2y
		Total Credits	03

Subject Nature: CORE

Course Objective:

The objectives of this course are to provide insights into the realities of marketing communications, and imparting knowledge and developing skills to manage integrated marketing communications campaign.

Learning Outcome:

At the end of the course student will be able to:

- Analyze and respond appropriately to key issues in marketing communications within a given context;
- Determine and evaluate marketing information required to plan and manage integrated marketing communications campaigns.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Foundations of IMC	1.1 Promotion Mix, 1.2 Shift from marketing communications to IMC 1.3 An overview of IMC, Growth of IMC, Element of IMC, Role of IMC in the marketing process.	6
Unit-2 IMC Partners	2.1 Participant in IMC, 2.2 Role of advertising agencies, Media partners and other marketing communications agencies.	3
Unit-3 IMC Campaign Planning	3.1 Marketing Communication Models, 3.2 IMC planning process, Key issues, Strategies	4
Unit-4 Advertising Strategy	4.1 Advertising campaign, Product market analysis, Setting advertising objectives, DAGMAR approach, 4.2 Budgeting, Creative strategy, Media strategy, Media planning and media scheduling, 4.3 Copy design and development, Advertising appeals, Message format, Copy writing, Script and story board	6
Unit -5 Sales Promotion Strategy	5.1 Role of Sales promotion, 5.2 Trade promotion and consumer promotion, 5.3 Sales promotion and other IMC tools.	6
Unit -6 Public Relations and Corporate Communications	6.1 The PR process, Public and PR tools, 6.2 Corporate communications	5

Unit -7 Direct and Interactive Marketing	7.1 Database, Catalogue, Telemarketing, Mobile Marketing, Internet marketing.	3
Unit -8 Personal Selling	8.1 The role of personal selling in IMC, 8.2 Personal Selling process	5
Unit – 9 Experiential Marketing	9.1 Events, Sponsorship, and Designing environment.	3
Unit – 10 Measuring IMC Effectiveness	10.1 Pre and post launch effectiveness, 10.2 Quantitative and qualitative techniques.	4
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45

Learning Resources:

Text Reading: Latest Edition

2. Belch, G.E., Belch, M.A., and Purani, Keyoor, **Advertising and Promotion- An Integrated Marketing Communications Perspective**, Tata McGraw Hill, New Delhi.
2. David A. Aaker, Rajeev Batra and John G. Meyer. **“Advertising Management”**, New Delhi. PHI
3. Clow, K.E. and Baack, D., **Integrated Advertising, Promotion, and Marketing Communications**, Pearson, New Delhi.
4. Shah, K. and D’Souza, A., **Advertising and Promotion – An IMC Perspective**, Tata McGraw Hill, New Delhi.
5. J. Thomsas Russel and W. Ronald Lane. **“Kleppner’s Advertising Procedure”**, New Delhi, PHI.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM

Batch 2017-19

Semester III

Subject Name	QUALITY ACCREDITATION IN HEALTHCARE ORGANIZATION	Subject Code	MH 307 2y
		Total Credits	03

Subject Nature: CORE

Course Objective:

The objectives of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organizations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

Learning Outcome:

Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations, and medical staff services

ExaminationScheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
Unit- 1	1.1 Basic Concept, 1.2 Definition, 1.3 Terminology of Quality Management. 1.4 Quality Policy and Objectives.	5
Unit-2	2.1 Organisation for Quality, 2.2 Quality Circles. 2.3 Economics of Quality. 2.4 Quality Assurance, 2.5 Zero Defect Concepts.	6
Unit- 3	3.1 Quality Specifications. 3.2 Statistical Aids in Limits 3.3 Tolerances.	8
Unit – 4	4.1 Inspection. 4.2 Manufacturing Planning for Quality.	3
Unit – 5	5.1 Sampling Plans for Attributes and 5.2 Variables and Various Control Charts	2
Unit – 6	6.1 Total Quality Control	4

Unit – 7	7.1 ISO (International Organization for Standardization) – QMS – ISO 9001:2000, 7.2 JCI HOSPITALS	4
Unit – 8	8.1 Standards for Healthcare & Hospitals, 8.2 NABH (National Accreditation Board of Hospitals.)	8
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
Learning Resources: Text Reading: 1. Dale H Bester field-Total Quality Management,3e-(Indian reprint)Pearson 2. PoornimaCharanthimath-Toatal Quality Management-(Indian Original)Pearson 3. D.D. Sharma, Text book of Quality Management.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HOSPITAL ADMINISTRATION) INTEGRATED Batch 2017-19			
Semester III			
Subject Name	BUSINESS PROCESS REENGINEERING	Subject Code	MH-310 2y
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of the course to acquaint the students of the concepts and developing abilities and skills for the effective performance in Hospital Industry.			
Learning Outcome: On successful completion of this course students will be able to understand the concept of BPR and the main challenges in implementing a BPR Strategy.			

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered . The end semester examination will be worth 60 marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
Unit - 1	1.3 .Business Process reengineering Philosophy, Possibilities and Pitfalls, process Reengineering framework Opportunity Assessment	10
Unit-2	2.1 Planning the Business Process Reengineering healthcare Project	10
Unit-3	3.1 The Business process Reengineering Team , Business Process Analysis, Process Design, Risk and Impact Assessment, Planning and Implementing the Transition	13
Unit- 4	4.1 Tracking and Measuring Process performance in healthcare, Advanced tools and Techniques	12
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
Learning Resources: Text Reading: 1. Business Process Reengineering - enry J. Johansson, Patrik Mchuch, A. John Pendlebury, Willam A. Wheeler III, John Wilev & Spms. 2. Process Reengineering - LonRoberts, Tata McGraw-Hill, New Delhi.		

MBA (HA) MS5G IV Sem

COMPENSATION AND REWARD MANAGEMENT (C&RM)

Course Objectives

The objectives of this course are to familiarize the students with the dynamics of wage and salary administration and current trends in India.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. It will have two sections A and B. Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section B will comprise one or more case (s) worth 15 marks.

Contents:

1. Wage and Salary Administration: Definition, Goals, Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Pay and Social Class–Machineries for Wage Fixation– Statutory provisions governing different components of reward systems– Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI.
2. Incentive Plans: Individual and Group Incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to - Company (CTC).
3. Employee Benefits: Supplemented Pay benefits (pay for time not worked), Insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.
4. Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948, Payment of wages Act 1948, Payment of Bonus Act, 1965.
5. Current Trends in Compensation and Reward Management: Strategic Reward: Concept, Aims– Strategic Reward and Reward Management–Purpose and Contents of Reward Strategy–Strategic Reward and Performance–Reward strategies in a Knowledge economy–Reward Strategies in a Service-based economy–Developing reward strategy– Communicating reward strategy – Implementing reward strategy

SUGGESTED READINGS:

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Milkovich, Newman, Ratnam, Compensation, McGraw Hill, New Delhi.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning,, India
6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education.
7. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson Education.

SEMESTER IV ORGANISATION DEVELOPMENT

Course Objectives

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes.

Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered? The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, interGroup interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in OD: Consultant Client Relationships, System Ramifications, and Power Politics.
5. Emerging Trends in OD with special emphasis on future organizations.

Text Readings

1. Wendell L. French and Cecil N. Bell Jr., "Organization Development" New Delhi, Prentice Hall, 5th Ed., 1999.

Suggested Readings

1. Don Harvey and Donald R. Brown, "An Experiential Approach to Organizational Development", New Jersey, Prentice Hall Inc., 1996.
2. Wendell L. French Cecil H Bell, Jr., Robert A. Zawaski. (Eds.), "Organizational Development and Transformation: Managing Effective Change", Illinois: Irwin Inc., 1994.

STRATEGIC MANAGEMENT

Objectives: The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organisations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

Examinations The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. It will have two

sections A and B Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section B will comprise one or more case (s) worth 15 marks..

1.NATURE OF STRATEGIC PLANNING/MANAGEMENT

Dynamic environment in health care/ strategic mgmt in h.care industry/ strategic planning and strategy/Thinking map of strategic planning process in healthcare organizations/Situational analysis Benefits of strategic planning and mgmt./hierarchy of strategies

2.UNDERSTANDING AND ANALYSING THE EXTERNAL ENV.

External nature of S.Mgmt,goals and,limitatations of environmental analysis, Components of General and Heathcare environment/Process of ext.environmental analysis

3.SERVICE AREA COMPETITOR ANALYSIS

Purpose of competitor's analysis Service Area competitor analysis

4.INTERNAL ENVIRONMENTAL ANALYSIS/COMPETITIVE ADVANTAGE

value chain in healthcare,components of value chain,Strategic thinking map and steps

5.DIRECTIONAL STRATEGIES

mission,vision,values and strategic goals

6.DEVELOPING STRATEGIC ALTERNATIVES

Decision logic and strategic thinking map for strategy formulation

7.EVALUATION OF ALTERNATIVES AND STRATEGIC CHOICE

TOWS matrix,PLC analysis,BCG Portfolio analysis,SPACE MATRIX

8. STRATEGY IMPLEMENTATION:

a.implementing Strategy Through Value Adding Service Delivery & Their Supporting Strategies.b.implementing Strategy Through Unit Action Plans.

INDIAN ETHOS IN MANAGEMENT

Course Objective: The objective of the course is to acquaint the students with Indian Ethos and its relevance to managerial decision making.

Examinations

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain cases/practical problems.

COURSE CONTENTS

Indian Ethos: Concept, Culture and Management. Is Management Culture Bound? (A discussion)

The Sources of Indian Ethos in Management: Vedas, Upanishads, Puranas, Shastras, Shrutis and Smritis.

Value for Indian Managers: Values & Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management.

Ethico - Moral Management: Ethics and Morals and Intellect of Emotions?, Science & Technology Vs. Ethics & Morals, Vedantic Ethics & Back to roots.

Work Ethics & Ethics in & Work: Life Goals or Purusharthas, Gunas & Avagunas, Karma and Yoga, Sanity in over heated Organisations.

The Indian Heritage & Productivity: Philosophical aspects of Productivity, Essence of the Indian heritage, Energy Processing and the Manager - Sadhak, India's Non centralized culture, and the Productivity Ethics.

Text Readings:

1. A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009
2. Weiss, **Business Ethics concept & cases**, 1st edition, 2009, Cengage Learning
3. Murthy, **Business Ethics**, 2009, Himalaya Publishing House
4. S Prabakaran, **Business Ethics and Corporate Governance**, Excel Books

Suggested Readings

1. Shashtri J.L., **Ancient Indian Thoughts and Mythology** , 1st edi, Motilal Banarsidas,
2. F. Max Muller , **Sacred Books of East** ,Motilal Banarsidas, New Delhi

CONSUMER BEHAVIOUR

Course Objectives

The objectives of this course are to help students gain an understanding of Consumer Behaviour and their applications

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

1. Introduction to Consumer Behavior: Definition and scope of Consumer Behaviour, Linkage with marketing strategy, Application of Consumer Behaviour and Consumer Research.
2. Environmental Influences on Consumer Behaviour: Understanding culture, sub-culture and its marketing implications in consumer behavior, cultural process; Social class, Measurement of social class, social class mobility; Family, Family Life Cycle and Family Decision Making Process, Understanding Husband-Wife Decision Roles, Children's & Peer Group Influence in the Family Decision Making; Personal influence, word of mouth communication, opinion leadership.
3. Individual Determinants of Consumer Behaviour: Demographics; Concept, Theories and Applications-Motivation, Learning, Knowledge, Involvement, Perception, Attitude formation and Change, Personality and Self Concept, Psychographics and Life Style.
4. Consumer Decision Processes and Models
 - a. Pre-purchase process: Information processing, Types of information on and sources, external and internal search, marketing strategies
 - b. Purchase Processes: Consumer choice making process, Evaluative criteria, Decision rules.
 - c. Post Purchase Processes: Framework, dissonance satisfaction / dissatisfaction.
5. Strategic Applications of Consumer Behaviour: Marketing to children, women, adults and old age consumers: concerns and strategies; The consumer movement, consumer rights and responsibilities.

Text and Suggested Readings:

1. Balckwell; R.D., Miniard, P.W. and Engel, J.F., "Consumer Behaviour", Thomson.
2. Schiffman L.G. and Kanuk L.L., "Consumer Behaviour", PHI.
3. Hawkins, Del I., Best, Roger J., Coney, Kenneth A. and Mookerjee, Amit, "Consumer Behavior Building marketing strategy", Tata McGraw Hill Publishing Company Limited, New Delhi.
4. Assel, H., "Consumer Behaviour", Thomson
5. Solomon M.R., "Consumer Behaviour", PHI.

SALES AND DISTRIBUTION MANAGEMENT

Course Objectives

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

- Personal Selling: The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives, Types of Sales Jobs.
- Theories of Sales Management: objectives, Nature and Scope. Buyer -Seller Dyads, Theories of selling-AIDAS Theory, “Right set of circumstances” Theory, “Buying Formula” Theory, and Behavioral Equation Theory of selling.
- Sales Planning: Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
- Operational Sales Management: Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.
- Distribution: Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems.
- Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing: Importance, Types, Retailer Marketing Decisions.
- Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.

Text Readings

- Cundiff and Govni, “Sales Management-Decisions, Strategy and Cases”, New Delhi: Prentice Hall of India.
- Ingram, Laforge, Avila, Schwegker and Williams, “Sales Management”, Thomson

Suggested Readings

- Watuba R. Thomas., Sales Management-Texts and Cases”, Business Publication Inc.
- Johnson, Kurtz and Scheving–“Sales Management, Concept Practice and Cases”, McGraw Hill NY.

CONTEMPORARY ISSUES IN HEALTH CARE

Course Objective: The objective of the course is to acquaint the students with changing scenes of health and disease, the latest diagnostic and therapeutic approaches and emerging issues at National & International levels.

Course Content:

Changing patterns of Diet & Nutrition, Changing patterns of Life Styles and their effects on Health, Changing concepts of Quality of Life, Changing socio economic standards, Changing pattern of Health & Disease Newly emerging diseases & Stress related disease pattern, Shift from curative, to Health promotion & disease prevention ,Role of Doctor and medical personnel as a community advisor ,Advanced Scientific methods in Pathology, Microbiology, Biochemistry, Histopathology, Serology, Immunology, Blood Bank etc.

Advanced Scientific methods in Radiology, Radio diagnosis & Radiotherapy, Advanced Scientific methods in Medical and Surgical Diagnosis and Treatment, Computerized organ functions, Blood gases, Multi para monitoring, Ventilators, Defibrillators, Pace makers, Various Endoscopies, Endoscopic diagnosis ,biopsies & Endoscopic surgeries etc.,Laparoscopic & Minimal Invasion Surgery,Uro dynamic studies, flowmetry, Uro endoscopic procedures, Lithotripsy,Haemo and Peritoneal Dialysis.,Various advanced Neurodiagnostic procedures , methods of treatment including Steriotaxy ,Cardiac procedures like Angiography , Angioplasty, medicated stents, routes for stenting , CABG ,Micro vascular techniques, closed cardiac procedures, Heart –lung machine ,Microscopic surgery in ophthalmology , ENT,Phaco emulsification in ophthalmology

Use of C-arm, Illizarov, and other modern techniques in Orthopaedics ,Lasers in Diagnosis and Treatment. CO2and Yag Lasers.,Use of Lasers in ophthalmology, dermatology, Robotic surgery,Infertility diagnostics, Artificial Insemination, AID, AIH, IVF, Sperm bank , Surrogate motherhood ,Plastic surgery,Organ Transplant : Kidney, Cornea, Liver , Heart , others , Stem cells and their importance . Need for stem cell banks,Nanotechnology

Medical Tourism :Video conferencing : Concept, material requirements at provider's end, Mediator, User's end, process, advantages , disadvantages Online view and interference of interventional and surgical procedures Tele Medicine : Concept, prerequisites, material requirements at provider's end, Mediator, User's end, process, advantages , disadvantages Health Insurance and TPA Globalization and its effects on Indian Healthcare Industry and Healthcare all over the Globe

**INSTITUTE OF MANAGEMENT STUDIES
D. A. UNIVERSITY, INDORE
NOMENCLATURE AND COURSE OUTLINE
MBA (EXECUTIVE) MS5H 2 YEARS PROGRAM [2018-20]**

FIRST YEAR

MBA (EXECUTIVE) FIRST SEMESTER

S.NO	SUBJECT CODE	SUBJECT	NATURE
1	EX 101 C	Fundamental of Management	Generic
2	EX 102 C	Quantitative methods	Ability Enhancement
3	EX 103 C	Business Accounting	Generic
4	EX 104 C	Business Communication	Ability Enhancement
5	EX 105 C	Organisational Behaviour	Core
6	EX 106 C	Managerial Economics	Ability Enhancement

MBA (EXECUTIVE) SECOND SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	EX201C	Financial Management
2	EX202C	Marketing For Managers
3	EX203C	Information Management and Computers
4	EX204C	Operations Management
5	EX205C	Human Resource management
6	EX206C	Business Environment

SECOND YEAR

MBA (EXECUTIVE) THIRD SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	EX 301	Operation Research
2	EX 302	Business ethics
3	EX 303	Business Research Methods
4	EX 304	Corporate Governance
5	EX 305	KNOWLEDGE MANAGEMENT
6	EX 306	Service Management

MBA (EXECUTIVE) FOURTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT LIST
1	EX401C	STRATEGIC MANAGEMENT
2	EX402C	ENTREPRENEURSHIP
3	EX401F	PROJECT MANAGEMENT
4	EX402F	FINANCIAL PRODUCTS AND SERVICES
5	EX403F	SECURITY ANALYSIS
6	EX404F	DERIVATIVES & RISK MANAGEMENT
7	EX401S	SOFTWARE ENGINEERING
8	EX402S	DATA BASE MANAGEMENT SYSTEM
9	EX403S	INTRODUCTION TO NETWORKING
10	EX404S	OPERATING SYSTEM
11	EX401O	BUSINESS PROCESS REENGINEERING
12	EX402O	STATISTICAL QUALITY CONTROL AND TQM
13	EX403O	LOGISTICS AND SUPPLY CHAIN MANAGEMENT

14	EX404O	STRATEGIC INFORMATION TOOLS
15	EX401H	HUMAN RESOURCE DEVELOPMENT
16	EX402H	INDUSTRIAL RELATIONS AND LABOUR LAWS
17	EX403H	SOCIAL PSYCHOLOGY
18	EX404H	ORGANIZATIONAL DEVELOPMENT
19	EX401M	INTEGRATED MARKETING COMMUNICATION.
20	EX402M	INTERNATIONAL MARKETING
21	EX403M	RETAIL MARKETING
22	EX404M	CONSUMER BEHAVIOUR
23	EX401HA	HOSPITAL ADMINISTRATION .
24	EX402HA	HOSPITAL PLANNING
25	EX403HA	HEALTH ADMINISTRATION
26	EX404HA	MGT INFORMATION SYSTEM FOR Hospital

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	E101C
		Total Credits	
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases; • To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role. 2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems 3. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions

MBA(Executive) Sem Ist Batch 2018-20

UNIT –I Management Concept and Theories	1.1 _Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.	
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model 3.5 Planning & Forecasting.	
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.	
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	

MBA(Executive) Sem Ist Batch 2018-20

Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.

Learning Resources:

Horold Koontz, O'Donnell and Heinz Weihrich, "Essentials of Management" New Delhi, Tata McGraw Hill, Latest Edition.

R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition.

Horold Koontz, Heinz Weihrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition.

Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition.

Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	QUANTITATIVE METHODS	Subject Code	E102C
		Total Credits	
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases; • To provide the necessary foundation for all other courses. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 4. Interpret the data to get solutions to the problems in the corporate world. 5. Classify, present the data as per the requirements of the practicing managers. 6. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision making and control. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Sets, Functions, and Progressions	1.1. Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)		4
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input/Output analysis.		4

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Unit-3 Introduction to Statistics	a. Introduction to Statistics: b. Introduction to Measurement of Central Tendency c. Introduction to Measurement of Variations	4
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye's Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications.	3
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson's and Spearman's Coefficient), 5.2 Methods of computing simple regression.	2
Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations	4
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk	3
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.

Text Reading: Latest Editions

1. J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
2. S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, "Statistics for Management", New Delhi: Prentice Hall of India.
4. S. P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal.

MBA(Executive) Sem Ist Batch 2018-20

M.B.A. (EXECUTIVE) BATCH 2018-20			
SEMESTER I			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	E103C
		TOTAL CREDITS	
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance. 2. Finalize Accounting Statements of Individuals. 3. Understand basic of Cost Accounting and related decision criteria. 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.	5	

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Unit-2 Accounting Cycle	<p>2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals.</p> <p>2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet - Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numericals.</p>	5
Unit-3 Treatment of Depreciation	<p>3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms.</p> <p>3.2. Methods of Depreciation: SLM and WDV Methods including Numericals.</p>	3
Unit- 4 Introduction to Cost Accounting	<p>4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format,</p> <p>4.2. Preparation of Cost Sheet and Tender including Practical and Numericals.</p>	4
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	<p>5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numericals.</p> <p>5.2. Types of Budgets.</p> <p>5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numericals.</p>	4
Unit-6 Contemporary Issues in Accounting	<p>7.1. Concept of Inflation Accounting,</p> <p>7.2. Executives Accounting.</p>	4
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.

Learning Resources:

R. L. Gupta, and V. K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.

S. N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.

S. N. Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications, New Delhi.

S. P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.

Robert N. Anthony and James S. Recee, “**Accounting Principles**”, A.I.T.B.S. Pub. and Distributions, New Delhi.

R. P. Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	BUSINESS	Subject Code	E104C
	COMMUNICATION	Total Credits	
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities. 			
Learning Outcome:			
<p>At the end of the course students should be able to;</p> <p>To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.</p>			
Examination scheme:			
<p>The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).</p>			
Course Contents			Class Room Contact Sessions
UNIT –I Nature of Business Communication	1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication		4

MBA(Executive) Sem Ist Batch 2018-20

<p>Unit-2 Non-verbal Communication</p>	<p>2.1 Importance of appearance and how to use it as a tool in communication</p> <p>2.2 Body language and oculesics</p> <p>2.3 Paralanguage</p> <p>2.4 Proxemics</p> <p>2.5 Chronemics</p> <p>2.6 Haptics</p> <p>2.7 Using non-verbal tools (oral and written) to communicate effectively</p>	<p>4</p>
<p>Unit-3 Presentations, Interviews, Group Discussions and Business Meetings</p>	<p>3.1 Preparation of content for presentation</p> <p>3.2 Understanding the audience</p> <p>3.3 Importance of rehearsals</p> <p>3.4 Using visual aids in presentations</p> <p>3.5 Handling questions</p> <p>3.6 Writing a resume'</p> <p>3.7 Types of interviews</p> <p>3.8 Preparation for an interview</p> <p>3.9 Do's and don'ts during an interview</p> <p>3.10 Understanding the group in a group discussion</p> <p>3.11 Do's and don'ts in a group discussion</p> <p>3.12 Meetings in business and its types</p> <p>3.13 Notice and agenda</p> <p>3.14 Minutes of a meeting</p> <p>3.15 Mannerisms, etiquettes and assertiveness in oral communication</p>	<p>4</p>
<p>Unit- 4 Business Writing</p>	<p>4.1 Types of business letters</p> <p>4.2 Structure and format of letters</p> <p>4.3 Memorandums and circulars</p> <p>4.4 e-mails</p> <p>4.5 Text messaging</p> <p>4.6 Report writing</p> <p>4.7 Importance of written communication</p> <p>4.8 Appropriate tone in business writing</p>	<p>4</p>

MBA(Executive) Sem Ist Batch 2018-20

Unit -5 Negotiation Skills	5.1 Need for negotiation 5.2 Process of negotiation 5.3 Barriers to negotiation and how to overcome them	4
Unit-6 Issues in Communication	6.1 Handling diversity (gender, culture, ethnicity, etc.) 6.2 Tolerance and acceptance of diversity 6.3 Emotional intelligence and its impact on communication 6.4 Social intelligence and its impact on communication 6.5 Ethics in communication	4
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.
<p>Text Reading: Latest Editions M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India. William V. Ruch, Business Communication, Maxwell Macmillan, New York. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York. Bill Scott, The Skills of Communication, Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York. Dalmer Fisher, Communication in Organizations, Jaico Publishing House, India. M. E. Guffy, Essentials of Business Communication, Thomson Publication. Shirley Taylor, Communication for Business, Pearson Education.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	E105C
		Total Credits	
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To help the students to acquaint them with the field of human behavior. • To impart knowledge about various theories associated with individual behaviour with help of real world cases. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understanding different aspects and components of individual behaviour. 2. Help describe factors that are responsible to make an individual an effective manager. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Foundations of Individual Behaviour	1.1_ Hawthorne experiments, 1.2 Entering OB, 1.3 Contributing Disciplines to the field of OB 1.4 Developing OB model		4
Unit-2	2.1 Learning and Learning Theories (Classical Conditioning,		4

MBA(Executive) Sem Ist Batch 2018-20

Learning and Personality	Operant conditioning, Social Cognitive) 2.2 Personality — Determinants, Concept and theories (Trait, Psycho analytic, Psycho Social, Behavioral, Social), 2.3 Personaility Attributes influencing OB	
Unit-3 Perception and Individual Decision Making	3.1 Perception – Meaning, Process, Factors affecting Perception and Cognitive Dissonance theory. 3.2 Individual Decision Making	3
Unit- 4 Values Attitudes and Job Satisfaction	4.1 Values 4.2 Attitudes 4.3 Job Satisfaction	4
Unit -5 Motivation	5.1 Concepts and Applications 5.2 Theories - Maslow’s Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, McGregor Theory X and Y, Theory Z, Vroom's Expectancy theory 5.3 Behaviour Modification.	5
Unit-6 Emotions and Moods	6.1 Understanding emotions at workplace 6.2 Managing emotions	4
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.

Text Reading: Latest Editions

1. Stephen P. Robbins, “**Organizational Behaviour: Concepts, Controversies, and Applications**”, New Delhi, Prentice Hall.
2. Fred Luthans, “**Organizational Behaviour**”, New York, McGraw Hill.
3. Kavita Singh, “**Organizational Behaviour**”.
4. John W. Newstrom and Keith Davis, “**Organizational Behaviour: Human Behaviour at Work**” New Delhi, Tata McGraw Hill.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (EXECUTIVE)			
Semester I			
Subject Name	MANAGERIAL ECONOMICS	Subject Code	E106C
		Total Credits	
Subject Nature: ABILITY ENHANCEMENT			
<p>Course Objective: The course will commence with making the students understand the basic economic theories and subsequently learn about strategies and practices which an organization may follow to achieve its goal and analytical tools that can be help in decision making problems.</p>			
<p>Learning Outcome: Possess fundamental economic analytical skills required in managerial decision making and apply them in solving business problems .Correctly identify and evaluate different cost categories as drivers for managerial decision-making . Accurately predict firm behaviours and market outcomes for different market environments such as those characterized by bargaining between agents, oligopoly structures, and commodity markets</p>			
<p>Examination scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 46 marks and have theory questions. Section B will be of 14 marks and consist of case(s). OR only 6-7 questions you will solve only FIVE questions</p>			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Economics	Definition, Nature and Scope of Economics. Micro and Macro Economics.		4
Unit-2 Demand and Supply Analysis	Law of demand, Demand Schedule, Demand Curve, Elasticity of demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Low of Supply, Supply Schedule, Supply Curve, Price elasticity of supply, Equilibrium of demand and supply.		6

MBA(Executive) Sem Ist Batch 2018-20

Unit-3 Production and Cost Analysis	Production function, Law of Diminishing returns, Returns to scale, Short and Long run returns to scale, Cost concepts, Elements of Cost, Relationship between Production and Cost.	5
Unit- 4 Market Structures	Perfect Competition, Imperfect Competition, monopolistic Market, Oligopoly Market, Duopoly Market.	3
Unit -5 Measuring National Output and National Income	Concept of National Product, GDP, GNP, Problems of measuring national income.	3
Unit-6 Money and Banking	Money supply and interest rates, Real v/s Nominal interest rates, Interest rates and inflation, Open Economy.	3
	TOTAL CLASSROOM CONTACT SESSIONS (1.5 Hrs Per Lecture)	24 No.
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. Atamanand, Managerial Economics, Excel Books, New Delhi 2. D.N.Dwivedi, Managerial Economic , Vikas Publication 		

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Executive)

SEMESTER – II

C201	Financial Management
C202	Marketing for Managers
C203	Information Management and Computers
C204	Operations Management
C205	Human Resource Management
E206	Business Environment

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore

(MBA Executive) II SEM

April 2018

Semester –II

C-201

Financial Management

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Financial Management.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Contents

Introduction : Concept, Nature, Scope and Objective of Financial Management, Finance Functions. Introduction to Short Term and Long Term Sources of Finance (Theory Unit).

Capital Budgeting: Time Value of Money, DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. (Theory and Practical Unit)

Cost of Capital: Cost of Debt, Cost of Preference, Cost of Equity, Cost of Term Loan, Cost of Retained Earnings, Weighted Average Cost of Capital (Theory and Practical Unit).

Working Capital: Concept, Need and Importance, Source of Working Capital Finance, Operating Cycle and Determining Working Capital Need. (Theory and Practical Unit).

Statement of Changes in Financial Position: Funds Flow Statement using Total Resource Method, Working Capital Method and Cash Method. (Theory and Practical Unit).

Text Reading:

1. M.Y. Khan & P.K. Jain, "Financial Management", Delhi, Tata McGraw Hill, 5th Edition 2011.
2. I.M. Pandey, "Financial Management", New Delhi, Vikas Publications House, 9th Edition.

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore

(MBA Executive) II SEM

APRIL 2018

Semester –II

C-202

Marketing for Managers

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Marketing Management.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Questions / Case.

Course Contents

1. **Marketing Concepts:** Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, scanning the Marketing Environment.
2. **Market Segmentation, Targeting, Positioning:** Market segmentations, levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation, developing a positioning strategy.
3. **Product Decision:** Objectives, Product classification, Product-Mix, Product life cycle strategies, equity, challenges, repositioning branding, introduction and factors contributing the growth of packaging, introduction of labeling.
4. **Pricing Decision:** Factors affecting price, pricing methods and strategies.
5. **Distribution Decisions:** Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.
6. **Promotion Decisions:** A view of Communication Process, developing effective communication, Promotion-Mix elements.
7. **Emerging Trends in Marketing:** An introduction to Internet Marketing, Multi level Marketing, and Introduction of CRM & EVENT marketing.

Text Readings

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileswar Jha, "**Marketing Management": A South Asian Perspective**, 13th edition New Delhi: Pearson Education
2. V.S.Ramasamy & Namakumari.S, **Marketing Management**, 2011, Macmillan,
3. Debraj Dutta Mahua Dutta, **Marketing Management**,2010,Vrinda Publication
4. Tapan K Panda, Marketing Management, Excel Books. 2010

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore

(MBA Executive) II SEM

Semester –II

C-203

Information Management and Computers

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Information Systems and Management.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course Content

Introduction to Computer :

Hardware: Input / output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers.

Computer Languages: Levels of languages, generation and their features. Program designing steps algorithm, Flowchart
Number System: Introduction to number system, binary, decimal, hexadecimal number system.

Overview of Operating System : Different of OS , Commands and Function (MSDOS, Windows ,UNIX/Linux)

Internet: Concepts & Services, Hardware and software requirements, type of Internet connections and application

Computer Network Overview : Computer Network and its application , LAN , MAN , WAN different types of Network topology, Different types of Media used for networking

Introduction to Information Systems: Overview Information Systems , A Business Information System, Information Processing Concepts, Architecture, Importance, Business and External Environment. Benefits of IT, Types of Information Processing Systems: Overview of Major Types of Systems: Transaction Processing Systems(TPS),Office Automation Systems, ERP, DSS, CRM, SCM, Management Information Systems, Decision Support Systems,

Overview of E-Commerce : Different type of Model and application , E-payment system

System Analysis and Design: The Systems Development Life Cycle: The SDLC –, SDLC Environment , Recognition of Need, Feasibility Study, Analysis, Design, Implementation, Different types of man power used for SDLC design (Manager, System Analyst, Developer etc) System Planning and Initial Investigation, Information Gathering, The Tools of Structured Analysis - DFDs, Data dictionary, Decision Trees, and Decision Tables, Feasibility Study. System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Program Design.

Text Reading: Latest Edition

1. Sumitabha Das, “**Unix Concepts and Applications**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi.
2. Muneesh Kumar, “**Business Information Systems**”, Vikas Publishing House Pvt. Ltd., New Delhi.
3. James A. O’Brien, “**Management Information Systems**”, Galgotia Publications Pvt. Ltd., New Delhi.
4. Elias M. Awad, “**System Analysis and Design**”, Galgotia Publishing Pvt. Ltd., New Delhi.

Suggested Readings: Latest Edition

1. Dr. Niranjan Shrivastava , “ **Computer Application in Management** “,Wiley India Pvt. Limited, Dreamtechpress publication , New Delhi
2. S. Jaiswal, “**Information Technology Today**”, Galgotia Publications Pvt. Ltd., New Delhi.
3. Alexis Leon & Mathews Leon, “**Fundamentals of Information Technology**”, Vikas Publishing House Pvt. Ltd., New Delhi.

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Devi Ahilya Vishwavidyalaya, Indore

(MBA Executive) II SEM

APRIL 2018

Semester –II

C-204

Operations Management

Objective:

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Production and operation management.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Content

Operations Management- Introduction to function, historical evaluation of production and operation management, manufacturing v/s service, operational decision making, productivity, quality v/s cost; services growth, global competition, operation management as a competitive weapon.

Capacity location and layout – capacity planning, measures, facilities location, managerial challenges, Facility layout. Production systems

Forecasting: Need, demand forecasting, forecasting variables, opinion and judgmental methods, Delphi, moving average, exponential smoothening, regression etc. applications

Aggregate planning and Master Scheduling for production system, planning process and strategies for developing aggregate planning.

Materials Management – Purchasing system and procedures. Inventory management, stores, standardization codification variety reduction.

Quality- Introduction, development, Quality control, quality assurances, statistical quality control, Variables, attributes, Control charts, total quality management.

Supply Chain Management: overview of ERP, supply chain management, JIT, KANBAN, Suppliers selection, service quality and customer satisfaction.

Text Reading:

1. Upendra Kachru **Production and Operation Management**, Excel Books. 2010
2. Mahadevan, **Operations Management**, Pearson Education
3. Charry, **Production & Operations Management**, Tata MG. Hills

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore

(MBA Executive) II SEM

APRIL 2018

Semester –II

C-205

Human Resource Management

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Human Resource and its management.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course Content

The Field of HRM- An Overview, Concept and Functions, Organization of HR Department, Personnel Policies and Principles.

Acquisition of Human Resources- Human Resource Planning, Job Analysis and Design, Recruitment, Selection, Orientation and Placement.

Development of Human Resources- Training and Development, Performance Appraisal.

Maintenance of Human Resources- Job Evaluation, Designing and Administering the Wage and Salary Structure, Designing Incentives and Benefits

Separation Processes- Promotions, Transfers and Separations

Ethics-Ethical issues in Human Resource Management

Text Text Reading:

1 VSP Rao, **Human Resource Management**, Excel Books. 2010

2. Aswathappa:**Human Resource and Personnel Management**, Tata Mac Graw

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(MBA Executive) II SEM

APRIL 2018

Semester –II

E-206

Business Environment

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Business Environment.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Content

Business Environment- Introduction, importance, economic and political environment, Technological and Demographical environment, problems of growth.

Business and Society- Introduction, social responsibility of business, need for social responsibility, customer rights, corporate governance.

Economic Policies -Planning in India introduction objectives, planning commission, industrial policies and licensing introduction to monetary and fiscal policy, export and import policy.

Global Environment - Globalization, concepts, India & globalization assessment of globalization international environment, (GATT, WTO & liberalization, foreign investment).

Text Reading:

1. Aswathappa k, **Essentials of Business environment**, Himalaya Publishing house.
2. Vivek Mital **Business Environment**, Excel Books. 2010

LIST OF SUBJECTS

1	Operations Research
2	Business Ethics
3	Business Research Methods
4	Corporate Governance
5	Knowledge Management
6	Service Management

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)**

**SEMESTER – III
OPERATIONS RESEARCH**

Course Content:

1. **Introduction:** Development of operation research, definitions and scope of operations research, applications.
2. **Linear Programming:** Concept of Linear Programming- Graphical Method, Simplex Method, Big M Method formulation and solution of Linear Programming problem.
3. **Transportation Model:** Introduction, Definition of transportation model, formulation and solution of transportation models (N-W, row minima, column minima, least cost and Vogel's approximate method), Optimality considerations.
4. **Assignment Model:** Introduction, definition of assignment model, comparison with transportation model, Formulation and solution of balanced and unbalanced assignment problems
5. **Theory of Games:** Introduction, terminology, pure strategy, dominance principle, mixed strategies 2×2 games , $2 \times n$ games and $m \times 2$ games , Graphical approach of solution.
6. **Sequencing Models:** Introduction, Sequencing problems, processing n jobs through two machines, processing n jobs through 3 machines.
7. **Replacement:** Introduction to replacement, applications of replacement model individual and group replacement of items.

Books Recommended:

1. Operations Research Theory and Application by J.K. Sharma, MacMillan
2. Operations Research by N.D. Vohra ,Tata McGraw Hills,

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Operation Research.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)

SEMESTER – III
Business Ethics

Course objective: The objective of course is to acquaint the students Ethics and Indian Ethos along with its relevance to managerial decision making.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal assignment . The semester examination will be worth 60 marks. The students will be required to attempt 5 questions out of 7 questions & case studies .

Course Content

1. Nature and purpose of ethics, Ethical Norms.
2. Business ethics, theories of Business Ethics, Corporate Social Responsibility, Utilitarian Views on Business Ethics.
3. Methods and means of checking corruption, Whistle blowing.
4. Indian Ethos and Ethics: Concept, Culture and Management. Is Management Culture Bound?(A discussion)
5. Source of Indian Ethos and Ethics in Management :Vedas,Shasta Smirities, Puranas, Upnishads, Ramayan, Mahabharat, arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teaching of Budhha,and mahaveer, the Holy Bible, the Holy Quran, (Why should holy Bible and Quran be also include amongst source of Indian ethos in management ?discussion) example and models from the above texts.
6. Value for Indian Managers: Values vs skills, values system value and purity of mind, Indian values and wisdom relevant to modern management. Values are universal, why should we call them Indian values (Discussion).
7. Human Behavior and Ethics - Indian thoughts, Guna theory, Karma theory, and Sanskar theory,
8. Work ethics and Ethics in work: Life goals or Purusharthas, Professionalism and Karm Yoga.
9. Models of Ethical Motivation and Leadership in Indian thoughts, example from Scripture.
10. Indian Heritage and Corporate Social Responsibility: Five fold debts (Panch Rina) Vs Corporate Social Responsibility (Discussion)
11. .Management of the Self and Workplace Spirituality for creating Ethical Organizations.

Cases in Business Ethics and Management by Indian Values

Text Readings:

1. A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009
2. Weiss, **Business Ethics concept & cases**, 1st edition, 2009, Cengage Learning
3. Velasquez, **Business Ethics, Concepts & Cases**, 6th edition, 2009, PHI
4. Murthy, **Business Ethics**, 2009, Himalaya Publishing House
5. Al Gini, **Case Studies in Business Ethics**, 6th edition 2009, Pearson Education.

Suggested Readings

1. Shashtri J.L., **Ancient Indian Tradition and Mythology** , 1st edi, Motilal Banarsidas, New Delhi
2. F. Max Muller, **Sacred Books of East**, Motilal Banarsidas, New Delhi
3. S.K. Chakraborty, **Ethics in Management-Vedantic Approach**, New Delhi, Oxford India Ltd.
4. Swami Jitatmananda, **Indian Ethos for Management**, Rajkot, Ramakrishna Ashrama, 1996.
5. Swami Someswarananda, **Indian Wisdom for Management**, Ahmedabad, AMA. 2000.
6. Swami Rangnathananda, **Universal Message of the Bhagvad Gita**, Vol. 1 , 2 and 3, Caicuna Advaita Ashrama, 2001.

INSTITUTE OF MANAGEMENT STUDIES
DAVV
M.B.A. (Executive) II- SEMESTER
SEPTEMBER, 2017
BUSINESS RESEARCH METHODOLOGY

Objective: The purpose of this subject is to introduce and develop research acumen among business management students. Major emphasis is on advance data analysis tools which are foundation of Business Analytics. The final examination will consist 50 percent numerical and 50 percent theory questions.

Course Outline

- 1) Research: Meaning - significance – purpose – types – scientific research - Steps in Research. Problem: Identification, selection and formulation of research problems, research questions
- 2) Research Design: Types of Research Design: Exploratory; Descriptive and Causal. Various Research Techniques; Experimental Research Designs.
- 3) Sampling: Meaning – sampling theory - types of sampling – steps in sampling – sampling design – sample size – sampling techniques and methods - sampling and non-sampling errors – advantages and limitations of sampling.
- 4) Data Collection Tools: Collection of Primary Data - Drafting Questionnaire -Data Collection through Questionnaire - Data Collection through Schedules – Collection of Secondary Data –Development of survey instruments. Standardization of instruments.
- 5) Hypothesis and Hypothesis testing Parametric & non-parametric tests, introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, ANOVA, t-test, z-test, U test, Kruskal-Wallis test, chi square test.
- 6) Advance Data Analysis tools : Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminant and Canonical Analysis, Conjoint Analysis.(Concepts and applications only)
- 7) Report Writing: Research report: types of report – structuring the report – contents – styles of reporting –steps in drafting reports – editing and evaluating the final draft report.

Text Readings:

1. William G. Zikmund, “Business Research Methods”, Orlando: Dryden Press.
2. C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston, Irwin, 4th Ed., 1991
3. Naresh K. Malhotra, “Marketing Research An Applied Orientation”, Pearson Education
4. Levin and Rubin, “Statistics for Management”- Pearson Publications
5. Ken Black, “Business Statistics”- Wiley Publications.
6. Hair J F , Black W C , Babin B J and Anderson R E, “Multivariate Analysis” – Pearson Publications

Institute of Management Studies

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MBA(EXE) SEMESTER – IIIrd

KNOWLEDGE MANAGEMENT

Course Content:

1.The Basics of knowledge Management Concept of Knowledge Management, KM Myths And Life Cycle, Intelligence, Experience and common sense, Data Information and Knowledge, Types of Knowledge and Expert Knowledge, KM system Life Cycle

2. Knowledge Creation and Knowledge Architecture: Knowledge Creation, Knowledge Architecture, Nonaka's Model of Knowledge Creation and Transformation, Knowledge Capture, Evaluating and developing a relationship with the expert, Interview as a tool, Guide to a successful interview, Capture Techniques- On-Site Observation, Brainstorming, Protocol Analysis, Delphi Method, Concept Mapping

3.Knowledge Codification and System Implementation: Knowledge Codification, Why Codify? Codification Tools and Procedures, Knowledge Testing, User Acceptance Testing, Deployment Issues, Knowledge Transfer, Transfer Methods, Role of internet in Knowledge Transfer, Knowledge Transfer in E- world.

4. Knowledge management System Tools and Portals: Learning Concept and Data Visualization, Neural Networks, Classification Trees, Data Mining, Data Mining and Business Intelligence, Data Management, Role of DM in CRM, Concept of portal, Knowledge Portals

5.Ethical Issues : Knowledge Owners, Legal Issues, Ethics Factor, Improving the climate

6. Managing Knowledge Workers : Knowledge Worker, Business Roles in the Learning Organization, Work Adjustment and the Knowledge Worker, Technology and the Knowledge Worker, Role of Ergonomics, Role of the CKO

Text Readings:

1. Elias M. Awad and Hassan M. Ghaziri, 2008, Knowledge Management, Pearson Education, New Delhi

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Knowledge Management.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Service Management

Course Content

1. **Introduction**: Service overview, manufacturing v/s services, nature of services service classification, characteristics of service operations, competitive environment, strategic service vision, value chain.
2. **Service strategy**: service benchmarks, use of information technology, measuring service productivity, data envelopment analysis, strategic planning.
3. **Service Design**: New service development, service design overview, customer as co producer, process quality, service benchmarks, use of technology self service, e-business service concepts.
4. **Service quality**: Introduction, definition, need/importance of service quality, measurements, dimensions, Gap model, SERVQUAL, critiques, associated concepts, customer satisfaction, loyalty, retention, Quality by design, Taguchi method.
5. **Facility location and design**: Nature and objectives of service organization, process analysis, product layout and work allocations, center of gravity model, location considerations, locating a retail outlet.
6. **Managing service operations**: Resources constraints, project monitoring, forecasting demand for services, yield management, role of uncertainty in services, characteristics of inventory related costs.
7. **Globalization of services**: Introduction, domestic growth, strategies, franchising, international strategies, Multi country operations, importing, service offshoring.

Text Readings:

1. Service Management , Fitzamann and Fitzamann, Tata Mc Graw Hills, New Delhi

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Service Management .

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)
SEMESTER – III
CORPORATE GOVERNANCE**

Course Content:

1. Corporate Governance an overview.
2. The Theory and Practice of Corporate Governance
3. Land marks in the Emergence of Corporate Governance.
4. Corporate Governance and other Stake holders.
5. Corporate Social Responsibility.
6. Environmental Concerns and Corporations.
7. The Role of the Media in Ensuring Corporate Governance.
8. Monopoly, Competition and Corporate Governance.
9. The Role of the Public Policies in Governing Business.
10. The Role of The Government in Ensuring Corporate Governance.
11. Corporate Governance The Indian Scenario.
12. The Corporation in a Global Society.

Text Readings:-

Corporate governance Principles, Mechanisms & Practices by Swami(Dr)Parthasarathy,
Bizatantra, dreamtech press 2009

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Corporate Governance .

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)**

**SEMESTER – IV
Sep 2017**

C-41	STRATEGIC MANAGEMENT
C-42	ENTREPRENEURSHIP

Finance Specialization

EF-01	PROJECT MANAGEMENT
EF-02	FINANCIAL PRODUCTS AND SERVICES
EF-03	SECURITY ANALYSIS
EF-04	DERIVATIVES & RISK MANAGEMENT

Systems Specialization

ES-01	SOFTWARE ENGINEERING
ES-02	DATA BASE MANAGEMENT SYSTEM
ES-03	INTRODUCTION TO NETWORKING
ES-04	OPERATING SYSTEM

Operations Specialization

EO-01	BUSINESS PROCESS REENGINEERING
EO-02	STATISTICAL QUALITY CONTROL AND TQM
EO-03	LOGISTICS AND SUPPLY CHAIN MANAGEMENT
EO-04	STRATEGIC INFORMATION TOOLS

Human Resource Specialization

EH-01	HUMAN RESOURCE DEVELOPMENT
EH-02	INDUSTRIAL RELATIONS AND LABOUR LAWS
EH-03	SOCIAL PSYCHOLOGY
EH-04	ORGANIZATIONAL DEVELOPMENT

Marketing Specialization

EM-01	INTEGRATED MARKETING COMMUNICATION.
EM-02	INTERNATIONAL MARKETING
EM-03	RETAIL MARKETING
EM-04	CONSUMER BEHAVIOUR

Hospital Specialization

EA-01	HOSPITAL ADMINISTRATION .
EA-02	HOSPITAL PLANNING
EA-03	HEALTH ADMINISTRATION
EA-04	MGT INFORMATION SYSTEM FOR Hospital

Core Paper for All specialization students

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Course Objective

C-41

STRATEGIC MANAGEMENT

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organisation in the long-run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Contents

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioural;
2. Mission, Business Definition and Objectives; Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.
3. SWOT Analysis General, Industry and International Environmental Factors; Analysis of Environment, Environmental Threat and Opportunity Profile (ETOP) Strategic Advantage Profile (SAP).
4. Strategy Alternatives: Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.
5. Strategy Choice Making: Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Prescriptions for choice of Business Strategy;
6. Strategy Implementation, Evaluations and Control: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Control and Evaluation Process; Criteria for Evaluation; Measuring Feedback; and Corrective Action.

Text Readings:

1. Azhar Kazmi, Business Policy and Strategic Management, TMH,2010
2. Fred David, Strategic Management Concepts and Cases, PHI, 12 Ed
3. Wheelen, Concepts in Strategic Management and Business Policy, Pearson,2010
4. Dess, Strategic Management: text and Cases, TMH, 2009

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Core Paper for All specialization students

SEMESTER – IV

C-42

ENTREPRENEURSHIP

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Contents

Entrepreneur: Concept, Nature, Definition Characteristics, Functions, Kinds, Role, difference between entrepreneur and Manager.

Entrepreneurship: Concept, Nature, Definition Characteristics, Importance, Role of entrepreneurship in development of economy, ethical dimensions.

Theories of Entrepreneurship : Innovative theory, Theory of social change, Theory of model. personality, Theory of Social behavior.

Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International.

Project Identification and Formulation: Criteria for selecting a particular project, scanning of business environment and identifying projects, steps in project formulation and project evaluation.

Preparation of Business Plan/Project Report: Significance contents, formulation planning commission guidelines for formulating the project report and common errors in project formulation.

Text Reading:

1. Barringer, Entrepreneurship: Successfully Launching New Ventures, Pearson, 2010
2. David H. Holt, Entrepreneurship: New Venture Creation, PHI, 2008
3. Rajeev Roy, Entrepreneurship, Oxford, 2008 Ed.

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M.B.A. (Executive)

Specialization **Finance**

SEMESTER – IV

EF-01

PROJECT MANAGEMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of Project Management.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. **Project Planning and Phases:** Need and importance, phases of capital budgeting, project_analys facts, resource allocation framework, (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting), Generation and screening of project ideas.
2. **Project analysis:** Market and demand analysis, (including demand forecasting) technical_analysis and financial analysis (Cost of project, working capital requirement & its financing).
3. **Project Selection:** Project cash flow, cost of capital, appraisal criteria and analysis of risk.
4. **Project Management and Control:** Project organizations, planning and control of project and human aspects of project management.
5. **Network Techniques for project management:** Basic concepts of networks, line estimation and determination of critical path (for both PERT and CPM models). Network cost system and activity crashing.
6. **Project review:** Need of review, initial review, performance evaluation, abandonment analysis.

Text Readings:

1. Prasanna Chandra. “ Project Planning, analysis, selection implementation and review”, New Delhi, Tata McGraw Hill publication 2010
2. Pinto, Project Management Achieving Competitive Advantage, Pearson,2010
3. Panneerselvam, Project Management, PHI,2010

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Specialization **Finance**

SEMESTER – IV

EF-2

FINANCIAL PRODUCTS AND SERVICES

Course Objective

To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Contents

Introduction to Indian and Global Financial System: Structure and Characteristics.

Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Dematerialization, Major stock exchanges in India.

Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's.

Financial Services: Nature and Scope of Financial Services, Fund based and fee based services.

Mutual funds: Concepts, types of mutual funds- income, growth and balance funds, advantages, and disadvantages, exit and entry load.

Leasing: Meaning, concept and comparison, types of lease, financial evaluation of lease.

Hire Purchase: Concepts, Taxation aspects of hire purchase, Consumer credit, financial evaluation of hire purchase.

Factoring and Forfeiting: Concepts, types, mechanism, advantages, disadvantages.

Banking Services: Concept, Types, Structure and their Significance.

Credit Cards: Concepts, operational procedure, advantages, disadvantages.

Venture Capital Finance: Concepts, Procedure, and Importance.

Text Readings

1. Tripathi, Financial Services, PHI, 2009
2. Siddaiah, Financial Services, Pearson, 2010
3. Shanmugham, Financial Services, Wiley, 2008
4. Guruswamy, Financial Services and Systems. TMH, 2009

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Specialization **Finance**
SEMESTER – IV
EF-3

SECURITY ANALYSIS

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of Security Analysis.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Concept of Investment, Investment V/S Speculation, Financial And Economic Aspect Of Investment, Types, Characteristics And Objectives Of Investment.
2. Concept Of Risk And Return, Systematic And Unsystematic Risk, Valuation of securities, Concept of Beta, Capital Assets Pricing Model, SML And CML Valuations.
3. Valuation of Bonds: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conversity, Bond Value Theorem.
4. Valuation Of Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio .
5. Security Analysis: Fundamental Analysis And Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories.

Text Readings

1. Barua, Portfolio Management, TMH, 2009
2. Ranganatham, Investment Analysis and Portfolio Management Analysis, Pearson,2009
3. Kebin, Portfolio Management, PHI, 2008
4. Pandian, Security Analysis and Portfolio Management, Vikas, 2010

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Specialization **Finance**
SEMESTER – IV
EF-4

DERIVATIVES & RISK MANAGEMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of Risk and Derivatives.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction: Concepts, Types, Forwards, Future, Options and Swaps, Participants-hedgers, speculators and arbitragers,
2. Fundamentals of Futures: Difference between forward future, Trading of Futures, Basics_of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future.
3. Mechanism of Future: Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Convergence of Forward and Futures Pricing Hedging using Futures, Basic Risk, Pricing of Future.
4. Fundamentals of Options: Types of Options, Payoffs from Options, Trading Strategies Bull-Bear, Butter Fly, Calendar and Diagonal Spread,
5. Option Pricing: Black Schole's Model, Concept of Delta, Theta, Gamma, Vega, Exchange Traded Option.

Text Reading

1. Hull, Option, Futures and other Derivatives, Peason, 7th Edition,2010
2. Verma, Derivative and Risk Management, TMH, 2009
3. Robert A. Strong, "Derivatives, An Introduction", Cengage Publication,2009

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M.B.A. (Executive)
Specialization System
SEMESTER – IV

ES-1

SOFTWARE ENGINEERING

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of software development and engineering.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. The Product and The Process: The Evolving Role of Software, Software Characteristics A_layered Technology, Process, Methods, and Tools, The Software Process, Software Process Models, Linear Sequential Model, Prototyping Model, RAD Model, The Incremental Model, The Spiral Model, The WINWIN Spiral Model, The Concurrent Development Model, The Component-Based Development, The Formal Methods Model, Fourth Generation Techniques, Process Technology, Product and Process, Critical Practices.
2. Projects Management Concepts, Software Process and Project Metrics: The Management Spectrum- The People, The Product, The Process, and The Project, The W⁵HH Principle, Measures, Metrics, and Indicators, Project Scheduling and Tracing: Basic Concepts, The Relationship Between People and Effort, Defining a Task Set for the Software Project, Selecting Software Engineering Tasks, Refinement of Major Tasks, Defining a Task Network, Scheduling, Earned Value Analysis, Error Tracking, The Project Plan.
3. Software Quality Assurance: Quality concepts, the quality movement, software quality assurance, software reviews, formal technical reviews, formal approaches to SQA, statistical software quality assurance, software reliability, mistake-proofing for software, The ISO 9000 quality standards, SQA Plan, Software Configuration Management, The SCM Process, Identification of objects in the software configuration, version control, change control, configuration audit, status reporting SCM standards.
4. Analysis & Design Concepts and Principles: Mechanics of structured analysis, Data flow_design and Entity Relationship design, Overview of Object Oriented Design Concepts, Design Concepts and principles, Effective modular design, Data modeling.
5. Software Testing Techniques & Strategies: Objectives white box testing methods, Black box testing, Testing for specialized environments, architectures, and Applications, A strategic approach to software testing, strategic issues, Unit Testing, Integration Testing, Validation Testing, System Testing and the Art of Debugging.

Text Readings

1. Rajib Mall, Fundamentals of Software Engineering, PHI,2010
2. Sommerville, Software Engineering, Pearson, 2010
3. Khurana, Software Engineering, VikasPublishing, 2009

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M.B.A. (Executive)

Specialization **System**

SEMESTER – IV

ES-2

DATA BASE MANAGEMENT SYSTEMS

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of data management system.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. Data Environments: Definition of data & Information. Database concepts, Database Management System, Need of database management, Areas of database management, Advantages of DBMS.
2. Logical Data Models: Types of DBMS – Hierarchical, Relational and Network Modes & Which one is popular, why.
3. Database Design : Preliminary design phase detailed design phase, Normalization Theory.
4. Entity Relationship Model (ER Model): Basic concepts, Design Issues, Mapping constraints, keys E-R Diagram, weak entity set extended E-R features, Design of and E-R database schema reduction of an E-R schema to Tables.

TEXT READING:

1. Panneerselvam, Database Management System, PHI,2011
2. Hoffer, Modern Database Management Systems, Pearson, 2010

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Specialization System

SEMESTER – IV

ES-3

Introduction to Networking

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of data communication and networks.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question.

COURSE CONTENT:

1. Networking concepts, goals distributed systems & clients/server model, Layer, structure, Point to point and Broad Cast Transmission Technology. Services, Protocol. Connectivity standard problem.
2. Design issues of layers OSI model, Open System Inter-charge Model. Brief description of TCP/IP SNA, Novell Netware.
3. Signals encoding, Transmission media, Type and performance, Error detection techniques, Telephone System FDM, TDM, WDM. Circuit Switching Packet switching, Message Switching, Addressing Physical and Logical.
4. Introduction to LAN, MAN, WAN, LAN, Components, Hardware Software Media Topology Access Technology (CSMA/CD, Token Ring)
5. Reporter Bridge, Switch, Router Gateway, Subnet Internet, Advanced Networking concepts.

Readings:

1. Black, Computer Networks, Protocols, Standards and Interfaces, PHI, 2010
2. Comer and Narayanan, Computer Networks and Internet, Pearson, 2010

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Specialization System
SEMESTER – IV
ES-4
OPERATING SYSTEM

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of operating system.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

Concept of time sharing, multiprogramming, Batch processing, real time operating system and distributed processing.

Processor Scheduling: Process, scheduling, various processor scheduling algorithms, measurements of performance of processor schedule algorithms.

Inter processor communication: Mutual exclusion & Synchronization, Concept of SEMAPHORS, Classical IPC problems.

Deadlocks: Deadlock Prevention, Detection, Recovery & Avoidance, Bankers' Algorithms.

Memory Management: Functions, Algorithms, Single user memory Management, Static & Dynamic Partition, Compaction & Relocation.

File Systems: File structure, Directory Structures, Disk block Allocation, Unix File System, File System consistency, Protection and sharing.

I/O Systems: Various I/O devices. Structure of I/O software , Clock.

TEXT READINGS:

1. D.M. Dhamdhare, Operating systems, Tata McGraw Hill.2009
2. Pal Chaudhury, Operating Systems Principles and Design, PHI, 2010
3. Haldar, Operating Systems, Pearson, 2010

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M.B.A. (Executive)
Specialization **Operations**
SEMESTER – IV

EO-01

BUSINESS PROCESS RE-ENGINEERING

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of business process reengineering.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

Evolution of Business and BPR: Introduction, evolution of Organization and Management Concepts, The realities of the New Economy, Evolution of Organizational Structure, Business World in transition, The Twenty-first Century Organization, Re-engineering Defined.

Characteristics and Implications of Re-engineered business processes: Characteristics of Re-engineered processes, Change accompanying business process Re-engineering.

The role of information technology, creativity and human resources in Re-engineering: Inductive thinking Vs Deductive thinking, Information management principles in BPR, Role of IT as an enabler in Re-engineering, Role of Creativity in BPR, Human Resources Enablers.

Planning and Designing for BPR: Organizing for Re-engineering, Business Processes, Choosing the Processes to Re-engineer, Measuring the Current Process, Developing a Vision of new Process, Mapping the Process, Process Improvement Techniques.

BPR implementation: Re-engineering Implementation Framework, Succeeding at Re-engineering, Barriers to re-engineering due to existing culture and attitude, Initiating and implementing Re-engineering bottom-up, Assigning an incompetent Re-engineering leader, Granting inadequate resources to Re-engineering, Bury Re-engineering in the middle of the corporate agenda, Embarking on many Re-engineering projects at once, Attempting to Re-engineer without an assured commitment, Failure to Distinguish Re-engineering from improvement programs.

BOOKS:

1. R Radhakrishnan and S Balasubramanan, Business Process Reengineering- Text and Cases, PHI,2008
2. Sethi, Organizational Transformation through Business Process RE Engineering, Pearson, 2010

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Specialization **Operations**
SEMESTER – IV
EO-02

STATISTICAL QUALITY CONTROL AND TQM

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of quality control.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Quality Control:Definitions, place of quality control in industries, quality control organization, difference between inspection and quality control, application of quality control in industries, economic of quality systems, quality assurance. Theory of Control Charts Sample size and frequency of sampling, out control, control for variables and attributes and their application design of X and R charts, Process capability studies.
2. Acceptance Sampling: Single sampling planes, double sampling& sequential sampling planes, rectifying inspection for lots, sampling planes for continues production, selection of sampling planes for different situation, economics of acceptance sampling.
3. TQM: Evolution of total quality management , historical perspective, elements of TQM - Deming's wheel ,Deming's 14 points – pros and cons in industrial engineering context , Philip Crosby philosophy , Juran philosophy , Quality function deployment.
4. Concepts & Application of 6 – Sigma Quality: Comparison between 3-sigma & 6-sigma quality , DMAIC approach to 6-sigma implementation application to service industry, link between 6- sigma & DOE. ISO 9000 Series and SPC, Quality Circles

BOOKS RECOMMENDED:

1. Gupta, Quality Management, TMH, 2009
2. Kanishka Bedi Quality Management, Oxford Press
3. harantimath, Total Quality Management, Pearson Education,2011
4. Janakiraman & Gopal, Total Quality Management : Text and cases by, PHI,2009

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Specialization **Operations**
SEMESTER – IV

EO-3

LOGISTIC AND SUPPLY CHAIN MANAGEMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities supply chain.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction to logistics and SCM; Logistics network configuration, data Collection and validation, key features of Network configuration.
2. Inventory Management and Risk pooling; Single warehouse models, Demand Uncertainty, Supply control, Periodic review policy, Centralized v/s decentralized systems, Forecasting
3. Value of Information: Bullwhip effect, Lead time reduction, Information and supply chain trade- offs.
4. Supply Chain integration; Push-Pull supply chain, Demand driven strategies, Distribution strategies, Central v/s Local facilities, Strategic Locations, Alliances, 3PL.
5. Procurement and Outsourcing Strategies; Outsourcing, Framework for Buy/Make decisions, Customer Value and supply chain management

Books:

1. Janak Shah “ Supply Chain Management ” by, Pearson Education. 2010
2. Rangaraj, Supply Chain Management for Competitive Advantage, TMH 2009
3. Ailawadi and Singh, Logistics Management, PHI, 2009

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M.B.A. (Executive)
Specialization **Operations**
SEMESTER – IV

EO-4

STRATEGIC INFORMATION TOOLS

Course Objectives

The Course aims at developing understating about the various functions of Information Technology as a tool and development of Strategic application of IT.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. **Strategic role of information system:** information systems in business, information as a strategic Resource, fundamentals of strategic advantage, Porter's competitive forces model, information Technology for strategic advantage, implications for managers and organizations.

2. **Information Technology Infrastructure:**

IT infrastructure and emerging technologies, Infrastructure components, Introduction to Telecom systems, Typical Telecommunication Network technologies, Management issues in infrastructure.

3. **Telecommunication Systems and management:**

Use of telecommunication media, Strategic integration of telecommunication platforms, International telecommunication management, Role of customer, Business value of customer, introduction to CRM.

4. **Knowledge Management System:** Managing knowledge, Knowledge management value chain, Types of Knowledge management systems, Knowledge work systems, various intelligent techniques – Neural networks, GA and Experts systems.

5. **E-Commerce:** Electronic commerce fundamentals, scope of e-commerce, essentials of e-commerce processes, electronic commerce payment systems, e-commerce applications and issues, Business-to- Consumer (B2C) e-commerce, Business-to-Business (B2B) e-commerce, M-commerce.

6. **Securing Information Systems:** Security challenges of IT, Computer crime and privacy issues, business value of security and control, framework for security and control, technologies and tools for security.

TEXT READINGS:

- Murdick, Information System for Modern Management- PHI, 2009
- Loudon, Management Information Systems, Pearson,2010

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M.B.A. (Executive)
Specialization **Human Resource**
SEMESTER – IV

EH-1

HUMAN RESOURCE DEVELOPMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of human resource and its development.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. Human Resource Development: Concept and Historical Perspective, Elements of Good HRD, HRD and Organizational Effectiveness.
2. HRD Mechanisms I: Training- Training Policy, Assessing Training and Development Needs, Design of Training Systems, Implementation and Evaluations of Training System, Employee Counseling, Performance Appraisal-Different Methods and their impact on Employees Effectiveness.
3. HRD Mechanisms II: Career Planning and Development, Succession Planning, Potential Appraisal, Coaching – The Skills of Coaching, coaching and performance management, Mentoring- Selection of Mentor, Mentoring Methods and their Benefits
4. HR Accounting and Information System.
5. HRD Audit

Text Readings

1. T.V. Rao, “**HRD Audit**”, New Delhi, Sage Publications, 1999.
2. Kandula, Strategic Human Resources Development, PHI, 2009

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Specialization **Human Resource**
SEMESTER – IV

EH-2

INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of industrial relation.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. Industrial Relations in India, Overview and Appraisal, industrial Disputes Act, 1947.
2. Workers Participation in Management (WPM): Meaning, Objectives, Essential Conditions, forms, Reasons for Limited Success and Suggestions for Improvement, WPM in India.
3. Collective Bargaining: Meaning, Functions, Process and Prerequisites._
4. Industrial Employment (Standing Orders) Act, 1946.
5. Trade Unions: Meaning, Functions, Problems, Trade Union Movement in India and Trade Union Act, 1926
6. Factories Act, 1948
7. E.S.I.C. Act, 1948
8. Payment of Gratuity Act, 1972
9. Contract Labour (Regulation and Abolition) Act, 1970

Text Readings:

1. Padhi, Labour and Industrial Laws, PHI,2009
2. Sinha, Industrial Relations, Trade Unions, Labour Legislations, Pearson, 2010
- 3.

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Specialization **Human Resource**
SEMESTER – IV
EH-3
SOCIAL PSYCHOLOGY

Course Objectives

The Course aims at developing understating about the various functions activities of social psychology.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Social and Industrial Psychology: Definition, Nature and Background. _
2. Social Perception: Non-Verbal Communication, theories of Attribution, Impression formation and impression management.
3. Social Identity: Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self-focusing.
4. Social Influence: Conformity, Compliance and Obedience. _
5. Understanding Groups
6. Organizational Citizenship Behavior

Text Readings

1. Baron, Social Psychology, Pearson, 2010 12th Edition
2. Myers, Social Psychology, TMH, 2009

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M.B.A. (Executive)
Specialization **Human Resource**
SEMESTER – IV
EH-4

ORGANISATION DEVELOPMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of organization development.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization_Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.
5. Emerging Trends in OD with special emphasis on future organizations.

Text Readings

1. Wendell L. French , Cecil N. Bell Jr. and Veena Vohra, “**Organization Development**” Pearson Education, 2009
2. French and Bell, organizational Development and Transformation, TMH,2009
3. Ramnarayan, T.V. Rao and Kuldeep Singh, Organizational Development, Response Books, Sage Publications,

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M.B.A. (Executive)
Specialization **Marketing**
SEMESTER – IV

EM-1

INTEGRATED MARKETING COMMUNICATION

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of marketing communication.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Understanding Integrated Marketing Communication: Understanding Marketing, Understanding Marketing Communication, Integrated marketing Communication, Marketing Strategy, Marketing Mix Strategy, Integrating IMC in the Marketing Mix, Communications, Communication Response Hierarchy, Consumer Involvement.
2. Advertising: Fundamental of an advertising campaign, spelling out the Strategy, Choice of Strategic Approaches, Concept of Big Idea, Creativity for Big Idea, Creative Execution of Big Idea, Creativity in Ad. Execution, preparing a creative brief, Creative Execution elements, celebrity support in execution.
3. Other Promotion Tools: Sales Promotion: Introduction to Sales Promotion, Types of sales promotions, Sales Promotions Objectives and budget allocation. Direct Marketing: Introduction, Elements, Media, Internet and Direct Marketing. Publicity: Objective and Tools.
4. Media Planning and Strategy: Print media, Broadcast Media, Out of Home Media, Developing the Media Plan.
5. Promotion Objectives and Budget Determination: Setting Communication objectives, The DAGMAR Approach, Budgeting for Marketing Communication, Arriving at Marketing Communication Budget, Allocating the Marketing communication Budget.
6. Measuring IMC Performance: Measuring Communication Effectiveness, Research to Measure Communication Effectiveness, Advertising Testing Process, Post-Testing Tools and Techniques.

Text Readings:

1. Belch and Belch, Advertising and Promotions: An IMS Perspective, TMH, 2009
2. Clow, Integrated Advertising, Promotion and Marketing Communication, Pearson, 2010
3. Shah, Advertising and Promotions an IMC Perspective, TMH,2008

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Executive)
Specialization **Marketing**
SEMESTER – IV

EM-02

INTERNATIONAL MARKETING

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of international marketing.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. The decision whether to internationalize:
 - a. Global Marketing in the firm.
 - b. Initiation of Internationalization.
 - c. Internationalization Theories.
 - d. Development of the Firm's International Competitiveness.
2. Deciding which markets to enter
 - a. Global Marketing Research.
 - b. The political and economic environment.
 - c. The socio cultural Environment.
 - d. The International market selection process.
3. Marketing entry strategies
 - a. Some approaches to the choice of entry mode.
 - b. Expert modes.
 - c. Intermediate entry modes.
 - d. Hierarchical modes.
 - e. International sourcing decisions and the role of the sub supplier.
 - f. Global e- marketing.
4. Designing the global marketing programme
 - a. Product decisions.
 - b. Pricing decisions and terms of doing business.
 - c. Distribution Decision.
 - d. Communication Decisions (Promotion Strategies)
5. Implementing and coordinating the global marketing programme
 - a. Cross-cultural sales negotiations.
 - b. Organization and control of the global marketing programme.

Text Readings:

1. R.S. Joshi, International Marketing, Oxford, 2009
2. Cateora Philip, International Marketing, Tata McGraw Hill, New Delhi.
3. Hollenson, Global Marketing, Pearson, 2010

RETAIL MARKETING

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of retail sector.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction: Introduction to Retail Management, Retail Marketing, Global Retail market, Challenges, Market Factors, HR, Technology, Supply Chain and Logistics, Retail in India size of Market, Challenges.
2. Retail Models and theories of retail Development, Environment theory, Cyclical theory, Conflict theory, Retail life cycle, Service Retail, Business Models, Factors Influencing retail shopper, Consumer Decision Making process.
3. Retail Strategies: Introduction, Simulation, Analysis, Strategic Plan, Retail Value Chain, Acquisitions and mergers, Franchising/Licensing advantages and disadvantages, Retail Brand, Franchising in India. Retail Store Locations, Steps involved Retail location.
4. Merchandising, Introduction evolution, role and responsibilities, Merchandise Planning Process and its implications, Merchandise Procurement, overview of evaluation merchandise performance.
5. Organization structure and HR Management in retail, Training and Motivation, Retail Store Operations, Customer Service, Service Environment, Managing Inventories.
6. Communication and Service: Retail Marketing Mix, Sales Promotion, Retail Store Design, Role of lighting, Fixture etc. Information Management for Retail, SCM, Collaborative Logistics, Cross Docking, Retail Logistics, Need for Supply Chain Management and Integration.

Text Readings:

1. Burman and Evans, Retail Management, Pearson, 2011
2. Pradhan, Retail Management: Text and Cases, TMH,2010

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Executive) Specialization Marketing SEMESTER – IV
EM-4

CONSUMER BEHAVIOUR

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of consumer behaviour.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction:
 - a. Introduction Diversity in the Marketplace.
 - b. Consumer Research
 - c. Market Segmentation
2. The Consumer as an Individual
 - a. Consumer Motivations.
 - b. Personality and Consumer Behaviour
 - c. Consumer Perception.
 - d. Consumer Learning
 - e. Consumer Attitude Formation and Change.
 - f. Communication and Consumer Behaviour
3. Consumer in their Social and Cultural Settings
 - a. Reference Group and Family influences.
 - b. Social Class and Consumer Behaviour
 - c. The influence of Culture on Consumer Behaviour
 - d. Subcultures

1. Majumdar, Consumer Behaviour Insights from Indian Market, PHI,2010
2. Schiffman, Consumer Behaviour, 10th Edition,2010
3. Kumar, Consumer, Behaviour: Concepts, Reading and Cases: The Indian Context, Pearson, 2010

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Executive) Specialization **Hospital Administration**
SEMESTER – IV
EH-1
HOSPITAL ADMINISTRATION

Objective: The objective of the course is to enable students to have a good understanding of Hospital Administration

Examinations : The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contents: Hospital administration

- Principles

Introduction to the hospital field.

- Definitions -- hospital and medical care, types, control.
- Functions-- medical care, prevention, professional education and research.
- Role of hospital in health spectrum.

Hospital of India-to-day. Classification & Accreditation

- Number ; type ; size ; distribution; ownership; utilization; rations; trends ; problems Trends of Hospital Administration Abroad.

Hospital administration

- Principles
- Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator

Organization of Hospital.

The governing authority; the administrator; business aspects; clinical aspects; channels of authority and communication.

Importance of qualified v/s non qualified, Medical v/s non Medical Hospital Administrator

Problems of hospital administration and their expected solutions.

Management of different Clinical , Para clinical , and Support service departments in Hospitals

Hospital hazards

Administration of Government (Rural , District & Municipal Hospital) v/s Private Hospitals

Administration of a teaching hospital. Administration of a corporate hospital.

Administration of a voluntary & charitable hospital.

Hospital utilization and its evaluation, Public Relations in Hospitals

Quality Management in Hospitals-Certification & Accreditation TQM in Hospitals

Management of Medical Records Department (manual & computerized)

Management of Hospital Information System (Manual, Online & Offline)

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Executive) Specialization **Hospital Administration**
SEMESTER – IV
EH-1

MANAGEMENT INFORMATION SYSTEMS FOR HOSPITAL

Objective: - The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Content:

1. The meaning and use MIS systems View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, Systems Approach in Planning Organizing and Controlling MIS.
2. Planning Implementation and controlling of Management information systems.
3. Fundamentals of data processing computer operations of manual information systems, components of computer systems, flow chart, conversions of manual to computer based systems, computer systems Application software, Telecommunication Modem.
4. Management Decision Making, Characteristics and components of Decision support systems.
5. Systems Design: Systems design consideration, input/output design, forms design file organization and database, data management, file design, control and security.

Text Reading:

1. Robert G. Murdick, Information Systems for Modern Management, New Delhi .
2. Godzdam B. Davis and Margrathe, Management information systems.

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Executive) Specialization **Hospital Administration**
SEMESTER – IV
EH-1

HOSPITAL PLANNING

Objective: The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals.

Examinations-The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The end semester examination will be worth 60 marks will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain cases/practical problems.

Hospital Industry- Definition of hospital, Effects of declaration of Industry status for hospitals, Types of care and hospitals, Type of ownership and hospital planning, provisions of subsidies and benefits for constructing hospitals in MP and other states.

Hospital Planning-

- Planning as a management function, Hospital Planning - Meaning & scope, steps of hospital planning from idea to inauguration of hospital,
- Concept of building a Hospital-- Availability of Finance & land, Feasibility Studies catchments area and demand analysis, Site Surveys--- Physical environment, possibility for expansion; utilities-water-electricity, sewer, lines, telephone, transportation etc.
- Guiding principles in planning Hospital facilities & services, Planning of type, size and facilities for Hospital, Facility Master Plan, Design (Internal & External Aspects), Design team—role and criteria for the choice of Architect, role of Engineers and hospital administrator in hospital planning and designing
- In the planning stages; preliminary sketches; final plans, working; drawing; specification; construction problems and contract modifications.
- Planning for Equipment** --preparing equipment list for the new hospital-Built in equipment, Non-expendable/ imported, Expendable equipment, Capital equipments.
- Role of Administration** in Building a Hospital Planning of Specified Hospitals--- 1000 bed hospital teaching or general/ 500 bed hospital/ 200 bed hospital/ Special hospitals-Primary Health Centre and community Health Centre.
- Alternation and addition in and existing hospital planning the maintenance department, Engineer's office, Workshop of various types.
- Concept and role of Hospital Consultancy
- Hospital Polices & other guidelines, Planning for Research & Education facilities, Future Expansion Plans, Accreditation Planning
- Recent trends in hospital planning, Pros and cons of Modular structures.

□ WHO Standards and Recommendations, National & International Standards

Recommended Text : Text Books on Hospital Planning and Management by Mc
Caullay, Kunders,
Tabish and Shakti Singh

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Executive) Specialization **Hospital Administration**
SEMESTER – IV
EH-1

HEALTH ADMINISTRATION

Objective: The objective of the course is to enable students to have a good understanding of Health Administration.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contents:

Basic concepts:

- Meaning & Concept of Health, Disease , Care and Administration
- Various levels of prevention/care & cure, levels of management
- Health administration in India;
- Organization of health services at Centre, State & District level
- General introduction to organisation of health care delivery system in India.

Detailed Studies:

- An Overview of various committees and their recommendations on health care in India
- National Health Programs, their rationale and their impact
- Population demography & its medical significance
- Reasons for increasing need and demand for medical care and Need/Demand assessment
- Factors determining Availability and Cost of medical care steps/techniques to reduce the cost of medical care.
- Urban medical care system including that in metropolitan cities.
- Rural medical care including the role of State, NGO's, Private medical practitioners and community at large
- Organization and administration of better medical care
- National Health Policy and National Population Policy (Latest reviews)
- Information Education & Communication (IEC)
- Inter sectoral Co-ordination
- Healthcare resource planning and allocation
- Management of Cost Benefit Analysis of Healthcare Plans and Programs

- Success / Failure Analysis for various Health Plans, Programs, Schemes etc.and Research for their Causes.
- Significance of Materials Management in Healthcare.
- Alternative systems of health care :-General introduction and their role in overall healthcare system, Yoga & its Global relevance.
- Rehabilitation
- WHO and other International Health Agencies.
- Immunization, International recommendations for immigrant's vaccination
- Quarantine and Isolation.

Suggested text:

K Park Park's Text Book of Preventive and Social Medicine.

B.K. Mahajan Text Book of Preventive and Social Medicine

WHO publications

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.B.A. (E-COMMERCE) 5 Year

Semester – I TO X

2018 - 23



Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
BBA (e-Commerce)
July-December 2018-21

Programme Objectives:

1. To develop knowledge and intelligence of new generation students in order to make e-Commerce as milestone of professional life.
2. To nurture students skill of decision making process with optimality for competitive advantage in global scenario.
3. To empower and equip students with all best technological fundamentals of social, business and governmental mechanism.
4. To open new vistas for students of visualizing career opportunities and life building foundations.

Learning Outcomes:

S.No.	Dimensions	Learning Outcomes
1	Concept and theories	Brings insights of e-Commerce and its technology with multidimensional perspective, to become either a professional or entrepreneur, by exploring the business environment as an input.
2	Technical functional skills	Develop the digital literacy, intelligence and skill for e-Commerce and m-Commerce platforms from the business and market site such as OAS, MIS, e-SCM, e-CRM and many more
3	Creative and Innovation	Reveals the inner strength of learner to better perform in business processes, management and decisions for long term and short term strategic planning to compete or establish benchmark.
4	Applicability/ Relevance to real life situations	Inculcate the confidence to be righteous skilled professional in e-Commerce to deal with all type of real life situations.
5	Employability/Career opportunity	State, National, International, Global, public and private all types of agencies will have ready to work professionals in digital economy.
6	Support for competitive Exam	UGC-NET, Ph.D (Management), Written Test for Placements
7	Potential for Research and higher learning	Business Intelligence, Knowledge Management, Data Analytics and Data Science, many more dimensions are open to exploit the talent and learning in R&D, Forecasting and Innovations.

BBA (e-Commerce) Three Year Component of 5 Year Programme

Programme Outcomes:

1. Students from the e-Commerce programme will learn and develop the digital literacy, intelligence and skill for e-Commerce and m-Commerce platforms from the business and market site such as OAS, MIS, e-SCM, e-CRM and many more.
2. Students will be able to understand and usage of Business Intelligence, Knowledge Management, Data Analytics and Data Science, many more dimensions are open to exploit the talent and learning in R&D, Forecasting and Innovations.
3. Students will nurture skills of decision making process with optimality, reveals the inner strength of learner to better perform in business processes, management and decisions for long term and short term strategic planning to compete or establish benchmark for competitive advantage in global scenario.
4. Students will be confident enough to empower and equip themselves with all best technological fundamentals of social, business and governmental mechanism to deal with all type of real life situations.
5. Students will have a wider vision to open new vistas for their career opportunities and life building foundations.

Programme Outcome of MBA (EC) 2 yrs course

The **e-commerce MBA** concentration is a comprehensive **MBA program** that aims to equip graduates with the skills necessary to successfully manage an online **business** or the online operations of a **business**. Strategic thinking and planning are necessary for managing **e-commerce** or online marketing activities. To achieve the same MBA in e-commerce curriculum enables the students a solid understanding of incorporating technology into a business to help it grow and succeed. Eventually student develops problem-solving and critical thinking skills.

The course provides emphasized instruction in e-system design and some allied concepts that are studied include Programming languages, database marketing, financial accounting, marketing research, strategic management, supply chain management and logistics and entrepreneurship.

A specialization allows students to focus on a particular area of thrust, focusing on its unique problems and seeking creative solutions for the same. As such benefits ensue from the enriched core knowhow in varied aspects of business. Thus a student may choose to pursue specialized knowledge in E-Commerce marketing, digital marketing, SEO , Java Technologies and DOT NET technologies.

INSTITUTE OF MANAGEMENT STUDIES

D. A. UNIVERSITY, INDORE

NOMENCLATURE AND COURSE OUTLINE

MBA (e-COMMERCE) MS6A 5 YEARS PROGRAM [2018-23]

FIRST YEAR

MBA (e-COMMERCE) FIRST SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	BEC 101	Fundamental of Computers and Programming
2	BEC 102	Fundamentals of e-Commerce and m-Commerce
3	BEC 103	Office Automation
4	BEC 104	Basic Electronics
5	BEC 105	Fundamental of Management
6	BEC 106	Business Mathematics
7	BEC 107	Hindi

MBA (e-COMMERCE) SECOND SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	BEC 201	Data Structures using C
2	BEC 202	RDBMS
3	BEC 203	Operating System
4	BEC 204	Digital Information System

5	BEC 205	Business Accounting
6	BEC 206	BUSINESS STATISTICS
7	BEC 207	CORPORATE ENGLISH

SECOND YEAR

MBA (e-COMMERCE) THIRD SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	BEC 301	System Analysis and Design
2	BEC 302	IT Environment
3	BEC 303	Object Oriented Programming using C
4	BEC 304	Environmental Sustainability and Climate Change Mitigation
5	BEC 305	Quantitative Techniques

6	BEC 306	Cost and Management Accounting
7	BEC 307	Business Communication

MBA (e-COMMERCE) FOURTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	BEC 401	Business Law
2	BEC 402	Software Engineering
3	BEC 403	Computer Graphics and Animation
4	BEC 404	Research Methodology
5	BEC 405	INDIVIDUAL AND INTERPERSONAL BEHAVIOUR
6	BEC 406	Fundamentals Of Marketing
7	BEC 407	Introduction to Economics

THIRD YEAR

MBA (e-COMMERCE) FIFTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	BEC 501	Computer Graphics
2	BEC 502	Web Designing and Animation Tools
3	BEC 503	Basics of Data Mining and Data Warehousing
4	BEC 504	e-Logistics and e-Supply Chain Management
5	BEC 505	Business Environment
6	BEC 506	Human Resource Management
7	BEC 507	Numerical Methods

MBA (e-COMMERCE) SIXTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	BEC 601	Computer Networking
2	BEC 602	Software Engineering
3	BEC 603	Integrated Marketing Communication

4	BEC 604	Business Ethics and Management by Indian Values
5	BEC 605	Financial Management
6	BEC 606	E commerce and M commerce Technologies
7	BEC 607	Operations Management
8	BEC 608	Decision Making Skills

FOURTH YEAR

MBA (e-COMMERCE) SEVENTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT
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1	ME 701 C	Introduction to UNIX & LUNIX
2	ME 702 C	Internet & Networks Security
3	ME 703 C	OOAD Using UML
4	ME 704 C	Internet Scripting Lang.
5	ME 705 C	Advance in e-Commerce
6	ME 706 C	Professional Communication & Negotiation
7	ME 707 C	Entrepreneurship
8	ME 708 C	Search Engine Optimiz.

MBA (e-COMMERCE) EIGHTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	ME 801	Business Intelligence
2	ME 802	IT ENABLED SERVICE MRKETING
3	ME 803	KNOWLEDGE MANAGEMENT
4	ME 804	Advanced Computer Networking
5	ME 805	Software Project Management
6	ME 806	Software Quality Assurance
7	ME 807	J2EE PROGRAMMING
8	ME 808	Common Architecture in Java
9	ME 809	VB.NET Programming
10	ME 810	SQL Server

FIFTH YEAR

MBA (e-COMMERCE) NINTH SEMESTER

S.NO	SUBJECT CODE	SUBJECT
1	ME 901 E	Data Analytics
2	ME 902 E	Supply Chain Management
3	ME 903 E	Database Framework using hibernate
4	ME 904 E	Mobile Application Development
5	ME 905	ASP.NET MVC Programming
6	ME 906	Advance .Net Programming
7	ME 907 C	Digital Marketing
8	ME 908 C	e-Commerce Application
9	ME 909 C	Cyber Law & Business Regulatory frame work
10	ME 910 C	Strategic Management

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester I			
Subject Name	FUNDAMENTALS OF e-COMMERCE and m-COMMERCE	Subject Code	BEC-102
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> To enforce the students with the strength of e-Commerce fundamentals and scope of mobile technology; To provide the foundation for 360 degree dimensional platform of technology and business integration so that it would open vistas for profession, startup, entrepreneurship, business or career. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> Create focused technical ability to exploit the computing and communication infrastructure in business processes. Explore the applications and domain based utility of internet services and web platforms for e-Commerce and m-Commerce Set the parametric usage towards the unexplored area of market to gain the base or potentials of customer and market. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Concept and Evolution of e-Commerce and m-Commerce	1.1 Overview of E-Commerce, Defining E-Commerce, History of the Internet and E-Commerce 1.2 Dispelling E-Commerce Myths, Why E-Commerce? 1.3 Concept of m-Commerce, Challenges and scope of m-Commerce, Technology and m-Commerce 1.4 Integration of e-Commerce, Internet and Mobile Platforms.		06
Unit-2 Technology Integration and Solutions	2.1e-Commerce and e-Business Integration 2.2 e-Business Framework and Infrastructure 2.3 Domains of e-Commerce and m-Commerce 2.4 e-Procurement and SCM.		09
Unit-3 Financial and Technical Planning	3.1 Cost Benefit Analysis of e-Commerce Platforms 3.2 Online transaction Processing 3.3 Security issues and risk management		08

	3.4 Legal framework of e-Commerce Platform.	
Unit- 4 Design, Development and Implementation	4.1 Organizational Planning and Development Phases of e-Commerce 4.2 System Design and Development Models, Implementation 4.3 Preparation and Estimation Post Implementation 4.4 Skill and Training Phase	08
Unit -5 Marketing, e-Commerce and m-Commerce	5.1 e-Commerce and m-Commerce Marketing Strategies 5.2 Marketing Communication and ICT 5.3 Classification Online Customers 5.4 Internet, online and mobile pricing	09
Unit-6 Technical Infrastructure and Cases	6.1 Hardware, Software and Network Infrastructure 6.2 Identification of Software solution providers 6.3 Identification of Hardware and Network solution providers 6.4 Case Studies	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: Text Books: <ol style="list-style-type: none"> 1. Kenneth C. Laudon, Carol Guercio Travor, eCommerce: Business, Technology, Society, Pearson, 4th Edition. 2. Stevan Alter, Pearson, Information Systems, Foundation of E-Business, Fourth Edition Reference Books: <ol style="list-style-type: none"> 1. Changing Senario of Business and E-Commerce, Dr. Dinesh Bhakkad, Prashant Publication, First Edition. 2. E-Commerce, Fundamentals And Applications, Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, Wiley India, Reprint 2008. 		

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester I			
Subject Name	Fundamentals of Computers and Programming	Subject Code	BEC-101
		Total Credits	03

Subject Nature: CORE		
Course Objective:		
<ul style="list-style-type: none"> To explore internal and external computing technology and infrastructure. To familiarize programming concept and software designing in development of business application 		
Learning Outcome:		
At the end of the course students should be able to;		
<ul style="list-style-type: none"> Technical insights of Computer hardware and Software. Features, mechanism and applications of smart technologies Explore computer programming, and m-App applications in documentation, communication and business activities/processing. 		
Examination scheme:		
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
Course Contents		Class Room Contact Sessions
UNIT –I Introduction to Evolution of Computers	1.1 Historical perspective of computing and evolution of computer 1.2 History and generations of modern and digital computers 1.3 Hardware, software and language components of computers 1.4 Characteristics, features, advantages, disadvantages and limitations 1.5 Smart Technologies	09
Unit-2 Number System and Computers	2.1 Provision of number systems, features, applications and their conversions 2.2 Basic arithmetic operations using number system i.e. addition, subtraction, division, multiplication, etc.	09
Unit-3 Operating System	3.1 Definition, components, functions, types/classification, technologies, latest up gradations 3.2 DOS as Character User Interface operating system 3.3 Windows as Graphical User Interface operating system 3.4 Linux/Unix as Network operating system. 3.5 Introduction to Mobile operating system	05
Unit- 4 Basics of Computer Programming	4.1 Purpose of computer programming, level and types of programming 4.2 Programming development lifecycle including planning, analysis, design, development, and maintenance. 4.3 Analyze problems and design algorithms using pseudo-code, flowcharts, and structured charts 4.4 Minor Project	08
Unit -5 Structure of Computer Program	5.1 Programming language elements including syntax, data types, 5.2 conditional statements, Control structures, procedures, objects, classes, class relationships, and templates 5.3 Integrated Development Environment (IDE) for the editing, building, debugging, and testing of programs. 5.4 Minor Project	09
Unit-6 mApps and Documentation	6.1 Basics of mApps Design and Development 6.2 Documentation and Organization of source code 6.3 Introduction of Security tools and tips 6.4 Minor Project	05

	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources:		
Text Books:		
3. Suresh K. Basandara. Computer Today, New Delhi, Cialgotra-1999.		
4. Rom Mansfield. The concept guide to Microsoft office, New Delhi BPB 1994.		
5. Suilz Learn Dos in a Day, New Delhi BPB.		
6. P.K. Sinha Computer Fundamentals, New Delhi BPB 1992.		
Reference Books:		
1. Peter Van Roy, Seif Haridi, Concepts, Techniques, and Models of Computer Programming, The MIT Press Sebesta, Concepts of Programming Languages, Pearson Education India		
2. Fundamentals of Computers, Rajaraman, V., Prentice Hall India Pvt., Limited, Edition: Fifth Edition		

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce) Batch 2018-2020 Semester I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	BEC-105
		Total Credits	03
Subject Nature: Interdisciplinary			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases; • To provide the necessary foundation for all other courses based on management practices across the world 			

Learning Outcome:

At the end of the course students should be able to:

- Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role.
- Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems
- Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Management Concept and Theories	1.1_Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	07
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.	08
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model 3.5 Planning & Forecasting.	08
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.	09
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	08
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	05

	TOTAL CLASSROOM CONTACT SESSIONS		45
Learning Resources:			
Text Books:			
<ol style="list-style-type: none"> Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management" New Delhi, Tata McGraw Hill, Latest Edition. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition. 			
Reference Books:			
<ol style="list-style-type: none"> Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition. 			
INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester I			
Subject Name	Fundamentals of Computers and Programming	Subject Code	BEC-101
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> To explore internal and external computing technology and infrastructure. To familiarize programming concept and software designing in development of business application 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> Technical insights of Computer hardware and Software. Features, mechanism and applications of smart technologies Explore computer programming, and m-App applications in documentation, communication and business activities/processing. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Evolution of Computers	1.1 Historical perspective of computing and evolution of computer 1.2 History and generations of modern and digital computers 1.3 Hardware, software and language components of computers 1.4 Characteristics, features, advantages, disadvantages and limitations 1.5 Smart Technologies		09

Unit-2 Number System and Computers	2.1 Provision of number systems, features, applications and their conversions 2.2 Basic arithmetic operations using number system i.e. addition, subtraction, division, multiplication, etc.	09
Unit-3 Operating System	3.1 Definition, components, functions, types/classification, technologies, latest up gradations 3.2 DOS as Character User Interface operating system 3.3 Windows as Graphical User Interface operating system 3.4 Linux/Unix as Network operating system. 3.5 Introduction to Mobile operating system	05
Unit-4 Basics of Computer Programming	4.1 Purpose of computer programming, level and types of programming 4.2 Programming development lifecycle including planning, analysis, design, development, and maintenance. 4.3 Analyze problems and design algorithms using pseudo-code, flowcharts, and structured charts 4.4 Minor Project	08
Unit-5 Structure of Computer Program	5.1 Programming language elements including syntax, data types, 5.2 conditional statements, Control structures, procedures, objects, classes, class relationships, and templates 5.3 Integrated Development Environment (IDE) for the editing, building, debugging, and testing of programs. 5.4 Minor Project	09
Unit-6 mApps and Documentation	6.1 Basics of mApps Design and Development 6.2 Documentation and Organization of source code 6.3 Introduction of Security tools and tips 6.4 Minor Project	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: Text Books: <ol style="list-style-type: none"> 7. Suresh K. Basandara. Computer Today, New Delhi, Cialgotra-1999. 8. Rom Mansfield. The concept guide to Microsoft office, New Delhi BPB 1994. 9. Suilz Learn Dos in a Day, New Delhi BPB. 10. P.K. Sinha Computer Fundamentals, New Delhi BPB 1992. Reference Books: <ol style="list-style-type: none"> 3. Peter Van Roy, Seif Haridi, Concepts, Techniques, and Models of Computer Programming, The MIT Press Sebesta, Concepts of Programming Languages, Pearson Education India 4. Fundamentals of Computers, Rajaraman, V., Prentice Hall India Pvt., Limited, Edition: Fifth Edition 		

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester II			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	BEC-105
		Total Credits	03
Subject Nature: Interdisciplinary			
Course Objective:			
<ul style="list-style-type: none"> To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases; To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to:			
<ul style="list-style-type: none"> Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Management Concept and Theories	1.1_Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)		07

Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.	08
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter's 3.4 Porter's Generic Competency Model 3.5 Planning & Forecasting.	08
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.	09
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	08
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

3. Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management' New Delhi, Tata McGraw Hill, Latest Edition.
4. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition.

Reference Books:

4. Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition.
5. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition.
6. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester I			
Subject Name	Office Automation	Subject Code	BEC-103
		Total Credits	03
Subject Nature: CORE			

<p>Course Objective:</p> <ul style="list-style-type: none"> To explore the concept of office work, workflow and communication. To develop and make skillful foundation in students to apply computing into office work. To enhance ability by providing good command over the office packages.
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<p>Learning Outcome:</p> <p>At the end of the course students should be able to;</p> <ul style="list-style-type: none"> Understand the need and available solution fit to an office problem. Bridge the gap between conventional systems to modern system. Futuristic vision towards the best and optimized utilization of office resources.
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<p>Examination scheme:</p> <p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>

Course Contents		Class Room Contact Sessions
UNIT –1 Concept and need of Automation	<p>1.1 Organizational transactions, operations and workflow</p> <p>1.2 Concept of Automation and Computerization, benefits, limitations</p> <p>1.3 Legal and Open Sources of Automation</p> <p>1.4 Levels of activities, processes differentiating with work, task and job</p>	07
Unit-2 Technical Solutions of Automation	<p>2.1 Office Packages, features and tools</p> <p>2.2 Basics of word processor, slide presentation and spreadsheet</p> <p>2.3 Means of communications electronic and mobile</p> <p>2.4 Smart Technologies and Social Media Applications in Offices</p> <p>2.5 Minor Projects</p>	08
Unit-3 Tools and features for Documentation	<p>3.1 Page Layout, Page Setup, Background and themes</p> <p>3.2 Macros and mail merge</p> <p>3.3 Referencing, citation & bibliography, indexing</p> <p>3.4 Proofing, tracking and comparing of documents.</p> <p>3.5 Minor Project</p>	08
Unit- 4 Tools and features for Presentation	<p>4.1 Introduction of slide and master slide, background and office themes of slides</p> <p>4.2 Objects and events on slides</p> <p>4.3 Animation and slide show settings</p> <p>4.4 Minor Project</p>	05
Unit -5 Visualization and Calculation of Data	<p>5.1 Basic features and tools of spreadsheet and workbook</p> <p>5.2 Cell properties, cell styles and alignments, types of entries caption, value and formulae</p> <p>5.3 Text, Numbers, Charts, Tables, links and Illustration</p> <p>5.4 Calculation, formulae auditing function library, errors and debugging</p> <p>5.5 Import and export data, data connections and tools</p> <p>5.6 Minor Project</p>	12
Unit-6 Mobile vs computing technology	<p>6.1 Mobile, types, features and applications</p> <p>6.2 Mobile operating system and mobile apps</p> <p>6.3 Security tools and tips</p> <p>6.4 Case Studies</p>	05
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:**Text Books:**

11. Vishal Verma, "Computer Fundamentals and Office Automation", Vision Publication, India.
12. David Mann, "Workflow in the 2007 Microsoft Office System", Apress, India. William R.
13. Cheswick, Steven M. Bellovin and Aviel D. Rubin, "Firewalls and Internet Security: Repelling the Wily Hacker (2nd Edition)", Addison-Wisley Professional Computing Series.
14. Aidan Finn, Darril Gibson, Kenneth van Surksun, "Mastering Windows-7 Deployment", Wiley/Sybex.

Reference Books:

1. Excel: The Complete Beginners Guide - Boost Your Poductivity And Master Excel In Just 24 Hours! (Excel, Microsoft Office, MS Excel 2016) by Brandan Clark
2. Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office).
3. Microsoft Office 2016 Step By Step by Lambert Joan

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester I			
Subject Name	BUSINESS MATHEMATICS	Subject Code	BEC-104
		Total Credits	03
Subject Nature: Interdisciplinary			
Course Objective:			
<ul style="list-style-type: none">• To develop fundamental understanding of Business Mathematics• To provide mathematical training to the students for better analytical approach for problem solving.			

Learning Outcome:

At the end of the course students should be able to;

- To use mathematical tools in Business.
- After completion of this course students will be capable to understand mathematics tool and how to apply in business and other fields.

Examination scheme:

The semester examination is worth 60marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions. There will be viva voce of 20 marks.

Course Contents		Class Room Contact Sessions
UNIT –I Number system Progressions & series	1.1 Number System : Binary numbers system, octal no. system, hexadecimal no. systems, decimal no. system, real numbers , complex number 1.2 Progression & Series: A.P., G.P., 3 H.P.	12
Unit-2 Compounding Discounting & Annuity Set Theory	2.1 Compounding Discounting & Annuity 2.2 Set : Introduction, Types of sets, 2.3 Operations of sets	10
Unit-3 Vector Algebra	3.1Representation of vectors Addition 3.2 Scalar multiplication vector product.	04
Unit- 4 Matrix & Determinant	4.1 Concept of matrix & determinant, 4.2 Algebra of matrices inverse of matrix	08
Unit -5 Differential Calculus and Integral Calculus	5.1 Differential Calculus : Variables, Constants, Fraction, Concept of limit and continuity, derivatives, algebra of derivatives. 5.2 Integral Calculus : Elementary integration, standard form, Integration by substitution, Integration by parts, Integration by partial fractions, 5.3 Concepts of deferential integral.	10
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:**Text Book :**

1. Mathematics for Management and Computer Applications – J.K. Sharma Galgotia Publication Pvt., Ltd., New Delhi.

REFERENCES:

1. Business Mathematics and Statistics – Ghosh and Haha, New Central Book Agency Pvt. Ltd., Calcutta.
2. Mathematics for Management and Introduction – M. Raghavchari Tata McGraw Hill Publishing Co. Ltd., Delhi.
3. Business Mathematics for CA (Foundation Courses) – D.C. Sancheti & V.R. Kapoor, Sultan Chand & Sons, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester I			
Subject Name	Basics of Electronics	Subject Code	BEC-104
		Total Credits	03
Subject Nature: Interdisciplinary			
Course Objective:			
<ul style="list-style-type: none"> • To provide elementary knowledge about physic and electronics to understand the mechanics of computer hardware. • The Objective of the course is to provide knowledge about basic building blocks of Electronics circuits • To explore the inside technical electronic mechanism of computers and programming. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Understand the working of computer and its internal mechanism • Utilize knowledge in making decision related to technical specification • Resolve the issues related non-functioning and underperformance of computing. 			

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Electrostatics	1.1 Coulomb’s Law, Electric field and potential due to point charge and dipole, 1.2 Dielectrics, energy stored in a dielectric medium. 1.3 Capacitance, Principle of capacitor,	09
Unit-2 Semiconductor Devices	2.1 Energy bands in solids, conductor, semiconductor and Insulator, 2.2 Chemical bands in germanium and silicon, Intrinsic and extrinsic 2.3 Semi conductor, conductivity Diodes, Transistors & their configuration,	09
Unit-3 Number System	3.1 Representation of Information: Number systems conversion from one number to another, 3.2 Integer and floating point representation, character codes, (ASCII, EBCDIC)	09
Unit- 4 Logic Gates	4.1 Basic Logic Design: Logic gates, OR, AND, NOT, NAND, NOR, XOR, SNOR, 4.2 Implementation using NAND & NOR gates. 4.3 Boolean Algebra, Demorgan’s principle Karnaugh K—Map.	09
Unit -5 Logic Circuit Designs	5.1 Logic Circuit Designs: Combinational logic circuit Half adder, full adder, 5.2 Multiplexer, demultiplexers decoder and encoder. 5.3 Sequential Logic Circuit : Flip-Flop, RS Flip-Flop, D Flip-Flop & JK Flip-Flop	09
	TOTAL CLASSROOM CONTACT SESSIONS	45

Reference Books:

1. Morris Mano Digital circuit design.
2. P.K. Sinha Computer Fundamentals, New Delhi BPB 1992.
3. Fundamentals of Computers, Rajaraman, V., Prentice Hall India Pvt., Limited, Edition: Fifth Edition Tannenbaum, A.S.: Structured Computer Organisation, Prentice – Hall of India.
4. Hayes: Computer Architecture and Organisation, Mc-Graw-Hill International Edition.
5. Sloan, M.E.: Computer Hardware and Organisation, IIInd Ed., Galgotia Publ. Pvt. Ltd.
6. B. Ram: Computer Fundamental, Wiley Eastern (New Age Publ.) New Delhi.
7. Digital Circuits and Design, S Salvizhagan and S. Arivazhagan, Vikas Publication
8. Engineering Physics.

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester I			
Subject Name	Hindi	Subject Code	<u>BEC-107</u>
		Total Credits	03
Subject Nature: Generic			
Course Objective:			
<ul style="list-style-type: none"> • To develop understanding and expression of views logically with proper fluency. • To learn writing of proper official and formal language without any grammatical errors • To explore proper pronunciation and punctuation of hindi words. • To enhance the understanding of cultural importance of Hindi language 			
Learning Outcome:			
At the end of the course students should be able to:			
<ul style="list-style-type: none"> • Develop the interest and confidence to speak, understand and write in hindi. • Explain the importance of media and how the language influences it. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions

UNIT –I STANDARISED HINDI	1- ekud fgUnh dk Lo:i 2 ekud fgUnh ds izdkj 3 □□□□□□□□ vkSj mudk la'kks/ku 4 □□□□□□□ksa ds mnkgj.k	9
Unit-2 VOCABLURY	1- □□□□□□□ksa ds izdkj ¼mPpkj.kxr] वर्तुZhr] 'kCn vkSj vFkZxr] O;kdj.kxr½ 2- fgUnh dk 'kCn HkaaaMkj & 3- 'kCnks ds izdkj 4- 'kCnks dh jpuk	9
Unit-3 SENTENCE FORMATION AND TYPES	1- u;s iz;ksx 2- fgUnh dh okD; jpuk & 3- okD;ksa ds izdkj 4- okD; foU;kl	9
Unit- 4 ENHANCE COMMUNICATION SKILLS-I	1- okD; xr lkekU; v'kfq};kW 2- fojke fpUg 3- i= ys[ku] lkj ys[ku] iYyou& 4- i=ksa ds mnkgj.k	6
Unit- 5 ENHANCE COMMUNICATION SKILLS-II	1- i=ksa ds izdkj 2- i= ys[ku dh fo'ks"krkW, ¼ i= ys[ku] lacks/ku] var fnukad vkfn Mkyuk½ 3- lkj ys[ku 4- iYyou	7
Unit-6 DECISION MAKING	1- Hkkjrh; laLd`fr 2- Hkkjr ns'k vkSj mlds fuoklh 3- Hkkjrh; lekt dh lajpuk 4- lkekftd xfr'khyrk & vn;~ru 5- □□□□ vkSj □□□□	5
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Sampurna Vyakran aur Rachna, Dr. Arvind Kumar, Lucent Publication
2. Adhunik Hindi Vyakran, Prithvinath Pandey, Samyik Prakashan
3. Hindi ki Vartani tatha Shabd Vishleshan, Achrya Kishoridas Vajpayi, Vani Prakashan
4. Samanya Hindi Vyakran aur Rachna, Shri Krishna Pandey, Vani Prakashan

Reference Books:

1. Manak Hindi Vyakaran, Dr. Laxmikant Pandey, Vidya Prakashan.
2. Manak Hindi Sanrachna Swaroop evam Vishleshan, Dr. Suvarnlata, Vidya Prakashan

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce)			
Batch 2018-2020			
Semester II			
Subject Name	Data Structures using C	Subject Code	BEC-201
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To teach the basics of programming and structures of data with technical mechanism of defining and usage of variables and functions in developing the different software. • To bring familiarity about logic development and applications in business functions. • To explore the process of Computing and Programming together. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Understanding of logic and applications through programming. • Applications and computer language compatibility. • Choose the better software and hardware platforms in business automation. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Algorithms and Data Structures	1.1 Definition and Characteristics of Algorithms 1.2 Data Structure: Definition and Types, Relation between data structure and algorithm 1.3 Static variable, Dynamic variable, Representation and address calculation of single and multidimensional array in memory, Sparse Matrix 1.4 Time and space complexity of algorithm.		09
Unit-2 C Programming Concepts	2.1 General structure of C program, C character set, Data types, Operators, if, if-else, while, do-while, for, switch statements 2.2 Function: Declaration, definition and calling, call by value and reference		09

	2.3 Introduction to pointers, Pointer notation 2.4 Structures: Need, Declaring Structure, Accessing structure elements	
Unit-3 Stacks and Queues	3.1 Representation of stacks, Operations on stack 3.2 Representation of queues, Operations on queues 3.3 Multiple queues, Circular queues, De-queues, 3.4 Applications of stack and queues, Implementation through C program, Expression evaluation	08
Unit- 4 Linked Lists and Trees	4.1 Representation and Implementation of Linked Lists 4.2 Types of Linked Lists: Singly, Doubly, Circular. 4.3 Trees: Basic concept, definitions and types 4.4 Binary Tree: Traversal and Operations 4.5 Applications of trees	08
Unit -5 Searching and Sorting	5.1 Searching: Concept, Techniques and algorithms 5.2 Sorting: Concept, Types of sorting, Importance	08
Unit-6 Hash and Graphs	6.1 Hash table, Hash techniques 6.2 Graphs: definition, representation, traversal and applications.	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

15. Data structure using C and C ++ by Langsam, Augenstein, Tenenbaum PHI publishers
16. Algorithm + data structure = Program by Niklaus Wirth Prentice Hall Publishers.
17. Data structure using C Robert Kruse
18. Data structure with C++ by Drozdek
19. Data Structures - Lipschutz, Schaum's Outline Series

B.B.A. (e-Commerce) MS6A**Batch 2018-2020****Semester II**

Subject Name	Business Accounting	Subject Code	BEC-205
		Total Credits	03

Subject Nature: Interdisciplinary**Course Objective:**

- To teach the concepts of accounting and its principles.
- To bring familiarity applications of accounting in business functions.
- To explore the process of role of accounting in maintaining systematic records.

Learning Outcome:

At the end of the course students should be able to;

- Know the concepts of Accounting and their applications in recording.
- Understanding relationship between business and accounting.
- Differentiation of accounting and finance in various business functions.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents**Class
Room
Contact
Sessions**

		Class Room Contact Sessions
UNIT –I Introduction, Meaning and Definitions	1.1 Introduction to Accounting: Meaning of Accounting, 1.2 The process of Accounting, Advantages of Accounting, 1.3 Financial Accounting, Financial Statements, Uses of Financial Statements 1.4 Limitations of Accounting. Relationship with other functional areas	09
Unit-2 Accounting Concepts and their Applications	2.1 Accounting concepts and Mechanics: Generally Accepts Accounting Principles (GAAP) 2.2 Basic Concepts, Concepts of Double entry system of accounting rules of debit credit entries 2.3 Types of accounts, Journalizing the transactions 2.4 Posting entries in ledger accounts and concept of trial balance, Cash Books, Subsidiary Books.	10
Unit-3 Financial Statement and Others	3.1 Preparation of Financial Statements 3.2 Trading Account, Profit and Loss Account 3.3 Balance Sheet and Adjustment Entries.	11
Unit- 4 Bank Application	4.1 Bank Reconciliation Statement 4.2 Objectives, Uses and Limitations 4.3 Preparation of Bank Reconciliation Statement	06

Unit -5 Depreciation	5.1 Depreciation: Meaning, Objectives, Methods of Depreciation. 5.2 Fixed Installment Methods and Reducing Installment Methods 5.3 Numerical Experiments	09
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: Text Books: 1.T.S.Grewal, Introduction to Accountancy,Sultan and Sons, New Delhi. 2.T.S.Grewal, Double Entry System of Book Keeping, Sultan Chand and Sons 3.Maaheswari, Financial Accounting,Vikas Publications, New Delhi.		

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce) <u>MS6A</u>			
Batch 2018-2020			
Semester II			
Subject Name	Digital Information System	Subject Code	BEC-204
		Total Credits	03
Subject Nature: CORE			

<p>Course Objective:</p> <ul style="list-style-type: none"> To teach the concepts of Digital information system and its uses. Explain the elements of digital system abstractions such as digital representation of information, digital logic and Boolean algebra. Use the “Tools of trade”. Basic instruments, devices and design tools. Communicate the purpose and results of a design project in written and oral presentation. 		
<p>Learning Outcome:</p> <p>At the end of the course students should be able to;</p> <ul style="list-style-type: none"> Create the appropriate truth table from a description of a combinational logic function. Describe how analog signals are used to represent digital values in different logic families. Understand the leadership role of management information systems in organization. 		
<p>Examination scheme:</p> <p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>		
<h2>Course Contents</h2>		Class Room Contact Sessions
UNIT –I Boolean algebra	1.1 Laws and theorems of Boolean algebra.De Morgan's theorem, XOR and XNOR gates,Half and Full Adder and Subtractor circuits. 1.2 Fundamentals:Products,Sum ofproducts and Product of sums, Form of Boolean expressions,Truth Tables and Karnaugh maps, pair reads octets and Karnaugh simplification. 1.3 Multiplxers BCD to Decimal to BCD decoders and,decoders’ characteristics of digital integrated digitals.	09
Unit-2 The Concept and Evolution of DIS	2.1 Conceptual framework of DIS-System approach. 2.2 Evolution of DIS. 2.3 Design and development of DSS, ESS, OAS 2.4 Case Study	09
Unit-3 Information System and Business	3.1 Information Systems and Organization Data & Information , 3.2 Management and Decision Making Information Systems and Society. 3.3 MIS and its technical and behavioural aspects in business. 3.4 Case Study	09
Unit- 4 Management Decision Making	4.1 Information Management. Decision Making-What managers do, behavioural model. Classical description of management. 4.2 Level of decision making, types of decisions, structured unstructured types of decisions systems stages of decision making, 4.3 Individual model of decision making. 4.4 Case Study	09
Unit -5 Modules of Information Systems	5.1 Modularization process of information system 5.2 Types of sub modules/ sub systems 5.3 Features and Specifications of sub systems 5.4 Case Study	04

Unit -6 Integrated Information System	6.1 Integrated Information Systems: BIS, ERP Introductions 6.2 MRP, MRP-II, Definition Implementation 6.3 Benefits & Precautions ERP software. 6.4 Introduction to Artificial Intelligence and Knowledge Management	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: Text Books: <ul style="list-style-type: none"> • Murdick. et. al. Information System for Modern Management- PHI. • London & London – Management Information Systems – PHI • Obrien – Management Information System 		

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce) <u>MS6A</u>			
Batch 2018-2020			
Semester II			
Subject Name	BUSINESS STATISTICS	Subject Code	BEC-206
		Total Credits	03
Subject Nature: Interdisciplinary			
Course Objective: <ul style="list-style-type: none"> • To teach the concepts of business statistics and its principles. • To develop understanding of statistical concepts to include probability, sampling, hypothesis testing, regression etc. 			

Learning Outcome:

At the end of the course students should be able to;

- Independently calculate basic statistical parameters (mean, dispersion, correlation coefficient)
- Based on the acquired knowledge to interpret the meaning of the calculated statistical indicators.
- Choose a statistical method for solving practical problems.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

**Class
Room
Contact
Sessions**

UNIT-I Introduction to Quantitative Techniques	1.1 Introduction to Quantitative Techniques and Statistics	04
Unit-2 Introduction to Statistical Methods	2.1 Introduction to statistical methods – Collection of data, 2.2 Security of data, Presentation of numerical data and its diagrammatic representation.	09
Unit-3 Central Measurements	3.1 Measures of Central Tendency and Dispersion – Arithmetic Mean, 3.2 Median, Mode, Range, Mean deviation and standard deviation.	09
Unit- 4 Concept of Probability	4.1 Basic Concepts of probability. 4.2 Probability Distribution – Binominal, 4.3 Poisson and Normal Distribution.	09
Unit -5 Sampling Methodology	5.1 Sampling, Sampling methods, sampling 5.2 Non sampling errors	04
Unit-6 Decision Theory	6.1 Decision Theory Introduction to Decision Theory.	05
Unit-7 Correlation and Regression	7.1 Simple Correlation and Regression Simple Regression and Simple Correlation, 7.2 Trend Analysis using Regression line, Correlation Analysis	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:**Text Books:**

1. Business Statistics – J.K. Sharma, Pearson Education
2. Fundamental of Statistics, D.N. Elhance
3. Statistical Methods, Prof. S.P. Gupta
4. Statistics for Management, Prof. R.I. Levin
5. Statistics Theory, Methods and Applications, Sancheti and Kapoor.

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (e-Commerce) <u>MS6A</u>			
Batch 2018-2020			
Semester II			
Subject Name	RDBMS	Subject Code	BEC-202
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • Describe a database management system and trace its historical development. • Understand and apply the principles of data modeling using Entity Relationship and develop a good database design. • Understand the use of Structured Query Language (SQL) and its syntax. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Students can design, implement, and evaluate a computer-based system, process, component, or program to meet desired needs. • Students can use current techniques, skills, and tools necessary for computing practice. • An ability to identify and analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems. 			

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Database Management Systems,	1.1 Data, Database, Database Management Systems, Types of Database Management Systems 1.2 Relational, Hierarchical, Network, and Object oriented database management systems, 1.3 Entity Relationship Model (E-R Model), Data Model,, 1.4 Normalization Theory, Codd’s Rules for RDBMS.	10
Unit-2 RDBMS	2.1_Concepts of RDBMS, Components of RDBMS, 2.2 Introduction to SQL, DDL, DML, DCL. 2.3 Application Exercises	09
Unit-3 SQL	3.1 Cartesian Product and Joins, Use of Union, 3.2 Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, 3.3 Group by Having and Like clause in SQL, View, 3.4 Sequence and synonyms SQLPLUS, 3.5 Creating reports using SQLPLUS.	12
Unit -4 SQL/PLSQL	4.1 Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, 4.2 PL/SQL constructs like If..Else..Endif, Loop Endloop, while loop etc. 4.3 Application Exercises	07
Unit -5 Advance Tools	5.1 Working master detail relationship, writing triggers informs and creating list of values with cursors, 5.2 Creating and using stored functions, procedures and packages, failure & recovery. 5.3 Application Exercises	07
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:**Text Books:**

1. Alexis Leon and Mathews Leon , **“Database Management System ”**, Vikas Publication , New Delhi, 2002
2. Rob Coronel **“Database System and Design ,Implementation and Management “** Thomson learning , Bangalore, 2002
3. Abrahan Sliberschatz, Henery F. Korth, S. Sundershan, **“Database System Concepts”**, Mc Graw Hill Inc., New York, 1997

Suggested Readings:

1. Bipin C. Desai, **“An Introduction to Database Systems”**, Golgotha Publications Pvt. Ltd., New Delhi, 2001

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Batch 2018-2020			
Semester II			
Subject Name	Operating System	Subject Code	BEC-203
		Total Credits	03
Subject Nature: Core			
Course Objective:			
<ul style="list-style-type: none"> To teach the basics of Operating System its architecture with technical mechanism of defining and usage of processes and scheduling and their utilities. To bring familiarity about Device and Security Management in business System. To explore the function of Operating System. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> Understanding of Operating System functions. Types of Operating System and their Utility. Choose the better System software and hardware platforms in business automation. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Operating system & its Type	1.1 Basics of Operating System, Definition, Architecture, 1.2 Functions and Concept of time sharing, multiprogramming, 1.3 Batch processing, real time operating system and distributed processing.		07

Unit-2 Processor Scheduling	2.1 Processor Scheduling: Process, scheduling, various processor scheduling algorithms, 2.2 Measurements of performance of processor schedule algorithms.	07
Unit-3 Inter processor communication	3.1 Inter processor communication: Mutual exclusion & Synchronization, 3.2 Concept of SEMAPHORS, Classical IPC problems.	07
Unit- 4 Deadlocks	4.1 Deadlocks: Deadlock Prevention, Detection, 4.2 Recovery & Avoidance, Bankers' Algorithms.	07
Unit -5 Memory Management	5.1 Memory Management: Functions, Algorithms, 5.2 Single user memory Management, Static & Dynamic Partition, Compaction & Relocation, 5.3 Paging Virtual memory sequestrations.	06
Unit-6 File Systems	6.1 File Systems: File structure, Directory Structures, Disk block Allocation, 6.2 Unix File System, File System consistency, Protection and sharing.	07
Unit-7 I/O Systems	7.1 I/O Systems: Various I/O devices, Drivers. 7.2 Structure of I/O software, Clock.	04
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Operating System Design & Implementation, Andrew S. Tanenbaum, PHI, New Delhi.
2. Advanced Concepts in Operating Systems, Mukesh Singhal, Niranjana G. Shivaratri, Tata McGraw Hill.
3. Operating systems, D.M. Dhamdhare, Tata McGraw Hill.
4. Operating Systems, Milan Milenković, Tata McGraw Hill.
5. Distributed Operating Systems, Andrew S. Tanenbaum, Pearson Education Asia.

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B.B.A. (e-Commerce) <u>MS6A</u>			
Semester II			
Subject Name	CORPORATE ENGLISH	Subject Code	BEC-207
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To teach the Importance of language and Literature • To create awareness of grammar and develop student's listening ,speaking and writing power • To help students to explore their hidden personality. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Develop the confidence of expressing themselves in the right direction • Should understand and make correct utilization of their knowledge of English Language • Have equal command over different aspects like reading ,writing ,listening and speaking the language. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I PROSE	1.1 On Saying Please 1.2 On Habits 1.3 On Courage 1.4 On Fear 1.5 On Keyhole Morals		09
Unit-2 POETRY	2.1 On His Blindness – John Milton 2.2 It is not growing like a tree- Ben Jonson 2.3Elegy Written in a country churchyard- Thomas Gray		09
Unit-3 English Grammar & Usages	3.1 Concord; Agreement of the verb with its subject , 3.2 Structure of sentences, 3.3 Active & Passive voice , 3.4 Reported Speech , 3.5 Idioms & Phrases		09
Unit- 4 Writing & Communicatio n Skills	4.1 Paragraph writing, 4.2 Precis writing , 4.3 Letter & Application writing & Business Doc writing 4.4 Preparing RESUME (CV)		09

Unit -5 GRAMMAR	5.1Email & SMS Rules 5.2 Contract writing , RFP, RFQ, Proposal, SRS 5.3 Business Terminology – eg: EOB, EOD, SRS,	09
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. Kumkum Bhardwaj, Professional Communication, I.K International Publication, New Delhi 2. Solomon Ambuchelvan,' What is What of English', Acme Learning 3. Deepshikha Jain, Communicative English Parshva Publishers 4. Rajshri Dewan, English and Business Communication Amce Learning 		

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Semester III

(Batch 2018-2020)

Subject Name	SYSTEM ANALYSIS	Subject Code	BEC 301
	AND DESIGN	Total Credits	03

Subject Nature: CORE

Course Objective:

- To help the students understand basics of System analysis and design.
- To make students aware about different modes, models and techniques required in system development for management functions of an organization.

Learning Outcome:

At the end of the course students should be able to;

1. Concept of system, its minimum requirements through different perspectives.
2. Process of system deployment phases and procedure.
3. System integration through systematic involvement of people process and procedure.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems consisting 7/8 questions with a note of attempt any five or more by mentioning marks of each question.

Course Contents		Class Room Contact Sessions
UNIT –1 Overview of System Analysis & Design	<ol style="list-style-type: none"> 1. Business systems concepts, 2. System Development Life Cycle, 3. Project Selection, Feasibility Analysis. 4. Design. Implementation. 5. Testing and Evaluation. 	09
Unit-2 Project Selection	<ol style="list-style-type: none"> 1. Sources of project requests. 2. Managing project review and selection. 3. Preliminary investigation 	06
Unit-3 Feasibility Study	<ol style="list-style-type: none"> 1. Technical and Economical Feasibility, 2. Cost and Benefit analysis 	07
Unit- 4 System requirement	<ol style="list-style-type: none"> 1. System requirement specification and analysis: Fact finding techniques, 2. Data Flow Diagrams Data Dictionaries, 	09

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specification and analysis	3. Process organization and interactions, 4. Decision analysis, Decision Trees and Tables	
Unit -5 Detailed design	1. Detailed design modularization, 2. Module specification, file design, 3. System development involving databases.	07
Unit-6 System Administration and Training	1. System Administration and Training 2. Conversion and operation plans.	07
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text readings :

1. Analysis & Design of Information Systems – James, A.S., McGraw Hill, 1986
2. Systems Analysis, Definition Process and Design – Semprive, P.C., 1982
3. Systems Analysis Design – Pearson Education
4. System Analysis and Design – Awad, E. Homewood, Awad Irwin Inc., 1979
5. Introducing Systems Analysis Design-2 Vols. Lee, B.S., Manchester United Kingdom, National Computer Centre, 1978.
6. Practical System Design – Daniels, Galgotia Publication Pvt. Ltd.,

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Semester III

(Batch 2018-2020)

Subject Name	INFORMATION	Subject Code	BEC302
	TECHNOLOGY	Total Credits	3
	ENVIRONMENT		

Subject Nature: Core

Course Objective:

- To teach the basics of Information Technology & its characteristics and applications.
- To teach the fundamental of communications & its techniques.
- To explore the function of Internet and its services, Multimedia, AI etc.

Learning Outcome:

At the end of the course students should be able to;

1. Understanding of INFORMATION TECHNOLOGIES & its utilities.
2. Data Communication Technology & its type.
3. Utilities of Internet & its service, Multimedia & AI concepts.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems consisting 7/8 questions with a note of attempt any five or more by mentioning marks of each question.

Class

	Course Contents	Room Contact Sessions
<p style="text-align: center;">Unit –1</p> <p>Introduction of IT Environment</p>	<ol style="list-style-type: none"> 1. Information Technology Environment Concept, Definition, components, Characteristics and interpretation, Scope in Business Environment 2. Data its logical and physical concepts. 3. Technology and its relevance in information age. 4. Interpretation and elaboration of IT. 	08
<p style="text-align: center;">Unit-2</p> <p>Transmission Technology</p>	<ol style="list-style-type: none"> 1. Fundamental of Communication Technology Media of Communication, Guided and Unguided media, 2. Data transmission rate, Channel capacity, Transmission impairments. Signal and Noise 3. Encoding / Decoding, Analog and digital signals. A to D A 	15

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	<p>& D to A conversion.</p> <p>4. Modulation, Multiplexing FDM, TDM, Communication Techniques,</p>	
<p>Unit-3</p> <p>Internet Technology</p>	<p>5. Circuit Switching, Message switching, Packet switching, advantages & disadvantages.</p> <p>1. Internet Basics, generations and versions, extended services, www, http, Web, Deep/Dark Web.</p> <p>2. Search engines, internet applications, types of internet connection, h/w & s/w requirements</p> <p>3. Social Media and its relevance, applications in Business</p>	07
<p>Unit- 4</p> <p>Multimedia</p>	<p>1. Multimedia Introduction, Definition Concept,</p> <p>2. Tools, Graphics, Sound, Video & Animation,</p> <p>3. Multimedia Products and their Characteristics</p>	06
<p>Unit -5</p> <p>Artificial Intelligence</p>	<p>1. Artificial Intelligence Basic Concept of Artificial intelligence</p> <p>2. Expert systems and Decision Making in Business</p> <p>3. Indian Business Systems and AI and Expert System</p>	04
<p>Unit-6</p> <p>Advanced and Future of Technology</p>	<p>1. Exposure to application IT in various area of management function & corporate world</p> <p>2. Future of Technology, IoT, RFID, Business Intelligence</p>	05

Learning Resources:

Text Books:

1. The Internet Complete – Pearson Education
 2. The Internet Book – Douglas e-Commerce, PHI
 3. Multimedia Making Work – Tayvauchan, Tata McGraw Hill.
 4. Computer Today – Suresh Basandra, Galgotia Publication.
 5. Computer Networks – Andrews Tanehbaum, PHI
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Semester III

(Batch 2018-2020)

Subject Name	OBJECT ORIENTED PROGRAMMING THROUGH C ++	Subject Code	BEC-303
		Total Credits	03

Subject Nature: Core

Course Objective:

- The objective of this course is to provide students basics of Object Oriented Programming (OOP) using C++
- To introduce students with C++ language and it's various tools.

Learning Outcome:

At the end of the course students should be able to;

1. Define oops and it's various advantages , drawbacks , operators etc.
2. Define arrays and it's general form.
3. Explain the concept of inheritance.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems consisting 7/8 questions with a note of attempt any five or more by mentioning marks of each question.

	Course Contents	Contact Sessions
UNIT –I Introduction	<ol style="list-style-type: none"> 1. Introduction to object Oriented Programming, Advantages of Object Oriented Programming, 2. Procedural versus Object Oriented Languages: Overview of Objects, Classes, 3. Encapsulation, Data Binding, Inheritance and Polymorphism. 	08
Unit-2 Classes , objects & operators	<ol style="list-style-type: none"> 1. General forms of a C++ program, I/O with cout and cin, different operators, Scope resolution operator 2. Data Types For, while do-while, if-else, 3. Switch and conditional statements 4. Classes and objects 	10
Unit-3 Structures , classes functions	<ol style="list-style-type: none"> 1. Structure and classes, classes, constructors and destructors, 2. Automatic, external and static data members and member function. 	10
Unit- 4 Arrays	<ol style="list-style-type: none"> 1. Arrays of objects, the this pointer 2. Function: General form prototypes, returning passing 	08

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	objects to functions, returning objects, friend function recursion, references.	
Unit -5 Inheritance	1. Multilevel and Multiple Inheritance, 2. Constructor, Destructor and Inheritance, 3. Private, Public and Protected access specifiers, function and operator overloading.	09
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text readings :

1. Herbert Schildt, C++ The Complete reference, TATA McGraw Hill.
2. Grady Booch, Objective Oriented Analysis and Design. Addison Wesley
3. . Robert Lafore, Object Oriented Programming in Turbo C++, New Delhi Galgotia Pub Pvt.

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Semester III

(Batch 2018-2020)

Subject Name ENVIRONMENTAL

SUSTAINABILITY AND

CLIMATE CHANGE

MITIGATION

Subject Code

BEC-304

Total Credits

03

SUBJECT NATURE : Interdisciplinary

OBJECTIVE :

- To develop global prospective about the environmental management
- To develop understanding of how environmental and ecosystem services are crucial elements to reduce disaster risk in Business.
- To bring climate change mitigation and other options for sustainable development, carbon trading a new concept.

LEARNING OUTCOME:

After completion of this course students will be capable to:

1. Understand how environment and ecosystem services are crucial elements to the society and business
2. Identify their roles and responsibility towards the environment at individual and group level.
3. Explore the way to keep sustainable environment for the present and next generations

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60

marks having theory and cases/practical problems consisting 7/8 questions with a note of attempt any five or more by mentioning marks of each question.

CONTENT		Contact Hours
Unit I Introduction	<ol style="list-style-type: none"> 1. Basic concept of environment and ecosystem, 2. Global environmental issues, environmental sustainability, from unsustainable sustainable development. 3. Path to sustainability, Global environmental summits. 4. Objective and the components of environmental management. 	8
Unit II Environmental Impact Assessment	<ol style="list-style-type: none"> 1. Management tools Environmental impact assessment 2. The millennium ecosystem assessment. 3. Brief introduction of HYOGO framework Biosafety categena protocol. 	10
Unit III Risk and Challenges	<ol style="list-style-type: none"> 1. Environmental risk, global climate changes: causes, impact, 2. Ozone depletion and its consequences. 3. Kyoto protocol and Montreal protocol. 	11

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Unit IV Climate Change Mitigation	1. Case studies of climate related disasters: Climate change mitigation CDM, 2. Carbon trading.	5
Unit V National and International Efforts	1. Role and efforts of International Agencies in Strengthening nations for sustainable development special Reference to UNEP, WRI, WORLD BANK 2. Indian Ecosystem and Role of Education in Disaster Management 3. Case Studies	11
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Books: (Latest Edition)

1. Environmental Management, N.K. Liberoi, Excell Books
 2. Environmental Science, G. Tylor Miller, Jr. Cengage Learning
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Semester III

(Batch 2018-2020)

Subject Name	QUANTITATIVE TECHNIQUES	Subject Code	BEC-305
		Total Credits	03

Subject Nature: Interdisciplinary

Course Objective:

- To provide knowledge and applications of various quantitative techniques in business operations.
- To develop decision making skills on quantitative data and information by interpreting and analyzing.

Learning Outcome:

At the end of the course students should be able to;

1. Apply and implement the concepts of linear programming, transportation and replacement in managerial decision making process.
2. Understand the need and significance of game theory and network analysis for efficient and effective resources utilization.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems consisting 7/8 questions with a note of attempt any five or more by mentioning marks of each question.

		Room Contact Sessions
UNIT –I Introduction	1. Introduction to Operation Research, 2. Definition, Model, Phases, Characteristics, Advantages.	05
Unit-2 Linear Programming	1. Formulations, Solutions, 2. Graphical and Simplex	06
Unit-3 Assignment	1. Definition, Formulation & Solution of Assignment Problem. 2. Examples and Practical Assignments	05
Unit- 4 Transportation	1. Introduction, Formulation & Solution of Transportation problem. 2. Examples and Practical Assignments	04

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Unit -5 Replacement	1. Introduction, individual and group replacement, 2. Replacement of items which determinate with time 3. Examples and Practical Assignments	05
Unit -6 Game theory	1. Competitive games, Terminology, 2. Saddle Point, Dominance, 3. Mixed Strategies	06
Unit -7 Network Analysis & simulation	1. Introduction to CPM & PERT techniques, 2. Network diagrams, slack float, critical path. 3. Introduction, Advantages, Process of simulation, 4. Monte Carlo, Applications.	07
Unit-8 Waiting Line Models	1. M/M/1; 2. M/M/C 3. Practical Assignments	07
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Operation Research – H. Taha, Pearson Education
 2. Quantitative Analysis for Managerial Application – N.D. Vohra, TataMG Hills.
 3. Operation Research – Hira & Gupta, S. Chand
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Semester III

(Batch 2018-2020)

Subject Name	COST AND MANAGEMENT ACCOUNTING	Subject Code	BEC-306
		Total Credits	03

SUBJECT NATURE : Interdisciplinary

Course Objective:

- To make the students to understand the Concept of Cost Accounting and Management Accounting.
- To make them understand importance of Cost & Management Accounting in managerial decision making

Learning Outcome:

At the end of the course students should be able to:

1. Concepts of Cost accounting, its use and importance.
2. Learning the concept of Management accounting and its use.
3. Students will learn to use Costing and Management Accounting in decision making.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems consisting 7/8 questions with a note of attempt any five or more by mentioning marks of each question.

CONTENT		Contact Hours
UNIT –I Introduction to Cost Accounting	<ol style="list-style-type: none"> 1. Concepts of Cost, Nature, Role and scope 2. Classification of Cost 3. Total Costing, Cost Reduction and Control 	06
Unit-2 Costing Methods	<ol style="list-style-type: none"> 1. Unit Costing, 2. Job and Batch Costing 3. Contract and Process Costing 4. Operation Costing 	14
Unit-3 Standard Costing & Variance Analysis	<ol style="list-style-type: none"> 1. Introduction to Standard Costing 2. Setting and Revision in Standard Costing 3. Calculation of different type of Variance 4. Concepts of Variance Analysis 	05
Unit- 4 Management Accounting	<ol style="list-style-type: none"> 1. Introduction to Concept & Scope of Management Accounting 2. Functions and its limitation 3. Relationship with Cost and Financial Accounting 4. Decision Making role 	02
Unit -5	<ol style="list-style-type: none"> 1. Concept of Ratio Analysis, 	

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Financial Statement Analysis-I&II	2. Various concepts of Liquidity and Solvency Ratios 3. Cash Flow & Fund Flow Statement	06
Unit -6 Cost-Volume Profit Ananalysis	1. Marginal Costing 2. Calculation of BEP and its interpretation in different situations 3. Cost and Volume Profit Analysis	03
Unit-7 Budgeting & Budgetary Control	1. Introduction to Budget and its types 2. Advantages and Limitation of budgetary controls	04
Unit-8 Decision Making	1. Concept of Decision Making 2. Numerical of decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading:

- 1 Colin Drury; "Management & Cost Accounting" Thomson Learning.
- 2 Ravi M. Kishore; "Management Accounting & Financial Analysis" Taxman Publication.
- 3 Khan & Jain; "Management Accounting" Tata McGraw Hill.
- 4 D.K. Mittal; "Cost Accounting" Galgotia Publishing Company.
- 5 Ravi M. Kishore; "Management Accounting" Taxman Publication.

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Semester III

(Batch 2018-2020)

Subject Name	BUSINESS	Subject Code	BEC-307
	COMMUNICATION	Total Credits	3

Subject Nature: Interdisciplinary

Course Objective:

- To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business
- To improve his managerial abilities.

Learning Outcome:

At the end of the course students should be able to:

1. Identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment
2. Ability to deal in professional environment
3. Improved communication skill and enhanced personality

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems consisting 7/8 questions with a note of attempt any five or more by mentioning marks of each question.

	Course Contents	Contact Sessions
<p style="text-align: center;">UNIT –I</p> <p style="text-align: center;">Nature of Business Communication</p>	<ol style="list-style-type: none"> 1. Need, importance and purposes of communication in organizations 2. Elements and environment of communication 3. 1.3Models of communication 4. Forms and networks of organizational communication 5. Types of communication barriers and how to overcome them 6. Listening, types of listening and effective listening 7. Elements of effective communication 	10
<p style="text-align: center;">Unit-2</p> <p style="text-align: center;">Non-verbal Communication</p>	<ol style="list-style-type: none"> 1. Importance of appearance and how to use it as a tool in communication 2. Body language and oculesics 3. Paralanguage 4. Proxemics 5. Chronemics 	07

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	<p>6. Haptics</p> <p>7. Using non- verbal tools (oral and written) to communicate effectively</p>	
<p>Unit-3 Presentations, Interviews, Group Discussions and Business Meetings</p>	<p>1. Preparation of content for presentation</p> <p>2. Understanding the audience</p> <p>3. Importance of rehearsals, Using visual aids in presentations</p> <p>4. Handling questions</p> <p>5. Writing a resume</p> <p>6. Types of interviews, preparation for an interview, do's and don'ts during an interview</p>	10
<p>Unit- 4 Business Writing</p>	<p>7. Understanding the group in a group discussion</p> <p>8. Do's and don'ts in a group discussion</p> <p>9. Meetings in business and its types</p> <p>10. Notice and agenda, Minutes of a meeting</p> <p>11. Mannerisms, etiquettes and assertiveness in oral communication</p> <p>1. Types of business letters</p> <p>2. Structure and format of letters</p> <p>3. Memorandums and circulars</p> <p>4. e-mails, Text messaging</p> <p>5. Report writing</p> <p>6. Importance of written communication</p> <p>7. Appropriate tone in business writing</p>	08
<p>Unit -5 Negotiation</p>	<p>1. Need for negotiation</p> <p>2. Process of negotiation</p>	04

Skills	3. Barriers to negotiation and how to overcome them	
Unit-6	1. Handling diversity (gender, culture, ethnicity, etc.)	
Issues in	2. Tolerance and acceptance of diversity	
Communication	3. Emotional intelligence and its impact on communication	06
	4. Social intelligence and its impact on communication	
	5. Ethics in communication	
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading:

Latest Editions

1. M.Raman and P.Singh, **Business Communication**, latest edition, Oxford University Press, India.
2. William V. Ruch, **Business Communication**, Maxwell Macmillan, New York.
3. Lani Arredono, **The McGraw-Hill 36-Hour Course: Business Presentation**, McGraw-Hill, New York.
4. Bill Scott, **The Skills of Communication**, Jaico, Bombay.
5. Ronald E. Du lek and John S. Fielden, **Principles of Business Communication**, McMillan, New York.
6. Dalmer Fisher, **Communication in Organizations**, Jaico Publishing House, India.
7. M. E. Guffy, **Essentials of Business Communication**, Thomson Publication.
8. Shirley Taylor, **Communication for Business**, Pearson Education.

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Operating System

OBJECTIVE: To help the students aware about the latest systems available and proper uses of system for their software development.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS: Concept of time sharing, multiprogramming, Batch processing, real time operating system and distributed processing.

Processor Scheduling: Process, scheduling, various processor scheduling algorithms, measurements of performance of processor schedule algorithms.

Inter processor communication: Mutual exclusion & Synchronization, Concept of SEMAPHORS, Classical IPC problems.

Deadlocks: Deadlock Prevention, Detection, Recovery & Avoidance, Bankers' Algorithms.

Memory Management: Functions, Algorithms, Single user memory Management, Static & Dynamic Partition, Compaction & Relocation, Paging Virtual memory sequencing.

File Systems: File structure, Directory Structures, Disk block Allocation, Unix File System, File System consistency, Protection and sharing.

I/O Systems: Various I/O devices, Drivers. Structure of I/O software, Clock.

TEXT READINGS:

- **Operating System Design & Implementation**, Andrew S. Tanenbaum, PHI, New Delhi.
- **Advanced Concepts in Operating Systems**, Mukesh Singhal, Nirranjan G.Shivaratri, Tata McGraw Hill.
- **Operating systems**, D.M. Dhamdhare, Tata McGraw Hill.
- **Operating Systems**, Milan Milenkovi'c Tata McGraw Hill.
- **Distributed Operating Systems**, Andrew S.Tanenbaum, Pearson Education Asia.

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Relational Data Base Management Systems

OBJECTIVE: The objective of the course is to provide students the basic knowledge of Database Management System, concept and application of DBMS in e-Commerce.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS: Data Environments: Definition of data & Information. Database concepts, Database Management System, Need of database management, Areas of database management, Advantages of DBMS.

Logical Data Models: Types of DBMS – Hierarchical, Relational and Network Modes & Which one is popular, why.

Database Design : Preliminary design phase detailed design phase, Normalization Theory. Entity Relationship Model (ER Model): Basic concepts, Design Issues, Mapping constraints, keys E-R Diagram, weak entity set extended E-R features, Design of and E-R database schema reduction of an E-R schema to Tables.

Introduction to FoxPro: Defining database structure in FoxPro, Appending, Editing, Deleting, Browsing, Sorting, Indexing commands, use of replace command, Opening multiple databases using FoxPro screen builder and report writer, simple menu creation and define menu.

TEXT READING:

4. **Fundamentals of Data Base Design** : R.E. Mani and S.C.Nevethe Benjamin/Cummings Publishing Co. Inc.
5. **Data Base System Concepts** : H.F. Korth and A.Silberchatz. Mc Graw Hill.
6. Ullman Jeffrey, **Principles of Data Base Systems**, New Delhi Galgotia, 2nd Ed. 1994.
7. Robert Kruse, **Data Structures and Program design in C.**, New Delhi:Prentice Hall, 1994

8. James, Martin, **Introduction to Data Base Systems.**

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Digital Information System

OBJECTIVE : The objectives of the course is to develop fundamental understanding of management information system and apply it in decision making.

EXAMINATION SCHEME : The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

CONTENT

S.No.	Content of the Block	TOPICS TO BE COVERED	No. of Hours
1	Boolean Algebra:	Laws and theorems of Boolean algebra. De Morgan's theorem, XOR and XNOR gates, Half and Full Adder and Subtractor circuits. Fundamentals: Products, Sum of products and Product of sums, Form of Boolean expressions, Truth Tables and Karnaugh maps, pair reads octets and Karnaugh simplification. multiplexers BCD to Decimal to BCD decoders and, decoders' characteristics of digital integrated digitals.	
2	The DIS Modeling	Conceptual framework of DIS - System approach. Evolution of DIS. Design and development of DSS, ESS, OAS.	8
3	Information Systems and Business	Information Systems and Organisation- Data & Information, Management and Decision Making Information Systems and Society. MIS and its technical	3

		and behavioural aspects in business.	
4	Management Decision Making	Information Management. Decision Making- What managers do, behavioural model. Classical description of management. Level of decision making, types of decisions, structured unstructured types of decisions systems stages of decision making, individual model of decision making.	6
6	e-HRM	Introduction, Goals, Types, Actors, Challenges	5
6	Integrated Information Systems	Integrated Information Systems: BIS, ERP Introductions MRP, MRP-II, Definition Implementation benefits & Precautions ERP software.	12

TEXT READINGS:

6. Murdick. et. al. Information System for Modern Management- PHI.
7. London & London – Management Information Systems – PHI
8. Obrien – Management Information Syst

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated) Semester IV

Research Methodology

Objective: The Course is designed to equip the students with the concepts of research methodology applicable to business problem. The emphasis will be on the application of concepts and tools to various business situations.

Examinations

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain , cases/practical problems.

Course Contains :

- Introduction to Research Methodology**
- 3. Defining the Research Problem.**
- 4. Research Design.**
- 5. Sampling Design.**
- 6. Measurement and Scaling techniques.**
- 7. Methods of Data collection.**
- 8. Processing & analysis of Data**
- 9. Sampling Fundamentals.**
- 10. Concepts of testing of Hypothesis.**
- 11. Chi square test.**
- 12. Analysis of Variance.**
- 13. Interpretation and report writing.**
- 14. Role of computers in research.**

Text Readings :

- 8. William G. Zikmund, **Business Research Methods, 7th edi.** Cengage Learning,
- 9. K.N. Krishnaswamy, Sivakumar, Mathirajan, **Management Research Methodology: Integration of Principles, Methods and Techniques**, Pearson Education 2008
- 10. J. K. Sachdeva, **Business Research Methodology**, 2008, Himalaya Pub. House
- 11. AB Rao **Research Methodology for Management and Social Sciences**, Excel Books
Paul E. Green, Donald S. Tull, **Research for Marketing Decisions**, PHI. 5th edition

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Introduction to Marketing

OBJECTIVE : The objectives of the course is to provide the students exposure to modern marketing concepts, tools and techniques and help them develop abilities and skills required for the performance of marketing functions.

EXAMINATION: EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. External paper will have two sections. A and B. Section A worth 36 marks with consist of 5 questions out of which students will be required to attempt 3 questions. Section B will comprise of case study(s) worth 24 marks.

CONTENT

1	Marketing Concepts	Understanding Marketing in the 21st century: Basic concepts customer value, satisfaction & Loyalty. Customers Delight conceptualizing Tasks and Philosophies of Marketing Management. Value chain, scanning the Marketing Environment,
2	Marketing Information System	Marketing Information System and Marketing Research Process. Consumer Behavior & Buyer Decision Process.
3		Targeting Positioning, Market segmentations, levels of market segmentations, patterns. Procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tools for competitive differentiation,

		developing a positioning strategy.
4	Product Decision	Objectives, Product classification, Product-Mix. Product life cycle, branding, Introduction, Introduction of labeling.
5	Pricing Decision	Factors affecting price, pricing methods and strategies.
6	Distribution Decisions	Importance and Functions of Distribution Channel.
7	Promotion Decisions	A View of Communication Process. Promotion-Mix elements. Role of Creativity in Promotion Elements.
8	Emerging Trends in Marketing	An introduction to Internet Marketing: Concept and Importance, Process of CRM, Use of Social Marketing Media

TEXT READINGS:

12. Principles of Marketing Management - Philip Kotler, Pearson Education 12th Ed.
13. Fundamentals of Marketing Management – William j. Stanton, Michael J. Etzel and Bruce J. Welker, New York McGraw Hill 10th Ed. 1995.

9. Marketing Concepts and Strategies – William L, Pride and O.C. Freeell, Boston Houghton Mifflin Co., 8th Ed. 1993.

10. Marketing Management –A South Asian Perspective 13th Edition. Philip Kotler, Kevin Keller, Abraham Koshy, New Delhi, Pearson Education .

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Object Oriented Programming

COURSE OBJECTIVE: The objective of this course is to provide students basics of Object Oriented Programming (OOP) using C++ and its applications in business information processing.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS: Introduction to object Oriented Programming, Advantages of Object Oriented Programming, Procedural versus Object Oriented Languages: Overview of Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.

General forms of a C++ program, I/O with cout and cin, different operators, scope resolution operator, Data Types For, while do-while, if-else, switch and conditional statements, Classes and objects : Structure and classes, classes, constructors and destructors, Automatic, external and static data members and member function.

Arrays: Arrays of objects, the this pointer. Function : General form Prototypes, returning passing objects to functions, returning objects, friend function recursion, references.

Inheritance: Multilevel and Multiple Inheritance, Constructor, Destructor and Inheritance, Private, Public and Protected access specifiers, function and operator overloading.

TEXT READINGS:

1. Herbert Schildt, C++ The Complete reference, TATA McGraw Hill.
2. Grady Booch, Objective Oriented Analysis and Design. Addison Wesley
3. Robert Lafore, Object Oriented Programming in Turbo C++, New Delhi Galgotia Pub Pvt. Ltd.

**Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore**

MBA (e-Commerce) 5 Yrs

SEMESTER IV

INDIVIDUAL AND INTERPERSONAL BEHAVIOUR

OBJECTIVE : The objectives of the course is to provide the students with the basic concepts of individual and interpersonal behaviour so as to enable them to MBA(e-Commerce) 5 Yrs better managers in the IT industry.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

(It will have two sections. A and B. Section A worth 36 marks with consist of 5 questions out of which students will be required to attempt 3 questions. Section B will comprise of one or more cases problems worth 24 marks.)

CONTENT

WEEK	Content of the Block	TOPICS TO BE COVERED	No. of Hours
1	Foundations of Individual behaviour	Biographical characteristics, Learning and learning theories, Perception and its role in managerial decision making. Personality – Determinants and Attributes.	6
3	Motivation	Needs, contents and processes, Maslow's Hierarchy of needs, Herzberg's Two Factor theory, ERG theory.	9
6	Foundations of Group Behaviour	Defining and Classifying Groups, Group Structure and Processes, Process of Group formation. Group decision making, Groupv/steams, Teameffectiveness, Communication – Process, fundamentals and issues.	9

9	Leadership:	Trait theories, Behavioural theories – Ohio State Studies, Michigan Studies and Managerial Grid; Contingency theory Situational theory; Contemporary issues in Leadership.	9
12	Stress Management	Stress Management – Potential Sources, Consequences and Coping Strategies for stress.	9

TEXT READINGS:

1. Human Resource Management – Gary Dessler, Pearson Education
2. Managing Human Resources – Devid B. Balkin, Pearson Education
3. Organisational Behaviour by Stephen Robbins, PHI.
4. Organisation Behaviour by Fred Luthans, PHI.

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Operating System

OBJECTIVE: To help the students aware about the latest systems available and proper uses of system for their software development.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS: Concept of time sharing, multiprogramming, Batch processing, real time operating system and distributed processing.

Processor Scheduling: Process, scheduling, various processor scheduling algorithms, measurements of performance of processor schedule algorithms.

Inter processor communication: Mutual exclusion & Synchronization, Concept of SEMAPHORS, Classical IPC problems.

Deadlocks: Deadlock Prevention, Detection, Recovery & Avoidance, Bankers' Algorithms.

Memory Management: Functions, Algorithms, Single user memory Management, Static & Dynamic Partition, Compaction & Relocation, Paging Virtual memory segmentation.

File Systems: File structure, Directory Structures, Disk block Allocation, Unix File System, File System consistency, Protection and sharing.

I/O Systems: Various I/O devices, Drivers. Structure of I/O software, Clock.

TEXT READINGS:

- Operating System Design & Implementation**, Andrew S. Tanenbaum, PHI, New Delhi.
- Advanced Concepts in Operating Systems**, Mukesh Singhal, Niranjana G. Shivaratri, Tata McGraw Hill.
- Operating systems**, D.M. Dhamdhere, Tata McGraw Hill.
- Operating Systems**, Milan Milenković, Tata McGraw Hill.
- Distributed Operating Systems**, Andrew S. Tanenbaum, Pearson Education Asia.

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Relational Data Base Management Systems

OBJECTIVE: The objective of the course is to provide students the basic knowledge of Database Management System, concept and application of DBMS in e-Commerce.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS: Data Environments: Definition of data & Information. Database concepts, Database Management System, Need of database management, Areas of database management, Advantages of DBMS.

Logical Data Models: Types of DBMS – Hierarchical, Relational and Network Modes & Which one is popular, why.

Database Design : Preliminary design phase detailed design phase, Normalization Theory. Entity Relationship Model (ER Model): Basic concepts, Design Issues, Mapping constraints, keys E-R Diagram, weak entity set extended E-R features, Design of and E-R database schema reduction of an E-R schema to Tables.

Introduction to FoxPro: Defining database structure in FoxPro, Appending, Editing, Deleting, Browsing, Sorting, Indexing commands, use of replace command, Opening multiple databases using FoxPro screen builder and report writer, simple menu creation and define menu.

TEXT READING:

9. **Fundamentals of Data Base Design** : R.E. Mani and S.C.Nevethe Benjamin/Cummings Publishing Co. Inc.
10. **Data Base System Concepts** : H.F. Korth and A.Silberchatz. Mc Graw Hill.
11. Ullman Jeffrey, **Principles of Data Base Systems**, New Delhi Galgotia, 2nd Ed. 1994.
12. Robert Kruse, **Data Structures and Program design in C.**, New Delhi:Prentice Hall, 1994

13. James, Martin, **Introduction to Data Base Systems.**

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Digital Information System

OBJECTIVE : The objectives of the course is to develop fundamental understanding of management information system and apply it in decision making.

EXAMINATION SCHEME : The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

CONTENT

S.No.	Content of the Block	TOPICS TO BE COVERED	No. of Hours
1	Boolean Algebra:	Laws and theorems of Boolean algebra. De Morgan's theorem, XOR and XNOR gates, Half and Full Adder and Subtractor circuits. Fundamentals: Products, Sum of products and Product of sums, Form of Boolean expressions, Truth Tables and Karnaugh maps, pair reads octets and Karnaugh simplification. multiplexers BCD to Decimal to BCD decoders and, decoders' characteristics of digital integrated digitals.	
2	The DIS Modeling	Conceptual framework of DIS - System approach. Evolution of DIS. Design and development of DSS, ESS, OAS.	8
3	Information Systems and Business	Information Systems and Organisation- Data & Information, Management and Decision Making Information Systems and Society. MIS and its technical	3

		and behavioural aspects in business.	
4	Management Decision Making	Information Management. Decision Making- What managers do, behavioural model. Classical description of management. Level of decision making, types of decisions, structured unstructured types of decisions systems stages of decision making, individual model of decision making.	6
6	e-HRM	Introduction, Goals, Types, Actors, Challenges	5
6	Integrated Information Systems	Integrated Information Systems: BIS, ERP Introductions MRP, MRP-II, Definition Implementation benefits & Precautions ERP software.	12

TEXT READINGS:

9. Murdick. et. al. Information System for Modern Management- PHI.
10. London & London – Management Information Systems – PHI
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INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated) Semester IV

Research Methodology

Objective: The Course is designed to equip the students with the concepts of research methodology applicable to business problem. The emphasis will be on the application of concepts and tools to various business situations.

Examinations

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain , cases/practical problems.

Course Contains :

- Introduction to Research Methodology**
- 15. Defining the Research Problem.**
- 16. Research Design.**
- 17. Sampling Design.**
- 18. Measurement and Scaling techniques.**
- 19. Methods of Data collection.**
- 20. Processing & analysis of Data**
- 21. Sampling Fundamentals.**
- 22. Concepts of testing of Hypothesis.**
- 23. Chi square test.**
- 24. Analysis of Variance.**
- 25. Interpretation and report writing.**
- 26. Role of computers in research.**

Text Readings :

- 12. William G. Zikmund, **Business Research Methods, 7th edi.** Cengage Learning,
- 13. K.N. Krishnaswamy, Sivakumar, Mathirajan, **Management Research Methodology: Integration of Principles, Methods and Techniques**, Pearson Education 2008
- 14. J. K. Sachdeva, **Business Research Methodology**, 2008, Himalaya Pub. House
- 15. AB Rao **Research Methodology for Management and Social Sciences**, Excel Books
Paul E. Green, Donald S. Tull, **Research for Marketing Decisions**, PHI. 5th edition

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Introduction to Marketing

OBJECTIVE : The objectives of the course is to provide the students exposure to modern marketing concepts, tools and techniques and help them develop abilities and skills required for the performance of marketing functions.

EXAMINATION: EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. External paper will have two sections. A and B. Section A worth 36 marks with consist of 5 questions out of which students will be required to attempt 3 questions. Section B will comprise of case study(s) worth 24 marks.

CONTENT

1	Marketing Concepts	Understanding Marketing in the 21st century: Basic concepts customer value, satisfaction & Loyalty. Customers Delight conceptualizing Tasks and Philosophies of Marketing Management. Value chain, scanning the Marketing Environment,
2	Marketing Information System	Marketing Information System and Marketing Research Process. Consumer Behavior & Buyer Decision Process.
3		Targeting Positioning, Market segmentations, levels of market segmentations, patterns. Procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tools for competitive differentiation,

		developing a positioning strategy.
4	Product Decision	Objectives, Product classification, Product-Mix. Product life cycle, branding, Introduction, Introduction of labeling.
5	Pricing Decision	Factors affecting price, pricing methods and strategies.
6	Distribution Decisions	Importance and Functions of Distribution Channel.
7	Promotion Decisions	A View of Communication Process. Promotion-Mix elements. Role of Creativity in Promotion Elements.
8	Emerging Trends in Marketing	An introduction to Internet Marketing: Concept and Importance, Process of CRM, Use of Social Marketing Media

TEXT READINGS:

14. Principles of Marketing Management - Philip Kotler, Pearson Education 12th Ed.
15. Fundamentals of Marketing Management – William j. Stanton, Michael J. Etzel and Bruce J. Welker, New York McGraw Hill 10th Ed. 1995.

11. Marketing Concepts and Strategies – William L, Pride and O.C. Freeell, Boston Houghton Mifflin Co., 8th Ed. 1993.
12. Marketing Management –A South Asian Perspective 13th Edition. Philip Kotler, Kevin Keller, Abraham Koshy, New Delhi, Pearson Education .

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya University, Indore

MBA(eC) 5Yr (Integrated)

Semester IV

Object Oriented Programming

COURSE OBJECTIVE: The objective of this course is to provide students basics of Object Oriented Programming (OOP) using C++ and its applications in business information processing.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS: Introduction to object Oriented Programming, Advantages of Object Oriented Programming, Procedural versus Object Oriented Languages: Overview of Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.

General forms of a C++ program, I/O with cout and cin, different operators, scope resolution operator, Data Types For, while do-while, if-else, switch and conditional statements, Classes and objects : Structure and classes, classes, constructors and destructors, Automatic, external and static data members and member function.

Arrays: Arrays of objects, the this pointer. Function : General form Prototypes, returning passing objects to functions, returning objects, friend function recursion, references.

Inheritance: Multilevel and Multiple Inheritance, Constructor, Destructor and Inheritance, Private, Public and Protected access specifiers, function and operator overloading.

TEXT READINGS:

4. Herbert Schildt, C++ The Complete reference, TATA McGraw Hill.
5. Grady Booch, Objective Oriented Analysis and Design. Addison Wesley
6. Robert Lafore, Object Oriented Programming in Turbo C++, New Delhi Galgotia Pub Pvt. Ltd.

Institute of Management Studies,

Devi Ahilya Vishwavidyalaya, Indore

MBA (e-Commerce) 5 Yrs

SEMESTER IV

INDIVIDUAL AND INTERPERSONAL BEHAVIOUR

OBJECTIVE : The objectives of the course is to provide the students with the basic concepts of individual and interpersonal behaviour so as to enable them to MBA(e-Commerce) 5 Yrs better managers in the IT industry.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

(It will have two sections. A and B. Section A worth 36 marks with consist of 5 questions out of which students will be required to attempt 3 questions. Section B will comprise of one or more cases problems worth 24 marks.)

CONTENT

WEEK	Content of the Block	TOPICS TO BE COVERED	No. of Hours
1	Foundations of Individual behaviour	Biographical characteristics, Learning and learning theories, Perception and its role in managerial decision making. Personality – Determinants and Attributes.	6
3	Motivation	Needs, contents and processes, Maslow's Hierarchy of needs, Herzberg's Two Factor theory, ERG theory.	9
6	Foundations of Group	Defining and Classifying Groups, Group Structure and Processes, Process of Group formation. Group decision	9

	Behaviour	making, Groupv/steams, Teameffectiveness, Communication – Process, fundamentals and issues.	
9	Leadership:	Trait theories, Behavioural theories – Ohio State Studies, Michigan Studies and Managerial Grid; Contingency theory Situational theory; Contemporary issues in Leadership.	9
12	Stress Management	Stress Management – Potential Sources, Consequences and Coping Strategies for stress.	9

TEXT READINGS:

5. Human Resource Management – Gary Dessler, Pearson Education
6. Managing Human Resources – Devid B. Balkin, Pearson Education
7. Organisational Behaviour by Stephen Robbins, PHI.
8. Organisation Behaviour by Fred Luthans, PHI.

**Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore**

BBA (e-Commerce)MS6A 5 Yrs

Semester VI

QUANTITATIVE TECHNIQUES

OBJECTIVE: The objectives of the course are to provide the students basic knowledge of Quantitative Techniques.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

CONTENT

WEEK	Content of the Block	TOPICS TO BE COVERED	No. of Hours
1	Introduction	Introduction to Operation Research, Definition, Model, Phases, Characteristics, Advantages.	4
2	Linear Programming	Graphical, Simplex, Duality and post-Optimality Analysis	8
4	Assignment	Definition, Formulation & Solution of Assignment Problem.	4
5	Transportation	Introduction, Formulation & Solution of Transportation problem.	4
6	Replacement	Introduction, individual and group replacement, Replacement of items which determinate with time.	6
7	Game Theory	Competitive games, Terminology, Saddle Point, Dominance, Mixed Strategies.	8
9	Network Analysis	Introduction to CPM & PERT techniques, Network diagrams, slack float, critical path.	8
11	Simulation	Introduction, Advantages, Process of simulation, Monte Carlo, Applications.	8

TEXT READINGS:

- Operation Research – H. Taha, Pearson Education.
- Quantitative Analysis for Managerial Application – N.D. Vohra, TataMG Hills.
- Operation Research – Hira & Gupta, S. Chand

**Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore**

BBA (e-Commerce) MS6A 5 Yrs

Semester VI

JAVA PROGRAMMING

OBJECTIVE: The objective of the course is to introduce the students the essential knowledge of Web Programming Using JAVA.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS:

14. Java Fundamentals: History, Compiled and Interpreted, Platform independent and portable, Robust and secure, distributed, simple, Multithreaded, interactive dynamic and extensible, Java environment-JDK Java Standard Library.
15. Overview of Java Language: Introduction, Java program structure, Java Tokens, Java Statements, JVM Constants, Data Types and Variables, Type conversion and casting, Operators and Expressions, Control Statements-JAVA's selection statement, Iteration Statement and Jump statement.
16. Class, Objectives and Methods: Defining Class, General Form of Class, Declaring Objects-Introduction to methods, objects methods parameterized constructor, Introduction to final keyword with methods, classes.
17. Constructors, this keyword, Garbage Collection, Finalize method, Visibility control. Arrays, Strings and One dimensional and two dimensional arrays, Strings, Inheritance, super keyword, abstract method and abstract classes.

18. Packages & Interfaces, Errors and Exception, Multithreaded programming, I/O Basics and Applets Programming. User interface using AWT.

19. Servlets: Introduction, methods of interacting with servlets, using variables, using Cookies and using API servlets. Communication with Databases.

TEXT READINGS:

12. The Complete Reference JAVA-Patrick Naughton and Herbert Schildt, Tata McGraw Hill Publishing Company Ltd.,

13. Mastering JAVA-Laurence Vanhelsuwe, Ivan Phillips, Gong Tay Hsu. Krishna Sankar etc.

**Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore**

BBA (e-Commerce) MS6A 5 Yrs

Semester VI

FINANCIAL MANAGEMENT

COURSE OBJECTIVE: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS

6. Introduction Concept, Nature, Scope, and Objective of Financial Management, Finance Functions.
7. Statement of change in financial position: Statement of changes in working Capital fund flow Statement, Cash flow Statement, use of fund and cash flow Statement
8. Cost-Volume-Profit Analysis: BEP, Margin of Safety and P/V Ratios.
9. Leverage Analysis: Operating Financial and Combined Leverages.
10. Cost of Capital: Time Value of Money, Cost of Debt, Cost of Preference, Cost of Equity, Weighted Average Cost of Capital.
11. Working Capital: Management Concept, Need and Determinants.
12. Capital Investment Decisions or Capital Budgeting

Text Readings:

27. I.M.Pandey, “**Financial Management**”, New Delhi: Vikas Publication House, 8th Ed., 2001.

28. M.Y.Khan & P.K.Jain, “**Financial Management**”, Delhi: Tata Mc Graw Hill, 4TH Edition 2000.

29. R.P.Rustogi, “**Financial Management**”, Galgotia Publication, Reprint 2000.

Suggested Readings:

16.Prasanna Chandra, “**Financial Management**”, New Delhi: Tata Mc Graw Hill, 1993

17.S.C.Kuchhal, “**Financial Management**”, Allahabad: Chatanya Pub. House, 1995

18.James C. Van Horne, “**Financial Management and Policy**”, PHI
Publication.9th Edition1996.

19. V. K. Bhalla, “**Working Capital Management**”, 2nd Edition 1998, Anmol Publication,
New Delhi,1998.

20. R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia
Publication, New Delhi, 5th Edition 2000.

**Institute of Management Studies,
Devi Ahilya Vishwavidyalaya, Indore**

BBA (e-Commerce) MS6A 5 Yrs

Semester VI

Introduction to Networking

OBJECTIVE: The objective of this course is to create awareness of networking concepts.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENT:

16. Networking concepts, goals distributed systems & clients/server model, Layer, structure, Point to point and Broad Cast Transmission Technology. Services, Protocol., Connectivity standard problem.
17. Design issues of layers OSI model, Open System Inter-charge Model. Brief description of TCP/IP SNA, Novell Netware.
18. Signals encoding, Transmission media, Type and performance, Error detection techniques, Telephone System FDM, TDM, WDM. Circuit Switching Packet switching, Message Switching, Addressing Physical and Logical.
19. Introduction to LAN, MANM, WAN, LAN, Components, Hardware Software Media Topology Access Technology (CSMA/CD, Token Ring)
20. Reporter Bridge, Switch, Router Gateway, Subnet Internet, Advanced Networking concepts.

Readings:

13. Computer Network, By Andrew S. Tanenbaum III Edition PHI
14. Data Communication and Networking by CSV, Murthy.
15. Computer Communication & Networking Technologies by Michale A Gallo and William M. Hancock Thomas.

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BBA (e-Commerce) MS6A 5 Yrs

Semester VI

SOFTWARE ENGINEERING

Objective: The objective of the course is to introduce the students the essential of software engineering and software project management concepts.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

Introduction and models

What is software engineering, the evolving Role of software, software characteristics, software components, software application software process and models.

Planning and managing the project

Software project planning, metrics for software productivity and quality, project estimation techniques and models.

Capturing the requirements;

The requirement process types of requirement, object oriented analysis, software prototyping, requirement validation, measuring requirements, requirements analysis methods.

Designing the system

The design process, design fundamentals, data designs, arc

Suggested Reading:

7. Software Engineering, A Practitioners Approach, Roger. S. Pressman, VII edition, TMH.
8. Software Engineering, by David Gustafson, Schaum's Outlines
9. Software Engineering, by Somerville, Pearson Education

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Semester VI

SERVICE MARKETING

Course Objective: The objective of the course is to expose the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

Course Contents:

9. Services: service sector and economic growth service concept characteristics and Classification of Service, Challenges in Service Marketing.
10. Designing a Service Strategy, Service Management Process: Internal External and Interactive marketing strategies.
11. Marketing Mix in Services Marketing Product Price Place Promotion People Physical Evidences and Process Decisions.
12. Strategic Issues. In Services Marketing Service Differentiation and Positioning Productivity in Services.
13. Managing Service Quality: Concept Dimensions and process service quality models (Grommoos and Parsuraman) Application and Limitations.
14. Creating and delivering services Planning design development and delivery of services Product support services.
15. Relationship Marketing: concept processes and importance.

16. Applications of Service Marketing, Marketing of Financial Services; Banking, Insurance, Stock Booking, Credit Card, Hire Purchase and Leasing, Mutual Fund, and Portfolio Management.

Books:

1. Services Marketing Christopher H. Lovelock, Prentice Hall of India Ltd. New Delhi.
2. Services Marketing, Ravishanker, Global Press, New Delhi.
3. Service Marketing, V.A Zaithmal and M.J Binter Mc Graw Hill, New Delhi.
4. Service Marketing, Helen Woodraffe, Macmillan India Ltd. New Delhi.
5. Services Marketing, Rust Addison Wesley Pte. Ltd, Singapore

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Semester VI

E-COMMERCE TECHNOLOGIES

OBJECTIVE: The objective of the subject is to aware and develop skill of e-commerce technologies and it fundamentals.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

Course Contents:

Software and hardware for E-Commerce- web server - software, hardware, Web Site and Internet Utility Programs E-Commerce Software: Basic Functions of Electronic Commerce Software, Advanced Functions of Electronic Commerce Software, Electronic Commerce Software for Small and Midsize Companies, Electronic Commerce Software for Midsize to Large Businesses, Electronic Commerce for Large Businesses.

E-com Security

E-commerce security environment, Security threats in E-com environment, malicious code and unwanted programs, Phishing and identity theft, E-commerce ethics, regulations and social responsibility, Web Security: Security Issues on web, types, Firewall and it Importance of Firewall, components of Firewall, Transaction security, Emerging client server, Network Security, Factors to consider in Firewall design, Limitation of Firewalls. Encryption: Encryption techniques, Symmetric Encryption: Keys and data encryption standard, Triple encryption, Secret key encryption; Asymmetric encryption: public and private pair key encryption, Digital Signatures, Virtual Private Network.

Mobile Commerce -

Introduction to Mobile (M) Commerce, Challenges emerging in Mobile Commerce, Growth of Mobile Commerce, Application areas of Mobile Commerce Mobile Computing Application, Mobile Information Devices, Emerging applications, different players in m-commerce, m-commerce life cycle. Wireless Application Protocols, WAP Technology, Technologies for Mobile Commerce, Wireless Spectrum, Origins of WAP, WAP Architecture, Wireless Datagram Protocol(WDP), Short Message Services, Circuit Switched Data (CSD), Unstructured Supplementary Services Data (USSD), General Packet Radio Service(GPRS),Wireless Technology (AMPS, TDMA, CDMA, GSM), Different generations in Wireless Communication, Security issues in cellular technology, Mobile commerce and its future in India.

Enterprise Resource Planning (ERP) :

Features, Evolution, need, scope of ERP and Overview of Commercial Software, Business engineering with IT, Business Process Redesign, Knowledge engineering and data warehouse , ERP and competitive strategy.

E-Commerce and Online service industries: Online financial services. Online travel Services. Online career services. Online Health service.

CASE studies – eBay, Amazon, Priceline, Barter, Souq, Flipkart, olx,

References :

1. E-Commerce- Kenneth C.Laudon and Carol Guercio Traver
2. E-Commerce by --Kamlesh K Bajaj and Debjani Nag
3. Internet marketing and E-commerce-Ward Hanson and Kirthi Kalyanam
4. E-Commerce,M.M. Oka, EPH
5. Kalakotia, Whinston : Frontiers of Electronic Commerce , Pearson Education.
6. Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH
7. Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing.
8. Murthy : E – Commerce , Himalaya Publishing.
9. E – Commerce : Strategy Technologies & Applications, Tata McGraw Hill.
10. Global E-Commerce, J. Christopher & T.H.K. Clerk, University Press
11. Beginning E-Commerce, Reynolds, SPD
12. Krishnamurthy, E-Commerce Mgmt, Vikas

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BBA (e-Commerce)MS6A 5 Yrs

Semester VI

QUANTITATIVE TECHNIQUES

OBJECTIVE: The objectives of the course are to provide the students basic knowledge of Quantitative Techniques.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

CONTENT

WEEK	Content of the Block	TOPICS TO BE COVERED	No. of Hours
1	Introduction	Introduction to Operation Research, Definition, Model, Phases, Characteristics, Advantages.	4
2	Linear Programming	Graphical, Simplex, Duality and post-Optimality Analysis	8
4	Assignment	Definition, Formulation & Solution of Assignment Problem.	4
5	Transportation	Introduction, Formulation & Solution of Transportation problem.	4
6	Replacement	Introduction, individual and group replacement, Replacement of items which determinate with time.	6
7	Game Theory	Competitive games, Terminology, Saddle Point, Dominance, Mixed Strategies.	8
9	Network Analysis	Introduction to CPM & PERT techniques, Network diagrams, slack float, critical path.	8
11	Simulation	Introduction, Advantages, Process of simulation, Monte Carlo, Applications.	8

TEXT READINGS:

- Operation Research – H. Taha, Pearson Education.
- Quantitative Analysis for Managerial Application – N.D. Vohra, TataMG Hills.
- Operation Research – Hira & Gupta, S. Chand

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BBA (e-Commerce) MS6A 5 Yrs

Semester VI

JAVA PROGRAMMING

OBJECTIVE: The objective of the course is to introduce the students the essential knowledge of Web Programming Using JAVA.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS:

20. Java Fundamentals: History, Compiled and Interpreted, Platform independent and portable, Robust and secure, distributed, simple, Multithreaded, interactive dynamic and extensible, Java environment-JDK Java Standard Library.
21. Overview of Java Language: Introduction, Java program structure, Java Tokens, Java Statements, JVM Constants, Data Types and Variables, Type conversion and casting, Operators and Expressions, Control Statements-JAVA's selection statement, Iteration Statement and Jump statement.
22. Class, Objectives and Methods: Defining Class, General Form of Class, Declaring Objects-Introduction to methods, objects methods parameterized constructor, Introduction to final keyword with methods, classes.
23. Constructors, this keyword, Garbage Collection, Finalize method, Visibility control. Arrays, Strings and One dimensional and two dimensional arrays, Strings, Inheritance, super keyword, abstract method and abstract classes.

24. Packages & Interfaces, Errors and Exception, Multithreaded programming, I/O Basics and Applets Programming. User interface using AWT.

25. Servlets: Introduction, methods of interacting with servlets, using variables, using Cookies and using API servlets. Communication with Databases.

TEXT READINGS:

14. The Complete Reference JAVA-Patrick Naughton and Herbert Schildt, Tata McGraw Hill Publishing Company Ltd.,

15. Mastering JAVA-Laurence Vanhelsuwe, Ivan Phillips, Gong Tay Hsu. Krishna Sankar etc.

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BBA (e-Commerce) MS6A 5 Yrs

Semester VI

FINANCIAL MANAGEMENT

COURSE OBJECTIVE: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENTS

13. Introduction Concept, Nature, Scope, and Objective of Financial Management, Finance Functions.
14. Statement of change in financial position: Statement of changes in working Capital fund flow Statement, Cash flow Statement, use of fund and cash flow Statement
15. Cost-Volume-Profit Analysis: BEP, Margin of Safety and P/V Ratios.
16. Leverage Analysis: Operating Financial and Combined Leverages.
17. Cost of Capital: Time Value of Money, Cost of Debt, Cost of Preference, Cost of Equity, Weighted Average Cost of Capital.
18. Working Capital: Management Concept, Need and Determinants.
19. Capital Investment Decisions or Capital Budgeting

Text Readings:

30. I.M.Pandey, "**Financial Management**", New Delhi: Vikas Publication House, 8th Ed., 2001.

31. M.Y.Khan & P.K.Jain, “**Financial Management**”, Delhi: Tata Mc Graw Hill, 4TH Edition 2000.

32. R.P.Rustogi, “**Financial Management**”, Galgotia Publication, Reprint 2000.

Suggested Readings:

21.Prasanna Chandra, “**Financial Management**”, New Delhi: Tata Mc Graw Hill, 1993

22.S.C.Kuchhal, “**Financial Management**”, Allahabad: Chatanya Pub. House, 1995

23.James C. Van Horne, “**Financial Management and Policy**”, PHI
Publication.9th Edition1996.

24. V. K. Bhalla, “**Working Capital Management**”, 2nd Edition 1998, Anmol Publication,
New Delhi,1998.

25. R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia
Publication, New Delhi, 5th Edition 2000.

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BBA (e-Commerce) MS6A 5 Yrs

Semester VI

Introduction to Networking

OBJECTIVE: The objective of this course is to create awareness of networking concepts.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

COURSE CONTENT:

21. Networking concepts, goals distributed systems & clients/server model, Layer, structure, Point to point and Broad Cast Transmission Technology. Services, Protocol., Connectivity standard problem.
22. Design issues of layers OSI model, Open System Inter-charge Model. Brief description of TCP/IP SNA, Novell Netware.
23. Signals encoding, Transmission media, Type and performance, Error detection techniques, Telephone System FDM, TDM, WDM. Circuit Switching Packet switching, Message Switching, Addressing Physical and Logical.
24. Introduction to LAN, MANM, WAN, LAN, Components, Hardware Software Media Topology Access Technology (CSMA/CD, Token Ring)
25. Reporter Bridge, Switch, Router Gateway, Subnet Internet, Advanced Networking concepts.

Readings:

16. Computer Network, By Andrew S. Tanenbaum III Edition PHI
17. Data Communication and Networking by CSV, Murthy.
18. Computer Communication & Networking Technologies by Michale A Gallo and William M. Hancock Thomas.

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BBA (e-Commerce) MS6A 5 Yrs

Semester VI

SOFTWARE ENGINEERING

Objective: The objective of the course is to introduce the students the essential of software engineering and software project management concepts.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

Introduction and models

What is software engineering, the evolving Role of software, software characteristics, software components, software application software process and models.

Planning and managing the project

Software project planning, metrics for software productivity and quality, project estimation techniques and models.

Capturing the requirements;

The requirement process types of requirement, object oriented analysis, software prototyping, requirement validation, measuring requirements, requirements analysis methods.

Designing the system

The design process, design fundamentals, data designs, arc

Suggested Reading:

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11. Software Engineering, by David Gustafson, Schaum's Outlines
12. Software Engineering, by Somerville, Pearson Education

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BBA (e-Commerce) MS6A 5 Yrs

Semester VI

SERVICE MARKETING

Course Objective: The objective of the course is to expose the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

Course Contents:

17. Services: service sector and economic growth service concept characteristics and Classification of Service, Challenges in Service Marketing.
18. Designing a Service Strategy, Service Management Process: Internal External and Interactive marketing strategies.
19. Marketing Mix in Services Marketing Product Price Place Promotion People Physical Evidences and Process Decisions.
20. Strategic Issues. In Services Marketing Service Differentiation and Positioning Productivity in Services.
21. Managing Service Quality: Concept Dimensions and process service quality models (Grommoos and Parsuraman) Application and Limitations.
22. Creating and delivering services Planning design development and delivery of services Product support services.
23. Relationship Marketing: concept processes and importance.

24. Applications of Service Marketing, Marketing of Financial Services; Banking, Insurance, Stock Booking, Credit Card, Hire Purchase and Leasing, Mutual Fund, and Portfolio Management.

Books:

6. Services Marketing Christopher H. Lovelock, Prentice Hall of India Ltd. New Delhi.
7. Services Marketing, Ravishanker, Global Press, New Delhi.
8. Service Marketing, V.A Zaithmal and M.J Binter Mc Graw Hill, New Delhi.
9. Service Marketing, Helen Woodraffe, Macmillan India Ltd. New Delhi.
10. Services Marketing, Rust Addison Wesley Pte. Ltd, Singapore

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BBA (e-Commerce) MS6A 5 Yrs

Semester VI

E-COMMERCE TECHNOLOGIES

OBJECTIVE: The objective of the subject is to aware and develop skill of e-commerce technologies and it fundamentals.

EXAMINATION: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

Course Contents:

Software and hardware for E-Commerce- web server - software, hardware, Web Site and Internet Utility Programs E-Commerce Software: Basic Functions of Electronic Commerce Software, Advanced Functions of Electronic Commerce Software, Electronic Commerce Software for Small and Midsize Companies, Electronic Commerce Software for Midsize to Large Businesses, Electronic Commerce for Large Businesses.

E-com Security

E-commerce security environment, Security threats in E-com environment, malicious code and unwanted programs, Phishing and identity theft, E-commerce ethics, regulations and social responsibility, Web Security: Security Issues on web, types, Firewall and it Importance of Firewall, components of Firewall, Transaction security, Emerging client server, Network Security, Factors to consider in Firewall design, Limitation of Firewalls. Encryption: Encryption techniques, Symmetric Encryption: Keys and data encryption standard, Triple encryption, Secret key encryption; Asymmetric encryption: public and private pair key encryption, Digital Signatures, Virtual Private Network.

Mobile Commerce -

Introduction to Mobile (M) Commerce, Challenges emerging in Mobile Commerce, Growth of Mobile Commerce, Application areas of Mobile Commerce Mobile Computing Application, Mobile Information Devices, Emerging applications, different players in m-commerce, m-commerce life cycle. Wireless Application Protocols, WAP Technology, Technologies for Mobile Commerce, Wireless Spectrum, Origins of WAP, WAP Architecture, Wireless Datagram Protocol(WDP), Short Message Services, Circuit Switched Data (CSD), Unstructured Supplementary Services Data (USSD), General Packet Radio Service(GPRS),Wireless Technology (AMPS, TDMA, CDMA, GSM), Different generations in Wireless Communication, Security issues in cellular technology, Mobile commerce and its future in India.

Enterprise Resource Planning (ERP) :

Features, Evolution, need, scope of ERP and Overview of Commercial Software, Business engineering with IT, Business Process Redesign, Knowledge engineering and data warehouse , ERP and competitive strategy.

E-Commerce and Online service industries: Online financial services. Online travel Services. Online career services. Online Health service.

CASE studies – eBay, Amazon, Priceline, Barter, Souq, Flipkart, olx,

References :

13. E-Commerce- Kenneth C.Laudon and Carol Guercio Traver
14. E-Commerce by --Kamlesh K Bajaj and Debjani Nag
15. Internet marketing and E-commerce-Ward Hanson and Kirthi Kalyanam
16. E-Commerce,M.M. Oka, EPH
17. Kalakotia, Whinston : Frontiers of Electronic Commerce , Pearson Education.
18. Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH
19. Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing.
20. Murthy : E – Commerce , Himalaya Publishing.
21. E – Commerce : Strategy Technologies & Applications, Tata McGraw Hill.
22. Global E-Commerce, J. Christopher & T.H.K. Clerk, University Press
23. Beginning E-Commerce, Reynolds, SPD
24. Krishnamurthy, E-Commerce Mgmt, Vikas

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

Semester I

Subject	Introduction To UNIX &	Subject Code	MEC-701
Name	LINUX	Total Credits	03

Subject Nature: CORE

Course Objective:

- ☐ **The objective of this course is to provide students basic knowledge of UNIX Operating System concepts and shell programming.**

Learning Outcome:

At the end of the course students should be able to;

- 26. To understand about operating system development and operations .**
- 27. They will be able to develop technical skills by using operating System.**

Examination scheme:

The semester examination worth 60 marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, 20 online viva etc.

Class room contact

Course Contents

<p>UNIT –1 Introduction to Operating Systems and UNIX:</p>	<ul style="list-style-type: none">• Concepts of Unix and LINUX• History, and Functions.• The UNIX Operating System:• Back ground, Philosophy,• General Overview of the system,• Introduction to Kernel concepts Help Facility.	<p>05</p>
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<p>Unit-2</p> <p>The File Systems, Utilities and Filters :</p>	<p>2.1 File Systems : Structure of file system</p> <p>2.2 Internal representation of files,</p> <p>2.3 system calls for the file system, pwd, cd ls, cat, mkdir, rmdir, chmod, cp rm, mv commands.</p> <p>2.4 Utilities: more, file wc, od, cmp, comm..., diff, lp, banner, cal, date who tty, sty commands.</p> <p>2.5 Simple Filter: Pr head, tail, cut, paste, sort, unip, nl commands, advanced filters: grep, egrap, sed tr, join, awk, filtering.</p>	<p>09</p>
<p>Unit-3</p> <p>Shell and Shell Programming:</p>	<p>3.1 the Bourne shell : Sh, proceeding a command by its path, combining commands</p> <p>3.2 pattern matching, echo, pipes, tees, shell variables, shell scripts.</p> <p>3.3 Programming with the Shell : System variables, The profile conditional execution, script termination, if, case, while-until, for, et and shifts statements..</p>	<p>09</p>
<p>Unit- 4</p> <p>The Process:</p>	<p>4.1 The structure of process, process control,</p> <p>4.2 process scheduling and time,</p> <p>4.3 Shell process, parent and children process,</p> <p>4.4 process status, system process, multiple job in background, wait command, premature termination of a process,</p> <p>4.5 job execution with low priority, multiple jobs in foreground-shell layers, timing processes.</p>	<p>08</p>

<p>Unit -5 Communicating and Scheduling</p>	<p>5.1 Bulletin Board, Message of the day, 5.2 Two way communication 5.3 Insulation from the other users, using Mailbox 5.4 Address all users, Delay, 5.5 Execute in shell script later, running jobs periodically.</p>	<p>05</p>
<p>Unit-6 System Administration</p>	<p>6.1 Super user, security, 6.2 user services, floppy disk management, 6.3 operation, file system administration, backups.</p>	<p>05</p>

Unit-7	7.1 Introduction to Linux Basic Commands & Utilities.	04
Introduction to Linux Operating System		
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:

Text Books:

- 16. Peter Norton, Guide to Unix, New Delhi BPB Publication
- 17. Sumitabha Das, Unix Concepts and application, New Delhi, Tata McGraw Hill

Reference Books :

- 20. Promod Koparkar, Unix for you, New Delhi, Tata McGraw Hill.

M.B.A. 2 Year Component of 5 Year Integrated MBA (e -Commerce)

Semester I

Subject		Subject Code	MEC-702
Name	Internet and Network Security	Total Credits	03

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Subject Nature: CORE

Course Objective:

The objective of this course is to provide students the knowledge of Internet and network security.

Learning Outcome:

At the end of the course students should be able to;

To understand about networking and network ,internet security related Skills.

Examination scheme:

The semester examination worth 60marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work,

online viva etc.

Class room contact

Course Contents

UNIT –1 System Administration	<ul style="list-style-type: none">• Introduction to network setup• Configuring properly• +Hardening an OS• Root kits, Backdoors,• Honey pots• TCP/IP refresher.	05
Unit-2 Foundations of Information Security	<ul style="list-style-type: none">• Cryptography and Cryptanalysis• Primitives: Symmetric Encryption, Asymmetric Encryption / Signing• Modification Check Values, Random Number Generation• PKI (Public Key Infrastructure)• Access Control.	07
Unit-3 Network	<ul style="list-style-type: none">• Basic Design Space of Security Integration• Pragmatic Internet Computing Model and Different	09

**Security
Integration and
Link Layer
Security
Protocols**

Security Requirement Levels

- Discussion of Integration into Lower vs. Higher Protocol Layers and into End Systems vs. Intermediate Systems
- Link Layer Security Protocols: Point to Point Protocol, Point to Point Tunneling Protocol, Layer 2 Tunneling Protocol
- Virtual Private Networks: Definition and Design Alternatives

<p>Unit- 4</p> <p>Internet Security Architecture (IPSec)</p>	<ul style="list-style-type: none"> • Basic Security Deficits of the Internet Protocol • Security Objectives of IPSec • IPv6 • Overview on Concepts: Security Associations, Security Association Database, Security Policy Database, Security Protocols • Transport Mode and Tunnel Mode • Authentication Header (AH) • Encapsulating Security Payload (ESP) • Authentication and Key Management 	<p>08</p>
<p>Unit -5</p> <p>Transport Layer Security Protocols and Fire walls</p>	<ul style="list-style-type: none"> • Secure Socket Layer / Transport Layer Security (SSL/TLS) • Secure Shell (SSH) • Basic Firewall Concepts • Firewall Architectures • Packet Filtering • Proxy Services and Bastion Hosts 	<p>06</p>
<p>Unit-6</p> <p>Well Known Security Breaches</p>	<ul style="list-style-type: none"> • Hacker vs. attacker vs. cracker • Virus, Worms, and Trojan Horses • Structure of a computer virus 	<p>05</p>

	<ul style="list-style-type: none"> • Anti- virus programs and Preventive techniques 	
Unit-7 Security in Wireless and Mobile Networks	<ul style="list-style-type: none"> • Specific Threats in Mobile Communications • Security of Wireless Local Area Networks according to IEEE 802.11 • GSM/GPRS/UMTS Security Concepts and Protocols • Outlook on Security for Mobile Internet Communications 	05
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:

Text Books:

Latest Edition Günter Schäfer. *Security in Fixed and Wireless Networks*. John Wiley & Sons.

Reference Books :

A. J. Menezes, P. C. Van Oorschot, S. A. Vanstone. *Handbook of Applied Cryptography*. CRC Press Series on Discrete Mathematics and Its Applications, CRC Press.

J. Schiller. *Mobile Communications*. second edition, Addison-Wesley.

W. Stallings. *Cryptography and Network Security: Principles and Practice*. Prentice Hall.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

Semester I

Subject	OBJECT ORIENTED ANALYSIS & DESIGN using UML	Subject Code	MEC-703
Name		Total Credits	03

Subject Nature: CORE

Course Objective:

The objective of the course is to provide conceptual knowledge of Object Oriented Methodology.

Learning Outcome:

At the end of the course students should be able to;

To understand about the object oriented concept and real application of those concept using UML.

Examination scheme:

The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions

Class room contact

Course Contents

UNIT –1	Overvie w of objects oriented concepts: 1.1 Introduction to Objects Oriented approach. 1.2 Object Oriented programming language. 1.3 Complex systems. 1.4 Evolution of the object model. 1.5 Elements of the object model.	09
Unit-2	Classes and objects: 2.1 Nature of an object and their relationship. 2.2 Nature of a class and their relationship, 2.3 classification, identifying classes and objects. 2.4 Key abstractions and mechanisms.	09
Unit-3	Introduction to UML: 3.1 Conceptual model. 3.2 Components and advantages of UML. 3.3 Types of development processes, 3.4 Create, analysis and evaluation of use cases.	09
Unit- 4	Analyses, State Diagrams and Activity Diagrams: 4.1 Analysis of requirements and system behavior to develop a conceptual model. 4.2 System diagrams and system operation contract	06

	state and activity diagrams.	
Unit -5	Interaction Diagrams, Class Diagrams and Packages: 5.1 Creation and interpretation of diagrams to represent a dynamic and static model of a system (Packages).	06
Unit-6	Patterns, Implementation and Construction: 6.1 CRC card design, deployment diagrams, 6.2 component diagrams and their combination.	06

	6.3 Mapping designs with a programming language	
	6.4 the advantages of iterative and incremental development process.	
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>CASE STUDY:OOAD and UML into a development phase.</p>		
<p>Learning Resources: Recommended Books Latest Edition</p> <p>Text Books:</p> <p>26. Grady Booch, “Object oriented analysis and design”, Addison Wesley publishing company.</p> <p>27. Bajarne Strustup, “The C++ programming language”. Addison Wesley Publishing company.</p> <p>28. Grady Booch, “The Unified Modeling Language user guide”, Pearson Education ASIA.</p> <p>Reference Books :</p> <p>29. Rumbaugh, “Object Oriented modeling and design” prentice-hall of India P. Ltd. Pierre-Alain Mulle, “Instant UML” Shroff Publishers & Distributors P. Ltd.</p>		

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

Semester I

Subject Name	Internet Scripting Languages	Subject Code	MEC 704 _____
		Total Credits	03

Subject Nature: CORE

Course Objective:

26. The objective of this course is to let the student develop their skills in making web Site development by using scripting languages

Learning Outcome:

At the end of the course students should be able to;

To understand about website development in Software field and will be able to develop website by using scripting languages.

Examination scheme:

The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions

Course Contents

UNIT –I Hypertext markup language	<p>1.1 introduction to Hypertext Markup Language(HTML)</p> <p>1.2 Basic of HTML Tags</p> <p>1.3 HTML Forms, How forms work, <Form>element action, method,</p> <p>1.4 <input > element-: text, submit ,radio, checkbox, textarea</p> <p>1.5 <Select > element -: option</p> <p style="padding-left: 40px;">rang<input>,number<input>,date<input></p> <p>1.6 Frames ,Table in HTML.</p> <p>1.7 Text Formatting tag, Applying images to web pages,</p> <p>1.8 Introduction to Cascading Style sheet(CSS)</p> <p>1.9 List in HTML ,Ordered List ,Unordered list</p> <p>1.10 Form submission using GET and POST method</p> <p>1.11 Defining session and HTTP protocol.</p>	09
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<p>Unit-2 Java Script</p>	<p>2.1 Introduction to java script 2.2 variables and Loops 2.3 event handler in java script 2.4 Java Script confirm box, functions in javascript 2.5 java script form validations 2.6 Java Script alerts</p>	<p>09</p>
<p>Unit-3 Basic of PHP</p>	<p>3.1 Introduction to server side scripting language PHP 3.2 PHP History, Features of PHP language, Web Architecture: 3.3 Web Servers, Web Browsers. <ul style="list-style-type: none"> • N-tier Architecture. • Client & Sever- side Technologies:-CGI, Asp, jsp. • Scripting Languages :- Sever Side, Client Side. 3.4 Data Types, Variable, expression, naming conventions 3.5 Operator and Loops : while, do-while, for. 3.6 performance and merits of scripting languages 3.8 writing a basic PHP script with HTML 3.8 Layout of Php Program, Various type of Comments 3.9 Output Using Echo, Print 3.10 Variable, Static Variables, Constants Declaration ,operators 3.10String-Single quoted and double quoted Various String 3.11Include and require constructs .</p>	<p>09</p>
<p>Unit- 4 Dynamic HTML</p>	<p>4.1 Introduction to Dynamic HTML 4.2 Dynamic HTML Fundamentals 4.3 working with colors, text ,fonts</p>	<p>08</p>

	<p>4.4 Form with styles</p> <p>4.5 Java script with Dynamic HTML</p> <p>4.6 Java script function with DHTML</p>	
<p>Unit -5</p> <p>Basic of XML</p>	<p>5.1 Introduction to XML programming</p> <p>5.2 Basic of XML</p> <p>5.3 XML Use, XML Development Goals</p> <p>5.4 XML Syntax</p> <p>5.5 XML Declaration</p>	<p>05</p>
<p>Unit-6</p> <p>Minor project</p>	<p>6. student require to make a minor project by using Scripting languages by making proper coding and designing of the project and without using any built in designing template.</p>	<p>05</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p>45</p>

Learning Resources:

Text Books:

- 19. HTML –Practical HTML 4 by Phillips ; publisher : prentice hall of India**
- 20. Web Enabled commercial application development using HTML,DHTML, Javascript , perl,CGI by Bayross; Publisher BPB Publications**
- 21. Java Script - Adobe Acrobat 7.0 official javascript reference by Adobe BPB Publications**
- 22. PHP- Wrox Publication**
- 23. Beginning XML- Wrox publication.**

Reference Books :

- 13. PHP and Mysql Bible –Willy dreamtech publication**
- 14. JavaScript :The Definitive Guide , Fourth Edition By David Flangan
By O'Reilly Publication**
- 15. XML by Example (By Example) By Benoit Marchal**
- 16. Head First java script programming by Eric Freeman and Elisabeth- shroff publishers Distributor private Limited.**
- 17. Head First HTML5 Programming by Eric Freeman and Elisabeth- shroff publishers Distributor private Limited.**

Web References:

- 1. Website: www.php.net, www.mysql.org**
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INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (e-Commerce) 2 Year Component of 5 Year Integrated Programme

Semester I

Subject Name	Advances in e-Commerce	Subject Code	MEC-705
		Total Credits	03

Subject Nature: CORE

Course Objective:

- 25. To explore the current e-Commerce technology and business integration.
- 26. To develop and make skillful foundation in students to apply technology into commerce and business.
- 27. To enhance ability by providing knowledge about the security concerns and advance e-Payment system.

Learning Outcome:

At the end of the course students should be able to;

- 11. Understand the need and available solution fit to commerce and business.
- 12. Bridge the gap between conventional systems to modern system.
- 13. Futuristic vision towards the best and optimized utilization of advance technology platforms.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Concept and Fundamentals of e-Commerce	1.1 eCommerce Concepts: Introduction, e-Business v/s e-commerce, 1.2 eCommerce Growth in India and World. 1.3 e-Business Models : Any two classifications used by authors	07
Unit-2 e- Business Design Tools	2.1 Strategy approaches (Planning for e-commerce), infrastructure requirements 2.2 Technology Options: Network Platforms (Web architecture, hardware platform, and operating systems, 2.3 servers: exchange servers, commerce servers, database servers, web servers 2.4 Network options (service providers, wideband telecommunication connections. Local connection infrastructure, platform infrastructure	08
Unit-3 Software Tools	3.1 Software Tools Introduction to XML its application, Data standards for e-Business,	08

and their Features	3.2 EDI, OTP, OBI, Modem, Data Mapping, Data transformation with XML 3.3 Data Access and transfer 3.4 Minor Project	
Unit- 4 e-Payment System	4.1 Electronic Payment Systems: EFT 4.2 e-Cash, e-Wallets: implementation, business issues 4.3 Smart cards, credit and debit cards.	05
Unit -5 Security Issues of e-Commerce Platforms	5.1 Electronic commerce security myths security protocols security standards (Keys) 5.2 Payment and purchase order process, certificate X509v3, Verisign certificate 5.3 Payment and security requirements, cyber laws pertaining to Digital signature and certifying authorities.	12
Unit-6 Implementation and Telecommunication Services	6.1 Capability evaluation, Design selection, Differentiation Strategies Implementation Cases, Problems Customer retention 6.2 Telecom scenario in India – A case study	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Lawrence Erlbaum Associates, Incorporated, 2003
2. Aidan Finn, Darril Gibson, Kenneth van Surksun, “Mastering Windows-7 Deployment”, Wiley/Sybex.

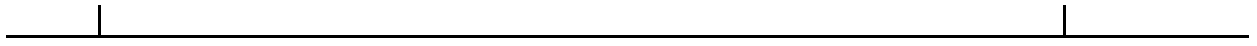
Reference Books:

1. Advances in Mobile Commerce Technologies, Ee-Peng Lim, Keng Siau, Idea Group Publishing.
 2. Trends in E-Business, E-Services, and E-Commerce: Impact of Technology on Goods, Services and Business Transactions, Lee In, Business Science References (IGI Global).
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INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE

CLASS AND SEMESTER		Batch:	2017-2019
Subject Name	Professional Communication and Negotitation skill	Subject Code	MEC-706
Subject Nature	Ability enhancement		
<p>Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.</p>			
<p>Learning Outcomes: To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.</p>			
<p>Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).</p>			
Course Contents			
Unit	Content	No. of hours	
1	Nature of Business Communication	10	
1.1	Need, importance and purposes of communication in organizations		
1.2	Elements and environment of communication		
1.3	Models of communication		
1.4	Forms and networks of organizational communication		
1.5	Types of communication barriers and how to overcome them		
1.6	Listening, types of listening and effective listening		

1.7	Elements of effective communication	
2	Non-verbal Communication	7
2.1	Importance of appearance and how to use it as a tool in communication	
2.2	Body language and oculesics	
2.3	Paralanguage	
2.4	Proxemics	
2.5	Chronemics	
2.6	Haptics	
2.7	Using non-verbal tools (oral and written) to communicate effectively	
3	Presentations, Interviews, Group Discussions and Business Meetings	10
3.1	Preparation of content for presentation	
3.2	Understanding the audience	
3.3	Importance of rehearsals	
3.4	Using visual aids in presentations	
3.5	Handling questions	
3.6	Writing a resume'	
3.7	Types of interviews	
3.8	Preparation for an interview	
3.9	Do's and don'ts during an interview	
3.10	Understanding the group in a group discussion	



3.11	Do's and don'ts in a group discussion	
3.12	Meetings in business and its types	
3.13	Notice and agenda	
3.14	Minutes of a meeting	
3.15	Mannerisms, etiquettes and assertiveness in oral communication	
4	Business Writing	8
4.1	Types of business letters	
4.2	Structure and format of letters	
4.3	Memorandums and circulars	
4.4	e-mails	
4.5	Text messaging	
4.6	Report writing	
4.7	Importance of written communication	
4.8	Appropriate tone in business writing	
5	Negotiation Skills	4
5.1	Need for negotiation	
5.2	Process of negotiation	
5.3	Barriers to negotiation and how to overcome them	
6	Issues in Communication	6

6.1	Handling diversity (gender, culture, ethnicity, etc.)	
6.2	Tolerance and acceptance of diversity	
6.3	Emotional intelligence and its impact on communication	
6.4	Social intelligence and its impact on communication	
6.5	Ethics in communication	
<p>Learning Resources:</p> <p>Text Books:</p> <p>M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India.</p> <p>Reference Books:</p> <p>William V. Ruch, Business Communication, Maxwell Macmillan, New York.</p> <p>Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York.</p> <p>Bill Scott, The Skills of Communication, Jaico, Bombay.</p> <p>Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York.</p> <p>Dalmer Fisher, Communication in Organizations , Jaico Publishing House, India.</p> <p>M. E. Guffy, Essentials of Business Communication, Thomson Publication.</p> <p>Shirley Taylor, Communication for Business , Pearson Education.</p>		

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
CLASS AND SEMESTER		Batch	2017-2019
Subject Name	Entrepreneurship	Subject Code	MEC-707
Subject Nature Generic			
Course Objective: To help the student acquire the theoretical and practical knowledge of entrepreneurial venture creation.			
Learning Outcomes: 1. Students will understand the theoretical and practical dimensions of entrepreneurship in the perspective of the current socio-economic scenario especially in India;			
25. Students will get in-depth knowledge of various requisites of a new venture and the support available from various agencies.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks having theoretical and practical questions and/or cases.			
Course Contents			
Unit	Content	No. of hours	
1	Introduction	10	
1.1	Entrepreneur, entrepreneurship, types, roles, traits, myths of entrepreneurship		
1.2	Importance of entrepreneurship in the current socio-economic scenario		
1.3	Entrepreneur vs. Intrapreneur, Entrepreneur vs. Manager		
1.4	Entrepreneurial environment: social, cultural, economic, political, technological, international		
1.5	Women entrepreneurship: social and psychological perspectives, govt. policy and support, challenges, strategies for empowerment		
2	Theories of Entrepreneurship	8	
2.1	Economic theories		

2.2	Psychological theories	
2.3	Sociological theories	
2.4	Models of entrepreneurship	
3	The Business Plan	12
3.1	Creativity and innovation	
3.2	Scanning of business environment	
3.3	Identifying an opportunity	
3.4	Idea generation and incubation	
3.5	Criteria for project selection	
3.6	Steps in project formulation	
3.7	Project feasibility study: market, technological, economic, socio-cultural and ecological analysis	
3.8	Writing the business plan	
3.9	Choice of Organization: Sole proprietorship, partnership, joint stock, cooperative, Hindu Undivided Family	
4	Financial Support to Entrepreneurs	8
4.1	Venture Capital: concept, aim and features	
4.2	Steps of venture capital financing	
4.3	Sources of venture capital	
4.4	Criteria to provide venture capital finance	

4.5 | Commercial banks

4.6 | Institutions: KVIC, IDBI, SIDBI, SIDO, IFCI, IRBI, SFC, ICICI, LIC UTI,

	EXIM Bank	
5	Small and Medium Scale Enterprises	7
5.1	Micro, small and medium scale enterprises	
5.2	Policy initiatives for SMEs	
5.3	Problems and prospects of SMEs	
5.4	Causes, symptoms and cure of industrial sickness in SMEs	
Learning Resources: Text Books: P. Narayana Reddy, Entrepreneurship (Text and Cases), Cengage Learning. Reference Books: P. Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education. S.K. Mohanty, Fundamentals of Entrepreneurship, PHI.		

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

Semester I

Subject Name	Search Engine Optimization	Subject Code	ME708 _____
		Total Credits	03

Subject Nature: CORE

Course Objective:

- **The objective of this course is to provide the students basic knowledge of current internet marketing special reference to e-commerce.**

Learning Outcome:

At the end of the course students should be able to;

To understand about Search Engine Optimization .

They will be able to develop technical skills about optimization of web pages.

Examination scheme:

The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions

Course Contents		Class Room Contact Sessions
UNIT -I Introduction to Internet Marketing	<ol style="list-style-type: none"> 1. Introduction to Internet Marketing: Definition, 2. Scope, Advantages & Disadvantages, 3. Process, and SEO Strategies. 	08
Unit-2 HTML	<ol style="list-style-type: none"> 2.1 HTML: Important HTML Tags, 2.2 Use of HTML Tags, 2.3 Code Verification & Validation 	08

<p align="center">Unit-3</p> <p align="center">Search Engines</p>	<p>3.1 Search Engines:</p> <p>3.2 Introduction of Search Engines,</p> <p>3.3 Search Engines Vs Web Directories,</p> <p>3.4 PR concept, SE Algorithms,</p> <p>3.5 SERP, SE Crawler,</p> <p>3.6 SE Submission & Indexing,</p> <p>3.7 Google Dance and Sand Effect.</p>	<p align="center">09</p>
<p>Unit- 4</p> <p>Search Engine Optimization</p>	<p>4.1 Search Engine Optimization</p> <p>4.2 Industry Analysis, Site Analysis,</p> <p>4.3 Competitor Analysis,</p> <p>4.4 Keyword Analysis and Research,</p> <p>4.5 Meta Creation, Navigation & Linking Strategies,</p> <p>4.6 Content SEO,</p> <p>4.7 other Supplementary SEO, Static SEO & Dynamic SEO,</p> <p>4.8 Landing Page, Landing Sites,</p> <p>4.9 Call to Actions, SEO Tools,</p> <p>4.10 Design Issues,</p> <p>4.11 Gsitemap,</p> <p>4.12 Page Redirect methods .</p>	<p align="center">08</p>
<p>Unit -5</p> <p>Link Building Strategies</p>	<p>5.1 Link Building Strategies</p> <p>5.2 Linking Concept,</p> <p>5.3 Link Exchange, Free & Paid Directory Submission</p> <p>5.4 Web Traffic Analysis: Web Stats Tools,</p> <p>5.5 Traffic Analysis,</p>	<p align="center">05</p>

	5.6 Configuring Tools using wizards, 5.7 Tracking End-users.	
Unit-6 Lab Sessions	6.1 Lab Sessions: Introducing the realistic approach of SEO.	07
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Books: <ol style="list-style-type: none"> 1. Search Engine Optimization for Dummies by Peter Kent. 2. SEO Book by Aaron Walls. Reference book : Search Engine Marketing by Mike Grehan		

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Semester I			
Subject	Introduction To UNIX &	Subject Code	MEC-701
Name	LINUX	Total Credits	03
Subject Nature: CORE			

Course Objective:

- ☐ **The objective of this course is to provide students basic knowledge of UNIX Operating System concepts and shell programming.**

Learning Outcome:

At the end of the course students should be able to;

- 28. To understand about operating system development and operations .**
- 29. They will be able to develop technical skills by using operating System.**

Examination scheme:

The semester examination worth 60 marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, 20 online viva etc.

Class room contact

Course Contents

UNIT –1 Introduction to Operating Systems and UNIX:	<ul style="list-style-type: none">• Concepts of Unix and LINUX• History, and Functions.• The UNIX Operating System:<ul style="list-style-type: none">• Back ground, Philosophy,• General Overview of the system,• Introduction to Kernel concepts Help Facility.	05
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<p>Unit-2</p> <p>The File Systems, Utilities and Filters :</p>	<p>2.1 File Systems : Structure of file system</p> <p>2.2 Internal representation of files,</p> <p>2.3 system calls for the file system, pwd, cd ls, cat, mkdir, rmdir, chmod, cp rm, mv commands.</p> <p>2.4 Utilities: more, file wc, od, cmp, comm..., diff, lp, banner, cal, date who tty, sty commands.</p> <p>2.5 Simple Filter: Pr head, tail, cut, paste, sort, unip, nl commands, advanced filters: grep, egrap, sed tr, join, awk, filtering.</p>	<p>09</p>
<p>Unit-3</p> <p>Shell and Shell Programming:</p>	<p>3.1 the Bourne shell : Sh, proceeding a command by its path, combining commands</p> <p>3.2 pattern matching, echo, pipes, tees, shell variables, shell scripts.</p> <p>3.3 Programming with the Shell : System variables, The profile conditional execution, script termination, if, case, while-until, for, et and shifts statements..</p>	<p>09</p>
<p>Unit- 4</p> <p>The Process:</p>	<p>4.1 The structure of process, process control,</p> <p>4.2 process scheduling and time,</p> <p>4.3 Shell process, parent and children process,</p> <p>4.4 process status, system process, multiple job in background, wait command, premature termination of a process,</p> <p>4.5 job execution with low priority, multiple jobs in foreground-shell layers, timing processes.</p>	<p>08</p>

<p>Unit -5 Communicating and Scheduling</p>	<p>5.1 Bulletin Board, Message of the day, 5.2 Two way communication 5.3 Insulation from the other users, using Mailbox 5.4 Address all users, Delay, 5.5 Execute in shell script later, running jobs periodically.</p>	<p>05</p>
<p>Unit-6 System Administration</p>	<p>6.1 Super user, security, 6.2 user services, floppy disk management, 6.3 operation, file system administration, backups.</p>	<p>05</p>

Unit-7 Introduction to Linux Operating System	7.1 Introduction to Linux Basic Commands & Utilities.	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:

Text Books:

- 18. Peter Norton, Guide to Unix, New Delhi BPB Publication
- 19. Sumitabha Das, Unix Concepts and application, New Delhi, Tata McGraw Hill

Reference Books :

- 21. Promod Koparkar, Unix for you, New Delhi, Tata McGraw Hill.

M.B.A. 2 Year Component of 5 Year Integrated MBA (e -Commerce)

Semester I

Subject		Subject Code	MEC-702
Name	Internet and Network Security	Total Credits	03

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Subject Nature: CORE

Course Objective:

The objective of this course is to provide students the knowledge of Internet and network security.

Learning Outcome:

At the end of the course students should be able to;

To understand about networking and network ,internet security related Skills.

Examination scheme:

The semester examination worth 60marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work,

online viva etc.

Class room contact

Course Contents

UNIT –1 System Administration	<ul style="list-style-type: none">• Introduction to network setup• Configuring properly• +Hardening an OS• Root kits, Backdoors,• Honey pots• TCP/IP refresher.	05
Unit-2 Foundations of Information Security	<ul style="list-style-type: none">• Cryptography and Cryptanalysis• Primitives: Symmetric Encryption, Asymmetric Encryption / Signing• Modification Check Values, Random Number Generation• PKI (Public Key Infrastructure)• Access Control.	07
Unit-3 Network	<ul style="list-style-type: none">• Basic Design Space of Security Integration• Pragmatic Internet Computing Model and Different	09

**Security
Integration and
Link Layer
Security
Protocols**

Security Requirement Levels

- Discussion of Integration into Lower vs. Higher Protocol Layers and into End Systems vs. Intermediate Systems
- Link Layer Security Protocols: Point to Point Protocol, Point to Point Tunneling Protocol, Layer 2 Tunneling Protocol
- Virtual Private Networks: Definition and Design Alternatives

<p>Unit- 4</p> <p>Internet Security Architecture (IPSec)</p>	<ul style="list-style-type: none"> • Basic Security Deficits of the Internet Protocol • Security Objectives of IPSec • IPv6 • Overview on Concepts: Security Associations, Security Association Database, Security Policy Database, Security Protocols • Transport Mode and Tunnel Mode • Authentication Header (AH) • Encapsulating Security Payload (ESP) • Authentication and Key Management 	<p>08</p>
<p>Unit -5</p> <p>Transport Layer Security Protocols and Fire walls</p>	<ul style="list-style-type: none"> • Secure Socket Layer / Transport Layer Security (SSL/TLS) • Secure Shell (SSH) • Basic Firewall Concepts • Firewall Architectures • Packet Filtering • Proxy Services and Bastion Hosts 	<p>06</p>
<p>Unit-6</p> <p>Well Known Security Breaches</p>	<ul style="list-style-type: none"> • Hacker vs. attacker vs. cracker • Virus, Worms, and Trojan Horses • Structure of a computer virus 	<p>05</p>

	<ul style="list-style-type: none"> • Anti- virus programs and Preventive techniques 	
Unit-7 Security in Wireless and Mobile Networks	<ul style="list-style-type: none"> • Specific Threats in Mobile Communications • Security of Wireless Local Area Networks according to IEEE 802.11 • GSM/GPRS/UMTS Security Concepts and Protocols • Outlook on Security for Mobile Internet Communications 	05
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:

Text Books:

Latest Edition Günter Schäfer. *Security in Fixed and Wireless Networks*. John Wiley & Sons.

Reference Books :

A. J. Menezes, P. C. Van Oorschot, S. A. Vanstone. *Handbook of Applied Cryptography*. CRC Press Series on Discrete Mathematics and Its Applications, CRC Press.

J. Schiller. *Mobile Communications*. second edition, Addison-Wesley.

W. Stallings. *Cryptography and Network Security: Principles and Practice*. Prentice Hall.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

Semester I

Subject	OBJECT ORIENTED ANALYSIS & DESIGN using UML	Subject Code	MEC-703
Name		Total Credits	03

Subject Nature: CORE

Course Objective:

The objective of the course is to provide conceptual knowledge of Object Oriented Methodology.

Learning Outcome:

At the end of the course students should be able to;

To understand about the object oriented concept and real application of those concept using UML.

Examination scheme:

The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions

Class room contact

Course Contents

UNIT –1	Overvie w of objects oriented concepts: 1.1 Introduction to Objects Oriented approach. 1.2 Object Oriented programming language. 1.3 Complex systems. 1.4 Evolution of the object model. 1.5 Elements of the object model.	09
Unit-2	Classes and objects: 2.1 Nature of an object and their relationship. 2.2 Nature of a class and their relationship, 2.3 classification, identifying classes and objects. 2.4 Key abstractions and mechanisms.	09
Unit-3	Introduction to UML: 3.1 Conceptual model. 3.2 Components and advantages of UML. 3.3 Types of development processes, 3.4 Create, analysis and evaluation of use cases.	09
Unit- 4	Analyses, State Diagrams and Activity Diagrams: 4.1 Analysis of requirements and system behavior to develop a conceptual model. 4.2 System diagrams and system operation contract	06

	state and activity diagrams.	
Unit -5	Interaction Diagrams, Class Diagrams and Packages: 5.1 Creation and interpretation of diagrams to represent a dynamic and static model of a system (Packages).	06
Unit-6	Patterns, Implementation and Construction: 6.1 CRC card design, deployment diagrams, 6.2 component diagrams and their combination.	06

	6.3 Mapping designs with a programming language	
	6.4 the advantages of iterative and incremental	
development process.		
TOTAL CLASSROOM CONTACT SESSIONS		45
CASE STUDY:OOAD and UML into a development phase.		
Learning Resources: Recommended Books Latest Edition		
Text Books:		
30. Grady Booch, “Object oriented analysis and design”, Addison Wesley publishing company.		
31. Bajarne Strustup, “The C++ programming language”. Addison Wesley Publishing company.		
32. Grady Booch, “The Unified Modeling Language user guide”, Pearson Education ASIA.		
Reference Books :		
33. Rumbaugh, “Object Oriented modeling and design” prentice-hall of India P. Ltd. Pierre-Alain Mulle, “Instant UML” Shroff Publishers & Distributors P. Ltd.		

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

Semester I

Subject Name	Internet Scripting Languages	Subject Code	MEC 704 _____
		Total Credits	03

Subject Nature: CORE

Course Objective:

27. **The objective of this course is to let the student develop their skills in making web Site development by using scripting languages**

Learning Outcome:

At the end of the course students should be able to;

To understand about website development in Software field and will be able to develop website by using scripting languages.

Examination scheme:

The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions

Course Contents

UNIT –I Hypertext markup language	1.1 introduction to Hypertext Markup Language(HTML) 1.2 Basic of HTML Tags 1.3 HTML Forms, How forms work, <Form>element action, method, 1.4 <input > element-: text, submit ,radio, checkbox, textarea 1.5 <Select > element -: option	09
	rang<input>,number<input>,date<input> 1.6 Frames ,Table in HTML. 1.7 Text Formatting tag, Applying images to web pages, 1.8 Introduction to Cascading Style sheet(CSS) 1.9 List in HTML ,Ordered List ,Unordered list 1.10 Form submission using GET and POST method 1.11 Defining session and HTTP protocol.	

<p>Unit-2 Java Script</p>	<p>2.1 Introduction to java script 2.2 variables and Loops 2.3 event handler in java script 2.4 Java Script confirm box, functions in javascript 2.5 java script form validations 2.6 Java Script alerts</p>	<p>09</p>
<p>Unit-3 Basic of PHP</p>	<p>3.1 Introduction to server side scripting language PHP 3.2 PHP History, Features of PHP language, Web Architecture: 3.3 Web Servers, Web Browsers. <ul style="list-style-type: none"> • N-tier Architecture. • Client & Sever- side Technologies:-CGI, Asp, jsp. • Scripting Languages :- Sever Side, Client Side. 3.4 Data Types, Variable, expression, naming conventions 3.5 Operator and Loops : while, do-while, for. 3.6 performance and merits of scripting languages 3.8 writing a basic PHP script with HTML 3.8 Layout of Php Program, Various type of Comments 3.9 Output Using Echo, Print 3.10 Variable, Static Variables, Constants Declaration ,operators 3.10String-Single quoted and double quoted Various String 3.11Include and require constructs .</p>	<p>09</p>
<p>Unit- 4 Dynamic HTML</p>	<p>4.1 Introduction to Dynamic HTML 4.2 Dynamic HTML Fundamentals 4.3 working with colors, text ,fonts</p>	<p>08</p>

	<p>4.4 Form with styles</p> <p>4.5 Java script with Dynamic HTML</p> <p>4.6 Java script function with DHTML</p>	
<p>Unit -5</p> <p>Basic of XML</p>	<p>5.1 Introduction to XML programming</p> <p>5.2 Basic of XML</p> <p>5.3 XML Use, XML Development Goals</p> <p>5.4 XML Syntax</p> <p>5.5 XML Declaration</p>	<p>05</p>
<p>Unit-6</p> <p>Minor project</p>	<p>6. student require to make a minor project by using Scripting languages by making proper coding and designing of the project and without using any built in designing template.</p>	<p>05</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p>45</p>

Learning Resources:

Text Books:

24. **HTML –Practical HTML 4 by Phillips ; publisher : prentice hall of India**
25. **Web Enabled commercial application development using HTML,DHTML, Javascript , perl,CGI by Bayross; Publisher BPB Publications**
26. **Java Script - Adobe Acrobat 7.0 official javascript reference by Adobe BPB Publications**
27. **PHP- Wrox Publication**
28. **Beginning XML- Wrox publication.**

Reference Books :

18. **PHP and Mysql Bible –Willy dreamtech publication**
19. **JavaScript :The Definitive Guide , Fourth Edition By David Flangan**
By O'Reilly Publication
20. **XML by Example (By Example) By Benoit Marchal**
21. **Head Frist java script programming by Eric Freeman and Elisabeth- shroff publishers Distributor private Limited.**
22. **Head Frist HTML5 Programming by Eric Freeman and Elisabeth- shroff publishers Distributor private Limited.**

Web References:

1. Website: www.php.net, www.mysql.org
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INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (e-Commerce) 2 Year Component of 5 Year Integrated Programme

Semester I

Subject Name	Advances in e-Commerce	Subject Code	MEC-705
		Total Credits	03

Subject Nature: CORE

Course Objective:

- 28. To explore the current e-Commerce technology and business integration.
- 29. To develop and make skillful foundation in students to apply technology into commerce and business.
- 30. To enhance ability by providing knowledge about the security concerns and advance e-Payment system.

Learning Outcome:

At the end of the course students should be able to;

- 14. Understand the need and available solution fit to commerce and business.
- 15. Bridge the gap between conventional systems to modern system.
- 16. Futuristic vision towards the best and optimized utilization of advance technology platforms.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents		Class Room Contact Sessions
UNIT –I Concept and Fundamentals of e-Commerce	1.1 eCommerce Concepts: Introduction, e-Business v/s e-commerce, 1.2 eCommerce Growth in India and World. 1.3 e-Business Models : Any two classifications used by authors	07
Unit-2 e- Business Design Tools	2.1 Strategy approaches (Planning for e-commerce), infrastructure requirements 2.2 Technology Options: Network Platforms (Web architecture, hardware platform, and operating systems, 2.3 servers: exchange servers, commerce servers, database servers, web servers 2.4 Network options (service providers, wideband telecommunication connections. Local connection infrastructure, platform infrastructure	08
Unit-3 Software Tools	3.1 Software Tools Introduction to XML its application, Data standards for e-Business,	08

and their Features	3.2 EDI, OTP, OBI, Modem, Data Mapping, Data transformation with XML 3.3 Data Access and transfer 3.4 Minor Project	
Unit- 4 e-Payment System	4.1 Electronic Payment Systems: EFT 4.2 e-Cash, e-Wallets: implementation, business issues 4.3 Smart cards, credit and debit cards.	05
Unit -5 Security Issues of e-Commerce Platforms	5.1 Electronic commerce security myths security protocols security standards (Keys) 5.2 Payment and purchase order process, certificate X509v3, Verisign certificate 5.3 Payment and security requirements, cyber laws pertaining to Digital signature and certifying authorities.	12
Unit-6 Implementation and Telecommunication Services	6.1 Capability evaluation, Design selection, Differentiation Strategies Implementation Cases, Problems Customer retention 6.2 Telecom scenario in India – A case study	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Books:

1. Lawrence Erlbaum Associates, Incorporated, 2003
2. Aidan Finn, Darril Gibson, Kenneth van Surksun, “Mastering Windows-7 Deployment”, Wiley/Sybex.

Reference Books:

1. Advances in Mobile Commerce Technologies, Ee-Peng Lim, Keng Siau, Idea Group Publishing.
 2. Trends in E-Business, E-Services, and E-Commerce: Impact of Technology on Goods, Services and Business Transactions, Lee In, Business Science References (IGI Global).
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INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE

CLASS AND SEMESTER		Batch:	2017-2019
Subject Name	Professional Communication and Negotitation skill	Subject Code	MEC-706
Subject Nature	Ability enhancement		
<p>Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.</p> <p>Learning Outcomes: To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.</p> <p>Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).</p>			
Course Contents			
Unit	Content	No. of hours	
1	Nature of Business Communication	10	
1.1	Need, importance and purposes of communication in organizations		
1.2	Elements and environment of communication		
1.3	Models of communication		
1.4	Forms and networks of organizational communication		
1.5	Types of communication barriers and how to overcome them		
1.6	Listening, types of listening and effective listening		

1.7	Elements of effective communication	
2	Non-verbal Communication	7
2.1	Importance of appearance and how to use it as a tool in communication	
2.2	Body language and oculesics	
2.3	Paralanguage	
2.4	Proxemics	
2.5	Chronemics	
2.6	Haptics	
2.7	Using non-verbal tools (oral and written) to communicate effectively	
3	Presentations, Interviews, Group Discussions and Business Meetings	10
3.1	Preparation of content for presentation	
3.2	Understanding the audience	
3.3	Importance of rehearsals	
3.4	Using visual aids in presentations	
3.5	Handling questions	
3.6	Writing a resume'	
3.7	Types of interviews	
3.8	Preparation for an interview	
3.9	Do's and don'ts during an interview	
3.10	Understanding the group in a group discussion	



3.11	Do's and don'ts in a group discussion	
3.12	Meetings in business and its types	
3.13	Notice and agenda	
3.14	Minutes of a meeting	
3.15	Mannerisms, etiquettes and assertiveness in oral communication	
4	Business Writing	8
4.1	Types of business letters	
4.2	Structure and format of letters	
4.3	Memorandums and circulars	
4.4	e-mails	
4.5	Text messaging	
4.6	Report writing	
4.7	Importance of written communication	
4.8	Appropriate tone in business writing	
5	Negotiation Skills	4
5.1	Need for negotiation	
5.2	Process of negotiation	
5.3	Barriers to negotiation and how to overcome them	
6	Issues in Communication	6

6.1	Handling diversity (gender, culture, ethnicity, etc.)	
6.2	Tolerance and acceptance of diversity	
6.3	Emotional intelligence and its impact on communication	
6.4	Social intelligence and its impact on communication	
6.5	Ethics in communication	
<p>Learning Resources:</p> <p>Text Books:</p> <p>M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India.</p> <p>Reference Books:</p> <p>William V. Ruch, Business Communication, Maxwell Macmillan, New York.</p> <p>Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York.</p> <p>Bill Scott, The Skills of Communication, Jaico, Bombay.</p> <p>Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York.</p> <p>Dalmer Fisher, Communication in Organizations , Jaico Publishing House, India.</p> <p>M. E. Guffy, Essentials of Business Communication, Thomson Publication.</p> <p>Shirley Taylor, Communication for Business , Pearson Education.</p>		

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
CLASS AND SEMESTER		Batch	2017-2019
Subject Name	Entrepreneurship	Subject Code	MEC-707
Subject Nature			Generic
Course Objective: To help the student acquire the theoretical and practical knowledge of entrepreneurial venture creation.			
Learning Outcomes: 1. Students will understand the theoretical and practical dimensions of entrepreneurship in the perspective of the current socio-economic scenario especially in India;			
26. Students will get in-depth knowledge of various requisites of a new venture and the support available from various agencies.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks having theoretical and practical questions and/or cases.			
Course Contents			
Unit	Content	No. of hours	
1	Introduction	10	
1.1	Entrepreneur, entrepreneurship, types, roles, traits, myths of entrepreneurship		
1.2	Importance of entrepreneurship in the current socio-economic scenario		
1.3	Entrepreneur vs. Intrapreneur, Entrepreneur vs. Manager		
1.4	Entrepreneurial environment: social, cultural, economic, political, technological, international		
1.5	Women entrepreneurship: social and psychological perspectives, govt. policy and support, challenges, strategies for empowerment		
2	Theories of Entrepreneurship	8	
2.1	Economic theories		

2.2	Psychological theories	
2.3	Sociological theories	
2.4	Models of entrepreneurship	
3	The Business Plan	12
3.1	Creativity and innovation	
3.2	Scanning of business environment	
3.3	Identifying an opportunity	
3.4	Idea generation and incubation	
3.5	Criteria for project selection	
3.6	Steps in project formulation	
3.7	Project feasibility study: market, technological, economic, socio-cultural and ecological analysis	
3.8	Writing the business plan	
3.9	Choice of Organization: Sole proprietorship, partnership, joint stock, cooperative, Hindu Undivided Family	
4	Financial Support to Entrepreneurs	8
4.1	Venture Capital: concept, aim and features	
4.2	Steps of venture capital financing	
4.3	Sources of venture capital	
4.4	Criteria to provide venture capital finance	

4.5 | Commercial banks

4.6 | Institutions: KVIC, IDBI, SIDBI, SIDO, IFCI, IRBI, SFC, ICICI, LIC UTI,

	EXIM Bank	
5	Small and Medium Scale Enterprises	7
5.1	Micro, small and medium scale enterprises	
5.2	Policy initiatives for SMEs	
5.3	Problems and prospects of SMEs	
5.4	Causes, symptoms and cure of industrial sickness in SMEs	
<p>Learning Resources:</p> <p>Text Books:</p> <p>P. Narayana Reddy, Entrepreneurship (Text and Cases), Cengage Learning.</p> <p>Reference Books:</p> <p>P. Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education.</p> <p>S.K. Mohanty, Fundamentals of Entrepreneurship, PHI.</p>		

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

Semester I

Subject Name	Search Engine Optimization	Subject Code	ME708 _____
		Total Credits	03

Subject Nature: CORE

Course Objective:

- **The objective of this course is to provide the students basic knowledge of current internet marketing special reference to e-commerce.**

Learning Outcome:

At the end of the course students should be able to;

To understand about Search Engine Optimization .

They will be able to develop technical skills about optimization of web pages.

Examination scheme:

The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions

Course Contents		Class Room Contact Sessions
UNIT -I Introduction to Internet Marketing	<ol style="list-style-type: none"> 1. Introduction to Internet Marketing: Definition, 2. Scope, Advantages & Disadvantages, 3. Process, and SEO Strategies. 	08
Unit-2 HTML	<ol style="list-style-type: none"> 2.1 HTML: Important HTML Tags, 2.2 Use of HTML Tags, 2.3 Code Verification & Validation 	08

<p>Unit-3 Search Engines</p>	<p>3.1 Search Engines: 3.2 Introduction of Search Engines, 3.3 Search Engines Vs Web Directories, 3.4 PR concept, SE Algorithms, 3.5 SERP, SE Crawler, 3.6 SE Submission & Indexing, 3.7 Google Dance and Sand Effect.</p>	<p>09</p>
<p>Unit- 4 Search Engine Optimization</p>	<p>4.1 Search Engine Optimization 4.2 Industry Analysis, Site Analysis, 4.3 Competitor Analysis, 4.4 Keyword Analysis and Research, 4.5 Meta Creation, Navigation & Linking Strategies, 4.6 Content SEO, 4.7 other Supplementary SEO, Static SEO & Dynamic SEO, 4.8 Landing Page, Landing Sites, 4.9 Call to Actions, SEO Tools, 4.10 Design Issues, 4.11 Gsitemap, 4.12 Page Redirect methods .</p>	<p>08</p>
<p>Unit -5 Link Building Strategies</p>	<p>5.1 Link Building Strategies 5.2 Linking Concept, 5.3 Link Exchange, Free & Paid Directory Submission</p>	<p>05</p>

	<p>5.4 Web Traffic Analysis: Web Stats Tools, 5.5 Traffic Analysis, 5.6 Configuring Tools using wizards, 5.7 Tracking End-users.</p>	
<p>Unit-6 Lab Sessions</p>	<p>6.1 Lab Sessions: Introducing the realistic approach of SEO.</p>	<p>07</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p>45</p>
<p>Text Books:</p> <ol style="list-style-type: none"> 1. Search Engine Optimization for Dummies by Peter Kent. 2. SEO Book by Aaron Walls. <p>Reference book :</p> <p>Search Engine Marketing by Mike Grehan</p>		

<p>INSTITUTE OF MANAGEMENT STUDIES</p>			
<p>M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)</p>			
<p>Batch (2018- 2020)</p>			
<p>Semester II</p>			
Subject Name	Business Intelligence	Subject Code	<u>ME801</u>
		Total Credits	03
<p>Subject Nature: General</p>			
<p>Course Objective: The objective of teaching this course is to enable students to integrate knowledge of various functional areas and technologies use for business integration.</p>			

Learning Outcome:		
At the student will get the knowledge of various functional areas uses for businesses integrations.		
Examination scheme:		
The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions		
Course Contents		
UNIT –1	<u>ERP: Enterprise Resource Planning</u>	
ERP	<ul style="list-style-type: none"> 1.1 Overview of ERP 1.2 Objective of ERP 1.3 ERP evolution 1.4 Trades in ERP 1.5 ERP Technology 1.6 Benefits and challenges of ERP 1.7 Different types of ERP Software 1.8 ERP Implementation & challenges 	08

<p>Unit-2</p> <p>Supply Chain Management</p>	<p>2.01 Overview of Supply Chain Management</p> <p>2.02 Identifying Supply Chains</p> <p>2.03 Key Supply Chain Management Processes</p> <p>2.04 Evolution of Supply Chain Management</p> <p>2.05 Creating Value through Supply Chain Management</p> <p>2.06 The Impact of globalization on Supply Chain Management</p> <p>2.07 Supply Chain Management Strategy</p> <p>2.08 Elements of Supply Chain Management</p> <p>2.09 Logistics network configuration</p> <p>2.10 data Collection and validation</p> <p>2.11 key features of Network configuration</p> <p>2.12 Supply Chain integration</p>	<p>12</p>
<p>Unit-3</p> <p>BPR</p>	<p>3.1 Introduction</p> <p>3.2 Evolution of Organization and Management Concepts</p> <p>3.3 The realities of the New Economy,</p> <p>3.4 The Twenty-first Century Organization</p> <p>3.5 Re-engineering Defined</p> <p>3.6 Characteristics and implications of Re-engineered business processes: Characteristics of Re-engineered Processes</p> <p>3.7 Change accompanying business process Re-engineering</p> <p>3.8 The role of information technology, creativity and human resources in Re-engineering BPR implementation: Re-engineering Implementation Framework, Succeeding at Reengineering, and BPR Barriers</p>	<p>09</p>

Unit- 4	4.1 The Basics of knowledge Management Concept of Knowledge Management	
Knowledge Management	4.2 KM Myths And Life Cycle, Intelligence, Experience and common sense, 4.3 Data Information and Knowledge 4.4 Types of Knowledge and Expert Knowledge 4.5 KM system Life Cycle Knowledge Creation and Knowledge Architecture	07
Unit -5 Data Mining(DM) & Data ware-house(DW):	5.1 Data ware Housing introduction and general principle 5.2 OLTP 5.3 DM Architecture fundamentals 5.4 Data Mart Approaches to Architecture 5.5 DW process and design Data Mining fundamentals concepts 5.6 DM architecture, DM Techniques , Issues & Challenges 5.7 DM for Research and Business 5.8 DM tools & Application	09
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Books: 1. Janak Shah “ Supply Chain Management ” by, Pearson Education.

Latest Edition.

2. Rangaraj, Supply Chain Management for Competitive Advantage, TMH Latest Edition.

3. Ailawadi and Singh, Logistics Management, PHI, Latest Edition.

4. Elias M. A wad and Hassan M. Ghaziri, Knowledge Management, Pearson Education, Latest Edition. . **Reference Books:**

1. R Radhakrishnan and S Balasubramanan, Business Process Reengineering-Text and Cases, PHI, Latest Edition.

2. ERP Text and case studies by CSV Murthy , Himalaya Publishing House , New

Delhi

3. Data Modeling , A Beginner Guide By Andy Oppel , Published by McGraw Hill

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce) Batch (2017- 2019) Semester II			
Subject Name	IT ENABLED SERVICE MRKETING	Subject Code	<u>ME802</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of this course is to introduce the changing scenario of the services marketing for developing skills in ITES Marketing.			
Learning Outcome: At the end of the semester the student should able to develop skills for IT enabled service marketing and its applications.			

Examination scheme:

The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.

Course Contents

<p>UNIT –1 Services Fundamentals:</p>	<p>1.1. Concept 1.2. Characteristics 1.3. Classification of Services 1.4. Business Models. 1.5. Emerging Trends.</p>	<p>09</p>
<p>UNIT-2 Strategic Issues:</p>	<p>2.1 Planning Process, New Services Launch. 2.2 Environment –Socio-Economic, Political, Legal, Technology 2.3 Segmentation, Differentiation, & Positioning. 2.4 Effect of ITeS Marketing on Consumer Behavior. 2.5 Database Marketing & Knowledge Management 2.6 Quality and Productivity</p>	<p>09</p>
<p>Unit-3 Marketing mix & Management in ITES Marketing:</p>	<p>3.1 Product 3.2 Price 3.3 Place and Distribution Matrices 3.4 Promotion 3.5 People 3.6 Physical Evidence 3.7 Process.</p>	<p>09</p>
<p>Unit- 4 ITES Applications:</p>	<p>4.1 Financial Services – Banking, Capital Markets, Insurance 4.2 Health Services – Hospital Information Systems, Pharmacy, Tele-Medicine. 4.3 Retail & Tourism 4.4 Information Technology & Communications Industry (ITC) and BPO 4.5 Government Services</p>	<p>09</p>
<p>Unit -5 Customer Relationship Management:</p>	<p>5.1 Introduction to CRM 5.2 Evolution of CRM – Paradigm shift in marketing 5.3 Significance and benefits of CRM to different business organizations.</p>	<p>09</p>

TOTAL CLASSROOM CONTACT SESSIONS

45

Text Books:

- e-Marketing by J. Strauss, A. Ansary, Paymond Frost, PHI Publications.
- Marketing Moves by Philip Kotler, PHI Publications.
- e-Services by Rust & Kannan, PHI Publications.

Reference Books :

Services Marketing by Christopher Lovelock, PHI Publications.

INSTITUTE OF MANAGEMENT STUDIES

**M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)
Batch (2017- 2019)
Semester II**

Subject Name	KNOWLEDGE MANAGEMENT	Subject Code	<u>ME803</u>
		Total Credits	03

Subject Nature: General

Course Objective:

The objective of the course is to make participants aware of using information that creates value and knowledge and how knowledge management system is working in the organization.

Learning Outcome:

At the end of the course students should be able to;

1. To understand about Knowledge management system and its importance for learning Organization and other business processes.
2. It will Help to understand and identifies the organization key resources of knowledge and how it helps in development of organization and Knowledge sharing.

Examination scheme:

The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions. Marking scheme if internal assessment will include class tests and regular class participation.

Course Contents

UNIT –I Introducing Knowledge Management	1.1The concepts of storage and management 1.2Approaches to DBMS Information processing 1.3Information systems, organizational learning. 1.4Introduction, total quality management 1.5Introduction to emerging business paradigms. 1.6Introduction to Knowledge Management 1.7Basic Knowledge-Related Definitions 1.8Role of Knowledge Management in today's organization 1.9Classification of Knowledge Management Systems 1.10 Forces Driving Knowledge Management 1.11 Defining the Data, Information and Knowledge	09
	1.12 From Data Processing to Knowledge-based Systems 1.13 Types of Knowledge 1.14 Human's Learning Models 1.15 Expert's Reasoning Methods.	
Unit-2 Knowledge Management System life Cycle	2.1 Introduction to Knowledge management system life cycle 2.2 Challenges in building knowledge management system 2.3 Knowledge evaluation ,Knowledge processing 2.4 Knowledge implementation, Identifying Knowledge Centers 2.5 Nonaka's Model of Knowledge Creation and Transformation 2.6 Impediments to Knowledge Sharing	07

<p>Unit-3 Knowledge Management techniques, Systems and tools</p>	<p>3.1 Introduction to Knowledge Management Architecture 3.2 The Knowledge Capture Process 3.3 Identifying Experts- Single and Multiple Experts 3.4 Systems and tools. Knowledge analysis 3.5 Organizational Knowledge Dissemination. 3.6 Knowledge Capture Techniques-</p> <ul style="list-style-type: none"> • On-site Observation (Action Protocol) • Brainstorming (Conventional & Electronic) • Consensus Decision Making • Nominal Group Technique • Delphi Method • Repertory Grid • Concept Mapping • Blackboarding <p>3.7 Organizational Knowledge Management Architecture and Implementation Strategies</p>	<p>08</p>
<p>Unit- 4 Knowledge codification</p>	<p>4.1 Introduction to Knowledge Codification 4.2 Benefits of Knowledge Codification 4.3 Knowledge Codification in the KM System Life Cycle 4.4 Codification Tools-Knowledge Map, Decision Table 4.5 Decision Tree, Frames ,Production Rules, Case-based Reasoning</p>	<p>06</p>
<p>Unit -5 System testing and Deployment</p>	<p>5.1 Introduction to Quality Assurance 5.2 Knowledge management testing 5.3 Hurdles in KMS Testing, Logical Testing Approaches 5.4 System Testing & Deployment in KMSLC 5.5 Factors affecting System Deployment</p>	<p>05</p>
<p>Unit-6 Knowledge transfer and sharing</p>	<p>6.1 Introduction to Knowledge Transfer & Knowledge Sharing 6.2 Fundamentals of Knowledge transfer 6.3 Learning from data -The Concept of Learning 6.4 Data Visualization, Neural Networks –The basic 6.5 The Knowledge transfer in Electronic-world 6.6 Groupware categories and applications</p>	<p>05</p>

Unit-7 Knowledge Portals and Knowledge Management Tools	7.1 Organizational Collaborative Platforms 7.2 Introductions, Knowledge Management roles 7.3 Knowledge Management Job Opportunities. 7.4 Key Components of Knowledge Portal 7.5 Categories of Portal Tools 7.6 Knowledge Worker	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: Text Books: 1.Warrier, E. Sudhir “Knowledge Management”, Vikas Publishing House Ltd. New Delhi. Reference Books : 1.Knowledge Management by Shelda Debowski – john Wiley and sons publication		

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce) Batch (2017- 2019) Semester II			
Subject Name	Advanced Computer Networking	Subject Code	<u>ME804</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
The objective of this course is to provide the students advance concepts of the computer networking and its applications.			
Learning Outcome:			
At the end of semester the student should get the concept of advanced computer networking and its application.			
Examination scheme:			
The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.			
Course Contents			
UNIT –1 Introduction to Internet:	1.1Evolution of Internet 1.2Introduction to TCP/IP Model 1.3Introduction to RFC 1.4Internet Service : Provider, SLIP, PPP.		08
Unit-2 Addressing in Internet:	2.1 Introduction to IP addressing. 2.2 Advanced concept of Domain Name System. 2.3 Introduction to the advanced concept of URL.		08

Unit-3 Internet Connectivity:	3.1 Dial-up 3.2 Leased line 3.3 VSAT 3.4 ISDN	08
Unit -4 Internet Account:	4.1 Advance concept of Shell account & TCP/IP account	05
Unit-5 Internet applications:	5.1 advance concept of File transfer 5.2 the concept of Remote login 5.3 The concept of Email	08
Unit -6	6.1 Introduction of Mobile communication and wireless networking.	08
TOTAL CLASSROOM CONTACT SESSIONS		45
Learning Resources:		
Text Books:		
<ul style="list-style-type: none"> • Computer Networks by Tanenbaum, III edn. PHI. • Internetworking with TCP/IP by Douglas Comer Prentice Hall 		
Reference Books :		
<ul style="list-style-type: none"> • The Internet By Douglas Comer, III edn. Pearson Education 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2017- 2019)			
Semester II			
Subject Name	Software Project Management	Subject Code	ME805
		Total Credits	03
Subject Nature: CORE			
Course Objective: The Objective of the course is to introduce the students to essential knowledge of software project management.			
Learning Outcome: At the end of semester the student should be able to get the knowledge about the software project management.			
Examination scheme: The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions			
Course Contents			
UNIT –1 Project Management Context and Process	1.1Introduction to Project Management 1.2Project management relationship of software project management with other disciplines 1.3Project phases and project lifecycles 1.4Importance of Project 1.5Management review.	10	

<p>UNIT-2 Project Integration Management and Scope Management</p>	<p>2.1 Project Integration 2.2 Development and execution 2.3 Integrated change control. 2.4 Scope management 2.5 Strategic planning 2.6 Identifying potential projects 2.7 Selection of the projects.</p>	<p>10</p>
<p>Unit-3 Project Time and Cost Management</p>	<p>3.1 Importance of time, schedules, activities 3.2 Scheduling and sequencing of activities 3.3 Project network diagrams. 3.4 Using software in scheduling and time management. 3.5 Cost management types of cost estimates, cost estimation techniques and tools, resource planning</p>	<p>10</p>
<p>Unit- 4 Project Quality Management</p>	<p>4.1 Quality of Information Technology Project 4.2 Modern Quality Management and ISO 9000 Quality Planning. 4.3 Quality Assurance, Quality Control, Tools and Techniques for Quality Control 4.4 Pareto Analysis 4.5 Statistical Sampling and Standard Deviation 4.6 Quality Control Charts 4.7 Six Sigma and the Seven Run Rule Capability Maturity Model for Software.</p>	<p>10</p>
<p>Unit -5 Component based Software Engineering</p>	<p>5.1 Engineering of Component based Systems 5.2 The CBSE process 5.3 Domain Engineering and Component based development 5.4 Classifying and retrieving Components.</p>	<p>05</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Text Books:</p> <p>1.Information Technology Project Management by Kathy Schalbe Pub: Thomson Learning. 2.CMM in practice by Pankaj Jalote Pub Addison Wesley.</p> <p>Reference Books:</p> <p>3.Software Engineering A Practitioner’s Approach, By Roger Pressman, Pub McGrawHill</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2017- 2019)			
Semester II			
Subject Name	Software Quality Assurance	Subject Code	<u>ME806</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
The objective of the course is to make the students updated about the software quality policy and process. The syllabus also covers the software testing methods and tools.			
Learning Outcome:			
At the end of the semester students should be able to get the knowledge of software quality policy and software testing methods tools and techniques.			
Examination scheme:			
The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions			
Course Contents			
UNIT –1 Introduction	1.1 Software Quality Assurance 1.2 Software Models 1.3 Software Life Cycle 1.4 Testing Life Cycle.		08

<p>Unit-2</p> <p>Types of Testing</p>	<p>2.1 Software Testing 2.2 Scope 2.3 Importance of testing; Types of Functional Testing like- Static & Dynamic testing, black box & white box testing. Unit, Integration, System, Acceptance, Alfa, Beta, Positive, Negative, Ad-hoc and Monkey testing 2.4 Understanding basics of performance, Stress, scalability, capacity and load testing</p>	<p>09</p>
<p>Unit-3</p> <p>Planning</p>	<p>3.1 Planning test efforts 3.2 Test plan contents, designing, documenting and tracking test cases.</p>	<p>02</p>
<p>Unit- 4</p> <p>Testing</p>	<p>4.1 Testing for currency, time zone, language specific and localization. (Practice on an example application) 4.2 User interface, UI standards & guidelines 4.3 Browser based variations (Practice on an example application with IE) 4.4 Testing of software on different platforms 4.5 Software testing for interaction with other applications, (Practice on Windows), Root Cause Analysis, Basic DB concepts and testing specific DB topics.</p>	<p>06</p>
<p>Unit -5</p> <p>Security</p>	<p>5.1 Understanding security 5.2 Types of security testing</p>	<p>05</p>
<p>Unit-6</p> <p>Automation</p>	<p>6.1 Basic Concept of automation 6.2 Tools support for testing 6.3 Types of test tools 6.4 Advantages of test tools and Selection of test tools.</p>	<p>05</p>
<p>Unit-7 Bug Tracking</p>	<p>7.1 Introduction to bug tracking system 7.2 Bug Tracking Tools 7.3 Managing bug cycle 7.4 Prioritizing bugs (Practice with tool)</p>	<p>05</p>

Unit -8 Configuration	8.1 Understanding configuration management 8.2 Configuration Management Tools 8.3 Installation 8.4 Web server and application server.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Books:

- 1 Software Engineering – Roger S Pressman
- 2 Ian Sommerville – Software Engineering

References books:

- 1 Systematic Software Testing- by Rick David Craig, Stefan P.Jaskiel
2. Software Testing Techniques- by Geoffrey Miller, Scott Loveland, Michael Shannon , Richard Prewitt

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

**Batch (2017- 2019)
Semester II**

Subject Name	J2EE PROGRAMMING	Subject Code	<u>ME807</u>
		Total Credits	03

Subject Nature: CORE

Course Objective:

The objective of this course is to provide the students with a conceptual analytical and technical framework of J2EE programming

Learning Outcome:

At the end of the course students should be able to understand about J2EE programming and conceptual analytics of J2EE.

Examination scheme:

The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions

Course Contents		
UNIT –1 J2EE Concepts	1.1 Core J2EE Concepts 1.2 Core J2EE technologies and components 1.3 J2EE application programming model.	07
Unit-2 WEB SERVER AND TOMCAT	2.1 Introduction to web server/application server 2.2 Deployment of J2EE application on web server. 2.3 Tomcat introduction 2.4 Installation and configuration of tomcat. 2.5 Application Deployment of tomcat.	08
Unit-3 XML Deployment	3.1 Detailed description of web.xml deployment descriptor.	05
Unit- 4 Directory Structure	4.1 Directory structure in web.	04
Unit -5 JSP	5.1 Introduction to JSP (Java Server Pages) 5.2 Static and dynamic pages. 5.3 JSP lifecycle. 5.4 JSP attributes 5.5 JSP action tags 5.6 Sample application	09
Unit-6 Servlet	6.1 Introduction 6.2 Configuration of a servlet on a web server. 6.3 Difference between JSP and servlet. 6.4 Servlet lifecycle	09
Unit -7 Application of JSP and Servlets	A sample application using JSP and Servlet	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Books:

1. Head first servlet and JSP-by BRIAN BASHAM, KATHY SIERRA and BERT RATES.
2. Sams teach yourself java JSP in 21 days.

Reference Books:

Pure JSP: Java server pages by JAMES GOODWILL,SAMS

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Semester II			
Semester II			
Subject Name	Common Architecture in Java	Subject Code	<u>ME808</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none">• To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases;• To provide the necessary foundation for all other courses based on management practices across the world			

<p>Learning Outcome: At the end of the course students should be able to;</p> <ol style="list-style-type: none"> 1. Understand most useful, important and common design patterns in Java. 2. Identify the most suitable design pattern to address a given application design problem. 3. Apply model-view-controller architectural pattern. 		
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>		
<h2>Course Contents</h2>		Class Room Contact Sessions
UNIT –I Introduction to Design Patterns	<p>1.1 Common Structure, Java Editions, Java Architectural Stack and Code Execution Process 1.2 Common Architectural Goals, JVM architecture 1.3 Design Patterns: History, Overview, Need, Basic structure of design patterns, Benefits, Types of design patterns 1.4 Creational, Structural, Behavioral: Singleton, Adapter, Observer, (Implementation and real life examples) 1.5 JAR, WAR, EAR</p>	10
Unit-2 Introduction to Frameworks	<p>2.1 Software Frameworks, Need for using frameworks 2.2 J2EE architecture, Open source J2EE frameworks 2.3 Classification and Features 2.4 Comparative analysis of design patterns and frameworks</p>	10
Unit-3 Model View Controller	<p>3.1 Introduction, Idea behind MVC pattern 3.2 Benefits of separation, Implementation examples 3.3 Benefits of MVC pattern</p>	08
Unit- 4 Web Application Frameworks	<p>4.1 J2EE and .NET frameworks comparative analysis 4.2 Web Development Frameworks 4.3 Web Application Frameworks Types 4.4 Introduction to Struts</p>	09

Unit -5 Struts	5.1 Working of the Struts Framework and Architecture libraries 5.2 Benefits, Action Servlets Class, Action Form Class, Action Class 5.3 Struts Tag Libraries 5.4 Validation in Struts 5.5 Introduction to concept of Hiber nate	08
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Learning Resources: Text Books: 1. Head First Design Patterns- Eric Freeman & Elizabeth Freeman with Kathy Sierra & Bert Bates 2. Design patterns- Elements of Reusable Object-Oriented Software- Gamma, Helm, Jhonson, vlissides 3. Java EE Patterns- Adam Bien</p> <p>Reference Books: Struts Survival Guide- Shrikanth Shenoy</p>		

INSTITUTE OF MANAGEMENT			
STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2017- 2019)			
Semester II			
Subject Name	VB.NET Programming	Subject Code	<u>ME809</u>
		Total Credits	03

Subject Nature: CORE		
Course Objective: The objective of this course is to provide the students basic knowledge of VB.NET application development special reference to e-commerce.		
Learning Outcome: At the end of the semester the student should be able to get the knowledge of VB.NET Programming and application development.		
Examination scheme: The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions		
Course Contents		
UNIT –1 Introduction To Dot net Framework	1.1 What is Dot net framework 1.2 Base Class Libraries 1.3 Common Language Runtime	08
Unit-2 Introduction to Windows Application	2.1 Creating the Windows Form using the Windows Form Designer 2.2 Implement navigation for the user Interface 2.3 Language Basics 2.4 Coding Standards 2.5 Debugging your application	10
Unit-3 Working With Controls	3.1 Introduction to controls available for windows application 3.2 Add Controls To Windows Forms 3.3 Validate User Input 3.4 Error Handling 3.5 Object Oriented Programming implementation	09
Unit- 4 Using Data in Windows Forms Applications	4.1 Introduction to ADO.net Architecture 4.2 ADO.net Components 4.3 Accessing the data using ADO.net	09

Unit -5 Deploying Windows Forms Applications	5.1Plan the Deployment for windows based application 5.2Creating the setup program to install the application 5.3Deploy the windows based application	09
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Book: 1. VB.Net (Beginners) Wrox Publication 2. VB.Net (Professional) Wrox Publication References book : 1. VB.Net Black Book 2. VB.Net By Microsoft press		

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2017- 2019)			
Semester II			
Subject Name	SQL Server	Subject Code	<u>ME810</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
The objective of the course is to provide the students with a conceptual, analytical & Technical framework of SQL Server with current version.			
Learning Outcome:			
At the end of the semester the student should be able to analyze the framework of SQL server with its conceptual and technical knowledge.			
Examination scheme:			
The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions			
Course Contents			
Unit –1 Introduction to SQL server	1.1Introduction to plan SQL Server installation 1.2Install an instance of SQL Server.		08
Unit-2 SQL server in an Enterprise network	2.1Manage files and databases, including determining resource requirements. 2.2Choose a login security method, 2.3configure login security, plan and implement database permissions, 2.4describe how to help protect SQL Server in an enterprise network.		08
Unit-3 Administrative	3.1Perform and automate administrative tasks 3.2 Create custom administrative tools. 3.3 Back up databases and implement a backup strategy.		09

Tools	3.4 Restore databases	
Unit- 4 SQL server performance	Monitor and optimize SQL Server performance.	06
Unit -5 Transferring Data in SQL – I	Transfer and migrate data into databases. Maintain the high availability of SQL server.	08
Unit-6 Transferring Data in SQL - II	Replication of data from one SQL Server to another.	07
TOTAL CLASSROOM CONTACT SESSIONS		45
<p>Text Books:</p> <ol style="list-style-type: none"> 1. SQL server by Microsoft general press 2. Wrox publication on SQL server Reference <p>Books:</p> <p>Learn SQL server in 21 days.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2018- 2020)			
Semester II			
Subject Name	Business Intelligence	Subject Code	<u>ME801</u>
		Total Credits	03
Subject Nature: General			
Course Objective: The objective of teaching this course is to enable students to integrate knowledge of various functional areas and technologies use for business integration.			
Learning Outcome: At the student will get the knowledge of various functional areas uses for businesses integrations.			
Examination scheme: The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions			
Course Contents			

<p>UNIT –1</p> <p>ERP</p>	<p><u>ERP: Enterprise Resource Planning</u></p> <p>1.1 Overview of ERP</p> <p>1.2 Objective of ERP</p> <p>1.3 ERP evolution</p> <p>1.4 Trades in ERP</p> <p>1.5 ERP Technology</p> <p>1.6 Benefits and challenges of ERP</p> <p>1.7 Different types of ERP Software</p> <p>1.8 ERP Implementation & challenges</p>	<p>08</p>
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<p>Unit-2</p> <p>Supply Chain Management</p>	<p>2.01 Overview of Supply Chain Management</p> <p>2.02 Identifying Supply Chains</p> <p>2.03 Key Supply Chain Management Processes</p> <p>2.04 Evolution of Supply Chain Management</p> <p>2.05 Creating Value through Supply Chain Management</p> <p>2.06 The Impact of globalization on Supply Chain Management</p> <p>2.07 Supply Chain Management Strategy</p> <p>2.08 Elements of Supply Chain Management</p> <p>2.09 Logistics network configuration</p> <p>2.10 data Collection and validation</p> <p>2.11 key features of Network configuration</p> <p>2.12 Supply Chain integration</p>	<p>12</p>
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<p>Unit-3</p> <p>BPR</p>	<p>3.1 Introduction</p> <p>3.2 Evolution of Organization and Management Concepts</p> <p>3.3 The realities of the New Economy,</p> <p>3.4 The Twenty-first Century Organization</p> <p>3.5 Re-engineering Defined</p> <p>3.6 Characteristics and implications of Re-engineered business processes: Characteristics of Re-engineered Processes</p> <p>3.7 Change accompanying business process Re-engineering</p> <p>3.8 The role of information technology, creativity and human resources in Re-engineering BPR implementation: Re-engineering Implementation Framework, Succeeding at Reengineering, and BPR Barriers</p>	<p>09</p>
<p>Unit- 4</p>	<p>4.1 The Basics of knowledge Management Concept of Knowledge Management</p>	
<p>Knowledge Management</p>	<p>4.2 KM Myths And Life Cycle, Intelligence, Experience and common sense,</p> <p>4.3 Data Information and Knowledge</p> <p>4.4 Types of Knowledge and Expert Knowledge</p> <p>4.5 KM system Life Cycle Knowledge Creation and Knowledge Architecture</p>	<p>07</p>

<p>Unit -5</p> <p>Data Mining(DM) & Data ware-house(DW):</p>	<p>5.1 Data ware Housing introduction and general principle</p> <p>5.2 OLTP</p> <p>5.3 DM Architecture fundamentals</p> <p>5.4 Data Mart Approaches to Architecture</p> <p>5.5 DW process and design Data Mining fundamentals concepts</p> <p>5.6 DM architecture, DM Techniques , Issues & Challenges</p> <p>5.7 DM for Research and Business</p> <p>5.8 DM tools & Application</p>	<p>09</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>

Text Books: 1. Janak Shah “ Supply Chain Management ” by, Pearson Education. Latest Edition.

5. Rangaraj, Supply Chain Management for Competitive Advantage, TMH Latest Edition.

6. Ailawadi and Singh, Logistics Management, PHI, Latest Edition.

7. Elias M. A wad and Hassan M. Ghaziri, Knowledge Management, Pearson Education, Latest Edition. . **Reference Books:**

4. R Radhakrishnan and S Balasubramanan, Business Process Reengineering-Text and Cases, PHI, Latest Edition.

5. ERP Text and case studies by CSV Murthy , Himalaya Publishing House , New Delhi

6. Data Modeling , A Beginner Guide By Andy Oppel , Published by McGraw Hill

INSTITUTE OF MANAGEMENT STUDIES

**M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)
Batch (2017- 2019)
Semester II**

Subject Name	IT ENABLED SERVICE MRKETING	Subject Code	<u>ME802</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of this course is to introduce the changing scenario of the services marketing for developing skills in ITES Marketing.			
Learning Outcome: At the end of the semester the student should able to develop skills for IT enabled service marketing and its applications.			
Examination scheme: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.			
Course Contents			
UNIT –1 Services Fundamentals:	1.1.Concept 1.2.Characteristics 1.3.Classification of Services 1.4.Business Models. 1.5.Emerging Trends.		09
UNIT-2 Strategic Issues:	2.1 Planning Process, New Services Launch. 2.2 Environment –Socio-Economic, Political, Legal, Technology 2.3 Segmentation, Differentiation, & Positioning. 2.4 Effect of ITeS Marketing on Consumer Behavior. 2.5 Database Marketing & Knowledge Management 2.6 Quality and Productivity		09
Unit-3 Marketing mix & Management in ITES Marketing:	3.1 Product 3.2 Price 3.3 Place and Distribution Matrices 3.4 Promotion 3.5 People 3.6 Physical Evidence 3.7 Process.		09

<p>Unit- 4 ITES Applications:</p>	<p>4.1 Financial Services – Banking, Capital Markets, Insurance 4.2 Health Services – Hospital Information Systems, Pharmacy, Tele-Medicine. 4.3 Retail & Tourism 4.4 Information Technology & Communications Industry (ITC) and BPO 4.5 Government Services</p>	<p>09</p>
<p>Unit -5 Customer Relationship Management:</p>	<p>5.1 Introduction to CRM 5.2 Evolution of CRM – Paradigm shift in marketing 5.3 Significance and benefits of CRM to different business organizations.</p>	<p>09</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Text Books:</p> <ul style="list-style-type: none"> • e-Marketing by J. Strauss, A. Ansary, Paymond Frost, PHI Publications. • Marketing Moves by Philip Kotler, PHI Publications. • e-Services by Rust & Kannan, PHI Publications. <p>Reference Books :</p> <p>Services Marketing by Christopher Lovelock, PHI Publications.</p>		

INSTITUTE OF MANAGEMENT STUDIES

**M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)
Batch (2017- 2019)
Semester II**

Subject Name	KNOWLEDGE MANAGEMENT	Subject Code	<u>ME803</u>
		Total Credits	03
Subject Nature: General			
Course Objective: The objective of the course is to make participants aware of using information that creates value and knowledge and how knowledge management system is working in the organization.			
Learning Outcome: At the end of the course students should be able to; 3. To understand about Knowledge management system and its importance for learning Organization and other business processes. 4. It will Help to understand and identifies the organization key resources of knowledge and how it helps in development of organization and Knowledge sharing.			
Examination scheme: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions. Marking scheme if internal assessment will include class tests and regular class participation.			
Course Contents			
UNIT –I Introducing Knowledge Management	1.1The concepts of storage and management 1.2Approaches to DBMS Information processing 1.3Information systems, organizational learning. 1.4Introduction, total quality management 1.5Introduction to emerging business paradigms. 1.6Introduction to Knowledge Management 1.7Basic Knowledge-Related Definitions 1.8Role of Knowledge Management in today's organization 1.9Classification of Knowledge Management Systems 1.10 Forces Driving Knowledge Management 1.11 Defining the Data, Information and Knowledge		09

	<p>1.12 From Data Processing to Knowledge-based Systems 1.13 Types of Knowledge 1.14 Human’s Learning Models 1.15 Expert’s Reasoning Methods.</p>	
<p>Unit-2 Knowledge Management System life Cycle</p>	<p>2.1 Introduction to Knowledge management system life cycle 2.2 Challenges in building knowledge management system 2.3 Knowledge evaluation ,Knowledge processing 2.4 Knowledge implementation, Identifying Knowledge Centers 2.5 Nonaka’s Model of Knowledge Creation and Transformation 2.6 Impediments to Knowledge Sharing</p>	07
<p>Unit-3 Knowledge Management techniques, Systems and tools</p>	<p>3.1 Introduction to Knowledge Management Architecture 3.2 The Knowledge Capture Process 3.3 Identifying Experts- Single and Multiple Experts 3.4 Systems and tools. Knowledge analysis 3.5 Organizational Knowledge Dissemination. 3.6 Knowledge Capture Techniques-</p> <ul style="list-style-type: none"> • On-site Observation (Action Protocol) • Brainstorming (Conventional & Electronic) • Consensus Decision Making • Nominal Group Technique • Delphi Method • Repertory Grid • Concept Mapping • Blackboarding <p>3.7 Organizational Knowledge Management Architecture and Implementation Strategies</p>	08
<p>Unit- 4 Knowledge codification</p>	<p>4.1 Introduction to Knowledge Codification 4.2 Benefits of Knowledge Codification 4.3 Knowledge Codification in the KM System Life Cycle 4.4 Codification Tools-Knowledge Map, Decision Table 4.5 Decision Tree, Frames ,Production Rules, Case-based Reasoning</p>	06
<p>Unit -5 System testing and Deployment</p>	<p>5.1 Introduction to Quality Assurance 5.2 Knowledge management testing 5.3 Hurdles in KMS Testing, Logical Testing Approaches 5.4 System Testing & Deployment in KMSLC 5.5 Factors affecting System Deployment</p>	05

<p>Unit-6 Knowledge transfer and sharing</p>	<p>6.1 Introduction to Knowledge Transfer & Knowledge Sharing 6.2 Fundamentals of Knowledge transfer 6.3 Learning from data -The Concept of Learning 6.4 Data Visualization,Neural Networks –The basic 6.5 The Knowledge transfer in Electronic-world 6.6 Groupware categories and applications</p>	<p>05</p>
<p>Unit-7 Knowledge Portals and Knowledge Management Tools</p>	<p>7.1 Organizational Collaborative Platforms 7.2 Introductions, Knowledge Management roles 7.3 Knowledge Management Job Opportunities. 7.4 Key Components of Knowledge Portal 7.5 Categories of Portal Tools 7.6 Knowledge Worker</p>	<p>05</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Learning Resources: Text Books: 1.Warrier, E. Sudhir “Knowledge Management”, Vikas Publishing House Ltd. New Delhi. Reference Books : 1.Knowledge Management by Shelda Debowski – john Wiley and sons publication</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce) Batch (2017- 2019) Semester II			
Subject Name	Advanced Computer Networking	Subject Code	<u>ME804</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of this course is to provide the students advance concepts of the computer networking and its applications.			
Learning Outcome: At the end of semester the student should get the concept of advanced computer networking and its application.			
Examination scheme: The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions.			
Course Contents			
UNIT –1 Introduction to Internet:	1.1Evolution of Internet 1.2Introduction to TCP/IP Model 1.3Introduction to RFC 1.4Internet Service : Provider, SLIP, PPP.	08	

Unit-2 Addressing in Internet:	2.1 Introduction to IP addressing. 2.2 Advanced concept of Domain Name System. 2.3 Introduction to the advanced concept of URL.	08
Unit-3 Internet Connectivity:	3.1 Dial-up 3.2 Leased line 3.3 VSAT 3.4 ISDN	08
Unit -4 Internet Account:	4.1 Advance concept of Shell account & TCP/IP account	05
Unit-5 Internet applications:	5.1 advance concept of File transfer 5.2 the concept of Remote login 5.3 The concept of Email	08
Unit -6	6.1 Introduction of Mobile communication and wireless networking.	08
TOTAL CLASSROOM CONTACT SESSIONS		45
Learning Resources:		
Text Books:		
<ul style="list-style-type: none"> • Computer Networks by Tanenbaum, III edn. PHI. • Internetworking with TCP/IP by Douglas Comer Prentice Hall 		
Reference Books :		
<ul style="list-style-type: none"> • The Internet By Douglas Comer, III edn. Pearson Education 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2017- 2019)			
Semester II			
Subject Name	Software Project Management	Subject Code	ME805
		Total Credits	03
Subject Nature: CORE			
Course Objective: The Objective of the course is to introduce the students to essential knowledge of software project management.			
Learning Outcome: At the end of semester the student should be able to get the knowledge about the software project management.			
Examination scheme: The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions			
Course Contents			
UNIT –1 Project Management Context and Process	1.1Introduction to Project Management 1.2Project management relationship of software project management with other disciplines 1.3Project phases and project lifecycles 1.4Importance of Project 1.5Management review.	10	

<p>UNIT-2 Project Integration Management and Scope Management</p>	<p>2.1 Project Integration 2.2 Development and execution 2.3 Integrated change control. 2.4 Scope management 2.5 Strategic planning 2.6 Identifying potential projects 2.7 Selection of the projects.</p>	<p>10</p>
<p>Unit-3 Project Time and Cost Management</p>	<p>3.1 Importance of time, schedules, activities 3.2 Scheduling and sequencing of activities 3.3 Project network diagrams. 3.4 Using software in scheduling and time management. 3.5 Cost management types of cost estimates, cost estimation techniques and tools, resource planning</p>	<p>10</p>
<p>Unit- 4 Project Quality Management</p>	<p>4.1 Quality of Information Technology Project 4.2 Modern Quality Management and ISO 9000 Quality Planning. 4.3 Quality Assurance, Quality Control, Tools and Techniques for Quality Control 4.4 Pareto Analysis 4.5 Statistical Sampling and Standard Deviation 4.6 Quality Control Charts 4.7 Six Sigma and the Seven Run Rule Capability Maturity Model for Software.</p>	<p>10</p>
<p>Unit -5 Component based Software Engineering</p>	<p>5.1 Engineering of Component based Systems 5.2 The CBSE process 5.3 Domain Engineering and Component based development 5.4 Classifying and retrieving Components.</p>	<p>05</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Text Books:</p> <p>1.Information Technology Project Management by Kathy Schalbe Pub: Thomson Learning. 2.CMM in practice by Pankaj Jalote Pub Addison Wesley.</p> <p>Reference Books:</p> <p>3.Software Engineering A Practitioner’s Approach, By Roger Pressman, Pub McGrawHill</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2017- 2019)			
Semester II			
Subject Name	Software Quality Assurance	Subject Code	<u>ME806</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
The objective of the course is to make the students updated about the software quality policy and process. The syllabus also covers the software testing methods and tools.			
Learning Outcome:			
At the end of the semester students should be able to get the knowledge of software quality policy and software testing methods tools and techniques.			
Examination scheme:			
The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions			
Course Contents			
UNIT –1 Introduction	1.1 Software Quality Assurance 1.2 Software Models 1.3 Software Life Cycle 1.4 Testing Life Cycle.		08

<p>Unit-2</p> <p>Types of Testing</p>	<p>2.1 Software Testing 2.2 Scope 2.3 Importance of testing; Types of Functional Testing like- Static & Dynamic testing, black box & white box testing. Unit, Integration, System, Acceptance, Alfa, Beta, Positive, Negative, Ad-hoc and Monkey testing 2.4 Understanding basics of performance, Stress, scalability, capacity and load testing</p>	<p>09</p>
<p>Unit-3</p> <p>Planning</p>	<p>3.1 Planning test efforts 3.2 Test plan contents, designing, documenting and tracking test cases.</p>	<p>02</p>
<p>Unit- 4</p> <p>Testing</p>	<p>4.1 Testing for currency, time zone, language specific and localization. (Practice on an example application) 4.2 User interface, UI standards & guidelines 4.3 Browser based variations (Practice on an example application with IE) 4.4 Testing of software on different platforms 4.5 Software testing for interaction with other applications, (Practice on Windows), Root Cause Analysis, Basic DB concepts and testing specific DB topics.</p>	<p>06</p>
<p>Unit -5</p> <p>Security</p>	<p>5.1 Understanding security 5.2 Types of security testing</p>	<p>05</p>
<p>Unit-6</p> <p>Automation</p>	<p>6.1 Basic Concept of automation 6.2 Tools support for testing 6.3 Types of test tools 6.4 Advantages of test tools and Selection of test tools.</p>	<p>05</p>
<p>Unit-7 Bug Tracking</p>	<p>7.1 Introduction to bug tracking system 7.2 Bug Tracking Tools 7.3 Managing bug cycle 7.4 Prioritizing bugs (Practice with tool)</p>	<p>05</p>

Unit -8 Configuration	8.1 Understanding configuration management 8.2 Configuration Management Tools 8.3 Installation 8.4 Web server and application server.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Books:

3 Software Engineering – Roger S Pressman

4 Ian Sommerville – Software Engineering

References books:

1 Systematic Software Testing- by Rick David Craig, Stefan P.Jaskiel

**2. Software Testing Techniques- by Geoffrey Miller, Scott Loveland, Michael Shannon ,
Richard Prewitt**

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)

Batch (2017- 2019)

Semester II

Subject Name	J2EE PROGRAMMING	Subject Code	<u>ME807</u>
		Total Credits	03

Subject Nature: CORE

Course Objective:

The objective of this course is to provide the students with a conceptual analytical and technical framework of J2EE programming

Learning Outcome:

At the end of the course students should be able to understand about J2EE programming and conceptual analytics of J2EE.

Examination scheme:

The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions

Course Contents		
UNIT –1 J2EE Concepts	1.1 Core J2EE Concepts 1.2 Core J2EE technologies and components 1.3 J2EE application programming model.	07
Unit-2 WEB SERVER AND TOMCAT	2.1 Introduction to web server/application server 2.2 Deployment of J2EE application on web server. 2.3 Tomcat introduction 2.4 Installation and configuration of tomcat. 2.5 Application Deployment of tomcat.	08
Unit-3 XML Deployment	3.1 Detailed description of web.xml deployment descriptor.	05
Unit- 4 Directory Structure	4.1 Directory structure in web.	04
Unit -5 JSP	5.1 Introduction to JSP (Java Server Pages) 5.2 Static and dynamic pages. 5.3 JSP lifecycle. 5.4 JSP attributes 5.5 JSP action tags 5.6 Sample application	09
Unit-6 Servlet	6.1 Introduction 6.2 Configuration of a servlet on a web server. 6.3 Difference between JSP and servlet. 6.4 Servlet lifecycle	09
Unit -7 Application of JSP and Servlets	A sample application using JSP and Servlet	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Books:

3. Head first servlet and JSP-by BRIAN BASHAM, KATHY SIERRA and BERT RATES.
4. Sams teach yourself java JSP in 21 days.

Reference Books:

Pure JSP: Java server pages by JAMES GOODWILL,SAMS

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Semester II			
Semester II			
Subject Name	Common Architecture in Java	Subject Code	<u>ME808</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none">• To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases;• To provide the necessary foundation for all other courses based on management practices across the world			

<p>Learning Outcome: At the end of the course students should be able to;</p> <ol style="list-style-type: none"> 4. Understand most useful, important and common design patterns in Java. 5. Identify the most suitable design pattern to address a given application design problem. 6. Apply model-view-controller architectural pattern. 		
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>		
<h2>Course Contents</h2>		Class Room Contact Sessions
UNIT –I Introduction to Design Patterns	1.1 Common Structure, Java Editions, Java Architectural Stack and Code Execution Process 1.2 Common Architectural Goals, JVM architecture 1.3 Design Patterns: History, Overview, Need, Basic structure of design patterns, Benefits, Types of design patterns 1.4 Creational, Structural, Behavioral: Singleton, Adapter, Observer, (Implementation and real life examples) 1.5 JAR, WAR, EAR	10
Unit-2 Introduction to Frameworks	2.1 Software Frameworks, Need for using frameworks 2.2 J2EE architecture, Open source J2EE frameworks 2.3 Classification and Features 2.4 Comparative analysis of design patterns and frameworks	10
Unit-3 Model View Controller	3.1 Introduction, Idea behind MVC pattern 3.2 Benefits of separation, Implementation examples 3.3 Benefits of MVC pattern	08
Unit- 4 Web Application Frameworks	4.1 J2EE and .NET frameworks comparative analysis 4.2 Web Development Frameworks 4.3 Web Application Frameworks Types 4.4 Introduction to Struts	09

Unit -5 Struts	5.1 Working of the Struts Framework and Architecture libraries 5.2 Benefits, Action Servlets Class, Action Form Class, Action Class 5.3 Struts Tag Libraries 5.4 Validation in Struts 5.5 Introduction to concept of Hiber nate	08
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Learning Resources: Text Books: 4. Head First Design Patterns- Eric Freeman & Elizabeth Freeman with Kathy Sierra & Bert Bates 5. Design patterns- Elements of Reusable Object-Oriented Software- Gamma, Helm, Jhonson, vlissides 6. Java EE Patterns- Adam Bien</p> <p>Reference Books: Struts Survival Guide- Shrikanth Shenoy</p>		

INSTITUTE OF MANAGEMENT			
STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2017- 2019)			
Semester II			
Subject Name	VB.NET Programming	Subject Code	<u>ME809</u>
		Total Credits	03

Subject Nature: CORE		
Course Objective: The objective of this course is to provide the students basic knowledge of VB.NET application development special reference to e-commerce.		
Learning Outcome: At the end of the semester the student should be able to get the knowledge of VB.NET Programming and application development.		
Examination scheme: The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions		
Course Contents		
UNIT –1 Introduction To Dot net Framework	1.1 What is Dot net framework 1.2 Base Class Libraries 1.3 Common Language Runtime	08
Unit-2 Introduction to Windows Application	2.1 Creating the Windows Form using the Windows Form Designer 2.2 Implement navigation for the user Interface 2.3 Language Basics 2.4 Coding Standards 2.5 Debugging your application	10
Unit-3 Working With Controls	3.1 Introduction to controls available for windows application 3.2 Add Controls To Windows Forms 3.3 Validate User Input 3.4 Error Handling 3.5 Object Oriented Programming implementation	09
Unit- 4 Using Data in Windows Forms Applications	4.1 Introduction to ADO.net Architecture 4.2 ADO.net Components 4.3 Accessing the data using ADO.net	09

Unit -5 Deploying Windows Forms Applications	5.1Plan the Deployment for windows based application 5.2Creating the setup program to install the application 5.3Deploy the windows based application	09
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Book: <ol style="list-style-type: none">1. VB.Net (Beginners) Wrox Publication2. VB.Net (Professional) Wrox Publication References book : <ol style="list-style-type: none">3. VB.Net Black Book4. VB.Net By Microsoft press		

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2017- 2019)			
Semester II			
Subject Name	SQL Server	Subject Code	<u>ME810</u>
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
The objective of the course is to provide the students with a conceptual, analytical & Technical framework of SQL Server with current version.			
Learning Outcome:			
At the end of the semester the student should be able to analyze the framework of SQL server with its conceptual and technical knowledge.			
Examination scheme:			
The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions			
Course Contents			
Unit –1 Introduction to SQL server	1.1Introduction to plan SQL Server installation 1.2Install an instance of SQL Server.		08
Unit-2 SQL server in an Enterprise network	2.1Manage files and databases, including determining resource requirements. 2.2Choose a login security method, 2.3configure login security, plan and implement database permissions, 2.4describe how to help protect SQL Server in an enterprise network.		08
Unit-3 Administrative	3.1Perform and automate administrative tasks 3.2 Create custom administrative tools. 3.3 Back up databases and implement a backup strategy.		09

Tools	3.4 Restore databases	
Unit- 4 SQL server performance	Monitor and optimize SQL Server performance.	06
Unit -5 Transferring Data in SQL – I	Transfer and migrate data into databases. Maintain the high availability of SQL server.	08
Unit-6 Transferring Data in SQL - II	Replication of data from one SQL Server to another.	07
TOTAL CLASSROOM CONTACT SESSIONS		45
<p>Text Books:</p> <p>3. SQL server by Microsoft general press</p> <p>4. Wrox publication on SQL server Reference</p> <p>Books:</p> <p>Learn SQL server in 21 days.</p>		

M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce) Batch (2018- 2020) Semester III			
Subject Name	DATA ANALYTICS	Subject Code	ME 901
		Total Credits	03
Subject Nature: 3ENERIC			
Course Objective:			

<ul style="list-style-type: none"> ☞ To familiarize participants with concepts and applications of data analytics. ☞ To acquaint participants with the challenges of data preparation and implementation. ☞ To understand and design data driven models for business decision making. 									
<p>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> ☐ To understand the role of data analytics, data mining and business analytics within an organization. ☐ Compute and analyze data using statistical and data mining techniques ☐ Design and develop process of improving the decision making (relevance and quality). 									
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>									
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;"></th> <th style="width: 30%; text-align: center;">Course Contents</th> <th style="width: 10%; text-align: center;">No. of Sessions</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Unit - 1 Introduction to Data Analytics</td> <td>Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.</td> <td style="text-align: center;">06</td> </tr> <tr> <td style="text-align: center;">Unit - 2 Examining Data – Exploration and Transformation</td> <td>Creating MS- Excel sheet and performing operations on MS-Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering. Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration. Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis Handling Missing values, detection and handling of Outliers using Box- Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).</td> <td style="text-align: center;">12</td> </tr> </tbody> </table>		Course Contents	No. of Sessions	Unit - 1 Introduction to Data Analytics	Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.	06	Unit - 2 Examining Data – Exploration and Transformation	Creating MS- Excel sheet and performing operations on MS-Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering. Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration. Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis Handling Missing values, detection and handling of Outliers using Box- Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).	12
	Course Contents	No. of Sessions							
Unit - 1 Introduction to Data Analytics	Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.	06							
Unit - 2 Examining Data – Exploration and Transformation	Creating MS- Excel sheet and performing operations on MS-Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering. Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration. Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis Handling Missing values, detection and handling of Outliers using Box- Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).	12							

Unit - 3 Data Modeling	Supervised and unsupervised learning, inferential and predictive statistics, data types, variables types, data normalization and preparation, partitioning of data into training, validation and test data sets, Data driven modelling, Introduction to regression modeling, model preparation using regression techniques, data modelling using multiple linear regression, tree regression and introduction to Logistic Regression. Decision making using data driven models.	12
Unit-4 Data Modeling using ANN	Data analytics using non-parametric, Concepts and structure of an Artificial Neural Networks (ANN), Fitting in network to data and understanding various parameters of ANN. Introduction to Support Vector Machine and Evolutionary Techniques for data analytics.	04
Unit – 5 Introduction to Latest Trends	Introduction to the latest trends in Data Analytics for business organizations - Introduction to association rule, Discovering association rules in traditional Datasets, text mining, social network analysis. Case study, simulations, discussion and applications in various functional areas.	06
	TOTAL CLASSROOM CONTACT SESSIONS	40
Learning Resources: 1. GalitShmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications”, Wiley India, 2016 (reprint). 2. Anil Maheshwari, “Data Analytics”, McGraw Hill Education, 2017 3. Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)		
Reference Books: 4. Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition. 5. Joseph F. Hair, William C. Black, Barry J. Babin ,Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce) Batch (2018- 2020) Semester III			
Subject Name	E-commerce application development using PHP	Subject Code	ME 908
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objective of this course is to provide the students basic knowledge of PHP application development special reference to e-commerce.			
Learning Outcome: At the end of the course students should be able to; To understand about PHP programming using for web application development .			
Examination scheme: The semester examination worth 60marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, online viva etc.			
Class room contact Course Contents			

<p>UNIT –1 Web Applications</p>	<ul style="list-style-type: none"> • Web Architecture: Web Servers, Web Browsers. • N-tier Architecture. • Client & Sever- side Technologies:-CGI, Asp, jsp. • Scripting Languages :- Sever Side, Client Side. • Working of Web-Server. • Introduction to PHP:- History, 	<p>08</p>
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	<ul style="list-style-type: none"> ☐ Advantages and Disadvantage of using php. 	
<p>Unit-2 Basic Language Constructs</p>	<ul style="list-style-type: none"> ☐ Layout of Php Program • Various type of Comments • Variable, Static Variables • Constants Declaration & Scope ☐ Output Using Echo, Print String-Single quoted and double quoted Various String Manipulation Functions. Include & Require 	<p>08</p>
<p>Unit-3 Control & Functions</p>	<ul style="list-style-type: none"> • Logical operators, Comparison operators, Ternary Operator. ☐ Branching using if-else. • Lopping using do-while, while loop, for loop, • Break & Continue, Bounded Versus Unbounded Loops. • Arrays and Array Functions. • Prototype of functions Declaration and Calling, Function Scope. Formal Parameter v/s Actual Parameters , Recursion 	<p>10</p>

<p>Unit- 4 Advanced Php Programming</p>	<ul style="list-style-type: none"> ☐ Introduction to oops, ☐ Building Blocks of oops-Abstraction, Inheritance, ☐ Polymorphism. Basic PHP constructs for oop, constructor and destructor. ☐☐☐ Defining classes, Inheriting a class, ☐ Object Declarations. Exceptions & Exceptions Handling. File Handling & System Functions. 	<p>09</p>
<p>Unit -5 Passing Information b/w Pages & Generating Dynamic Pages</p>	<ul style="list-style-type: none"> • Http protocol ,GET& POST method, IP Addresses. • Connecting to Database, Making Queries. • Inserting & Fetching Data Sets. • Displaying Formatted Results on web page. • Session Management. 	<p>10</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. PHP & MYSQL Bible by by Tim Converse,JoycePark,Clark Morgan 2. Head First PHP & MySQL by Lynn Beighley and Michael Morrison 3. PHP: The Complete Reference by Steven Holzner 4. Beginning PHP5, Apache, and MySQL Web Development by Elizabeth Naramore, Jason Gerner, Jeremy Stolz, and Michael K. Glass <p>Website: www.php.net, www.mysql.org</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce) Batch (2018- 2020) Semester III			
Subject Name	SUPPLY CHAIN MANAGEMENT	Subject Code	ME 902
		Total Credits	03
Subject Nature: CORE			
Course Objective: The course aims at developing an understanding of Supply Chain Management and its significance in the managerial process.			
Learning Outcome: At the end of the course students should be able to; To understand about Supply Chain Management and its significance and use in the business process.			

<p>Examination scheme:</p> <p>The semester examination worth 60marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, online viva etc.</p>		
<p>Class room contact</p> <p style="text-align: center;">Course Contents</p>		
<p>UNIT –1</p> <p>Introduction and A Strategic View of Supply Chains</p>	<ul style="list-style-type: none"> • Introduction to supply chain. • Definition, complexity, key issues. • Centralized vs. decentralized systems. • The Role of Supply Chain Management in Economy and Organization • Supply Chain Strategy and Performance Measures • Outsourcing: Make versus Buy 	<p>09</p>
<p>Unit-2</p> <p>Managing Material Flow in Supply Chains</p>	<ul style="list-style-type: none"> • Managing Material Flow in Supply Chains • Inventory Management • Various costs in inventory management and need. • Deterministic models and discounts. □ Probabilistic inventory management. • Transportation • Network Design and Operations: Facility Location 	<p>09</p>

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INDORE

<p>Unit-3 Managing Information Flow in Supply Chains</p>	<ul style="list-style-type: none"> • Need for forecasting. • Quantitative methods and Demand Forecasting • The Role of Information Technology in Supply Chain Management • Enabling supply chain through IT. • ERP vendor platforms. • Service oriented architecture (SOA). • RFID. 	<p>09</p>
<p>Unit- 4 Logistics in supply chains.</p>	<ul style="list-style-type: none"> • Distribution and logistics in supply chains □ Direct shipment/intermediate storage policies. • Vehicle routing models. • Third-party logistics. 	<p>09</p>
<p>Unit -5 Supply Chain Innovations</p>	<ul style="list-style-type: none"> • Supply Chain Integration • Supply Chain Restructuring • Agile Supply Chains • Pricing and Revenue Management 	<p>09</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>

Learning Resources:

Text Books:

1. Shah Janat, "Supply Chain Management-Text and Cases", New Delhi: Pearson

Education, Latest Edition

2. Chopra Sunil, Meindl Peter, Kalra D.V., "Supply Chain Management-Strategy,

Planning, and Operation", New Delhi: Pearson Education, Latest Edition

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INDORE

3. Sinha Amit, Kotzab Herbert, "Supply Chain management- A Managerial approach",
New Delhi: Tata McGraw-Hill- latest Edition

References : 1. Operations Management by Evans and Collier.

2. Operations Management by Heizer and Render.

INSTITUTE OF MANAGEMENT STUDIES
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)
Batch (2018- 2020)
Semester III

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University,
INDORE

Subject Name	Digital Marketing	Subject Code	ME 907
		Total Credits	03
Subject Nature: Core			
Course Objective: To acquaint students how to leveraging Digital Marketing for personal or organizational growth. To help the students gain competency in improving their digital marketing skills with an understanding of fundamental issues pertaining to the business world to enhance their ability to manage businesses effectively.			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Provide an overview of digital marketing to make business easy through digital platform 2. Examine the various digital forms that a business entity can take and the relative advantages and disadvantages of each of these forms 3. Understand various aspects of marketing through digital media platform 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction, and Fundamentals of Digital Marketing	1.1 Definition, Scope, Advantages & Disadvantages, Process 1.2 Digital Marketing Vs Traditional Marketing 1.3 Digital Marketing Strategies 1.4 Functions and Responsibilities of Marketing Managers 1.5 Timeline and changes in Digital Marketing 1.6 Future of Digital Marketing		06
Unit-2 Channels of Digital Marketing	2.1 Overview of Channels of Digital Marketing 2.2 Search Engine Optimization 2.3 Search Engine Marketing		12

	2.4 Social Media 2.5 Content Creation, Management and Curation 2.6 Email Marketing 2.7 Mobile Specific 2.8 Inbound and Outbound Marketing	
Unit – 3 Paid and Sponsored Advertising Models	3.1 Paid Ads on Search Engines 3.2 Paid Ads on Social Media 3.3 Affiliate Marketing 3.4 Influencer Marketing 3.5 Paid Ads on e-commerce Platforms 3.6 Video Ads 3.7 Branded Content	08
Unit- 4 Marketing Automation	4.1 Marketing Automation Tools 4.2 Lead Generation Strategy 4.3 CRM and Sales Integration	06
Unit -5 Understanding of Analytics	5.1 Search Engine Analytics 5.2 Social Media Analytics and Insights 5.3 App Analytics 5.4 Advertising Analytics 5.5 Vanity Metrics and Actionable Metrics	08
	TOTAL CLASSROOM CONTACT SESSIONS	40
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> Digital Marketing For Dummies by Russ Henneberry and Ryan Deiss The New Rules of Marketing and PR: 6th Edition by David Meerman Scott Hit Makers: The Science of Popularity in an Age of Digital Distraction by Derek Thomson, 2017 <p>Web Reference:</p> <ol style="list-style-type: none"> www.searchengineland.com www.searchenginejournal.com www.socialmediatoday.com www.business2community.com 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2018- 2020)			
Semester III			
Subject Name	Cyber Law & Business Regulatory Framework	Subject Code	ME 909
		Total Credits	03
Subject Nature: Core			
<p>Course Objective: At the completion of this course the student will be able to:</p> <ol style="list-style-type: none"> 1. Identify the emerging legal issues in a digital networked environment including general issues of Jurisdiction and enforcement of rights and liabilities in Cyberspace and Understand and evaluate how these developing concepts affect the flow of information in society and the work of information professionals. 2. Students will also be able to analyze recent developments in national and global information policy, the nature of the policy making process and the identities and positions of the various stakeholders. 			
<p>Learning Outcome:</p> <ol style="list-style-type: none"> 1. Student will become familiar Cyber law 2. To understand pros-cons of legal issues of digital world 3. How to prevent or address cyber crime 			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Class Room Contact Sessions
Unit-1 Jurisdiction	1.1UNCITRAL Model Law 1.2Jurisdiction in Cyber Space: Concept of Jurisdiction Internet Jurisdiction, Indian Context of Jurisdiction International position of Internet Jurisdiction Cases in Cyber Jurisdiction		4

<p>Unit – 2. IT act 2000</p>	<p>2.1 Aims and objectives</p> <p>2.2 Role of certifying Authorities Regulators under IT Act – Cyber Crimes – Offences and Contraventions – Liability of Network/Online Service Providers –</p> <p>Grey Areas of IT Act – Legal effects of electronic evidence – Security procedures and protocols.</p> <p>2.1 Technical Issues & Legal Issues Digital signature; 2.2 Digital signature Certificate; Types 2.3 Certifying authorities and Controller of certifying authorities</p>	<p>6</p>
<p>Unit- 3. Concept of Cyber Crime</p>	<p>3.1 Major trends in cybercrimes – position under IPC, Cr.P.C. and Indian Evidence Law</p> <p>3.2 Computer Viruses, Worms and Trojans – Cyber Terrorism</p> <p>3.3 Cyber Crimes & International Law – European Convention on Cyber Crime</p> <p>3.4 Data Protection and Privacy – Cyber security Perspectives – internet Security Issues</p> <p>3.5 Digital Signatures for securing information assets, Firewalls, Ethical Hacking,</p>	<p>6</p>
<p>Unit -4. Cyber Investigation</p>	<p>4.1 Cyber Crime Investigation process</p> <p>4.2 Investigation Tools Digital Evidence Collection, Evidence Preservation, E-Mail Investigation,</p> <p>4.3 E-Mail Tracking, IP Tracking, E-Mail Recovery, Encryption and Decryption methods, Search and Seizure of Computers,</p> <p>4.4 Cyber Forensics Tools and Software, Recovering deleted evidences, Password Cracking and Latest tools</p>	<p>7</p>
<p>Unit-5. IPR Issues in a nutshell</p>	<p>5.1 Legal Issues in Internet and Software Copyright: Jurisdiction Issues and Copyright, Infringement, Remedies of Infringement. Multimedia and Copyright issues, Software Piracy</p> <p>5.2 Patents : Understanding Patents, International context of Patents, Indian Position on Computer related Patents registration and offences</p> <p>5.3 Trademarks : Understanding Trademarks, Trademark Law in India, Infringement and Passing Off, Trademarks in Internet Domain name registration, Domain Name Disputes & WIPO</p>	<p>9</p>

<p>Unit 7 Business Regulatory Framework :</p>	<p>7.1. Provisions of the Companies Act, 2013 relating to Formation of company</p> <p>7.2. Competition act 2002</p> <p>7.3. SEBI Act, 1992 - Functions of SEBI. Powers of SEBI in relation to securities markets. Guidelines for Security issues.</p>	<p>8</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Ramaiya, A., <i>Guide to Company Law</i>, Wadhwa, Nagpur, 2000 2. Shah, S.M., <i>Lectures on Company Law</i>, N.M. Tripathi, Mumbai, 2000. 3. Puliani, Ravi and Mahesh Puliani, <i>Corporate Laws</i>, Bharat Law House Private Ltd., New Delhi, Sept., 2000. 4. Gulshan, S.S. and G.k. Kapoor <i>Corporate and Other Laws</i>, New Age International (Paper) Ltd , New Delhi, 7th ed., 2000. 		

<p align="center">M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)</p> <p align="center">Batch (2018- 2020)</p> <p align="center">Semester III</p>			
Subject Name	STRATEGIC MANAGEMENT	Subject Code	ME 910
		Total Credits	03
Subject Nature: GENERIC			
<p>Course Objective:</p> <ol style="list-style-type: none"> 1. The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of organisations. 2. Student is expected to develop a diagnostic and problem solving approach. 3. It will help the students to sharpen his comprehension, analytical, descriptive and international skills. 			
<p>Learning Outcome:</p> <ol style="list-style-type: none"> 1. Student will understand the Strategic aspects of organisation & art of decision making 2. This course will provide a holistic overview of critical aspects of organisation. 3. Understand various models of Strategic Management. 			
<p>Examination scheme:</p> <p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Class Room Contact Sessions
UNIT –I NATURE OF STRATEGIC PLANNING/MANAGEMENT	1.1 Dynamic environment 1.2 Strategic management 1.3 strategic planning and strategy 1.4 Thinking map of strategic planning process 1.5 Situational analysis 1.6 Benefits of strategic planning and management	3	
	1.7 Hierarchy of strategies		

<p>Unit-2 UNDERSTANDING AND ANALYSING THE EXTERNAL ENVIRONMENT</p>	<p>2.1 External nature of Strategic management, 2.2 Goals and limitations of environmental analysis, 2.3 Components of General environment/ 2.4 Process of external environmental analysis 2.5 General, Industry and International Environmental Factors; 2.6 Analysis of Environment, 2.7 Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP) 2.8 Internal Strengths and Weaknesses; Factors affecting these</p>	<p>5</p>
<p>Unit – 3 3.SERVICE AREA COMPETITOR ANALYSIS</p>	<p>3.1 Purpose of competitor analysis 3.2 Service Area competitor analysis</p>	<p>3</p>
<p>Unit- 4 INTERNAL ENVIRONMENTAL ANALYSIS/COMPETITIVE ADVANTAGE</p>	<p>4.1 value chain 4.2 components of value chain, 4.3 Strategic thinking map and steps 4.4 Techniques of Internal Analysis; 4.5 Strategic Advantage 4.6 Profile (SAP) 4.7 Diagnosis of Strengths and Weaknesses;</p>	<p>5</p>
<p>Unit -5 DIRECTIONAL STRATEGIES</p>	<p>5.1 mission & vision 5.2 values and strategic goals 5.3 Introduction to Social Entrepreneurship 5.4 Managing Private-Public Partnerships 5.5 Mergers, Acquisition and Corporate Restructuring 5.6 Resource Based Strategy 5.7 Technology Management 5.8 Transformation for Sustainable Superior Performance 5.9 Firm Resources & Resource Dynamics 5.10 Corporate Diversification 5.11 Strategic Alliances 5.12 Product Differentiation 5.13 Vertical Integration 5.14 Narrowing the choices; Managerial Choice Factors, Choice</p>	<p>10</p>

	<p>Processes.</p> <p>5.15 Strategic Gap Analysis,</p> <p>5.16 ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid;</p> <p>5.17 Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.</p>	
<p>Unit-6 DEVELOPING STRATEGIC ALTERNATIVES</p>	<p>6.1 Decision logic and strategic thinking map for strategy formulation</p>	<p>2</p>
<p>Unit-7 EVALUATION OF ALTERNATIVES AND STRATEGIC CHOICE</p>	<p>7.1 TOWS matrix, PLC analysis, BCG Portfolio analysis, SPACE MATRIX</p> <p>7.2 Control and Evaluation Process;</p> <p>7.3 Motivation to Evaluate;</p> <p>7.4 Criteria for Evaluation;</p> <p>7.5 Measuring and Feedback;</p> <p>7.6 Evaluation and Corrective Action.</p>	<p>4</p>
<p>Unit- 8 STRATEGY IMPLEMENTATION</p>	<p>8.1 implementing Strategy Through Value Adding Service Delivery & Their Supporting Strategies.</p> <p>8.2 Implementing Strategy Through Unit Action Plans.</p> <p>8.3 Building organisational capabilities, Dealing with complexity, Reshaping business models, Tools for implementation, Delivering success.</p>	<p>4</p>
<p>Unit- 9 Mitigating Political and Financial Risk</p>	<p>9.1 Learning how other companies have dealt successfully with hostcountry political risk and why some strategies continue to fail</p> <p>9.2 Responding adeptly to changes in the financial environment, optimizing financial strategy in a global downturn, and preparing to adjust strategy quickly when the economy rebounds</p> <p>9.3 Preparing your organization to respond to governmental changes in different countries</p>	<p>5</p>

<p>Unit-10 Defining International Strategy and Building a Global Organization</p>	<p>10.1 Recognizing when a company's competitive advantage can be leveraged more effectively on a global playing field</p> <p>10.2 Determining the extent to which the company should be globally diversified in its businesses and markets</p> <p>10.3 Evaluating which strategic activities to own and which to execute through alliances or outsourcing</p> <p>10.4 Deciding how the organization and its incentive system can best support specific global strategy choices</p> <p>10.5 Global trends, Successful expansion strategies, Managing the global value chain, Global value creation: adding value scorecard, Strategies for capturing global value: aggregation, adaptation, arbitrage; Integrated strategy</p>	<p>4</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p>45</p>
<p>Text Reading: Latest Editions 1</p>		

<p align="center">M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)</p> <p align="center">Batch (2018- 2020)</p> <p align="center">Semester III</p>			
Subject Name	Database framework using Hibernate	Subject Code	ME 903
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
The objective of this course is to provide the students basic knowledge of hibernate .			
Learning Outcome:			
At the end of the course students should be able to;			
To understand about hibernate and using it for application development .			
Examination scheme:			
The semester examination worth 60marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, online viva etc.			
Class room contact			
Course Contents			
UNIT –1 Basics of Hibernate & Hibernate with IDE	<ul style="list-style-type: none"> • Hibernate Introduction • Hibernate Architecture • Understanding First Hibernate application <p>Hibernate with IDE</p> <ul style="list-style-type: none"> • Hibernate in Eclipse • Hibernate in My Eclipse 	09	

<p>Unit-2 Hibernate Application</p>	<ul style="list-style-type: none"> • Hibernate with annotation • Hibernate Web application • Hibernate Generator classes • Hibernate Dialects 	<p>08</p>
<p>Unit-3 Hibernate Logging & Mapping</p>	<ul style="list-style-type: none"> • Hibernate with Log4j 1 • Hibernate with Log4j 2 • Inheritance Mapping - Table Per Hierarchy, Table Per Hierarchy using Annotation <p>Collection Mapping</p> <ul style="list-style-type: none"> • Mapping List • One-to-many by List using XML • Many to Many by List using XML • One To Many by List using Annotation • Mapping Bag • One-to-many by Bag • Mapping Set • One-to-many by Set • Mapping Map • Many-to-many by Map • Component Mapping • Association Mapping 	<p>11</p>
<p>Unit- 4 Hibernate - Query Language</p>	<p>Hibernate - Query Language</p> <ul style="list-style-type: none"> • Overview of HQL • Concept of HCQL • Concept of Named Query 	<p>08</p>

Unit -5 Hibernate Caching & Integration	Hibernate Caching <ul style="list-style-type: none"> • First Level Cache • Second Level Cache Integration <ul style="list-style-type: none"> • Hibernate and Struts • Hibernate and Spring 	09
TOTAL CLASSROOM CONTACT SESSIONS		45
Learning Resources: Text Books: <ol style="list-style-type: none"> 1. Harnessing Hibernate - Step-by-step Guide to Java Persistence by James Elliott, Timothy O'Brien, Ryan Fowler from O'Reilly 2 Hibernate Tips by Thorben Janssen 3 Java Persistence with Hibernate, Second Edition Christian Bauer, Gavin King, and Gary Gregory 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce) Batch (2018- 2020) Semester III			
Subject Name	Mobile application development	Subject Code	ME 904
		Total Credits	03

Subject Nature: CORE		
Course Objective: The objective of this course is to provide the students basic knowledge of mobile application development special reference to e-commerce.		
Learning Outcome: At the end of the course students should be able to; To understand about mobile application programming using for web application development .		
Examination scheme: The semester examination worth 60marks will contain 7/8 questions out of which marks are for internal test and remaining 40 marks will be for assignment, laboratory work, online viva etc.		
Class room contact		
Course Contents		
UNIT –1 Android Overview and History	<ul style="list-style-type: none"> 4. Introduction to Android 5. Introduction to Android Stack 6. Application framework 7. SDK Overview 8. Platforms. 	08

Unit-2 Main Building Blocks	<ul style="list-style-type: none"> 9. Installation of SDK 10. Creating your first project 11. Running your app on Emulator 12. Main Building Blocks 13. Activities 14. Activity lifecycle 15. Griddle 	08
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<p>Unit-3 Components and events</p>	<p>16. Common UI components 17. Handling user events 18. Android system Overview 19. Complex UI components 20. Menus and Dialogs</p>	<p>10</p>
<p>Unit- 4 Handling database</p>	<p>21. Overview of SQL Database 22. Introducing SQLite 23. Opening and closing and working with a database 24. Working with cursors Inserts, updates, and deletes 25. Basic Content Providers 26. Web Services and XML</p>	<p>09</p>
<p>Unit -5 Application Deployment</p>	<p>27. Android Application Deployment 28. Android Application Deployment on device with Window 29. Generating sign APK 30. Process for Deployment on Android Market</p>	<p>10</p>
	<p>31. Introduction to ionic 32. Difference between native and ionic apps</p>	
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Learning Resources: Text Books:</p> <ol style="list-style-type: none"> 1. Android Apps for Absolute Beginners by Wallace Jackson 2. Expert Android Programming by PrajyotMainkar 3. Android App Development for Dummies by Michael Burton 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)			
Batch (2018- 2020)			
Semester III			
Subject Name	ASP.NET MVC Programming	Subject Code	
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: The objective of this course is to provide the students basic knowledge of MVC architecture and Asp.net mvc application development special reference to e-commerce.			
Learning Outcome: At the end of the course students should be able to;			
<ol style="list-style-type: none"> 4. Learn Basic Concept of MVC Architecture 5. Create Web Application in Asp.Net MVC 6. Understand Work with Entity Framework ORM and Using in Asp.net MVC 			

<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>		
Course Contents		Class Room Contact Sessions
UNIT –I Basic of Asp.net MVC	<p>1.1)MVC Architecture</p> <p>1.2)History and Version of ASP.Net MVC</p> <p>1.3)ASP.net Web Form vs ASP.Net MVC</p> <p>1.4)Advantage of ASP.Net MVC</p>	05
Unit-2 MVC Life Cycle	<p>2.1) 3 Layer Architecture vs MVC Architecture</p> <p>2.2) Directory Structure of ASP.Net MVC</p> <p>2.3) ASP.Net MVC Pipeline</p> <p>2.4) Routing , Attribute Routing</p> <p>2.5) Route Map Table, Route Constraint , Name Space in ASP.Net</p>	05
Unit – 3 View Engine & Layout Page	<p>3.1) View Engine , type of View Engine</p> <p>3.2) Html Helper , Type of Html Helper , URL Helper</p> <p>3.3) Layout Page ,</p> <p>3.4) Sections , RendorBody, View Start Page</p> <p>3.5) ViewData ,ViewBeg , TempData</p>	10
Unit- 4 Working With Controller and View	<p>4.1)Action Result & Different Type of Action Result</p> <p>4.2) Create Controller and Action Method</p> <p>4.3) Create View ,Create Model</p> <p>4.4) Add validation using Data Annotation</p> <p>4.5) Action Result & Different Type of Action Result</p>	12

<p>Unit -5 Working With Database in ASP.MVC</p>	<p>5.1) Map Data With Entity Framework 5.2) Create/Edit/Delete/Display Data in ASP.Net MVC using Entity Framework 5.3) Partial View , Scaffolding 5.4) Filter in Asp.net MVC 5.5) Authentication & Authorization 5.6) Deploy ASP.MVC Web Application</p>	<p>13</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p>45</p>
<p>Text Reading: Latest Editions 1. ASP.NET MVC Apress Publication 2. ASP.NET MVC (Professional) WileyPublication 3. ASP.NET MVC WileyPublication 4. ASP.NET MVC By Microsoft pr.</p> <p>Web Reference: 5 http://www.tutorialsteacher.com/mvc/asp.net-mvc-tutorials 6 https://www.asp.net/mvc/overview 3 https://www.codeproject.com/Articles/866143/Learn-MVC-Project-in-days-Day</p>		

<p align="center">INSTITUTE OF MANAGEMENT STUDIES</p>			
<p align="center">M.B.A. 2 Year Component of 5 Year Integrated MBA (e-Commerce)</p>			
<p align="center">Batch (2018- 2020)</p>			
<p align="center">Semester III</p>			
<p>Subject Name</p>	<p>Advance .Net Programming</p>	<p>Subject Code</p>	
		<p>Total Credits</p>	<p>03</p>
<p>Subject Nature: ELECTIVE</p>			
<p>Course Objective: The objective of this course is to provide the students basic knowledge of Advance .net application development special reference to e-commerce.</p>			
<p>Learning Outcome: At the end of the course students should be able to; 7. Lean advance concept of .Net 8. Create Web Application 9. Understand Work with LINQ and Using in Asp.net and Windows Application</p>			

<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>		
Course Contents		Class Room Contact Sessions
UNIT –I Windows Application Programming	<p>1.5) Create Windows form application</p> <p>1.6) Using Control</p> <p>1.7)Menus and Context Menus</p> <p>1.8)Dialog</p> <p>1.9)MDI form</p>	05
Unit-2 LINQ	<p>2.1)Introduction to LINQ , LINQ expressions , Using via extension methods</p> <p>2.2) Filtering , Sorting , Aggregation , Skip and Take operators , Joins , Extension methods , Object initialization syntax</p>	8
	<p>2.3) Anonymous types ,Lambda expressions , Deferred</p> <p>2.4) Execution , Benefits and drawbacks , IEnumerable vs IQueryable , Using across tiers , Data Projection</p> <p>2.5) LINQ to SQL , Insert/Update/Delete/Select data Using LINQ to SQL</p>	
Unit – 3 Web Application Programming Using Asp.NET	<p>3.1) Web application architecture , Static Web Page , Application Life Cycle , Dynamic Page</p> <p>3.2) Page Life Cycle & Event Method , Html & Server Control , Server Control Event Life Cycle , State Management</p> <p>3.3) Url Rewriting, Hidden Form Field ,View State, Session, Cookies & Application.</p> <p>3.4) Global class & Event Method ,Uploading & Downloading , Page Directives , Data Source</p> <p>3.5) Validation Control ,CompareValidator, CustomValidator, RangeValidator, RegularExpressionValidator&ValidationSummary , Navigation Control</p>	8

<p>Unit- 4 Web Service</p>	<p>4.1) Web Service Architectures , Explaining how to control the way a .NET Framework object is serialized to XML. , Describing the structures of a Simple Object Access Protocol (SOAP) request and response.</p> <p>4.2) Consuming XML Web Services , Explaining the structure of a Web Service Description Language (WSDL) document. Explaining the Web services discovery process. , Locating service contracts by using Disco.exe.</p> <p>4.3) Generating Web service proxies by using Wsdl.exe., Implementing a Web service consumer by using Visual Studio .NET. , Invoking a Web service synchronously and asynchronously by using a Web service proxy</p> <p>4.4) Creating a Web service project. ,Implementing Web service methods, exposing them, and controlling their behavior.</p> <p>4.5) Managing state in an ASP.NET-based Web service. , Deploy Web Service</p>	<p>12</p>
<p>Unit -5 WCF</p>	<p>5.1) Wcf Framework , Wcf ABC , Wcf Address 5.2) WcfBinding ,Wshttp , Basichttp , Nettcp , netPeertcp , Msmq</p>	<p>12</p>
	<p>5.3) WcfContract , Service Contract , Operaton Contract ,Data Contract 5.4) Service Hosting , IIS Hosting</p>	
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p>45</p>
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. Pro ASP.NET 4 in C# 2010 (Expert's Voice in .NET) <u>Matthew MacDonald</u>(Author) 2. C#/Vb.Net Black Book 3. WCF WileyPublication 4. AAsp.net By Microsoft pr. <p>Web Reference:</p> <ol style="list-style-type: none"> 1 https://www.tutorialspoint.com/wcf/index.htm 2 https://www.tutorialspoint.com/vb.net/vb.net_advanced_forms.htm 3 https://www.tutorialspoint.com/webservices/index.htm 		

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.B.A. (HOSPITAL
ADMINISTRATION) 5 Year

Semester – I TO X

2018 - 23



MBA (Hospital Administration) MS6B 5 Year

Subject List

Batch 2018-23

SEMESTER – I

S.NO	SUBJECT CODE	SUBJECT
1	BH 101	FUNDAMENTALS OF MANAGEMENT
2	BH 102	Introduction to Human Physiology & Biochemistry
3	BH 103	Business Statistics I
4	BH 104	Introduction to Human Anatomy
5	BH 105	Fundamentals of Computers
6	BH 106	Introduction to Hospital & Healthcare
7	BH 107	Hindi

MBA (Hospital Administration) 5 Year

Subject List

Batch 2018-23

SEMESTER – II

S.NO	SUBJECT CODE	SUBJECT
1	BH 201	English
2	BH 202	Business Statistics
3	BH 203	Business Accounting
4	BH 204	Information Technology System
5	BH 205	Introduction to Pathology and Micro Biology
6	BH 206	Business Environment
7	BH 207	Nutrition and Dietetics

MBA (Hospital Administration) 5 Year

Subject List

Batch 2018-23

SEMESTER – III

S.NO	SUBJECT CODE	SUBJECT
1	BH 301	R.D.B.M.S
2	BH 302	Introduction to Pharmacology
3	BH 303	Cost and Management Accounting
4	BH 304	Introduction to Hospital Administration
5	BH 305	Basics of Community Medicine
6	BH 306	Introduction to Economics
7	BH 307	Environmental Sustainability & Climate Change Mitigation

MBA (Hospital Administration) 5 Year

Subject List

Batch 2018-23

SEMESTER – IV

S.NO	SUBJECT CODE	SUBJECT
1	BH 401	System Analysis and Design
2	BH 402	Introduction to Marketing management
3	BH 403	Financial Management
4	BH 404	Introduction to Health Administration
5	BH 405	Human Resource Management
6	BH 406	Introduction to Medicine
7	BH 407	Epidemiology

MBA (Hospital Administration) 5 Year

Subject List

Batch 2018-23

SEMESTER – V

S.NO	SUBJECT CODE	SUBJECT
1	BH 501	Quantitative Techniques
2	BH 502	Introduction to Obstetrics & Gynecology
3	BH 503	Introduction to Surgery
4	BH 504	Forensic Medicine and Toxicology
5	BH 505	RESEARCH METHODOLOGY
6	BH 506	Individual & Interpersonal Behaviour
7	BH 507	Purchase and Material Management

MBA (Hospital Administration) 5 Year

Subject List

Batch 2018-23

SEMESTER – VI

S.NO	SUBJECT CODE	SUBJECT
1	BH 601	Medical Laws and Medical Ethics
2	BH 602	Management of Quality

3	BH 603	Business Ethics and Management by Indian Values
4	BH 604	Biomedical Instrumentation
5	BH 605	Markering Of Hospital Services
6	BH 606	Introduction To Hospital Planning
7	BH 607	Innovations in Healthcare

MBA (Hospital Administration) 5 Year

Subject List

Batch 2018-23

SEMESTER – VII

S.NO	SUBJECT CODE	SUBJECT
1	MH-701 In.	Advanced hospital planning
2	MH-702 In.	MIS in Healthcare
3	MH- 703 In.	Operations research in Healthcare
4	MH-704 In.	Prof. Communication and Negotiation Skills
5	MH-705 In	IR and Labour laws
6	MH-706 In.	Taxation in Healthcare
7	MH-707 In.	Hospital Operations –clinical services

8

MH-708 In.

Entrepreneurship

MBA (Hospital Administration) 5 Year

Subject List

Batch 2018-23

SEMESTER – VIII

S.NO	SUBJECT CODE	SUBJECT
1	MH-801 In.	Quantitative Methods
2	MH-802 In.	Managerial Economics
3	MH-803 In.	Project Management in Healthcare
4	MH-804 In.	Business Law
5	MH-805 In.	Health Policy and administration
6	MH-806 In.	Operations Management in Healthcare
7	MH-807 In.	Environmental Issues and Disaster Management
8	MH-808 In.	Customer Relationship Management

MBA (Hospital Administration) 5 Year

Subject List

Batch 2018-23

SEMESTER – IX

S.NO	SUBJECT CODE	SUBJECT
1	MH-901 In.	Strategic Management for Healthcare
2	MH-902 In	Hospital Operations – Supportive Services

3	MH-903 In.	Compensation and Reward Management
4	MH-904 In.	Regulations for Hospitals
5	MH-906 In.	Contemporary issues in Healthcare
6	MH-907 In.	Business Process Re Engineering
7	MH- 908 In.	Logistics and Supply Chain Management
8	MH-909 In.	Social and Industrial Psychology

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
BBA (Hospital Administration) MS6BSemester- I		Batch	2018 – 2023
Subject Name	Fundamentals of Management	Subject Code	BH101
Subject Nature	Core	Credits	03
Course Objectives: To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases.			
Learning Outcomes: At the end of the course students should be able to			
<ol style="list-style-type: none"> 1. Define Management and explain how management differs according to level and whether a manager is a line manager or on an enabling role. 2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems and, describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control. 			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks having theoretical and practical questions and/or cases.			
Course Contents			
Unit	Content	No. of hours	
1	Management Concepts and Theories	10	
1.1	Concept and Nature of Management		
1.2	Role and responsibility and functions of Manager		
1.3	Managerial Skill and organization hierarchy		
1.4	Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution)		
1.5	Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)		
2	Planning	8	
2.1	Nature and purpose of planning.		
2.2	Types of Planning		
2.3	Planning Process		

2.4	Nature of Objectives, MBO; Process, benefits and limitations	
3	Strategies, Policies and Planning	12
3.1	Nature and process of planning	
3.2	Strategies planning process	
3.3	TOWS Matrix	
3.4	Porter's Generic Competency Model	
3.5	Planning and Forecasting	
4	Organizing	5
4.1	Nature and Purpose of Organizing	
4.2	Organizational Design and Types	
4.3	Organizational Structure; Departmentalization.	
4.4	Line/Staff Authority and de-centralization, Delegation	
5	Controlling	5
5.1	Concept and Process of Control	
5.2	Control Techniques	
5.3	Human aspects of Controlling	
5.4	Use of IT in Controlling	
6	Decision Making	5
6.1	Decision making	
6.2	Nature, types and scope of managerial decision making process	
6.3	Models of decision making	
6.4	Certainty in decision making	
	Total Teaching Hours	45
Learning Resources:		
Text Books:		
R.D. Agrawal, Organization and Management, Tata McGraw Hill.		

Reference Books:

Harold Koontz, Heinz Wehrich, Management: A Global Perspective, Tata McGraw Hill.
Stephen P. Robbins, Management, Pearson Education.

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
BBA (Hospital Administration)) MS6B Semester- I		Batch	2018 – 2023
Subject Name	Introduction to Human Physiology & Biochemistry	Subject Code	BH102
Subject Nature	Core	Credits	03
Course Objective: To enable students to learn and to have a good understanding of Human Physiology and Biochemistry as is necessary for Hospital Administrators.			
Learning Outcome: At the end of the course students should be able to have a clear understanding of the human physiology and biochemistry which in turn will facilitate the understanding of the different conditions of the body and its related management.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks having theoretical and practical questions.			
Course Contents			
Unit	Content	No. of hours	
1	General Physiology & Biochemistry	3	
1.1	Physiology with special reference to Human Body		
1.2	Principles of bio-physics as applicable to the human body		

2	The Circulatory System	10
2.1	Composition of blood, functions of all components of blood	
2.2	Blood groups	
2.3	Cardiac Cycle, Blood Pressure and ECG	
2.4	Lymphatic system	
2.5	Acid base balance and temperature regulation in humans	
3	The Endocrine System	10
3.1	Hormones , classification of hormones	
3.2	Gross physiology of endocrine system and its applied clinical aspects	
3.3	mechanism of action of various hormones and their role in controlling body activities	
3.4	hypo and hyper secretion of hormones and its clinical consequences	
4	The Gastro-intestinal System	10
4.1	Physiology of gastro- intestinal system and its applied aspects; physiology of liver and pancreas	
4.2	Enzymes types, Mechanism of action, co-enzymes	
4.3	Structure and functions of carbohydrates, lipids, amino acids, proteins and nucleic acids.	
4.4	Immuno-globulins and immunity; vitamins and minerals; electrolytes	
4.5	Malnutrition and disorders related to carbohydrates, fats, proteins and vitamin deficiency; Electrolyte imbalance	
5	More about the Human Body	12
5.1	Respiration and its physiology with regard to its clinical application; diseases of respiratory system; artificial ventilation	
5.2	Physiology of the nervous system; CNS, autonomic, sympathetic and parasympathetic systems and their applied physiology; excitable tissue –nerve and muscle	
5.3	Excretory system in humans including applied aspects	

5.4	Physiology of reproduction in humans	
5.5	Biochemical Lab tests, profiles and equipment	
	Total Teaching Hours	45
Learning Resources: As per the suggestions given by the faculty.		

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
BBA (Hospital Administration)) MS6B Semester- I		Batch	2018-2023
Subject Name	Business Statistics - I	Subject Code	BH103
Subject Nature	Generic	Credits	3
Course Objective: The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.			

Learning Outcome: At the end of the course students should be able to		
<ol style="list-style-type: none"> 1. Interpret the data to get solutions to the problems. 2. Classify, present the data as per the requirements of the practicing managers. 		
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks having theoretical and practical questions.		
Course Contents		
Unit	Content	No. of hours
1	Introduction to Statistics and Vital Statistics	05
1.1	Definition of Statistics	
1.2	Importance and scope of statistics	
1.3	Limitations of statistics	
1.4	Introduction to vital statistics	
2	Introduction to Statistical Methods	06
2.1	Collection of data	
2.2	Graphical presentation of numerical data	
2.3	Diagrammatic representation of numerical data	
3	Measures of Central Tendency	06
3.1	Arithmetic Mean	
3.2	Median	
3.3	Mode	
4	Measures of Variation	10
4.1	Quartile deviation	
4.2	Mean deviation	
4.3	Standard deviation	
4.4	Variance	
5	Measures of Skewness and Kurtosis	06

5.1	Karl Pearson's coefficient of skewness	
5.2	Bowley's coefficient of skewness	
5.3	Kelly's coefficient of skewness	
5.4	Kurtosis	
6	Probability Theory and Probability Distributions	08
6.1	Probability: Basic Concepts	
6.2	Binomial, Poisson and Normal distributions-their characteristics and applications	
7	Statistical Decision Theory	04
7.1	Decision making process	
7.2	Decisions under Uncertainty and Decisions under Risk	
	Total Teaching Hours	45
Learning Resources:		
Text Books:		
<ol style="list-style-type: none"> 1. S. P. Gupta, Statistical Methods, New Delhi, Sultan Chand and Sons. 2. D. C. Sancheti and V. K. Kapoor, Statistics: Theory, Methods and Applications, New Delhi: Sultan Chand and Sons. 3. D.N. Elhance, Veena Elhance and B. M. Aggrawal, Fundamentals of Statistics, Allahabad: Kitab Mahal. 		

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
BBA (Hospital Administration)) MS6B Semester- I		Batch	2018 – 2023
Subject Name	Introduction to Human Anatomy	Subject Code	BH104
Subject Nature	Core	Credits	03
Course Objective: To expose the students to the fundamentals of human body organization.			
Learning Outcome: At the end of the course students should be able to have a clear understanding of the human anatomy which in turn will facilitate the understanding of the different conditions of the body and its related management.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks having theoretical and practical questions.			
Course Contents			
Unit	Content	No. of hours	
1	General anatomy	5	
1.1	Introduction to the human body		
1.2	General anatomical terms		
2	Osteology	8	
2.1	The skeletal structure : formation and functions		
2.2	Types of joints, their structures and functions performed		
2.3	Bones of upper and lower limb		
2.4	Skeletal structure of the head and vertebral column		
2.5	Skeletal structure of the girdles		
3	The Muscular System	8	

3.1	Anatomy of a muscle, functions of the muscular system	
3.2	Major muscles of the human body	
3.3	Muscles of the upper and lower limb	
4	The Nervous System	8
4.1	Nerves and synapses, functions of the nervous system	
4.2	The central nervous system and major functions	
4.3	The peripheral nervous system and major functions	
4.4	The autonomic nervous system and major functions	
4.5	The somatic nervous system and major functions	
4.6	Sensory, motor, sympathetic and parasympathetic divisions	
5	Major Organs	8
5.1	Heart	
5.2	Lungs	
5.3	Liver	
5.4	Pancreas	
5.5	Kidney	
5.6	Anterior and posterior abdominal wall	
5.7	Skin	
6	The Genitourinary System	8
6.1	Male genitourinary system, organs and their functions	
6.2	Female genitourinary system, organs and their functions	
	Total Teaching Hours	45
Learning Resources:		
Text Book:		
B.D Chaurasia, Human Anatomy , CBS Publishers.		
Reference Books:		

I.B. Singh, Essentials of Human Anatomy , Jaypee Brothers. Henry Gray, Gray's Anatomy , Recent Edition.	
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INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
BBA(HA)) MS6B Semester - I		Batch	2018 – 2023
Subject Name	Fundamentals of Computers	Subject Code	BH 105
Subject Nature	Skill enhancement	Credits	03
Course Objective: The objectives of the course are to introduce the students to the concepts of computer hardware and software and to acquaint them with IT Tools.			
Learning Outcome: At the end of the course the student should have a clear understanding of computer hardware and software tools.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks having theoretical and practical questions.			
Course Contents			

Unit	Content	No. of hours
1	Introduction to Computers	15
1.1	Hardware: Input / Output devices, storage devices and memory.	
1.2	Software: System and Application Software, Compilers, Interpreters and Assemblers.	
1.3	Computer Languages: Levels of Languages, Generation and their features.	
1.4	Generation of Computer (Phases of development of computers).	
1.5	Number System: Introduction to number system, Binary, Decimal, Hexadecimal and their conversions and their uses in computer system.	
2	Operating Systems	10
2.1	DOS: External and Internal Commands and features.	
2.2	WINDOWS 98: Basic Operations, utilities and features.	
2.3	UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, chmod, rmdir, who, who am I, banner, date, kill, etc.).	
3	Application Software (MS-Office 2000)	15
3.1	MS Word 2000: Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.	
3.2	MS Excel 2000: Excel basics, rearranging worksheets, excel formatting tips and techniques, introduction to functions, Excel's chart features, working with graphics, using worksheet as databases, automating "what-if" projects.	
3.3	MS PowerPoint 2000: PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in PowerPoint.	
3.4	MS Access 2000: Database creation, screen / form design, report generation using wizard.	
	Total Teaching Hours	45
Learning Resources:		
Text Books:		
1. Suresh K. Basandara., "Computer Today", New Delhi, Cialgotra – 1999.		

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| <ol style="list-style-type: none">2. Rom Mansfield., “The concept guide to Microsoft Office”, New Delhi BPB 1994.3. Suilz, “Learn DOS in a Day”, New Delhi BPB.4. P.K. Sinha, “Computer Fundamentals”, New Carole Boggs Mathews and Martin. Mathews, Windows 95 Instant Reference. New Delhi BPB 1995.5. Gini Courter & Annette Marquis, “Microsoft Office 2000 No Experience Required”, BPB Publications, New Delhi, 1999.6. Laurie Ulrich, “Tech yourself Microsoft Office 2000 in 2 days”, Techmedia, New Delhi, 1999.7. Sumitabha Das, “Unix Concepts and Applications”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 1997. | |
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INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
BBA (HA)) MS6B Semester - I		Batch	2018 – 2023
Subject Name	Introduction to Hospitals and Healthcare	Subject Code	BH - 106
Subject Nature	Core	Credits	03
Course Objective: The objectives of the course are to help students to understand health in general and hospitals as an institution so that they get an overview and get oriented to the basics of their management.			
Learning Outcomes: At the end of the course the student should be able to <ul style="list-style-type: none"> 1. Have a clear understanding of the healthcare delivery system in India. 2. Acknowledge the role of hospitals and their constitution.. 			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks having theoretical and practical questions and/or cases.			
Course Contents			
Unit	Content	No. of hours	
1	Health	5	
1.1	Meaning and concept of health, disease, care and administration		
1.2	Health Indicators and their importance		
2	Healthcare: The Indian Scenario	10	
2.1	The structure of health care delivery system in India		
2.2	Administration of Health care: policy and process		
2.3	Medical care including the role of State, local self-governments, NGOs, Private and Corporate sector and Community in general		
3	Hospitals	15	
3.1	Meaning of a hospital		
3.2	Role of hospital in the health care spectrum		
3.3	Role of hospital in the society		
3.4	Functions of a hospital		
3.5	Classification of hospitals		

3.6	Organizational structure of hospitals	
4	Hospital Services	15
4.1	Clinical services	
4.2	Administrative and support services	
4.3	Role and responsibilities of a Hospital Administrator	
4.4	Patient's Bill of Rights	
4.5	Hospital Information System (HIS): an overview	
4.6	Control measures, MRD, audits: an overview	
4.7	Standard Operating Procedures (SOPs), their meaning and significance.	
4.8	Administrative processes and flow charts	
4.9	Ethical values in hospital administration	
	Total Teaching Hours	45
Learning Resources:		
Text Books:		
<ol style="list-style-type: none"> 1. K. Park, "Text Book of Preventive and Social Medicine". 2. B.K. Mahajan Text Book of Preventive and Social Medicine 3. B.M. Sakharkar, "Principles of Hospital Administration and Planning". 		
Reference Books:		
<ol style="list-style-type: none"> 1. Kunders: Hospital Planning & Hospital Management. 2. Mc. Caullay: Hospital Administration and Planning. 		

INSTITUTE OF MANAGEMENT STUDIES			
B.B.A. (Hospital Administration)) MS6B 5 years			
Semester			
Subject Name	Hindi	Session	<u>2017-20</u>
		Total Credits	03
Subject Nature: Foundation Course		Code	107
Course Objective:			
<ul style="list-style-type: none"> To develop understanding and expression of views logically with proper fluency. To learn writing of proper official and formal language without any grammatical errors To explore proper pronunciation and punctuation of hindi words. To enhance the understanding of cultural importance of Hindi language 			
Learning Outcome:			
At the end of the course students should be able to:			
<ul style="list-style-type: none"> Develop the interest and confidence to speak, understand and write in hindi. Explain the importance of media and how the language influences it. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I STANDARISED HINDI	1- ekud fglhdkLo: i 2 ekud fglhdsi djk 3 v'kq; kvjSmudkl akau 4 v'kq; kdsmkgj.k		9
Unit-2 VOCABLURY	1- v'kq; kdsi djk 1[Pj.kr] a #mZr] 'kQ vjSvHr] Qldj.kr ½ 2- fglhdk'kQ Hm & 3- 'kQkdsi djk 4- 'kQsdhj puk		9

Unit-3 SENTENCE FORMATION AND TYPES	1- u;s iz;ksx 2- fgUnh dh okD; jpuk & 3- okD;ksa ds izdkj 4- okD; foU;kl	9
Unit- 4 ENHANCE COMMUNICATION SKILLS-I	1- okD; xr lkekU; v'kfq};kW 2- fojke fpUg 3- i= ys[ku] lkj ys[ku] iYyou& 4- i=ksa ds mnkgj.k	6
Unit- 5 ENHANCE COMMUNICATION SKILLS-II	1- i=ksa ds izdkj 2- i= ys[ku dh fo'ks"krkW, ¼ i= ys[ku] lacks/ku] var fnukad vkfn Mkyuk½ 3- lkj ys[ku 4- iYyou	7
Unit-6 DECISION MAKING	1- Hkkjrh; laLd`fr 2- Hkkjr ns'k vkSj mlDs fuoklh 3- Hkkjrh; lekt dh lajpuk 4- lkekftd xfr'khyrk & vn;~ru 5- dk;Z vkSj n'kZu	5
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources:		
Text Books:		
1. Sampurna Vyakran aur Rachna, Dr. Arvind Kumar, Lucent Publication		
2. Adhunik Hindi Vyakran, Prithvinath Pandey, Samyik Prakashan		
3. Hindi ki Vartani tatha Shabd Vishleshan, Acharya Kishoridas Vajpayi, Vani Prakashan		
4. Samanya Hindi Vyakran aur Rachna, Shri Krishna Pandey, Vani Prakashan		
Reference Books:		
1. Manak Hindi Vyakaran, Dr. Laxmikant Pandey, Vidya Prakashan.		
2. Manak Hindi Sanrachna Swaroop evam Vishleshan, Dr. Suvarnlata, Vidya Prakashan		

Institute of Management Studies

Devi Ahilya Vishwavidyalaya, Indore



Syllabus

B.B.A. Hospital administration)

Semester - II

2018 - 2023



Institute of Management Studies (DAVV), Indore

BBA (Hospital Administration)) MS6B

Semester II

Programme Objectives:

1. To enlighten students on the various clinical and non-clinical aspects of administration of a hospital.
2. To expose them to appropriate and optimum medical knowledge in order to appreciate the complexity of hospital operations.
3. To empower students with requisite exposure to the health care sector globally so that they may be aptly employed in various verticals of the same.

SNo	Code	Subject	Type	Credits
1.	BH201	English	Ability Enhancement	03
2.	BH202	Business Statistics II	Generic	03
3.	BH203	Accounting for Managers	Generic	03
4.	BH204	Information Technology Environment	Generic	03
5.	BH205	Introduction to Pathology & Microbiology	Core	03
6.	BH206	Business Environment	Core	03
7.	BH207	Nutrition & Dietetics	Core	03
8.	BH208	Comprehensive Viva Voce		

INSTITUTE OF MANAGEMENT STUDIES (DAVV, INDORE)			
BBA (HA)) MS6B II Sem (Batch 2018-23)			
Subject Name	English	Subject Code	BH 201
SUBJECT NATURE : ABILITY ENHANCEMENT			
OBJECTIVE : The objectives of the course are to enable students to learn and to have a good working practice of English.			
EXAMINATION: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks.			
LEARNING OUTCOME: After completion of this course students will be capable to understand English language			
CONTENT			Contact Hours
Unit	Prose (A.G. Gardiner)		8
1	1. On Saying 'Please' 2. On Habits 3. On Courage 4. On Fear 5. On Keyhole Morals.		
2	Poetry		
	1. On His Blindness – John Milton 2. It is not Growing Like a Tree – Ben Jonson 3. Elegy Written in a Country Churchyard – Thomas Gray		
3	English Grammar & Usages		
			5

4	Concord; Agreement of the verb with its subject, structure of sentence, Element of a series, Active & Passive Voice, Reported Speech	7
5	Paragraph Writing	4
6	Precis-Writing	5
7	Letter & Application – Writing	5
8	Essay Writing	4
	Total Contact Hours	45

Text Books: (Latest Edition)

1. Kumkum Bhardwaj, **Professional Communication**, I.K. International Publication, New Delhi
2. Solomon Ambuchelvan ,**What is what of English**, Acme Learning
3. Deepshikha Jain , **Communicative English** Parshva Publishers
4. Rajshri Dewan , **English and Business communication** Acme learning

INSTITUTE OF MANAGEMENT STUDIES(DAVV, INDORE)			
BBA (HA)) MS6B II Sem (Batch: 2018-2023)			
Subject Name	Business Statistics II	Subject Code	BH 202
Subject Nature: Ability Enhancement			
OBJECTIVE: The objectives of the course are to teach important quantitative techniques to students so is to provide them exposure to rational decision process.			
EXAMINATION:			

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks.

LEARNING OUTCOME:

After completion of this course students will be capable to understand Statistical tool and how to apply in business and other fields.

CONTENT		Contact Hours
Unit		3
1	Introduction to Quantitative Techniques and Statistics	
2	Introduction to statistical methods – Collection of data, Security of data, Presentation of numerical data and its diagrammatic representation.	7
3	Measures of Central Tendency and Dispersion – Arithmetic Mean, Median, Mode, Range, Mean deviation and standard deviation.	8
4	Basic Concepts of probability. Probability Distribution – Binominal, Poisson and Normal Distribution.	6
5	Sampling, Sampling methods, sampling and non sampling errors	7
6	Decision Theory Introduction to Decision Theory.	7
7	Simple Correlation and Regression Simple Regression and Simple Correlation, Trend Analysis using Regression line, Correlation Analysis	7
Total Contact Hours		45
TEXT READINGS: (Latest Edition)		
1. Business Statistics – J.K. Sharma, Pearson Education		
2. Fundamental of Statistics, D.N. Elhance		
3. Statistical Methods, Prof. S.P. Gupta		
4. Statistics for Management, Prof. R.I. Levin		

5. Statistics Theory, Methods and Applications, Sancheti and Kapoor	
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INSTITUTE OF MANAGEMENT STUDIES (DAVV, INDORE)			
BBA (HA)) MS6B II Sem Batch (2018-2023)			
Subject Name	Accounting For Managers	Subject Code	BH 203
Subject Nature: Generic			
OBJECTIVE: The objective of this course is to help students to acquire basic accounting concepts and use them as a tool of decision making.			
EXAMINATION : The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks.			
LEARNING OUTCOME: After completion of this course students will be capable to understand Accounting practices and how to apply in business and other fields.			
CONTENT			Contact Hours
Unit	Introduction to Accounting: Meaning of Accounting, The process of Accounting, Advantages of Accounting, Financial Accounting, Financial Statements, Uses of Financial Statements, and Limitations of Accounting. Relationship with other functional areas.	8	
1			
2	Accounting concepts and Mechanics: Generally Accepts Accounting Principles (GAAP), Basic Concepts, Concepts	10	

	of Double entry system of accounting rules of debit credit entries, types of accounts, Journalizing the transactions, posting entries in ledger accounts and concept of trial balance, Cash Books, Subsidiary Books.	
3	Preparation of Financial Statements, Trading Account, Profit and Loss Account, Balance Sheet and Adjustment Entries.	11
4	Bank Reconciliation Statement.	5
5	Depreciation: Meaning, Objectives, Methods of Depreciation	11
	Total Contact Hours	45
TEXT READINGS:		
(Latest Edition)		
1.T.S.Grewal, Introduction to Accountancy , Sultan and Sons, New Delhi.		
2. T.S.Grewal, Double Entry System of Book Keeping, Sultan Chand and Sons		
3.Maheswari, Financial Accounting, Vikas Publications, New Delhi.		

INSTITUTE OF MANAGEMENT STUDIES(DAVV, INDORE)			
BBA (HA)) MS6B II Sem (Batch 2018-2023)			
Subject Name	Information Technology Environment	Subject Code	BH 204
Subject Nature: Generic			
OBJECTIVE : The objectives of the course is to provide the students basic concepts of information technology and its applications so as to enable them to make more efficient use of IT.			

EXAMINATION: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks.

LEARNING OUTCOME:
 After completion of this course students will be capable to understand Information Technology practices and how to apply in business and other fields.

CONTENT		Contact Hours
Unit	Information Technology Concept, Definition, Characteristics and interpretation, Data its logical and physical concepts. Technology and its relevance in information age. Interpretation and elaboration of IT.	7
1		
2	Fundamental of Communication Technology Media of Communication, Guided and Unguided media, Data transmission rate, Channel capacity, Transmission impairments. Signal and Noise, Encoding / Decoding, Analog and digital signals. A to D A& D to A conversion. Modulation. Multiplexing FDM, TDM,	8
3	Communication Techniques, Circuit Switching, Message switching packet switching. Their advantages & disadvantages.	7
4	Internet Basics & extended services, www, hypertext http, search engines, internet applications, types of internet connection, h/w & s/w requirements.	8
5	Multimedia Introduction Tools, Graphics, Sound, Video & Animation.	6
6	Artificial Intelligence Basic Concept of Artificial intelligence and Expert system.	4
7	Exposure to application IT in various area of management function & corporate world.	5
	Total Contact Hours	45

TEXT READINGS: (Latest Edition)

1. The Internet Complete – Pearson Education
 2. The Internet Book – Douglas e-Commerce, PHI
 3. Multimedia Making Work – Tayvauchan, Tata McGraw Hill.
 4. Computer Today – Suresh Basandra, Galgotia Publication.
 5. Computer Networks – Andrews Tanehbaum, PHI
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INSTITUTE OF MANAGEMENT STUDIES(DAVV, Indore)			
BBA (HA) MS6B II Sem (Batch 2018-2023)			
Subject Name	Introduction To Pathology & Microbiology	Subject Code	BH 205
Subject Nature: Core			

OBJECTIVE : The aim of the course is to enable students to have a good understanding of Pathology & Microbiology necessary for hospital administration. The students at the end of the semester should be able to: Acquire the necessary knowledge. To appreciate the laboratory investigations to be done in a given simulated clinical problem. Appreciate the underlying principles of pathology/microbiology involved in a laboratory investigation and its application to diagnosis of the disease in question. Identify abnormal from normal values of common investigations & appreciate the difference between laboratory investigations done for screening, definitive diagnosis and those done for monitoring the course of the disease.

EXAMINATION: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks.

LEARNING OUTCOME:

At the end of the course students should be able to: To understand latest practices in Pathology & Microbiology

CONTENT		Contact Hours
Unit	Inflammation acute & chronic	7
1	Neoplasia : aetiology, clinical types and clinical course of disease. Haemo-stasis : Hemorrhage, shock & thrombosis . Basics of Immune system and its role in aetiology and prevention of Disease. Respiratory System:. Pulmonary tuberculosis and sputum examination. Carcinoma of lung. Bronchial asthma	
2	Diseases of GIT and Liver: Infectious hepatitis. Infectious diarrheas. ,Peptic Ulcer Genito-urinary Tract: urinary tract infections; Nephritis, Renal failure Pathology of venereal diseases , including AIDS	8
3	Laboratory Investigations: Various profiles like Pyrexia, Lipid, Cardiac, Renal ,Hepatic ,Fertility, Obesity ,Cancers & hematological etc.	7

	Principles of Blood Banking. Pathology of some common diseases .Coronary Heart Disease, cerebro-vascular accidents, hypertension ..Diabetes mellitus	
4	Microbiology & Parasitology: Parasitology , with special emphasis on the prevailing parasitic diseases of India specially Plasmodium, Amoeba & Giardia, Ascaris, Enterobius, Taenia, Woucheria , Dracunculus,Hydatid etc. Morphology and Physiology of bacteria, fungi and viruses.	8
5	Introduction to microbes Standard microbial laboratory processes and methods. Major bacterial, fungal and viral diseases and their findings. Drugs of Microbial origin.	7
6	Basic Immunology :- Immunity, Antigen, Antibodies, Immune Response, Immune deficiency& hypersensitivity.	8
	Total Contact Hours	45

Text Books. (Latest Edition)

1. Basic Pathology Robin 5th ed. 1992 W.B. Saunders
2. Walter and Israel: General Pathology, 6th ed. Churchill and Livengstone.
3. Hand book of resource material for II Prof. MBBS students of Pathology prepared by Dept. of Pathology MGM Medical College, Indore.
4. Hand book of laboratory Investigations. Microbiology by Ananthnarayan Parasitology

INSTITUTE OF MANAGEMENT STUDIES(DAVV, INDORE)

BBA (HA)) MS6B II Sem(Batch 2018-2023)

Subject Name	BUSINESS ENVIRONMENT	Subject Code	BH 206
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Subject Nature: Core

OBJECTIVE : To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business

Examination

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four

questions. Section B carrying 20 marks will contain , cases/practical problems.

LEARNING OUTCOME:

After completion of this course students will be capable to understand Business Environment practices and how to apply in business and other fields.

CONTENT		Contact Hours
Unit	Business Environment	12
1	1. Components and Significance of Business Environment, 1.1. Factors effecting environment of Business, 1.2. Economic factors and its Components, 1.3. Cultural factors and its impact on business, 1.4. Social Environment and its impact on Purchasing and Consumption, 1.5. Political Stability, 1.6. Sovereignty and its impact on the returns of Business, 1.7. Technological and its impact on internationalizing the business activities, Legal environment, 1.8. Dimensions of International Business Environment, Challenges.	
2	Economic Planning & Development 2.1 Indian Economic Systems-Economic planning with special reference to last three plans, 2.2 public, private joint and cooperative sectors – 2.3 Industrial Policy of the Government Latest Industrial Policy, 2.4 Foreign Trade Policy, 2.5 Fiscal Policy and Tax System in India, 2.6 Monetary Policy and Banks Reforms in India, 2.7 Challenges of Indian Economy, Rural Development Efforts, 2.8 India as one of the most prominently emerging economies of world,	11
3	3.1 Balance of Payments, 3.2 Concepts, Disequilibrium in BOP: 3.3 Methods of Correction, 3.4 Tread Barriers and Tread Strategy,	11

	<p>3.5 Free Trade vs. Protection,</p> <p>3.6 World Financial Environment:</p> <p>3.7 Foreign Exchange Market Mechanism,</p> <p>3.8 Exchange Rate Determination and Euro Currency</p>	
4	<p>4.1 Strategies for going Global</p> <p>4.2 International Economic Integration,</p> <p>4.3 Country Evaluation and Selection,</p> <p>4.4 Foreign Market Entry Method,</p> <p>4.5 International Trading Blocks, Their Objectives,</p> <p>4.6 WTO Origin, Objectives,</p> <p>4.7 Organization Structure and Functioning,</p> <p>4.8 WTO and India.</p>	11
	Total Contact Hours	45
<p>Text Readings:</p> <p>1. Shaikh Salim, Business Environment, Pearson Education, 2010</p> <p>2. Mark Hirschey, Economics for Managers, Cengage, 2006</p> <p>3. Palwar, Economic Environment of Business, PHI, New Delhi, 2009</p> <p>4. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2009.</p>		

INSTITUTE OF MANAGEMENT STUDIES(DAVV, INDORE)			
BBA (HA)) MS6B II Sem(Batch 2018-2021)			
Subject Name	Nutrition & Dietetics	Subject Code	BH 207
Subject Nature: Core			
OBJECTIVE : The objective of the course is to enable students to have a good understanding of Nutrition & Dietetics as is necessary for a Hospital Administrator.			
EXAMINATION: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks.			
LEARNING OUTCOME: At the end of the course students should be able to: To understand latest practices in Nutrition and dietetics			
CONTENT			Contact Hours
Unit	Health food & nutrition - An introduction.		7
1	(a) The concept of health. (b) Definition of nutrition, nutrients, nutritional status and nutritional care. (c) Classification of nutrients. (d) Five major food groups, functions of food.		

	<p>(e) Meal planning.</p> <p>(f) Balanced diet.</p>	
2	<p>The Nutrients-</p> <p>(a) Introduction, composition, properties, specific function sources, R.D.A of macro and micro nutrients.</p> <p>(1) Proteins (2) Carbohydrates (3) Lipids (4) Minerals (5) Vitamins and their metabolism.</p> <p>(b) Water and electrolyte balance.</p>	8
3	<p>(a) An overview of digestion, absorption, transport and utilization of nutrients in the body.</p> <p>(b) Energy metabolism: Basal Metabolic Rate, factors affecting BMR</p>	7
4	<p>Malnutrition and Deficiency diseases.</p> <p>(a) Malnutrition :- causes, hazards and symptoms of under nutrition.</p> <p>(b) Protein calorie malnutrition: marasmus and kwashiorkor.</p> <p>(c) Vitamin Deficiency:- vit. A,D, and deficiency of the B group.</p> <p>(d) Deficiency of iron - Anemias.</p>	8
5	<p>DIETETICS</p> <p>a. Therapeutic modification of the Normal diet :</p> <p>a. Purpose of modified diets.</p> <p>b. soft diet Liquid diet - clear fluid diet & Full fluid diet.</p> <p>b. Diet in other diseased states :</p> <p>Over weight - Low calorie diets/Obesity</p> <p>Dietary consideration in Infections & Feves.</p> <p>Diet in diseases of stomach & G.I. Tract Peptic ulcer, diarrhoea, dysentery - Low Residue diet/High Fiber diet.</p> <p>(4) Diet in disturbances of the Liver- high Protein/High carbohydrate / Fat restricted diet Diet in Diabetes Mellitus.</p>	7

	<p>(5) Dietary management of acute & chronic Diseases of the heart :- sodium and fat restricted diet.</p> <p>(6) Diet in diseases of the kidney : controlled protein potassium, sodium diet.</p> <p>(7) Nutrition in surgical conditions :- Tube feedings, high protein, high fat, Low CHO diet.</p>	
6	<p>Role of Dietician in the hospital set up i) where food is provided by the hospital and ii) where food is not catered by the organization An introduction to food service system and their development Food service systems -Planning and operations :-</p> <ol style="list-style-type: none"> a. Layout and equipments. b. Menu planning. c. Food purchasing d. Receiving and store room management e. Prerequisites for Hygienic Bulk Food production f. Food production: g. i) Management of Quality and Quantity food ii) Kitchen productions iii) Quantity control iv) Quality control h. Delivery and service of food in different systems. (Centralized and Decentralized i. food distribution) j. Maintenance & Sanitation. k. Energy and time management. l. Food acceptability and sensory evaluation. m. Infection Control n. <input type="checkbox"/> Pest Control 	8
	Total Contact Hours	45
Text Reading:		
<ol style="list-style-type: none"> 1. Shrilaksmi, Nutrition & Dietetics, latest edition 2. Shubhangini Joshi, Nutrition & Dietetics, latest edition 3. N. Swaminathan, Food and Nutrition, latest edition 		

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SEMESTER III

INDIAN CULTURE AND FREEDOM STRUGGLE

Objective: The Objective of the course is to make students well aware of Indian Culture and Freedom Struggle

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course content :

1. Indian Art

Meaning of Art, Features of Indian Art.

Elementary Knowledge of Paintings, Music, Dancing, Sculpture, Archaeology,

Iconography and Other Social Arts.

2. Indian Literature

Ancient Indian Literature

Elementary Knowledge of Vedic Literature, Mahabharata, Ramayan and Other

Main Granthas.

(iii) Indian Freedom Struggle

Freedom Struggle of 1857, National Consciousness, Non-Cooperation Movement.

Civil Disobedient Movement, Quit India Movement.

Contribution of Revolutionaries in Freedom Struggle.

(iv) Indian Constitution

Introduction, Main features of Constitution, Fundamental Rights, Fundamental

Duties.

Text Book : English Language and Indian Culture : Published by M.P. Hindi

Granth Academy, Bhopal.

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SEMESTER III

BASICS OF COMMUNITY MEDICINE

Course Objectives: The objectives of the course are to enable students to learn and appreciate the significance of preventive and social medicine, necessary for hospital administrators.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Content:

Evolution of Medicine, Community medicine and Public Health.

Levels of Prevention and Intervention..

Modes of Transmission of diseases - communicable diseases Principles of Epidemiology

Waterborne Diseases. Typhoid, Cholera, , Amoebiasis.

Control and Prevention of water borne Diseases.

Droplet Infections (air borne) - Mode of spread and control.

Tuberculosis and National TB control Programme RNTCP

Viral diseases Chickenpox and Herpes zoster, Measles, Poliomyelitis ,Viral Hepatitis ***Diseases Transmitted through vectors and their control*** Malaria and Modified Malaria control Programme.

Filaria and Filaria control Programme..

Diseases transmitted through contact.

Leprosy - Leprosy Eradication Programme.

Sexually transmitted diseases - Transmission and Control.

Syphilis, Gonorrhoea, LGV, Chancroid, Treatment and control. AIDS, Hepatitis B, Trachoma

Nosocomial infections - hospital acquired infections.

Disposal of waste..

Non communicable Diseases Hypertension, Heart Disease, Diabetes mellitus, Cancer, Accidents

Family Welfare Services. Population Control, Reproductive & Child Health Program, ICDS concept and need

Misc. Tetanus

Text Reading:

K. Park, "Text Book of Preventive and Social Medicine", XVII th Edition.

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MBA (Hospital Administration)) MS6B 5 Yrs

SEMESTER III

INTRODUCTION TO PHARMACOLOGY

Objectives For proper selection of drugs, it is essential to have a basic knowledge about the disease and the drugs available for its treatment. The series of lectures will provide the student, basic knowledge about the drugs used for the treatment of various diseases, commonly encountered in clinical practice.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contents:

The Lectures will include:

This knowledge is expected to prepare the student in such a way that he can participate in discussions involving choice of drugs formation of drug policy for hospitals, cost effective and cost benefit analysis

1) GENERAL PHARMACOLOGY

Drug-Definition, Sources, Nomenclature, Drug laws, sources of Drug information.

Dosage forms of drugs, Routes of drug administration.

Drug absorption, Distribution, Half life of drugs,

Bio-availability, Fixed dose combinations.

Drug poisoning and its management

2) AUTONOMIC NERVOUS SYSTEM

Cholinomimetic drugs, Sympathomimetic Drugs, Antimuscarinic agents, Sympathetic blocking drugs, neuromuscular blocking agents

3) CENTRAL NERVOUS SYSTEM

General anesthetics, Sedatives and Hypnotics, Antiepileptics, Analgesics- Narcotic and Nonsteroidal antiinflammatory agents.

4) GASTROINTESTINAL SYSTEM

Acid-Peptic diseases, Antiemetics, Purgatives, Drug Therapy of diarrhea.

5) RESPIRATORY SYSTEM

Drug therapy of cough, Bronchial asthma.

6) CARDIOVASCULAR SYSTEM AND BLOOD

Drug treatment of Angina pectoris, Hypertension, Shock., Anticoagulants, Thrombolytic agents, Fibrinolytic agents.

7) GENITO URINARY SYSTEM ---Diuretics, Drugs acting on Uterus

8) HORMONES -- Thyroid and Antithyroid drugs Corticosteroids , Antidiabetic drugs.

9) CHEMOTHERAPEUTIC AGENTS

general principles, Sulfonamides, Penicillins, Cephalosporins, Fluroquinolones, Macrolides,

Chloramphenicol, Antifungal agents, Antiviral agents., anticancer drugs and immunosuppressives.

Text Reading :

Pharmacology and Pharmacotherapeutics R.S.Satoskar, S.D. Popular Prakashandarkar,

S.S.Ainapure, Goodman and Gillman's pharmacology.

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MBA (Hospital Administration)) MS6B 5 Yrs

SEMESTER III

INTRODUCTION TO ECONOMICS

Course Objectives: The objectives of the course are to acquaint the students with the basic knowledge and develop awareness about Macro Economics and Economic Environment.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Content

Macro Economics -Theory of income and employment. Importance of Macro Economics, Utility and limitations of Macro Economics analysis. National Income Accounting, Method of computing National Income, Problems in computing National Income

Theory of employment - Classical theory of employment, Keynesian theory of employment, Determination of effective demand, Aggregate supply and demand price, Equilibrium level of consumption, Keynes law of consumption , Post Keynesian's development.

Investment - Meaning, types, Factors affecting Investment marginal efficiency of capital.

Business cycles - Meaning, Characteristics of trade cycles, Keynes theory
Monetary and fiscal policies: Monetary policy, Measures of money stock, Monetary policy of money supply, Instruments of monetary policy

Fiscal Policy: The union budget, State budget, Finances of the Union and State.

Public spending in Health Sector.

Money and Banking : Money, its functions, Supply, Effect of changes in value of money, Banking - Indian commercial banking structure, Public Sector Banks-vis-a-vis Private Sector Banks, Reserve Bank of India- Role & Functions.

Text Readings:

1. M.L. Seth , “Macro Economics”
2. Davett, “Modern Economic Theories.”
3. Macroeconomics by : M.C. Vaish, or H L Ahuja
4. Macroeconomics by : Dornbusch & Fishcher or Gregray Mankiv or Fred Gothiel

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SEMESTER III

COST AND MANAGEMENT ACCCOUNTING

III Semester

Objective: The aim of the course is to enable students to know and understand the various facets of accounting procedures and practices used in business management.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contain:

1. **Introduction to cost accounting:** Purpose, Utility and interrelationship of Financial Accounting and Management Accounting with Cost Accounting.
2. **Elements of Costs :** Material, Labour and Overheads ; Fractions and Segment Classification of Cost; Direct and Indirect Cost Centers and Cost Units.
3. **Various types of Costs:** Product cost and period costs; Absorbed and Unabsorbed Costs; Expired and Unexpired Cost; Variable and fixed cost; Out of Pocket costs and Sunk Costs; Opportunity Cost and Liquidity Costs; Incremental, Marginal and Differential Costs.
4. **Materials :** Purchasing Procedure, Organisation Control and Records,

Valuation of Inventory Control Over Materials, Inventory Control Techniques, Accounting for losses & Wastages Accounting for issue of Materials from stores.

5. **Labour** : Time keeping and Time Booking, Remuneration of Labour and Methods of Wage payments.
6. **Overhead** : Accounting and Control of Overhead, Classification and Absorption of Overheads.
7. **Methods of Costing**: Unit and Job costing and preparing Tenders; Contract Costing, Process Costing.

TEXT READINGS:

1. **Cost Accounting – Pearson Education.**
2. **Cost Accounting methods & Problems – B.K. Bhar**
3. **Cost Analysis and Control – B.M. Nigam and G.L. Sharma, Himalaya Publishing House, 1992.**
4. **A.T.B. of Cost Accounting – M.N. Arora, New Delhi, Vikas Publishing House Pvt. Ltd., 1994 Third Revised Edition.**

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MBA (Hospital Administration)) MS6B5 Yrs

SEMESTER III

Forensic Medicine and Toxicology

Course Objectives: The objectives of the course are to enable students to learn and appreciate the significance of Forensic Medicine and Toxicology, necessary for hospital administrators.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contents :

Forensic Medicine –

Legal procedure – Definition- Court and their Jurisdiction ,Inquest ,Summons, Certificate, Dying declaration ,Dying deposition.

Medical Ethics –Medical Etiquette, Disciplinary control, consent in Medical practice.

Medical negligence ,Duties of doctor and rights of doctor.

Post Mortem Examination.

Death in a medico legal aspect.

Death from Asphyxia.-Handing strangulation, suffocation ,Drowning.

Injuries from Burn and Scalds.

Sexual offence –Rape.

Abortion and Medical termination of Pregnancy.

Injuries –Abrasions, Bruises, Incisions, Stab injury, Gunshot injury, Laceration.

Identity – Dactylography (Finger print).

Infanticide.

Insanity and its Medicolegal Aspect. (Mc Naughten's Rule).

Toxicology –

Corrosive Acid – Mineral Acid.

Metallic Poisoning – Arsenic ,Lead poisoning

Inebriant Cerebral Poisons.-Alcohol.

Somniferous Cerebral Poisons- Opium and its alkaloids.

Asphyxiants –Carbondioxide and Carbon monoxide .

Deliriant Cerebral Poisons.-Kennabis Indica (Bhang),Cocaine ,Bellodona.

Spinal Poisons –Nux Vomika.

Animal Poisons-Snake poison etc.

Inorganic Irritant Poisons –organphosphorus.

Cardiac Poisons –Tobacco ,Cyanide poisoning.

Text Reading:

Medical Jurisprudence & Toxicology by 1)Modi 2) C K Parikh

B.V Subramanyam,"Medical Jurisprudence and Toxicology", Butterworths India

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MBA (Hospital Administration)) MS6B 5 Yrs

SEMESTER III

BIO-MEDICAL INSTRUMENTATION

Objective: The objective of the course is to enable students to have a good understanding of Bio-medical Instrumentation as is necessary for a Hospital Administrator.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contains :

Physiology of heart, heart as a pump. Various types of electrodes their construction, performance and applications

Physiological transducers.

Measurement & Analytical Techniques

Blood Flowmeters, blood pressure and cardiac output measurement.

Measurement of heart sounds, Plethysmography, E.C.G.,E.M.G.,E.E.G. etc.

Biomedical Recorders

Signal conditioning and processing circuits for medical recording systems.

Bedside monitor ECG machine and cardiscope.

Patient care and monitoring. Electrical safety of medical equipments.

Therapeutic Equipments :

Pacemakers- Theory and design aspects, Difibrillaters, Laser applications in biomedical field. Artificial kidney and dialyses X-ray machines and Computed

Topography. Magnetic resonance and Ultrasonic imaging systems. Ultrasound in medicines. Introduction to Thermograph.

Advance microprocessor and pc-based biomedical instruments.

Biomedical telemetry.

Laser, Robotics, Telemedicine, Videoconferencing, Endoscopes Surgery & Microsurgery

Biomedical Equipment Requirement to Hospitals Equipment Selection & Maintenance., Maintenance Contracts and Software Model.

Reference Books :

1. L. Cromwell, F.J. Weibell and E.A.Pfeiffer:"Biomedical Instrumentation and Measurements" PHI
2. R.S. Khandpur: "Handbook of Biomedical Instrumentation" TMH

Programme Objectives:

4. To enlighten students on the various clinical and non-clinical aspects of administration of a hospital.
5. To expose them to appropriate and optimum medical knowledge in order to appreciate the complexity of hospital operations.
6. To empower students with requisite exposure to the health care sector globally so that they may be aptly employed in various verticals of the same.

	Proposed Scheme		INT+ EXT=TOTAL	CREDITS
Code	Subject	Type		

BH601	Purchase and Materials Management	Gen	40+ 60=100	03
BH602	Management of Quality	Gen	40+ 60=100	03
BH603	Business Ethics and Management by Indian Values	Gen	40+ 60=100	03
BH604	R.D.B.M.S.	Gen	40+ 60=100	03
BH605	Marketing of Hospital Services	Core	40+ 60=100	03
BH606	Introduction to Hospital Planning	Core	40+ 60=100	03
BH607	M.R.P./D.M.S.	Core	40+ 60=100	03
BH608	Comprehensive Viva		100	

RELATIONAL DATA BASED MANAGEMENT SYSTEMS

Course Objective: The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 70 marks. The Students are required to attempt 5 Question out of 8 Questions. All Questions carry equal Marks. 20 Marks are for viva-voce.

Course Contents

1. Data, Database, Database Management Systems, Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems, Entity Relationship Model (E-R Model) , Data Model,, Normalization Theory, Codd’s Rules for RDBMS.
2. Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Introduction to SQL, DDL, DML, DCL.
3. Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.
4. SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop Endloop, while loop etc. working master detail relationship, writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages, failure & recovery.

Text Readings:

1. Alexis Leon and Mathews Leon , “**Database Management System ”** , Vikas Publication , New Delhi, 2002
2. Rob Coronel “**Database System and Design ,Implementation and Management ”** Thomson learning , Bangalore, 2002
3. Abrahan Sliberschatz, Henery F. Korth, S. Sundershan, “**Database System Concepts”**, Mc Graw Hill Inc., New York, 1997

Suggested Readings:

1. Bipin C. Desai, **“An Introduction to Database Systems”**, Golgotha Publications Pvt. Ltd., New Delhi, 2001

Business Ethics and Management by Indian Values

Course Objective: The objective of the course is to acquaint the students with Indian Ethos and its relevance to managerial decision making.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 90 marks. The Students are required to attempt 5 Question out of 8 Questions. All Questions carry equal Marks.

Indian Ethos: Concept, Culture and Management. Is Management Culture Bound? (A discussion)

The Sources of Indian Ethos in Management: Vedas, Upanishads, Puranas, Shastras, Shrutis and Smritis.

Value for Indian Managers: Values & Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management.

Ethico - Moral Management: Ethics and Morals and Intellect of Emotions?, Science & Technology Vs. Ethics & Morals, Vedantic Ethics & Back to roots.

Work Ethics & Ethics in & Work: Life Goals or Purusharthas, Gunas & Avagunas, Karma and Yoga, Sanity in over heated Organisations.

The Indian Heritage & Productivity: Philosophical aspects of Productivity, Essence of the Indian heritage, Energy Processing and the Manager - Sadhak, India's Non centralized culture, and the Productivity Ethics.

Text Readings:

1. Chakraborty, SK; "Ethics in Management Vedantic Perspective", Oxford University Press, New Delhi, 1995.
2. Chakraborty, S.K.; "Management by Values - Towards Cultural Congruence", Oxford University Press, 1991.
3. Chakraborty, S.K.; "Management Transformation by Values - A Corporate Pilgrimage", Sage Publication, 1993.
4. Jitmanand, Swami; "Indian Ethos in Management".
5. For Unit-3, please refer Chapter-1 of "Management by Values-Towards Cultural Congruence" by S.K. Chakraborty.
6. For Unit-4, please refer Chapter-2 of "Management by Values-Towards Cultural Congruence" by S.K. Chakraborty.
7. For Unit-5, please refer:
 - (a) Chapter-9 of "Ethics in Management-Vedantic Perspective" by S.K. Chakraborty.
 - (b) Chapter-4 of "Managerial Effectiveness and Quality of Work-life-Indian Insight" by S.K. Chakraborty.

FINANCIAL MANAGEMENT- II

Course Objective

The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks

UNIT 1 CONCEPT & MEASUREMENT OF COST OF CAPITAL

Introduction, Concept, Definition & Importance, Assumptions, Cost Of Debt, Cost Of Preference, Cost Of Equity, Weighted Average Cost Of Capital.

UNIT 2: CAPITAL STRUCTURE COST OF CAPITAL & VALUATION

Introduction, Concept & Definitions, Capital Structure Theories- assumptions, Valuation of Firms- NI Approach & NOI Approach, Optimum Capital Structure, MM Approach- Basic Propositions, Assumptions & Limitations, Designing Capital Structure- EBIT- EPS Analysis.

UNIT 3: CAPITAL BUDGETING

Introduction, Importance, Difficulties and kinds of CB Decisions, Basic Data Requirements- Identifying relevant cash flows, Basic Principles in estimating cost and benefits of investments. Appraisal Criteria's; DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. Evaluating projects with unequal life.

UNIT 4 DIVIDEND POLICY DECISIONS:

Dividend & valuation- an introduction, Irrelevance of Dividends- MM Hypothesis, Relevance of Dividends- Walter's Model & Gordon's Model.

UNIT 5 DETERMINANTS OF DIVIDEND POLICY

Introduction & Rationale, factors determining Dividend Policy, Cash Dividend Vs. Stock Dividend, Legal, Procedural & Tax Aspects

UNIT 6 RECENT ISSUES IN FINANCIAL MANAGEMENT

Text Readings

1. M.Y.Khan & P.K.Jain, "**Financial Management**", Delhi: Tata Mc Graw Hill, 4TH Edition 2000.
2. I.M.Pandey, "**Financial Management**", New Delhi: Vikas Publication House, 8th Ed., 2001.
3. R.P.Rustogi, "**Financial Management**", Galgotia Publication, Reprint 2000.

Suggested Readings

1. Prasanna Chandra, "**Financial Management**", New Delhi: Tata Mc Graw Hill, 1993
2. S.C.Kuchhal, "**Financial Management**", Allahabad: Chatanya Pub. House, 1995

3. James C . Van Horne, "Financial Management and Policy", PHI Publication.9th Edition, 1996.
4. V. K. Bhalla, "**Working Capital Management**", 2nd Ed.1998, Anmol Publication, New Delhi, 1998.
5. R.P.Rastogi, "**Graded Problems and Solutions in Financial Management**", Galgotia Publication, New Delhi, 5th Edition 2000.

MANAGEMENT OF QUALITY

Objectives: The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organisations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks

Basic Concept, Definition, Terminology of Quality Management

Quality Policy and Objectives.

Organisation for Quality, Quality Circles.

Economics of Quality.

Quality Assurance, Zero Defect Concept.

Quality Specifications.

Statistical Aids in Limits and Tolerances.

Inspection.

Manufacturing Planning for Quality.

Sampling Plans for Attributes and Variables and Various Control Charts.

Total Quality Control

ISO (International Organization for Standardization) – QMS – ISO 9001:2000, JCI Standards for Healthcare & Hospitals, NABH (National Accreditation Board of Hospitals.)

TEXT RECOMMEDATION:

D.D. Sharma, text book of Quality Management.

DECISION MAKING SKILLS

Course Objective: The objective of this course is to help the student gain an understanding of events and problems which affect the working of organisations. He is expected to develop a diagnostic and problem solving approach. The focus is on the sharpening of his comprehension, besides development of analytical and interaction skills. The course is thus aimed at problem identification, analysis and decision making skills.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 90 marks. The Students are required to analyse and solve the given case/cases.

GROUP CASES

1. Shri Sen and Shri Basu
2. Dr. Shekhar
3. University Art Museum
4. National Chemical Laboratory
5. Gobardhone Bonamali
Bando Padhya Company
6. Vaman Enterprises
7. Medical Ethics and Business

INDIVIDUAL CASES

1. Mr. Kumar
2. Alfred Sloan's Management Style.
3. Weigh master Company
4. Hindustan Insurance
5. What should Vora do ?
6. The Mariner Paper Company
7. Universal Electronics Company Decisions.
8. Peerless Starch Company
9. Lyndon Johnson's Decision
10. Volkswagen's Beetle in Germany the us and Brazil.

RESEARCH PROJECT

Course Objective: The objective of the course is to enable students to have a good appreciation of research problems and finding solution to research problems through carrying out a research project on an aspect/problem present in / faced by health care delivery systems and hospitals.

This course shall be considered as equivalent to two courses i.e. it shall attract two hundred marks (one hundred internally and one hundred externally assessed). The research project shall be evaluated by examiners internal as well as external.

INTRO TO HOSPITAL PLANNING

Objective:

The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals.

Examinations-

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The end semester examination will be worth 60 marks will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain cases/practical problems

- .Hospital Industry-Definition of hospital, Effects of declaration of Industry status for hospitals, Types of care and hospitals, Type of ownership and hospital planning, provisions of subsidies and benefits for constructing hospitals in MP and other states.
- Hospital Planning-
- Planning as a management function, Hospital Planning -

Meaning & scope, steps of hospital planning from idea to inauguration of hospital,

- Concept of building a Hospital--Availability of Finance & land, Feasibility Studies catchments area and demand analysis,Site Surveys---

Physical environment, possibility for expansion; utilities-water-electricity, sewer, lines, telephone, transportation etc.

- Guiding principles in planning Hospital facilities & services, Planning of type, size and facilities for Hospital, Facility Master Plan, Design (Internal & External Aspects), Design team—role and criteria for the choice of Architect, role of Engineers and hospital administrator in hospital planning and designing

- In the planning stages; preliminary sketches; final plans, working; drawing; specification; construction problems and contract modifications.

- Planning for Equipmentation--preparing equipment list for the new hospital

-Built in equipment, Non-expendable/ imported, Expendable equipment, Capital equipments.

- Role of Administration in Building a Hospital Planning of Specified Hospitals

---1000 bed hospital teaching or general/ 500 bed hospital/ 200 bed hospital/ Special hospitals- Primary Health Centre and community Health Centre.

- Alternation and addition in and existing hospital planning the maintenance department, Engineer's office, Workshop of various types.

- Concept and role of Hospital Consultancy
- Hospital Policies & other guidelines, Planning for Research & Education facilities, Future Expansion Plans, Accreditation Planning
- Recent trends in hospital planning, Pros and cons of Modular structures.
- WHO Standards and Recommendations, National & International Standards

Recommended Text:

Text Books on Hospital Planning and Management by Mc Caullay, Kunders,
Tabish and Shakti Singh

MARKETING OF HOSPITAL SERVICES

Course Objectives : The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Marketing of Hospital Services.

Examinations:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. It will have two sections A and B Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section B will comprise one or more case (s) worth 15 marks.

Course Content:

- Marketing of Hospital Services: A conceptual framework.
- Services Marketing: Basic issues designing service Strategy.
- Marketing of Health Services: The Indian scene.
- Marketing of various health services like; Family welfare, Integrated child development programmes, Awareness programmes.

- Marketing of Hospital Services: Basic issues; designing basic strategies for Specialty services; Specialty and Super specialty hospitals.
- Marketing of other services like :
 - a. Financial services-Branding and Advertising-consumer banking.
 - b. Educational and Professional services -marketing of Educational and Professional Educational services;
 - c. Professional support services-Event marketing, Specialty advertising support services etc.
 - d. Marketing of Logistics and Public utilities.

Text Readings

1)Lovelock ,”Services Marketing”, BPB. Ravishankar ,”Service Marketing”.

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SEMESTER Vth

HOSPITAL PLANNING

Objective: The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contains:

Planning as a management function. Steps of planning.

Hospital Planning: Meaning & scope

Concept of building a Hospital,

Availability of Finance & land

Feasibility Studies catchments area and demand analysis

Guiding principles in planning Hospital facilities & services
Planning of type, size and facilities for Hospital
Operational plan and functional plan

Facility Master Plan

Design (Internal & External Aspects)

Planning of Equipment

Organizational plan

Administrative Services including Executive suit, Professional service unit, financial management unit, HIS, Nursing service administration unit, HRM unit, P R Deptt., Marketing

Basics for requirements for Clinical Service Departments. and Ancillary departments OPD, Emergency, Lab., Radiology, Nuclear Medicine, Surgical, Labour room & delivery room, Physical Medicine & rehabilitation, Occupational & recreational therapy. Speech & hearing, Pulmonary unit, CATH lab, Nursing Unit (pediatric, obstetrics & Gynaecology, Psychiatric, Isolation, ICU, ICCU and Nursery), Admission Department, MRD, CSSD, Materials Management, Food Service, Landry, Repair Maintenance & Engineering, Air conditioning, Medical Gases, Communication, BMW Management.

Recommended Text : Text Books on Hospital Planning and Management by :

Mc Caullay, Kunders, Tabish, Shakti Singh

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MBA (Hospital Administration)) MS6B 5 Yrs

SEMESTER Vth

ORGANIZATIONS BEHAVIOUR

Course Objectives: The objectives of this course are to help students to learn and understand human Behavior in organizations so that they improve their managerial effectiveness.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. It will have two sections A and B Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section-B will comprise one or more case (s) worth 15 marks.

Course Contents:

Course Content:

Determinants of Individual Behaviour:

(a)Personality, (b) Perception, (c) Attitudes, (d) Learning, (e)

Motivation

Individual's Role and Status, Frustration and reactions to Frustration.

Group Decision Making, Managing Stress at Work. Power and Politics

Foundations of Individual and Organizational Behavior: OB Models, Personality—Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory.

Motivation: Needs, Contents and Processes; Mallow's Hierarchy of Needs, Hertzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior Modification.

Foundations of Group Behavior: Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.

Leadership: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Heresy and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.

Conflict: Intra-individual Conflict, Interpersonal Conflict, Inter group Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques.

Organizational Change and Stress Management: Forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress.

Organizational Culture: Definition, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

Text Readings:

(iv) Stephen P. Robbins, "Organizational Behaviour: Concepts, Controversies, and Applications", New Delhi, Prentice Hall, 9th Ed., 2000.

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SEMESTER Vth

ORGANIZATIONS BEHAVIOUR

- 10) Fred Luthans, "Organizational Behaviour", New York, McGraw Hill, 8th Edn., 1998.
- 11) Bill Scott, "The Skills of Communications", Jaico Publications, Bombay 1995.
- 12) John W. Newstrom and Keith Davis, "Organizational Behaviour: Human Behaviour at Work" New Delhi, Tata McGraw Hill, 1993.

Suggested Reading

2. Upinder Dhar and Santosh Dhar, "Case Method in Management Education: Text and Illustrations", Excel, New Delhi, 2002.

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SEMESTER Vth

FINANCIAL MANAGEMENT- I

Course Objective

The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks

UNIT 1

Financial Management finance function aims of finance function financial management goals of financial management financial decisions Relationship of Finance with other disciplines viz. Economics, Accounting & others.Scope of Financial Management and Organization of finance Function.

UNIT 2

Time Value of Money: Introduction, Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present value of a Single Cash Flow, Multiple Flows and Annuity.

UNIT 3

LEVERAGE ANALYSIS: Introduction, Operating, Financial and Combined Leverage, Relationship of Leverage with Capital Structure, EBIT EBT EPS analysis, leverage problems.

UNIT 4

CURRENT ASSETS MANAGEMENT- WORKING CAPITAL MANAGEMENT: meaning, concept, types, need and importance of a working capital, determinants of working capital requirement, Operating cycle approach to working capital, Computation of Working Capital. Financing Current Assets; behavior of current assets and pattern of financing.

UNIT 5

CURRENT ASSETS MANAGEMENT- MANAGEMENT OF CASH: Introduction, Motives for holding cash, Objectives of Cash Management, cash forecasting and preparing cash budgets, Cash Management Techniques

UNIT 6

CURRENT ASSETS MANAGEMENT- RECEIVABLES MANAGEMENT: Introduction & Objectives, Cost & Benefits of maintaining receivables, credit policy variables (credit standards, credit Analysis), Credit Terms, Collection Policies

UNIT 7

CURRENT ASSETS MANAGEMENT- INVENTORY MANAGEMENT Introduction, Objectives, and Cost & Benefits associated with Inventory, nature of inventory and its role in working capital, Importance of Inventory Management, inventory management techniques

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SEMESTER Vth

FINANCIAL MANAGEMENT- I

Text Readings

4. M.Y.Khan & P.K.Jain, “**Financial Management**”, Delhi: Tata Mc Graw Hill, 4TH Edition 2000.
5. I.M.Pandey, “**Financial Management**”, New Delhi: Vikas Publication House, 8th Ed., 2001.
6. R.P.Rustogi, “**Financial Management**”, Galgotia Publication, Reprint 2000.

Suggested Readings

5. Prasanna Chandra, “**Financial Management**”, New Delhi: Tata Mc Graw Hill, 1993
6. S.C.Kuchhal, “**Financial Management**”, Allahabad: Chatanya Pub. House, 1995
8. V. K. Bhalla, “**Working Capital Management**”, 2nd Ed.1998, Anmol Publication, New Delhi, 1998.
9. R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi, 5th Edition 2000.

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SEMESTER Vth

QUANTITATIVE TECHNIQUES

Course Objectives: The objectives of the course are to enable students to have a good understanding of quantitative techniques and to develop capability in them to use these techniques for solving the problems faced by Hospital Administrators.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination will be worth 60 marks. The students will be required to attempt 5 Question out of 7 Questions. All Questions will carry equal Marks.

Course Content:

5. **Quantitative Technique-** Introduction, OR and QT- Nature and purpose, Area, Scope, Applications and Limitations.
3. **Linear Programming**–Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Methods Analysis, Simplex Method, Big-M Method, Advantage and Limitations of LPP.
4. **Transportation Model**-Mathematical Formulations, Initial Basic Feasible Solutions, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. Degeneracy. TP as Linear Programme.
5. **Assignment Problem** -Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems using Hungarian Method (Minimization and Maximization, Route Allocation).

6. **Waiting Line Models** – Introduction, Scope in Management Decisions, Queuing Models - M/M/1 (Infinite and Finite Population), Probability calculations and application of M/M/C (Infinite Population).

 7. **Network Scheduling by CPM/PERT**.-Introduction to Network ,PERT ,CPM ,Basic Steps in PERT/CPM techniques, Network Diagram representation , Determination of Critical Path, Project Crashing and Economics of Crashing ,Application of PERT/CPM techniques .

 8. **Inventory Control Models** :EOQ, Purchasing Model with Price Breaks, Manufacturing Models, Multi Item Models, Stochastic Models
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SEMESTER Vth

SYSTEM ANALYSIS AND DESIGN

Course Objective

The objective of this course is to help students to understand the basics of Information Systems, and issues related to Design and Development of Information Systems.

Examination

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination carrying 60 marks .Students will be required to attempt any 5 questions out of 7.

Course Content

1. Introduction to Information Systems: Definition, Information Systems and Society, Information Systems and Organization, Technological Versus Behavioural Aspects, A Framework for Managerial End Users, System Concepts, A Business

as a System, Information Processing Concepts, Information Systems Concepts.

2. System Concepts and The Information Systems Environment: The Systems

Concept: Definition, Characteristics of a System, Central Objective, Elements of a

System, Types of Systems, The Systems Development Life Cycle: The SDLC – Recognition of Need, Feasibility Study, Analysis, Design, Implementation, and Considerations for Candidate Systems and The Role of System Analyst.

3. System Analysis: System Planning and Initial Investigation, Information Gathering, The Tools of Structured Analysis - DFDs, Data dictionary, Decision Trees, and Decision Tables, Feasibility Study, and Cost/Benefit Analysis.
4. System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Programme Design, Design of Online Dialogue, Data Models, IPO, and HIPO.

Text Reading

1. James A. O'Brien, "**Management Information Systems**", Galgotia Publications Pvt. Ltd., New Delhi, 1996
2. Elias M. Awad, "**System Analysis and Design**", Galgotia Publishing Pvt. Ltd., New Delhi, 2001

Suggested Readings

1. James A Senn, "**Analysis and Design of Information Systems**", McGraw-Hill Publishing Company, New Delhi, 1998
2. Muneesh Kumar, "**Business Information Systems**", Vikas Publishing House Pvt. Ltd., New Delhi, 1999
3. Kenneth C. Laudon & Jane P. Laudon, "**Management Information Systems**", Prentice Hall of India Pvt. Ltd., New Delhi, 2000

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SEMESTER Vth

MARKETING OF HOSPITAL SERVICES

Course Objectives: The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Marketing of Hospital Services.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. It will have two sections A and B Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section-B will comprise one or more case (s) worth 15 marks.

Course Content:

Marketing of Hospital Services: A conceptual framework.

Services Marketing: Basic issues

.

Designing service Strategy

.

Marketing of Health Services: The Indian scene

.

Marketing of various health services like; Family welfare, Integrated child development programmes, Awareness programmes.

Marketing of Hospital Services: Basic issues; designing basic strategies for Specialty services; Specialty and Super specialty hospitals.

Marketing of other services like :

- a. Financial services-Branding and Advertising-consumer banking.
- b. Educational and Professional services-marketing of Educational and Professional Educational services;
- c. Professional support services-Event marketing, Specialty advertising support services etc.
- d. Marketing of Logistics and Public utilities.

Text Readings

- 1) Lovelock ,”Services Marketing”, BPB.
Ravishankar ,”Service Marketing”.

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MBA (Hospital Administration)) MS6B 5 Yrs

SEMESTER Vth

EPIDEMIOLOGY

Objectives: The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organizations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Evolution of Medicine, Community Medicine and Public Health.
Environment - Physical, (Mental) And Its Role In Health /
Disease. Levels Of Prevention And Intervention Principles Of
Epidemiology.

Types Of Epidemiology And Epidemiological Studies.

Disease - Causation, Multiple Cause Theory, Progress of Disease Process.

Modes Of Transmission Of Diseases - Communicable Diseases.

Epidemiology of Communicable Diseases.

Waterborne Diseases. Typhoid, Cholera

Viral Hepatitis - All Types, Poliomyelitis, Amoebiasis
Control And Prevention Of Water Borne Diseases
Investigation And Control Of Diarrhoeal Diseases In
Children Droplet Infections (Air Borne) - Mode Of Spread
And Control Tuberculosis And National Tb Control
Programme Measles And German Measles, Mumps

Chickenpox And Herpes Zoster, Influenza, Diphtheria

Diseases Transited Through Vectors And Their Control

Malaria And Modified Malaria Control Programme

Filaria And Filaria Control Programme

Arboviral Diseases - Yellow Fever And Dengue, K.F.D.

Plague And Control Of Plague

Diseases Transited Through Ticks / Housefly / Bugs.

Diseases Transited Through Contact

Leprosy - Leprosy Eradication Programme

Sexually Transmitted Diseases - Transmission And Control
Syphilis, Gonorrhoea, Lgv, Chancroid, Treatment And
Control Aids, Tetanus, Trachoma

Nosoconal Infections - Hospital Acquired Infections

Infection Through Food/Fish/Milk And It's Control

Health Education Concepts In Nutrition

Occupational Health And E.S.I.S.

Rehabilitation

RECOMMENDED TEXT: K. Park text book of PSM.

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MBA (Hospital Administration)) MS6B 5 Yrs

SEMESTER Vth

MEDICAL LAWS AND MEDICAL ETHICS

Course Objective: The aim of the course is to enable students to have an understanding of all those laws which are applicable on health care delivery systems and hospital and a good understanding of medical ethics.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Medical Ethics:

Hippocratic Oath of medical practitioners, Patient's Bill of Rights, Hospital responsibilities, Managerial Ethics, Hospital Administrator's position, role & responsibility, including problems faced therein, regarding ethics & law.

Applicability of Law in Hospital setups: viz:-

Related to statutory & government obligations, Related to Clients, Related to Human Resource & Manpower

LAW IN MEDICAL PRACTICE

General Provision governing acts of Health care providers

Act not intended to cause death. Done by consent in good faith for person's benefit, "Good Faith", Accident in doing a lawful act, Consent known to be given under fear or misconception, Act done in good faith for benefit of a person without consent,

Provision governing non-therapeutic acts

Act not intended and not known to be likely to cause death or grievous hurt, done by consent, Grievous hurt

Negligence.

Act endangering life or personal Safety of others.

Causing hurt by act endangering life or personal safety of others.

Causing grievous hurt by act endangering life or personal safety of others.

Causing death by negligence.

Negligent act likely to spread infection of disease dangerous

to life, Negligent act likely to spread infection of disease dangerous to life.

Malignant act likely to spread infection of disease dangerous to life.

Confidentiality as ethics

Confidentiality as legal duty

Protection of life and personal liberty, Indian Evidence Act. Sec.-126
Professional communications

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SEMESTER Vth

MEDICAL LAWS AND MEDICAL ETHICS

Tort reforms

Negligent act likely to spread infection of disease dangerous to life.

Malignant act likely to spread infection of disease dangerous to life.

Criminal negligence and IPC 304-A.

Indian Medical Council Act.

Consumer protections Act

Drugs and Cosmetic Act

Medical Termination of Pregnancy Act

Transplantation Human Organs Act

Atomic Energy Act

Indian Medical Degrees Act

Epidemic Diseases Act

Biomedical Waste Management Rules

Drugs and Magic Remedies (Objectionable Advertisement Act).

Dangerous Machines Act

Insecticides Act-1968

Artificial insemination – AID, AIH, IVF, Surrogate
Motherhood Regulation of Blood & Blood products HIV-
AIDS and related Law

Rights of the Unborn and PNDT (prenatal diagnostic testing) act

RELATIONAL DATA BASED MANAGEMENT SYSTEMS

Course Objective: The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 70 marks. The Students are required to attempt 5 Question out of 8 Questions. All Questions carry equal Marks. 20 Marks are for viva-voce.

Course Contents

5. Data, Database, Database Management Systems, Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems, Entity Relationship Model (E-R Model) , Data Model,, Normalization Theory, Codd’s Rules for RDBMS.
6. Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Introduction to SQL, DDL, DML, DCL.
7. Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.
8. SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop Endloop, while loop etc. working master detail relationship, writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages, failure & recovery.

Text Readings:

4. Alexis Leon and Mathews Leon , **“Database Management System ”** , Vikas Publication , New Delhi, 2002
5. Rob Coronel **“Database System and Design ,Implementation and Management ”** Thomson learning , Bangalore, 2002
6. Abrahan Sliberschatz, Henery F. Korth, S. Sundershan, **“Database System Concepts”**, Mc Graw Hill Inc., New York, 1997

Suggested Readings:

2. Bipin C. Desai, **“An Introduction to Database Systems”**, Golgotha Publications Pvt. Ltd., New Delhi, 2001

Business Ethics and Management by Indian Values

Course Objective: The objective of the course is to acquaint the students with Indian Ethos and its relevance to managerial decision making.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 90 marks. The Students are required to attempt 5 Question out of 8 Questions. All Questions carry equal Marks.

Indian Ethos: Concept, Culture and Management. Is Management Culture Bound? (A discussion)

The Sources of Indian Ethos in Management: Vedas, Upanishads, Puranas, Shastras, Shrutis and Smritis.

Value for Indian Managers: Values & Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management.

Ethico - Moral Management: Ethics and Morals and Intellect of Emotions?, Science & Technology Vs. Ethics & Morals, Vedantic Ethics & Back to roots.

Work Ethics & Ethics in & Work: Life Goals or Purusharthas, Gunas & Avagunas, Karma and Yoga, Sanity in over heated Organisations.

The Indian Heritage & Productivity: Philosophical aspects of Productivity, Essence of the Indian heritage, Energy Processing and the Manager - Sadhak, India's Non centralized culture, and the Productivity Ethics.

Text Readings:

8. Chakraborty, SK; "Ethics in Management Vedantic Perspective", Oxford University Press, New Delhi, 1995.
9. Chakraborty, S.K.; "Management by Values - Towards Cultural Congruence", Oxford University Press, 1991.
10. Chakraborty, S.K.; "Management Transformation by Values - A Corporate Pilgrimage", Sage Publication, 1993.
11. Jitatmanand, Swami; "Indian Ethos in Management".
12. For Unit-3, please refer Chapter-1 of "Management by Values-Towards Cultural Congruence" by S.K. Chakraborty.
13. For Unit-4, please refer Chapter-2 of "Management by Values-Towards Cultural Congruence" by S.K. Chakraborty.
14. For Unit-5, please refer:
 - (c) Chapter-9 of "Ethics in Management-Vedantic Perspective" by S.K. Chakraborty.
 - (d) Chapter-4 of "Managerial Effectiveness and Quality of Work-life-Indian Insight" by S.K. Chakraborty.

INDIAN ETHOS IN MANAGEMENT

Effective from session 2018-21

Course Objective: The objective of the course is to acquaint the students with Indian Ethos and its relevance to managerial decision making.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the students. The semester examination will be worth 60 marks. The students will be required to attempt 5 questions out of 7 questions. All questions will carry equal marks.

Course Contents:

1. Indian Ethos: Concept, Culture and Management. Is Management Culture bound? (Discussion)
2. Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Purans, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran, (Why should Holy Bible and Quran be also included amongst sources of Indian Ethos in Management? Discussion), Examples and Models from the above texts.
3. Values for Indian Managers: Values Vs Skills, Value System, Values and Purity of Mind, Indian Values and Wisdom relevant to modern management. Values are universal; Why should we call them Indian Values (Discussion)
4. Human Behaviour: Indian thoughts, Guna Theory, Karma Theory and Sanaskar Theory.
5. Models of Motivation and Leadership in Indian thoughts, examples from scriptures.
6. Work Ethics and Ethics in Work: Life Goals or Purusharthas, Professionalism and Karma Yoga.
7. Indian Heritage and Corporate Social Responsibility: Five- fold debts (Pancha Rina) Vs Corporate Social Responsibility (Discussion)
8. Management of Self for Personal and Organizational Effectiveness
9. Workplace Spirituality.

FINANCIAL MANAGEMENT- II

Course Objective

The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks

UNIT 1 CONCEPT & MEASUREMENT OF COST OF CAPITAL

Introduction, Concept, Definition & Importance, Assumptions, Cost Of Debt, Cost Of Preference, Cost Of Equity, Weighted Average Cost Of Capital.

UNIT 2: CAPITAL STRUCTURE COST OF CAPITAL & VALUATION

Introduction, Concept & Definitions, Capital Structure Theories- assumptions, Valuation of Firms- NI Approach & NOI Approach, Optimum Capital Structure, MM Approach- Basic Propositions, Assumptions & Limitations, Designing Capital Structure- EBIT- EPS Analysis.

UNIT 3: CAPITAL BUDGETING

Introduction, Importance, Difficulties and kinds of CB Decisions, Basic Data Requirements- Identifying relevant cash flows, Basic Principles in estimating cost and benefits of investments. Appraisal Criteria's; DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. Evaluating projects with unequal life.

UNIT 4 DIVIDEND POLICY DECISIONS:

Dividend & valuation- an introduction, Irrelevance of Dividends- MM Hypothesis, Relevance of Dividends- Walter's Model & Gordon's Model.

UNIT 5 DETERMINANTS OF DIVIDEND POLICY

Introduction & Rationale, factors determining Dividend Policy, Cash Dividend Vs. Stock Dividend, Legal, Procedural & Tax Aspects

UNIT 6 RECENT ISSUES IN FINANCIAL MANAGEMENT

Text Readings

6. M.Y.Khan & P.K.Jain, "**Financial Management**", Delhi: Tata Mc Graw Hill, 4TH Edition 2000.
7. I.M.Pandey, "**Financial Management**", New Delhi: Vikas Publication House, 8th Ed., 2001.
8. R.P.Rustogi, "**Financial Management**", Galgotia Publication, Reprint 2000.

Suggested Readings

1. Prasanna Chandra, "**Financial Management**", New Delhi: Tata Mc Graw Hill, 1993
2. S.C.Kuchhal, "**Financial Management**", Allahabad: Chatanya Pub. House, 1995

3. James C . Van Horne, "Financial Management and Policy", PHI Publication.9th Edition, 1996.

9. V. K. Bhalla, "**Working Capital Management**", 2nd Ed.1998, Anmol Publication, New Delhi, 1998.

10. R.P.Rastogi, "**Graded Problems and Solutions in Financial Management**", Galgotia Publication, New Delhi, 5th Edition 2000.

RECENT TRENDS IN HEALTH CARE

Course Objective: The objective of the course is to acquaint the students with changing scenes of health and disease, the latest diagnostic and therapeutic approaches and emerging issues at National & International levels.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks

Course Content :

Changing patterns of Diet & Nutrition, Changing patterns of Life Styles and their effects on Health, Changing concepts of Quality of Life, Changing socio economic standards, Changing pattern of Health & Disease Newly emerging diseases & Stress related disease pattern, Shift from curative, to Health promotion & disease prevention Role of Doctor and medical personnel as a community advisor Advanced Scientific methods in Pathology, Microbiology, Biochemistry, Histopathology, Serology, Immunology, Blood Bank etc.

Advanced Scientific methods in Radiology, Radio diagnosis & Radiotherapy

Advanced Scientific methods in Medical and Surgical Diagnosis and Treatment

Computerized organ functions, Blood gases, Multi para monitoring, Ventilators, Defibrillators, Pace makers, Various Endoscopies, Endoscopic diagnosis , biopsies & Endoscopic surgeries etc. Laparoscopic & Minimal Invasion Surgery

Uro dynamic studies, flowmetry, Uro endoscopic procedures, Lithotripsy

Haemo and Peritoneal Dialysis.

Various advanced Neurodiagnostic procedures , methods of treatment including Steriotaxy

Cardiac procedures like Angiography , Angioplasty, medicated stents, routes for stenting , CABG ,Micro vascular techniques, closed cardiac procedures, Heart –lung machine

Microscopic surgery in ophthalmology , ENT

Phaco emulsification in ophthalmology

Use of C-arm, Illizarov, and other modern techniques in Orthopaedics

Lasers in Diagnosis and Treatment. CO₂ and Yag Lasers.

Use of Lasers in ophthalmology, dermatology, Robotic surgery

Infertility diagnostics, Artificial Insemination, AID, AIH, IVF, Sperm bank , Surrogate motherhood

Plastic surgery

Organ Transplant : Kidney, Cornea, Liver , Heart , others Stem cells and their importance . Need for stem cell banks Nanotechnology

Medical Tourism : Video conferencing : Concept, material requirements at provider's end, Mediator, User's end, process, advantages , disadvantages Online view and interference of interventional and surgical procedures Tele Medicine : Concept, prerequisites, material requirements at provider's end, Mediator, User's end, process, advantages , disadvantages

Health Insurance and TPA Globalization and its effects on Indian Healthcare Industry and Healthcare all over the Globe

MANAGEMENT OF QUALITY

Objectives: The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organisations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks

Basic Concept, Definition, Terminology of Quality Management

Quality Policy and Objectives.

Organisation for Quality, Quality Circles.

Economics of Quality.

Quality Assurance, Zero Defect Concept.

Quality Specifications.

Statistical Aids in Limits and Tolerances.

Inspection.

Manufacturing Planning for Quality.

Sampling Plans for Attributes and Variables and Various Control Charts.

Total Quality Control

ISO (International Organization for Standardization) – QMS – ISO 9001:2000, JCI Standards for Healthcare & Hospitals, NABH (National Accreditation Board of Hospitals.)

TEXT RECOMMEDATION:

D.D. Sharma, text book of Quality Management.

MEDICAL LAWS AND MEDICAL ETHICS

Course Objective: The aim of the course is to enable students to have an understanding of all those laws which are applicable on health care delivery systems and hospital and a good understanding of medical ethics.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 90 marks. The Students are required to attempt 5 Question out of 8 Questions. All Questions carry equal Marks.

Forensic Laws relevant in India and accepted practices in medical ethics.

DECISION MAKING SKILLS

Course Objective: The objective of this course is to help the student gain an understanding of events and problems which affect the working of organisations. He is expected to develop a diagnostic and problem solving approach. The focus is on the sharpening of his comprehension, besides development of analytical and interaction skills. The course is thus aimed at problem identification, analysis and decision making skills.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 90 marks. The Students are required to analyse and solve the given case/cases.

GROUP CASES

1. Shri Sen and Shri Basu
2. Dr. Shekhar
3. University Art Museum
4. National Chemical Laboratory
5. Gobardhone Bonamali
Bando Padhya Company
6. Vaman Enterprises
7. Medical Ethics and Business

INDIVIDUAL CASES

1. Mr. Kumar
2. Alfred Sloan's Management Style.
3. Weigh master Company
4. Hindustan Insurance
5. What should Vora do ?
6. The Mariner Paper Company
7. Universal Electronics Company Decisions.
8. Peerless Starch Company
9. Lyndon Johnson's Decision
10. Volkswagen's Beetle in Germany the us and Brazil.

Human Resource Development (HRD)

Course Objectives: The objectives of this course are to help the student gain an understanding of the need and methods of HRD. and insights in the design, development and delivery of HRD programmes.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 90 marks. It will have two sections A and B Section A, worth 66 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section-B will comprise one or more case (s) worth 24 marks.

Course Contents:

1. Human Resource Development: Concept and Historical Perspective, Elements of Good HRD, HRD process, and Organizational Effectiveness.
2. Learning Concepts and Principles.
3. HRD Mechanisms I : Training – Steps in Training Process. Training Policy, Assessing Training and Development Needs, Design of Training Systems, Implementation and Evaluations of Training System, Employee Counseling, Performance Appraisal-Different Methods and their impact on Employees Effectiveness.
4. HRD Mechanisms II: Career Planning and Development, Succession Planning, Potential Appraisal.
5. Future of Human Resource Development: Economic, Political, Sociological and Organizational Factors

Text Readings:

1. Jerry W. Gilley and Steven A. England, “Principles of Human Resource Development”, U.S.A., Addison – Wesley, 1989.
2. T.V. Rao, “HRD Audit”, New Delhi, Sage Publications, 1999.

Suggested Readings:

1. Satish Pai, Ravishanker, Upinder Dhar and B. Pattanayak (Eds), “HRD Skills for Organizational Excellence” . Mumbai, Himalaya 1999.
2. Ashok Chanda and Shilpa Kabra “Human Resource Strategies – Architecture for Change” New Delhi, Response Books, 2000.
3. Human Resource Management by L.M. Prasad. Sultan Chand & Sons. New Delhi.

CAPITAL STRUCTURE AND CAPITAL BUDGETING

Course Objective: The objective of the course is to enable students to have a good understanding of concept of capital and its proper deployment and establishment of a good budgeting procedure and techniques in a hospital.

Examinations

The faculty member will award marks out of a maximum of 10 marks for the internal performance of the Student. The semester examination will be worth 90 marks. The Students are required to attempt 5 Question out of 8 Questions. All Questions carry equal Marks.

Concept of cost of capital.

Capital Structure Theories.

Capital Structure Planning

Capital Budgeting Techniques

Capital Budgeting under risk and uncertainty.

Portfolio Management ; Concepts and perspectives

READINGS :

1. I.M.Pandey : Financial Management, Vikas Publishing House, Delhi.
2. Khan & Jain : Financial Management, Tata McGraw Hill, New Delhi.
3. S.C. Kucchal : Financial Management, Chaitanya Publishing House, Allahabad.
4. J.C.Van Horne : Financial Management and Policy, Prentice Hall of India, New Delhi.
5. Prasanna Chandra : Financial Management, Tata McGraw Hill, New Delhi.

RESEARCH PROJECT

Course Objective: The objective of the course is to enable students to have a good appreciation of research problems and finding solution to research problems through carrying out a research project on an aspect/problem present in / faced by health care delivery systems and hospitals.

This course shall be considered as equivalent to two courses i.e. it shall attract two hundred marks (one hundred internally and one hundred externally assessed). The research project shall be evaluated by examiners internal as well as external.

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus
M.B.A. (Hospital administration) Integrated
Semester - I

2017 - 2019



INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE
MBA [Hospital Administration] SEMESTER- I Integrated
BATCH [2017 -19]

Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate integrative business projects through the application of multidisciplinary knowledge in Hospital and Healthcare

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of Medical, Clinical Allied economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or Organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and Alternatives, and leverage technology to enable qualitative and quantitative methods to solve Problems in Healthcare Business
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions in Healthcare setups

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in Organizational situations

Functional business knowledge of marketing, operations, information technology, finance,

Accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making in Hospitals and Healthcare
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international Expansion, and new venture development

SNo	Code	Subject	Credits
1.	MH-701 In.	Advanced hospital planning	03
2.	MH-702 In.	MIS in Healthcare	03
3.	MH- 703 In.	<i>Operations research in Healthcare</i>	03
4.	MH-704 In.	Prof. Communication and Negotiation Skills	03
5.	MH-705 In	IR and Labour laws	03
6.	MH-706 In.	Taxation in Healthcare	03
7.	MH-707 In.	Hospital Operations –clinical services	03
8.	MH-708 In.	Entrepreneurship	03
9.		Comprehensive Viva voce	

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HA) Integrated 1st Sem			
Subject Name	ADVANCED HOSPITAL PLANNING	Subject Code	MH 701
Subject Nature: Core			
Course Objective:-			
<ul style="list-style-type: none"> • To acquaint the young hospital managers with the complexity and uniqueness in planning various specialty of the hospitals. • To acquaint them with latest trends in hospital planning 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. The student would be able to plan for a new hospital and adding a new unit to existing hospital building. 2. Would be able to plan for manpower required for the same purpose 			
Examination scheme:			
<ul style="list-style-type: none"> • Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31 • External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions. 			
Course Contents(5 to 7 Units)			
UNIT	Content		
1	1.1-General introduction 1.2-Advanced concepts-design team, planning for various departments in hospital 1.3-Manpower planning and related issues 1.4-planning for hospital departments as per NABH accreditation		

<p>(07 hours)</p>	<p>1.5-recent trends in hospital planning and buildings</p>
<p>2 (07 hours)</p>	<p>2.1 Planning of Hospital - general. 2.2 What to build, where to build and how to build, 2.3. Design development External & Internal, 2.4 Design team 2.5 Choice of Architect- Qualification, experience & track record etc.</p>
<p>3 (07 hours)</p>	<p>3.1 Role of the Architect. - In the planning stages; preliminary sketches; final plans, working; drawing; specification; 3.2 Construction problems and contract modifications. 3.3 Site Surveys. 3.4 Physical environment, 3.5 possibility for expansion; 3.6 Utilities-water-electricity, sewer, lines, telephone, transportation and others.</p>
<p>4 (06hours)</p>	<p>4.1 Role of Hospital Administrator in Planning Process 4.2 Hospital Building: - 4.2.1 External architect aspects. 4.2.2 Internal arrangements. 4.3 External Services. 4.4 Residential accommodation.</p>

<p>5 (05 hours)</p>	<p>5.1 Role of Administration in Building a Hospital Planning of Specified Hospitals.</p> <p>5.2 1000 bed hospital teaching or general.</p> <p>5.3 500 bed hospital.</p> <p>5.4 200 bed hospital.</p> <p>5.5 Special hospital.</p> <p>5.6 Primary Health Centre and community Health Centre.</p>
<p>6 (08 hours)</p>	<p>6.1 Alteration and addition in and existing hospital planning the maintenance department</p> <p>6.2 Engineer's office.</p> <p>6.3 Workshop of various types.</p> <p>6.4 Preparing equipment list for the new hospital.</p> <p>6.5 Building in equipment.</p> <p>6.6- Non-expendable locally available or to be imported</p> <p>6.7 Expendable equipment, Capital equipment.</p>
<p>7 (08 hours)</p>	<p>7.1 Planning for Organizational Hierarchy,</p> <p>7.2 Manpower requirement & recruitment Hospital Polices & other guidelines</p> <p>7.3 Training & Development facilities</p> <p>7.4 Planning Research & Education facilities</p> <p>7.5 Future Expansion Plans Accreditation & Quality Management</p> <p>7.6 TQM Planning</p> <p>7.7 WHO Standards and Recommendations,</p> <p>7.8 National & International Standards</p>

Learning Resources:**Text Books:**

- **BM,Sakharkar, “Principals of Hospital Administration planning”2nd edition**
- **Modern Trends in planning and designing of Hospitals-latest edition-JP publications**
- **Hospital planning by Kunders**

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HA) INTEGRATED SEM 1			
Subject Name	ENTREPRENEURSHIP	Subject Code	MH707
Subject Nature: Ability Enhancement and skill development			
Course Objective: The objective of the course is to acquaint the students with Entrepreneurship and its relevance to managerial decision making.			
Examination scheme: <ul style="list-style-type: none">• Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31• External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions.			
Course Contents(5 to 7 Units)			

UNIT	Content
<p style="text-align: center;">1 (03 Hours)</p>	<p>1.1 Entrepreneur: Concept, Nature, definition, 1.2 Characteristics, functions, kinds, Role 1.3 Difference between Entrepreneur & Manager</p>
<p style="text-align: center;">2 (06 Hours)</p>	<p>2.1 Entrepreneurship: Concept, Nature, definition, 2.2 Characteristics, importance, role of entrepreneurship in development of economy 2.3 Ethical dimensions. 2.4 Theories of Entrepreneurship 2.5 Innovative theory, 2.6 Theory of social change, 2.7 Theory of model personality 2.8 Theory of social behavior</p>
<p style="text-align: center;">3 (08 Hours)</p>	<p>3.1 Entrepreneurial environment: Political, Economical, Technical, Social Cultural, International 3.2 Women entrepreneur: Nature, Definition Features, Indian perspective, Govt. policy, support, Environment, Challenges & Strategies for empowerment 3.3 Entrepreneurship Strategies & Policies: Need and types of business strategies, Concept of Entrepreneurial strategies, Need for effective Entrepreneurial policy factors governing Entrepreneurial competencies</p>
<p style="text-align: center;">4 (05 Hours)</p>	<p>4.1 Creativity and Innovation 4.2 Entrepreneurship Development Programs 4.3 Industrial sickness in small business enterprises: Definition, 4.4 Magnitude, Criteria of identification, Causes, Steps for Revival, 4.5 SICA 4.6 Choice of Organization</p>

	4.7 Sole Proprietorship, Partnership, Joint stock co., Co-operative
<p style="text-align: center;">5</p> <p>(10 Hours)</p>	<p>5.1 Strategic Management in Small Business Enterprises</p> <p>5.2 Strategies for Growth, Stability,</p> <p>5.3 Merger, Diversification, Acquisition,</p> <p>5.4 Joint venture, Conglomeration,</p> <p>5.5 New frontiers of Entrepreneurship</p> <p>5.6 Intrapreneurs: Concept, features, Rationale,</p> <p>5.7 Distinction with Entrepreneurship</p> <p>5.8 Factors of success</p> <p>5.9 Institutes supporting Small Business Enterprises:</p> <p>5.10 Central level,</p> <p>5.11 State level, Others.</p>
<p>Learning Resources:</p> <p>Text Books:</p> <ul style="list-style-type: none"> • Entrepreneurship-Strategies & Resources by Marc.J.Dollinger, 3rd edition, Pearson education. • Entrepreneurship & New Venture Formation by Thomas W.Zimmerer, Norwan M Scarbrough, Prentice hall. • Entrepreneurship & Small Business Management by M.B.Shukla • Entrepreneurship development Small Business Enterprises –Poornima Charantimath • Entrepreneurship development –R.K.Suri 	

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HA) INTEGRATED SEMESTER 1			
Subject Name	HOSPITAL OPERATION – CLINICAL SERVICES	Subject Code	MH 705
Subject Nature: Core			
Course Objective:			
<p>1. The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.</p>			
Examination scheme:			
<ul style="list-style-type: none"> • Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31 • External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions. 			
Course Contents(5 to 7 Units)			
UNIT	1.1 Introduction, Meaning, Scope and Significance of Patient care services, 1.2 Role of hospital Administrator.		
1			

(05 hours)	
2 (05 hours)	2.1 OPD services with special emphasis to reduce overcrowding in OPD. Admission and Discharge, 2.2 IPD – Accident and Emergency services-procedure of medico legal formalities
3 (05 hours)	3.1 Laboratory, 3.2 Radio-imaging (X-Ray, CT, MRI, PT) and Blood Bank with special emphasis on Time-Motion study to remove bottlenecks.
4 (05 hours)	4.1 Operation Theatre- How to optimize use of OT, Scheduling and familiarization with modular concept in OT operations. 4.2 ICU with emphasis on latest trends in Equipmentation
5 (07 hours)	5.1 CSSD Services 5.2 Ward Management 5.3 Nursing Services 5.4 Hospital acquired infections with latest trends in detection and controlling.
6 (07 hours)	6.1 Rehabilitation Services. 6.2 Billing Services-Billing procedure with introduction to on-line billing procedure. 6.3 Front Office Services.
7 (06 hours)	7.1 Telemedicine 7.2 Medical Tourism, 7.3 Accreditation of Services.
Text Books:	
<ul style="list-style-type: none"> • Hospital operations-1 (Clinical services) by Sangeetha Natarajan, Parshva publications, Sonapat (Haryana) • BM,Sakharkar, “Principals of Hospital Administration planning-latest edition 	

INSTITUTE OF MANAGEMENT STUDIES			
MBA(HA)INTEGRATED Semester1			
Subject Name	INDUSTRIAL RELATION AND LABOUR LAW	Subject Code	MH706
Subject Nature: Generic			
Course Objective:			
The objectives of the course are to expose the students to the multidimensional complexities of industrial relations and to enable them to develop the right perspective of the delicate responsibility to deal with union constructively.			
Examination scheme:			
<ul style="list-style-type: none"> • Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31 • External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions. 			
Course Contents			
UNIT	Content		
1	1.1 Industrial relation In India 1.2 Overview and Appraisal, 1.3 Industrial Disputes Act, 1947.		
2	2.1Workers Participation in Management (WPM): Meaning, Objectives, 2.2Essential Conditions, forms, 2.3Reasons for Limited Success and Suggestions for Improvement, 2.4 WPM in India.		
3	3.1 Collective Bargaining: Meaning, 3.2 Functions, Process and Prerequisites.		
4	4.1Grievances and their redressal. 4.2Industrial Employment (Standing Orders) Act, 1946.		

	4.3 Trade Unions: Meaning, Functions, Problems, 4.4 Trade Union Movement in India 4.5 Trade Union Act, 1926
5	5.1 Factories Act, 1948 5.2 E.S.I.C. Act, 1948 5.3 Payment of Gratuity Act, 1972, 5.4 Contract Labour (Regulation and Abolition) Act, 1970
Learning Resources:	
Text Books:	
1. Industrial Law by R. C. Chawla and K.C. Garg,	
2. Industrial Law by P.L. Malik.	
3. Industrial Law by N D Kapoor.	
4. Industrial Relations and Personnel Management by M.Y.Pylee and George Simon	
5. Industrial Relations by Chhabra & Suri	
6. Industrial Relations by Monappa	

INSTITUTE OF MANAGEMENT STUDIES			
MBA(HA)INTEGRATED 1st Sem			
Subject Name	MIS IN HEALTH CARE	Subject Code	MH 704
Subject Nature: Ability Enhancement and skill development			
Course Objective:			

The objective of this course is to help the student acquire the basic knowledge of information system as to enable them to make more efficient use of information for decision making.

Examination scheme:

- **Internal -2 tests and one assignment/test of 20 marks each. Marks of best two ie 40 marks would be considered as per ordinance-31**
- **External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions**

Course Contents(5 to 7 Units)

UNIT	Content
<p style="text-align: center;">1 (09 hours)</p>	<p>1.1 The meaning and use MIS, 1.2 System View of Business, 1.3 Process of MIS, 1.4 Development of MIS within the organization 1.5 Management Process 1.6 Information Needs 1.7 System Approach in Planning Organizing and Controlling MIS</p>
<p style="text-align: center;">2 (05 hours)</p>	<p>2.1Planning, 2.2Implementation and 2.3 Controlling of Management Information System.</p>
<p style="text-align: center;">3 (07 hours)</p>	<p>3.1Fundamentals of Data Processing, 3.2 Computer Operation of Manual Information System, 3.3 Components of Computer Systems, Flow Chart, 3.4Conversion of Manual to Computer Based Systems 3.5 Computer Systems Software, 3.6 Application Software, 3.7 Telecommunication Modem.</p>
<p style="text-align: center;">4 (05 hours)</p>	<p>4.1Managerial Decision Making, 4.2 Characteristics and Components of Decision Support System</p>

<p>5 (10 hours)</p>	<p>5.1 System Design: 5.2 System design consideration 5.3 Input/output design, 5.4 Forms design, 5.5 File organization and database, 5.6 Data management, 5.7 File design, 5.6 Program design, control and security.</p>
<p>Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. Robert G. Murdick, Information Systems for Modern Management, New Delhi, Prentice Hall of India, 1995. 2. Godzdam B. Davis and Margrathe, Management Information Systems. Henry Lucas, Management Information Analysis and Design, New Delhi, Prentice Hall of India, 1985. 3. Jarome Kanter, Management Information System, New Delhi, Prentice Hall of India, 1992. James O. Brien, Computer in Business Management 	

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HA) INTEGRATED SEMESTER 1			
Subject Name	OPERATION RESEARCH IN HEALTHCARE	Subject Code	MH702
Subject Nature: Generic			
Course Objective:			
<p>1.The objective of the course are to enables student to have a good understanding of quantitative techniques</p> <p>2.To develop capability in them to use the techniques for solving problems faced by Hospital Administrators</p>			
Learning Outcome:			
<p>Students suppose to have knowledge of nature and purpose of QT and OR, linear programming-graphical method network scheduling –PERT and CPM and Inventory Models.</p>			
Examination scheme:			
<ul style="list-style-type: none"> • Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31 • External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions. 			

Course Contents(5 to 7 Units)

UNIT	Content
<p align="center">1 (05 Hours)</p>	<p>1.1 Linear Programming Linear Programming- 1.2 Nature and Purpose of Artificial Variables, 1.3 Review of Big-M Method, 2 1.4 -Phase Simplex Methods, 1.5 Duality and Post- Optimality Analysis</p>
<p align="center">2 (07 Hours)</p>	<p>2.1 Non Linear Programming – 2.2 Dynamic Programming, 2.3 Goal Programming, 2.4 Integer Programming, 2.5 Quadratic Programming. Concepts and Applications</p>
<p align="center">3 (09 Hours)</p>	<p>3.1 Game Theory: Introduction to Game Theory 3.2, Maximin and Minimax Principles, 3.3 Pure and Mixed Strategies, 3.4 Solutions of Games using – 3.5 Algebraic and Graphical Methods, 3.6 Game Theory and Linear Programming.</p>
<p align="center">4 (09 Hours)</p>	<p>4.1 Markov Chain Analysis: 4.2 Computation of sequential probabilities of States for different periods, 4.3 Steady State Probabilities, 4.4 Application of Markov Chain. 4.5 Sequencing Models 4.6 Replacement Models.</p>
<p align="center">5 (07 Hours)</p>	<p>5.1 Decision Theory – 5.2 Decision making under certainty 5.3, Uncertainty and Risk.</p>

	5.4 EMV 5.5 EOL 5.6 EVPI and their usages.
6 (03 Hours)	6.1 Simulation: Introduction to Simulation, 6.2 Monte Carlo Technique and its Applications.
Learning Resources: Text Books: <ul style="list-style-type: none">• Operations Research in Healthcare By Young	

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HA) INTEGRATED SEMESTER 1			
Subject Name	Professional Communication and Negotiation Skills	Subject Code	MH 708
Subject Nature: Ability enhancement			
Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.			
Learning Outcomes: To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
Course Contents			
UNIT			
1 (10 Hours)	1 Nature of Business Communication 1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication		
2 (07 Hours)	2 Non-verbal Communication 2.1 Importance of appearance and how to use it as a tool in communication 2.2 Body language and oculesics 2.3 Paralanguage 2.4 Proxemics 2.5 Chronemics 2.6 Haptics 2.7 Using non-verbal tools (oral and written) to communicate effectively		

<p style="text-align: center;">3 (10 Hours)</p>	<p>3Presentations, Interviews, Group Discussions and Business Meetings 3.1Preparation of content for presentation 3.2Understanding the audience 3.3Importance of rehearsals 3.4 Using visual aids in presentations 3.5Handling questions 3.6Writing a resume' 3.7Types of interviews 3.8Preparation for an interview 3.9Do's and don'ts during an interview 3.10 Understanding the group in a group discussion 3.11Do's and don'ts in a group discussion 3.12Meetings in business and its types 3.13Notice and agenda 3.14Minutes of a meeting 3.15Mannerisms, etiquettes and assertiveness in oral communication</p>
<p style="text-align: center;">4 (08 Hours)</p>	<p>4Business Writing 4.1Types of business letters 4.2Structure and format of letters 4.3Memorandums and circulars 4.4e-mails 4.5Text messaging 4.6 Report writing 4.7Importance of written communication 4.8Appropriate tone in business writing</p>
<p style="text-align: center;">5 (04 Hours)</p>	<p>5 Negotiation Skills 5.1Need for negotiation 5.2 Process of negotiation 5.3Barriers to negotiation and how to overcome them</p>
<p style="text-align: center;">6 (06 Hours)</p>	<p>6 Issues in Communication 6.1 Handling diversity (gender, culture, ethnicity, etc.) 6.2 Tolerance and acceptance of diversity 6.3 Emotional intelligence and its impact on communication 6.4 Social intelligence and its impact on communication 6.5Ethics in communication</p>
<p>Learning Resources:</p> <p>Text Books:</p> <p>M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India.</p> <p>Reference Books:</p>	

William V. Ruch, **Business Communication**, Maxwell Macmillan, New York.

LaniArredono, **The McGraw-Hill 36-Hour Course: Business Presentation**, McGraw-Hill, New York.

Bill Scott, **The Skills of Communication**, Jaico, Bombay.

Ronald E. Dulek and John S. Fielden, **Principles of Business Communication**, McMillan, New York.

Dalmer Fisher, **Communication in Organizations**, Jaico Publishing House, India.

M. E. Guffy, **Essentials of Business Communication**, Thomson Publication.

Shirley Taylor, **Communication for Business**, Pearson Education.

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HA) INTEGRATED SEMESTER 1			
Subject Name	TAXATION IN HEALTHCARE	Subject Code	MH 703
Subject Nature: Discipline centric			
Course Objective: The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate taxes.			
Examination scheme: <ul style="list-style-type: none">• Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31• External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions.			
Course Contents			
UNIT	Content		
1 (03 Hours)	1.1. Introduction to Income 1.2. Introduction to Tax Management:		

	<p>1.3. Concept of Tax Planning: Tax Avoidance & Tax Evasion.</p> <p>1.4. Important Provisions of Income Tax Act:</p> <p>1.5 Basic Concepts: Assessment Year, Previous Year, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income.</p>
<p>2 (07 Hours)</p>	<p>2.1. Meaning of Salary, Specified Persons</p> <p>2.2. Taxability of Allowances, Perquisites, Profits in Lieu of Salary</p> <p>2.3. Types and Treatment of Provident Funds, Gratuity, etc.</p> <p>2.4. Computation of Taxable Salaries</p>
<p>3 (07 Hours)</p>	<p>3.1. Types of House Property and their Taxability.</p> <p>3.2. Determination of Ownership.</p> <p>3.3. Property Exempt from Income Tax.</p> <p>3.4. Computation of Income from House Property</p>
<p>4 (07 Hours)</p>	<p>4.1. Meaning of Business and Profession.</p> <p>4.2. Income from Business and Profession Chargeable to Tax: Basis of Charge and Types of Income falling under this head.</p> <p>4.3. Deductions: General Allowed Expenses, Expressly Allowed Expenses, Expenses Allowed Under Restrictions, Expenses Disallowed.</p> <p>4.4. Provisions and Treatment of Depreciation.</p> <p>4.5. Methods of Accounting and its Effect on Income Determination of Business and Profession.</p> <p>4.6. Computation of Business Income and Professional Income.</p>
<p>5 (07 Hours)</p>	<p>5.1. Meaning of Capital Gains, Definition of Capital Assets, Assets not treated as Capital Assets.</p> <p>5.2. Types of Capital Assets and their Gain/Loss: Short Term and Long Term and their Taxability.</p>

	<p>5.3. Transfer of Capital Assets and transactions not regarded as transfer.</p> <p>5.3. Deduction Available Against Capital Gains: Section 54 to 54(f)</p> <p>5.4. Computation of Short Term and Long Term Capital Gains.</p>
<p>6 (03 Hours)</p>	<p>6.1. Computation of Income from Other Sources</p> <p>6.2. Set Off and Carry Forward of Losses.</p> <p>6.3. Clubbing of Incomes.</p>
<p>7 (06 Hours)</p>	<p>7.1. Deduction: Deduction Allowed From Total Income.</p> <p>7.2. Computation of total Income.</p> <p>7.3. TDS: Provisions of Tax Deduction at Source,</p> <p>7.4. Advance Payment of Tax.</p> <p>7.5. Filing of Returns,</p> <p>7.6. Tax Planning in Relation to NRIs</p> <p>7.7. Rebates and Relief.</p>
<p>Learning Resources:</p> <p>Text Books:</p> <p>1. H. C. Meherotra, "Income Tax", Sahitya Bhawan, Agra, Latest Edition.</p> <p>Reference Books:</p> <p>1. S. Battacharya, "Indian Income Tax: Law & Practice", New Delhi, Indian Law House, Latest Edition</p> <p>2. V. K. Singania, "Student Guide to Income Tax", New Delhi, Taxman Publication, Latest Edition.</p> <p>3. V. K. Singania, "Direct Tax Law", New Delhi, Taxman Publication, Latest Edition.</p> <p>4. Shripal Saklecha, "Income Tax", Indore, Satish Printers, Latest Edition.</p>	

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

**M.B.A. (Hospital administration) 2 yrs Component of
5 yrs Integrated Program**

Semester - II

2018 - 2020



INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE
MBA [Hospital Administration] SEMESTER- II
Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate integrative business projects through the application of multidisciplinary knowledge

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of Medical clinical Allied economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or Organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and Alternatives, and leverage technology to enable qualitative and quantitative methods to solve Problems
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in Organizational situations

Functional business knowledge of marketing, operations, information technology, finance, Accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international Expansion, and new venture development

SNo	CODE	SUBJECTS	INT+ EXT=TOTA L	CREDIT S
1.	MH 801	QUANTITATIVE METHODS	40+ 60=100	03
2.	MH 802	MANAGERIAL ECONOMICS	40+ 60=100	03
3.	MH 803	PROJECT MANAGEMENT IN HEALTH CARE	40+ 60=100	03
4.	MH 804	BUSINESS LAWS	40+ 60=100	03
5.	MH 805	HEALTH POLICY & ADMINISTRATION	40+ 60=100	03
6.	MH 806	OPERATIONS MANAGEMENT IN HEALTHCARE	40+ 60=100	03
7.	MH 807	ENVIRONMENTAL ISSUES & DISASTER MANAGEMENT	40+ 60=100	03
8.	MH 808	CUSTOMER RELATIONSHIP MANAGEMENT	40+ 60=100	03
9.	MH 811	COMPREHENSIVE VIVA	100	

M.B.A. (HOSPITAL ADMINISTRATION) Batch 2018-20			
Semester II			
Subject Name	BUSINESS LAW	Subject Code	MH 804
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
To acquaint students with general business law issues to help become more informed, sensitive and effective business leaders in healthcare			
2 To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.			
Learning Outcome:			
At the end of the course students should be able to;			
3. Provide an overview of important laws that have a bearing on the conduct of business in India			
4. Examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms			
5. Understand various modes of dispute resolution in business transactions			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, out of which best two will be considered. The semester examination carrying 60 marks It will have two sections A and B. Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section B will comprise one or more case (S) worth 15 marks			
Course Contents			Class Room Contact Sessions
UNIT –I The Contract Act, 1871	1.1 Nature and classification of contracts - Essential elements of a valid contract 1.2 Offer and Acceptance - Consideration - Capacities of Parties 1.3 Provisions relating to free consent, void agreements 1.4 Provisions relating to performance and discharge of contract 1.5 Breach of contract - Meaning and remedies		04
Unit-2 companies act 2013	2.1 Meaning and essential features of a company, Types of companies 2.2 Formation of company, memorandum and articles of association, Prospectus		09

	<p>2.3 company meetings, company directors and managers concept of independent directors, duties of directors, appointment remuneration and allied matters</p> <p>2.4 Single person company, company secretary duties and responsibilities</p> <p>2.5 CSR guidelines and rules</p>	
<p>Unit – 3 Sales and competition laws</p>	<p>3.1 Contract for Sale of Goods as per sales of goods act1930 - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale</p> <p>3.2 Provisions relating to conditions and Warranties</p> <p>3.3 Provisions relating to transfer of property or ownership</p> <p>3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.</p> <p>3.5 competition act 2002: Objectives and anti-competitive agreements</p> <p>3.6 Abuse of competitive position, combination and its regulations</p> <p>3.7 competition commission: composition, duties, powers and functions</p>	<p>09</p>
<p>Unit- 4 The Negotiable Instruments Act, 1881</p>	<p>4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course</p> <p>4.2 Negotiation and Types of Endorsements</p> <p>4.3 Dishonors of Negotiable Instrument - Noting and Protest</p> <p>4.4 Liability of parties on Negotiable Instrument.</p>	<p>05</p>
<p>Unit -5 Investment Laws</p>	<p>5.1 SEBI act 1992: Objectives and salient features of securities</p> <p>5.2 SEBI: composition Powers and functions</p> <p>5.3 SEBI Guidelines: Pre-issue formalities, disclosure standards, legal requirements, operations of clearing</p> <p>5.4 SEBI guidelines for mutual funds and venture capital</p>	<p>04</p>
<p>Unit-6 The Consumer Protection Act, 1986</p>	<p>6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices</p> <p>6.2 Rights of Consumers</p>	<p>04</p>

	6.3 Consumer Disputes Redressal Agencies	
Unit-7 Miscellaneous Laws	Miscellaneous brief Outline of various laws: 7.1 Introduction to IT act 2000, Digital signature, Major cyber-crime and penalty 7.2 Meaning of patent, copyright and trademark and registration procedure, Major penalties on violation of patent, copyright and trademarks. 7.3 basic guidelines and penalties under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ,	10
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32nd Edition 2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4th Edition 3. Business Law, S.S.Gulshan, Excel Books, 4th Edition. 4. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6th Edition. <p>For Reference</p> <ol style="list-style-type: none"> 1. Bare Acts 2. Corporate Law Advisor <p>Web Reference:</p> <ol style="list-style-type: none"> 1 www.vakilno1.com 2 www.Indiankanoon.org 3 www.companylawonline.com 4 www.sebi.gov.in 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) Sem II Int			
Subject Name	Customer Relationship Management	Subject Code	<u>MH 808</u>
Course Objectives			
The objective of this course is to introduce customer centric operations, process and implications of CRM.			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.			
Learning Outcome:			
At the end of the course students should be able to;			
Define and explain Customer Relationship Management its pivotal role. A clear understanding and exposure to the concept of Customer Relationship Management			
Course Contents			Class Room Contact Sessions
Unit –I	1. Introduction: Evolution of CRM, Customer satisfaction, Customer loyalty, Customer experience, Relationship Marketing, Significance and benefits of CRM to different business organizations and customers.		7
Unit-2	Concepts of CRM: Concept of Customer Lifecycle, Lifecycle stages, Customer Lifecycle Management, Customer Lifetime Value assessment, Customer – Product profitability analysis.		8
Unit-3	CRM Process: Systems approach to CRM, CRM Process, Objectives, Customer segmentation, Customer database, Strategy formulation, Infrastructure development, Designing system, Core processes, Developing people, Customer retention, Recovering lost customers, Terminating relationships.		7

Unit- 4	Database Management: Information management for customer acquisition, retention, attrition and defection, data warehousing, data mining	6
Unit -5	CRM Technology: Hardware, Software, Web portals, Call Centres, IT enabled business solutions.	5
Unit-6	Customer Loyalty: Developing, Implementing and Evaluating Loyalty Programs.	5
UNIT –7	Measuring CRM Effectiveness: CRM Metrics – Financial and non-financial measures.	7
	Total Contact Hours	45

Text and References:

1. Sheth, J.N., Parvatiyar, A. and Shainesh, G., “Customer Relationship Management”, TMH.
2. Kumar, V. and Reinartz, Werner J., *Customer Relationship Management: A Databased Approach*, Wiley India, New Delhi.
3. G Shainesh, Jagdish N Sheth, *Customer Relationship Management – A strategic perspective*, Macmillan India Ltd
4. Rai, Alok K, *Customer Relationship Management – Concepts and Cases*, PHI, New Delhi.
5. Mukerjee, Kaushik (2007), *Customer Relationship Management: A Strategic Approach to Marketing*, PHI, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) Sem II Int			
Subject Name	Project Management in Health Care	Subject Code	<u>MH803</u>
Course Objectives: The objectives of the course are to help students to learn and acquaint themselves with various aspects of management of Hospital Projects.			
Examinations The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.			
Learning Outcome: At the end of the course students should be able to; Define and explain Project Management in Health Care its pivotal role. A clear understanding and exposure to the concept of Project Management in Health Care .			
Course Contents			Class Room Contact Sessions
Unit –I	i. Project Planning and Phases: ii. Need and importance, iii. Phases of capital budgeting, iv. project analysis facts, resource allocation framework (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting),		8

	<ul style="list-style-type: none"> v. Generation and Screening of Project Ideas. Overseas Projects: Sinning of international trading environment for overseas projects, vi. Role of international credit rating agencies, vii. Export potential of India in overseas projects, marketing of overseas projects including tendering, subcontracting and joint bidding. viii. Financing of overseas project in respect of RBI guidelines, ix. Role of international finance institutes in financing the overseas projects. 	
Unit-2	<ul style="list-style-type: none"> i. Project analysis: ii. Market and demand analysis, (Including demand forecasting) iii. Technical Analysis and Financial Analysis (Cost of Project, working capital requirement & its financing) overseas iv. Project Appraisal- Techniques of Social cost- benefit analysis, Shadow pricing. 	7
Unit-3	<ul style="list-style-type: none"> v. Project Selection: vi. Project cash Flows, vii. Time value of money, viii. cost of capital, ix. Appraisal criteria and analysis of Risk 	8
Unit- 4	<ul style="list-style-type: none"> i. Project Management and control: ii. Project Organization, iii. Planning and Control or project and human aspects of project management. iv. Project control tools (Gantt Charts, Line off Balance) 	7
Unit -5	<ul style="list-style-type: none"> i. Network techniques for project management: ii. Basic concepts of networks, iii. Line estimation and determination of critical path (for both PERT and CPM models), iv. Network cost systems and activity crashing. 	8
Unit-6	<ul style="list-style-type: none"> i. Project Review: ii. Need For Reviews, iii. Initial Review, iv. Performance Evaluation, v. Abandonment Analysis, vi. Evaluating the Capital Budgeting Systems. 	7
	Total Contact hours	45

Text Reading:

1. Prasanna Chandra **“Project Planning, Analysis, Selection, Implementation and Review”** New Delhi, Tata MC Graw Hill Publications, 2000.
 2. P. Gopalkrishnan and E. Rama Moorthy, **“Text book of Project Management”** New Delhi, Tata MC Graw Hill Publications, 2000.
 3. Harold Kerzner, **“Project Management: A systems Approach to Planning, Scheduling and Controlling”**, New Delhi, CBS Publication, 1994.
- Rajive Anand, **“Project Profiles with Model Franchise Agency and Joint Venture Agreement”**, New Delhi, Bharat Publication

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) Sem II Int			
Subject Name	OPERATIONS MANAGEMENT IN HEALTHCARE	Subject Code	<u>MH806</u>
Course Objective The objectives of this course are to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.			
Examinations The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.			
Learning Outcomes:			

At the end of the course students should be able to; define and explain **Operations management in healthcare** its pivotal role. A **clear understanding and exposure to the concept of operations management in healthcare**

Course Contents		Class Room Contact Sessions
Unit –I	Introduction to Production and Operations Management: Nature of Production /Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function.	7
Unit-2	Facilities Planning: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative and Qualitative Models	5
Unit-3	Layout of Manufacturing/service facility: Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix, materials handling concepts.	6
Unit- 4	Resources Requirement Planning: Capacity Planning, Concept and Application of Learning Curve.	6
Unit -5	Production Planning and Control: Aggregate Production Planning - Chase strategy, level production, Mixed strategy, Materials Requirement Planning.	5
Unit-6	Inventory: Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems, Inventory Models: General Economic Order Quantity (EOQ) Economic Batch Quantity (EBQ) (Single and Multi-products) EOQ with Discounts	6
Unit –7	Operations Scheduling and Production Activity Control for Mass Manufacturing.(Assembly line balancing Batch Processing and Job shop - n-jobs on single machine, n-jobs on Two/Three machines (Johnson’s Rule), 2-jobs on m-machines (Graphical method – Aker’s Algorithm)	5
Unit-8	Quality Control: Quality Control Function, Acceptance sampling Statistical Process Control, Operating Characteristics Curve and its Applications Quality Circles.	5
	Total Contact hours	45

Text Reading

1. R Paneerselvam. **“Production and Operations Management”**, New Delhi: Prentice Hall of India Publications, Latest Edition.
2. S N Chary. **“Cases and Problems in Production and Operations Management”**, New Delhi: Tata McGraw Hill Publications, Latest Edition.
3. Josheph G. Monks **“Operations Management”**, New York : McGraw Hill Publications, Latest Edition.

Suggested Readings

1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, **“Applied Production and Operations Management”**, New York : West Publishing Company, Latest Edition.
2. Elwood S. Buffa and Rakesh K. Sarin, **“Modern Production, Operations Management”**, Singapore: John Wiley and Sons, Latest Edition.

M.B.A. (Hospital Administration) Sem II Int			
Subject Name	HEALTH POLICY AND ADMINISTRATION	Subject Code	MH 805
Objective: The objective of the course is to enable students to have a good understanding of Health administration.			
Examinations: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.			
At the end of the course students should be able to; Define And Explain Health Policy and Administration Its Pivotal Role. A Clear understanding and Exposure to the Concept Of Health Policy and Administration			
Course Contents			Class Room Contact Sessions
Unit –I	Basic concepts: <ul style="list-style-type: none"> • Meaning & Concept of Health, Disease , Care and Administration • Various levels of prevention/care & cure, levels of management • Health administration in India; Organization of health services at Centre, State & District level • General introduction to organization of health care delivery system in India. 		7
Unit-2	Detailed Study and Discussions <ul style="list-style-type: none"> • Various committees for recommendations on health care; National Health Programs in details • Reasons for increasing Need and demand for medical care and Need/Demand assessment • Factors determining Availability and Cost of medical care steps/techniques to reduce the cost of medical care. 		5
Unit-3	Urban medical care system in metropolitan cities.// Rural medical care including the role of State, NGO's, Private medical practitioners and community at large		6
Unit- 4	Organization and administration of better medical care		6

Unit -5	National Health Policy and National Population Policy (Latest reviews)	5
Unit-6	Healthcare resource planning and allocation	6
UNIT -7	Success / Failure Analysis for various Health Plans, Programs, Schemes etc. and Research for their Causes.	5
Unit-8	Alternative systems of health care:-General introduction and their role in overall healthcare system, Yoga Therapy & its Global relevance. <ul style="list-style-type: none"> • Rehabilitation • WHO and other International Health Agencies. • Immunization, International recommendations for immigrant's vaccination 	5
	Total Contact hours	45
<p>Suggested text : K Park Park's Text Book of Preventive and Social Medicine. B.K. Mahajan Text Book of Preventive and Social Medicine. WHO Publications on International Vaccination.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) <u>Sem II Int</u>			
Subject Name	ENVIRONMENTAL ISSUES, WASTE & DISASTER MANAGEMENT	Subject Code	<u>MH 807</u>
Subject Nature _ Ability Enhancement			
Objective: The objective of the course is to enable students to have a good understanding of Environmental Issues. Waste & Disaster Management			
Examinations The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.			
Learning Outcomes: At the end of the course students should be able to; Define and explain Environmental Issues, Waste & Disaster Management its pivotal role. A clear understanding and exposure to the concept of Environmental Issues, Waste & Disaster Management related to Healthcare			
Course Contents			Class Room Contact Sessions
Unit –I	Physical Environment: Air: Factors affecting atmospheric environment, Physical agents in atmosphere, Chemical agents in atmosphere, Sources of pollution, Temperature inversion, Effects of pollution on Health, Biological agents in atmosphere, Ventilation. Water: Sources of water, Water supply & quantitative standards, Water quality and qualitative standards, Purification of		5

	water, Swimming pool hygiene, Water problem in India. Housing : Type of soil , Soil and Health, Housing, Harmful effects of improper housing, Recent trends in housing	
Unit-2	Occupation and Occupational Health : Physical agents , Chemical agents , Biological agents, Social factors , offensive trades and occupations, Occupational diseases and hazards, Prevention of occupational diseases, Occupational Health Legislation, Factories act, Worker absenteeism	5
Unit-3	Environmental Pollution : Air pollution, Water pollution ,Soil and land pollution, Radioactive pollution, Thermal pollution, Global Warming, Greenhouse gases, Heat generation, Carbon & Carbon Units, Effect of Global Warming on Ozone, , Noise pollution	6
Unit- 4	Biological Environment : Rodents, Arthropods, Mosquitoes, Flies, Fleas, Lice, Ticks, Mites etc., Insect control, Insecticides, Biological & Genetic control of insects	3
Unit -5	Social Environment: Gross understanding of Social sciences, Cultural anthropology, Social Psychology, Economics and Political Science. Relationship amongst social sciences. Medical sociology and social medicine. Family, Household, Socioeconomic status, Social causes of disease, Social aspects of treatment, Social environment and Health.	5
Unit-6	Wastes Management: Wastes and Health, Recycling of wastes, Disposal Of Wastes: Pretreatment of refuse, Refuse disposal, Excreta disposal, Sewerage system, Sewage disposal, Sullage disposal. The Latest Techniques being adopted by Indore Municipal Corporation.	6
Unit –7	Environmental Protection, Afforestation, Pollution Control.	5
Unit-8	Disaster, Disaster Management, Mitigation, Preparedness : Preparedness of Hospitals and Healthcare system for Disaster Management.	5
Unit-9	Disaster Program : Concept, significance in Healthcare and Hospital sector, preparing and maintaining the program, Triage, Command System and Rehearsals	5
	Total Contact hours	45
Text and References Preventive and Social medicine by K. Park, Disaster management Encyclopedia,		

Community medicine By B.K Mahajan

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Hospital Administration) Sem II Int			
Subject Name	QUANTITATIVE METHODS	Subject Code	<u>MH 801</u>
Subject Nature- Generic			
Course Objectives: The objectives of the course are to enable students to have a good understanding of quantitative techniques and to develop capability in them to use these techniques for solving the problems faced by Hospital Administrators.			
Examinations The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination will be worth 60 marks. The students will be required to attempt 5 Question out of 7 Questions. All Questions will carry equal Marks.			
Learning Outcomes: At the end of the course students should be able to;			

Define and explain Quantitative Methods its pivotal role. A clear understanding and exposure to the concept of Quantitative Methods		
Course Contents		Class Room Contact Sessions
Unit –I	Quantitative Technique- Introduction, OR and QT- Nature and purpose, Area, Scope, Applications and Limitations.	7
Unit-2	Linear Programming- Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Methods Analysis, Simplex Method, Big-M Method, Advantage and Limitations of LPP	6
Unit-3	Transportation Model- Mathematical Formulations, Initial Basic Feasible Solutions, Vogel’s Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. Degeneracy. TP as Linear Programme.	7
Unit- 4	Assignment Problem -Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems using Hungarian Method (Minimization and Maximization, Route Allocation).	5
Unit -5	Waiting Line Models – Introduction, Scope in Management Decisions, Queuing Models - M/M/1 (Infinite and Finite Population),Probability calculations and application of M/M/C (Infinite Population).	7
Unit-6	Network Scheduling by CPM/PERT. -Introduction to Network ,PERT ,CPM ,Basic Steps in PERT/CPM techniques, Network Diagram representation ,Determination of Critical Path, Project Crashing and Economics of Crashing ,Application of PERT/CPM techniques .	7
Unit –7	Inventory Control Models :EOQ, Purchasing Model with Price Breaks,Manufacturing Models, Multi Item Models, Stochastic Models	6
	Total Contact Hours	45
Text Books:		

• **Vohra N.D , Quantitative techniques in Management, latest edition**
Operation Research by:

- **Taha H.A**
- **Wagner . M**
- **Hira D.S & Gupta P.K.**
- **Sharma S.D.**

INSTITUTE OF MANAGEMENT STUDIES (DAVV , Indore)			
M.B.A. (Hospital Administration) Sem II Int (Batch 2018-20)			
Subject Name	MANAGERIAL ECONOMICS	Subject Code	MH 802
Subject Nature- Generic			
Course Objective: Objective of this Course is to help the students analyze and understand economic environment.			
Examinations : The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, out of which best two will be considered. The semester examination carrying 60 marks It will have two sections A and B. Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section B will comprise one or more case (S) worth 15 marks.			
Learning Outcomes: At the end of the course students should be able to; Define And Explain Managerial Economics Its Pivotal Role. A Clear Understanding And Exposure To The Concept Of Managerial Economics			
Course Contents			Class Room Contact Sessions
Unit –I	Introduction to economics and managerial economics: Nature scope, characteristics and significance of managerial economics. Relationship of managerial economics with economics, operation research, decision making, statistics, accounting.		8
Unit-2	Fundamental concepts: Incremental reasoning, Marginal analysis, Equi marginal utility, time perspective, consumer surplus, opportunity cost, time value of money Theories of Firm – Managerial theories – Baumol and Williamson, Behavioral theories – Simon, Cyret and March.		7
Unit-3	Supply & Demand Analysis – Concept, Determinates & Types of Demand. Utility and its types, law of Diminishing Marginal utility. Demand Function, Law of Demand. Elasticity of Demand Price Income, Cross, Advertising & price expectation. Demand Forecasting.		6

Unit- 4	Production and cost analysis: Meaning of production, production function, short run and long run production analysis. Isoquant curves and Iso-cost lines, Ridge lines, Equilibrium production, expansion path. Cost – meaning and types of cost, cost function, short run and long run cost function. Economies and diseconomies of scale. Law of supply.	3
Unit -5	Pricing: Price determination under perfect competition. Monopoly and Price Discrimination, Monopolistic Competition, Oligopoly – kinked demand curve, cartel formation, price leadership.	5
Unit-6	Profit: Meaning, types and theories of profit, profit planning – break even analysis.	6
Unit –7	Micro-macro interrelations, Circular flow of economic activity, National Income concepts, Concepts and Objectives of Private Business. Meaning and Phases of Business Cycles: Economic stabilization & Role of govt. in the economy.	5
Unit-8	Concepts, recent trends (overview only) in Indian Economy, of the following: Monetary Policy, Fiscal Policy, Foreign Trade Policy, Exchange Rate Policy.	5
	Total Contact Hours	45

Text Books: Latest Editions:

- 1 P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
- 2 Mishra & Puri – Micro Economics, Himalaya Publishing House, New Delhi 3 G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi
- 4 Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.

Suggested Books: Latest Editions

- A. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
1. Dr. Atmanand – Managerial Economics, Excel books, New Delhi
2. Howard Davis – Managerial Economics, Macmillan Press, New Delhi
3. D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi
4. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi



Syllabus
M.B.A. (Hospital administration)
Semester – III (Integrated)

2017 - 2019



INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE
MBA [Hospital Administration] SEMESTER- III (Integrated)

BATCH [2017 -19]
Programme Objectives

The MBA [Hospital Administration] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate integrative business projects through the application of multidisciplinary knowledge in Hospital and Healthcare

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of Medical, Clinical Allied economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or Organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and Alternatives, and leverage technology to enable qualitative and quantitative methods to solve Problems in Healthcare Business
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions in Healthcare setups

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in Organizational situations

Functional business knowledge of marketing, operations, information technology, finance, Accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision making in Hospitals and Healthcare
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international Expansion, and new venture development

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM			
Batch 2017-19			
Semester III			
Subject Name	STRATEGIC MANAGEMET IN HEALTHCARE	Subject Code	MH 901 in
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<p>The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organizations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.</p>			
Learning Outcome:			
<p>Upon successful completion of this course student will be able to diagnose and solve problems associated with healthcare system.</p>			
Examination Scheme:			
<p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.</p>			
Course Contents			Class Room Contact Sessions
Unit - 1	<p>1.1 Dynamic environment in health care/ strategic mgmt in h.care industry/ strategic planning and</p>		5

<p>NATURE OF STRATEGIC PLANNING/MANAGEMENT</p>	<p>strategy/Thinking map of strategic planning process in healthcare organizations/Situational analysis 1.2 Benefits of strategic planning and mgmt./hierarchy of strategies</p>	
<p>Unit-2 UNDERSTANDING AND ANALYZING THE EXTERNAL ENV</p>	<p>2.1 External nature of S.Mgmt, goals and, limitations of environmental analysis, 2.2 Components of General and Healthcare environment/Process of ext.environmental analysis</p>	<p>6</p>
<p>Unit-3 SERVICE AREA COMPETITOR ANALYSIS</p>	<p>3.1 Purpose of competitor's analysis 3.2 Service Area competitor analysis</p>	<p>4</p>
<p>Unit- 4 INTERNAL ENVIRONMENTAL ANALYSIS/COMPETITIVE ADVANTAGE</p>	<p>4.1 value chain in healthcare, components of value chain, 4.2 Strategic thinking map and steps</p>	<p>8</p>
<p>Unit – 5 DIRECTIONAL STRATEGIES</p>	<p>5.1 Mission, Vision, Values and strategic goals</p>	
<p>Unit – 6 DEVELOPING STRATEGIC ALTERNATIVES</p>	<p>6.1 Decision logic and strategic thinking map for strategy formulation</p>	<p>7</p>
<p>Unit – 7 EVALUATION OF ALTERNATIVES AND STRATEGIC CHOICE</p>	<p>7.1 TOWS matrix, PLC analysis,BCG Portfolio analysis, SPACE MATRIX</p>	<p>5</p>

<p align="center">Unit – 8</p> <p align="center">STRATEGY IMPLEMENTATION</p>	<p>8.1 Implementing Strategy Through Value Adding Service Delivery & Their Supporting Strategies.</p> <p>8.2 Implementing Strategy Through Unit Action Plans.</p>	<p align="center">5</p>
	<p align="center">TOTAL CLASSROOM CONTACT SESSIONS IN HOURS</p>	<p align="center">45</p>
<p>Learning Resources:</p> <p>Text Reading:</p>		

<p align="center">INSTITUTE OF MANAGEMENT STUDIES</p>			
<p align="center">M.B.A. (HOSPITAL ADMINISTRATION) INTEGRATED</p> <p align="center">Batch 2017-19</p> <p align="center">Semester III</p>			
<p>Subject Name</p>	<p align="center">HOSPITAL OPERATIONS – SUPPORTIVE SERVICES</p>	<p>Subject Code</p>	<p align="center">MH – 902 In.</p>
		<p>Total Credits</p>	<p align="center">03</p>
<p>Subject Nature: CORE</p>			
<p>Course Objective:</p> <p>The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.</p>			

Learning Outcome: After completion of the course student will be familiarized with the hospital supportive services which are one of the key issues in hospital administration

Examination Scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.

Course Contents		Class Room Contact Sessions
Unit - 1	1.3 Introduction, Meaning of supportive services, Scope and role. 1.4 Nutrition and Dietetic service 1.5 Medical Record Department including EMR	5
Unit-2	2.1 Electric supply, water supply plumbing and Sanitation 2.2 Medical gas supply and pipelines	6
Unit-3	3.1 HVAC systems 3.2 Bio-medical engineering department with recent trend	4
Unit- 4	4.1 Laundry Services 4.2 Housekeeping services-use of new microfibers and steam paper appliances for cleaning of walls, SIO ₂ liquid spray for glass cleaning.	8
CASE STUDY		
Unit – 5	5.1 Mortuary and transportations services special study carried out for 300 and 500 bedded hospital for provision of maintenance expenses.	7
Unit – 6	6.1 Hospital administration during Disasters –organizing a practical drill. 6.2 Engineering services and radiology hazards.	5

Unit – 7	7.1 Latest Trends in supportive services 7.2 Communications Systems 7.3 Hospital engineering and Maintenance 7.4 Pharmacy Services.	5
Unit – 8	8.1 Cost containment Measures in hospital Operations. 8.2 CONSERVATION OF ENERGY Study of conventions methods with orientations to the concept of green hospital, 8.3 Use of solar energy fixed and movable solar energy. CASE STUDY in reference to 300 and 500 bedded hospital for energy	5
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Reading:

1. Natarajan ,S ,”Hospitals Supportive Services” Excel book New Delhi

MBA(HA)INTEGRATED Semester III			
Subject Name	REGULATIONS FOR HOSPITALS	Subject Code	MH 904 In
Subject Nature: Core			
Course Objective:			
<p>1.The objectives of the course are to expose the students to the multidimensional complexities of Hospital legislation</p> <p>2. To enable them to develop the right perspective of this delicate responsibility to deal with Hospital Administration in a constructive manner.</p>			
Examination scheme:			
<ul style="list-style-type: none"> • Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31 • External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions. 			
Course Contents(5 to 7 Units)			
UNIT	Content		
1	<p>1.1 Introduction of Laws applicable to Hospitals</p> <p>1.2 Functioning of hospitals and Medico – legal responsibilities cases and problems,</p> <p>1.3 Medico- Legal Problems in relation to health administration - Provision of commissioning of hospitals:</p> <p>1.4 Registration of companies act 1956 with reference to Incorporation of hospitals as a company,</p> <p>1.5 Indian medical council act 1956</p>		10
2	<p>2.1 General Laws: - General Law of Contract</p> <p>2.2: Essentials of a Contract –</p> <p>2.3 Offer and acceptance –</p> <p>2.4 Capacity of Parties Free Consent</p> <p>2.5– Consideration and legality of object –</p> <p>2.6 Void argument and Contingent Contract,</p> <p>2.7 Law of privileged communications. –</p>		8

	2.8IT act 2000 with reference to e- Governance, 2.9 digital signature certificate, 2.10 Major cyber offences and penalties.	
3	3.1 Laws Governing Medico-legal aspects: -List of Offences & Professional Misconduct of Doctors as per 3.2Medical Council of India IPC section 52 ,80 , 89 , 92,93, 100, 93 ,262, 269, 278, 284,304 A, 336, 337 and 338 - Indian Evidence act section 126, Law of Tort - Consumer Protection Act – Definition – Consumer Protection Council – Consumer Disputes Redressal Agencies – Other Salient features – Application of Consumer .Protection Act in Hospital – Recent judgment of Supreme Court – Implication for Health Professionals	7
4	Unit 4 Laws Related to Medical Procedures: Medical Termination of Pregnancy Act 1971(MTP Act) ,Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act), Transplantation of Human Organ act 1994	7
5	Unit 5 Laws related to drugs and Pharmacy: Narcotic Drugs and Psychotropic Substances Act and Rules, Drugs and Cosmetics Act, 1940 , (Blood bank regulations under Drugs and cosmetic rules), Pharmacy Act 1948	8
6	Other laws: Environment protection Act 1986, Water (prevention and control of pollution) Act 1974 , The epidemic disease Act 1897	5
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Books:

1. Kapoor, N.D; 2004: Mercantile Law – Sultan Chand & Sons: New Delhi
2. Kuchhel, M.c, 2003, Marcentile Law; Vikas Publishing Private Ltd. New Delhi
3. Pathak,Legal Aspect of Business,TMH
4. Law & Ethics in Nursing & Health Care, Nelson Thron
5. Law and Medical Profession - Eastern Law Book Co. 6. Related Acts - Kamal Law Book House

INSTITUTE OF MANAGEMENT STUDIES

MBA(HA)INTEGRATED SemesterIII

Subject Name	COMPENSATION AND REWARD MANAGEMENT	Subject Code	MH 903 In
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Subject Nature: Core

Course Objective:

The objectives of this course are to familiarize the students with the dynamics of wage and salary administration and current trends in India

Examination scheme:

- Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31
- External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions.

Course Contents

UNIT	Content	
1	1.1. Wage and Salary Administration. 1.2 Definition, 1.3Goals, 1.4 Job Evaluation, 1.5Wage and Salary surveys 1.6, Time and Piece Rate, 1.7 Merit pay /skill based pay 1.8, Factors affecting wages.	10
2	2.1Incentive Plans: 2.2 Individual and Group Incentive plans, 2.3 Productivity Gain sharing plans, 2.4 Profit Sharing Plans, 2.5 Non - Financial and Financial incentives 2.6 Measuring Cost- to – Company (CTC).	8
3	. 3.1Employee Benefits: 3.2 Supplemented Pay benefits (pay for time not worked),	7

	3.3Insurance benefits, 3.4Retirement benefits, 3.5 Employees' service benefits, 3.6 ESOPs, 3.7Flexible benefits 3.8 Benefit Surveys.	
4	4.1Governing Laws 4.2: Provident Fund Act 1952, 4.3Minimum wages Act 1948, 4.4Payment of wages Act 1948, 4.5 Payment of Bonus Act, 1965.	7
5	5.1 Current Trends in Compensation and 5.2 Reward Management	8
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Books:

1. Henderson ,”Compensation Management in a knowledge based work”
2. Milkonich , “Compensation management “ ,ninth edition
3. Er Sony Shyam Singh “Compensation Management”
4. Garry Dessler, “Personnel / Human Resource Management”, London, Prentice Hall, 1994.
5. William B. Werther Jr. and Keith Davis “Human Resource Management”. New Jersey: McGraw Hill. (1993)

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HA)INTEGRATED SemesterIII			
Subject Name	Contemporary issues in Healthcare	Subject Code	MH 906 In
Subject Nature: Core			
Course Objective:			
<p>1.The objective of the course is to acquaint the students with changing scenes of health and disease,</p> <p>2. The latest diagnostic and therapeutic approaches and emerging issues at National & International levels.</p>			
Examination scheme:			
<ul style="list-style-type: none"> • Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31 • External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions. 			
Course Contents(5 to 7 Units)			
UNIT			

	Content	
1	<p>Changing patterns of Diet & Nutrition,</p> <p>,Changing patterns of Life Styles and their effects on Health</p> <p>,Changing concepts of Quality of Life,</p> <p>Changing socio economic standards,</p> <p>Changing pattern of Health & Disease</p> <p>Newly emerging diseases & Stress related disease pattern</p> <p>Shift from curative to Health promotion & disease prevention</p> <p>Role of Doctor and medical personnel as a community advisor</p> <p>Advanced Scientific methods in Pathology</p> <p>Microbiology, Biochemistry, Histopathology, Serology, Immunology, Blood Bank etc</p>	10
2	<p>Advanced Scientific methods in Radiology</p> <p>Radio diagnosis & Radiotherapy,</p> <p>Advanced Scientific methods in Medical and</p> <p>Surgical Diagnosis and Treatment,</p> <p>Computerized organ functions</p> <p>Blood gases, Multi Para monitoring, Ventilators, Defibrillators,</p> <p>Pace makers, Various Endoscopies, Endoscopic diagnosis</p> <p>Biopsies & Endoscopic surgeries etc. Laparoscopic & Minimal Invasion Surgery Uro dynamic studies,</p>	8

3	<p>Flowmetry, Uro endoscopic procedures Lithotripsy,</p> <p>Haemo and Peritoneal Dialysis. Various advanced Neurodiagnostic procedures , methods of treatment including Steriotaxy ,Cardiac procedures like Angiography , Angioplasty, medicated stents, routes for stenting , CABG ,Micro vascular techniques, closed cardiac procedures,</p> <p>Heart –lung machine ,</p> <p>Microscopic surgery in ophthalmology ,</p> <p>ENT,Phaco emulsification in ophthalmology</p>	7
4	<p>Use of C-arm, Illizarov, and other modern techniques in Orthopedics, Lasers in Diagnosis and Treatment.</p> <p>CO2and Yag Lasers. Use of Lasers in ophthalmology dermatology,</p>	7
5	<p>Robotic surgery, Infertility diagnostics, Artificial Insemination, AID, AIH, IVF, Sperm bank , Surrogate motherhood ,</p> <p>Plastic surgery, Organ Transplant: Kidney, Cornea, Liver, Heart, others Stem cells and their importance. Need for stem cell Banks</p> <p>Nanotechnology</p>	8
6	<p>Medical Tourism :Video conferencing : Concept, material requirements at provider’s end, Mediator, User’s end,</p> <p>process, advantages , disadvantages Online view and interference of interventional and surgical procedures Tele Medicine : Concept, prerequisites, material requirements at provider’s end, Mediator, User’s end, process, advantages , disadvantages Health Insurance and TPA Globalization and its effects on Indian Healthcare Industry and Healthcare all over the Globe</p>	5
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Books:

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HA)INTEGRATED Semester III			
Subject Name	LOGISTICS AND SUPPLY CHAIN MANAGEMENT IN HEALTHCARE	Subject Code	MH 907 In
Subject Nature: Core			
Course Objective:			
<p>1. The objectives of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organizations. Student is expected to develop a diagnostic and problem solving approach.</p> <p>2. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.</p>			
Examination scheme :			
<ul style="list-style-type: none"> • Internal -2 tests and one assignment/test of 20 marks each. Marks of best two i.e. 40 marks would be considered as per ordinance-31 • External – would be of 60 marks-shall have 07 questions, out of which students are supposed to attempt only 05 questions 			
Course Contents(5 to 7 Units)			
UNIT	Content		
1	Introduction to logistics and its interface with production Marketing: Measures of logistics. Supply chain Management.		6
2	Logistics System analysis and design.		5
3	Warehousing and distributing centers their location; Transportation system; facilities and services		7
4	Dispatch and routing decisions and models. Inventory management decisions.		6
5	Logistics audit and control. Packaging and materials handling.		8
6	International logistics Management		5

7	Logistics Future directions. Ambulance Services: Ambulance Services, their requirement planning, number, type, size, routes, availability, equipments etc. Ambulance Room planning & designing Specialized Ambulances for Critically Sick, their requirements, basic norms, and maintenance etc.	8
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Books:

- 1. Closs, J.David ,”Supply chain & logistics management”**
- 2. Raghuram ,” Logistics & supply Chain Management :Cases and Concepts”**

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM			
Batch 2017-19			
Semester III			
Subject Name	BUSINESS PROCESS REENGINEERING	Subject Code	MH 907 In
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
The objective of the course to acquaint the students of the concepts and developing abilities and skills for the effective performance in Hospital Industry.			
Learning Outcome:			
On successful completion of this course students will be able to understand the concept of BPR and the main challenges in implementing a BPR Strategy.			
Examination Scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit - 1	.Business Process reengineering Philosophy, Possibilities and Pitfalls, process Reengineering framework Opportunity Assessment		12
Unit-2	Planning the Business Process Reengineering healthcare Project		10
Unit-3	The Business process Reengineering Team , Business Process Analysis, Process Design, Risk and Impact Assessment, Planning and Implementing the Transition		13

Unit- 4	Tracking and Measuring Process performance in healthcare, Advanced tools and Techniques	10
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:

Text Reading:

1. Business Process Reengineering - enry J. Johansson, PatrikMchuch, A. John Pendlebury, Willam A. Wheeler III, John Wilev&Spms.
2. Process Reengineering - LonRoberts, Tata McGraw-Hill, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HOSPITAL ADMINISTRATION) 2 YEAR PROGRAM			
Batch 2017-19			
Semester III			
Subject Name	SOCIAL AND INDUSTRIAL PSYCHOLOGY	Subject Code	MH 909 In
		Total Credits	
SUBJECT NATURE : Interdisciplinary			
OBJECTIVE : The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.			
EXAMINATION:			

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks.

LEARNING OUTCOME:

After completion of this course students will be capable to understand how elements of social and industrial psychology help to reduce disaster risk .

Course Contents		Class Room Contact Sessions
Unit - 1	Social and Industrial Psychology: Definition, Nature and Background.	6
Unit-2	Social Perception: Non-Verbal Communication, theories of Attribution, Impression formation and impression management	7
Unit-3	Social Identity: Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self-focusing.	7
Unit- 4	Social Influence: Conformity, Compliance and Obedience	5
Unit - 5	Interviews, Application Blanks and References: the interview, Application blanks and biographical inventories, References and background investigations	6
Unit-6	Employment Testing: Testing abilities, Testing personality, Testing skills and achievements, Using and not using tests.	7
Unit-7	Safety Psychology: Safety management and safety psychology, Differential accident liability	7
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45

Learning Resources:**Text Reading:**

1. Business Process Reengineering - Henry J. Johansson, Patrik Mchuch, A. John Pendlebury, William A. Wheeler III, John Wiley & Sons.
2. Process Reengineering - Lon Roberts, Tata McGraw-Hill, New Delhi.

MBA (HA) 2 Year Integrated Program Semester IVth**MAJOR RESEARCH PROJECT
Examination Scheme****Jan. to June -2018**

Examination Scheme Details – MBA (HA) Semester X Examination (Major Research Project) (Students should choose a subject/department of their interest to make this project, their 'Specialty Research')

Name Of the Program:- MBA(HA) 5 years integrated program

	Project Phases	Distribution of marks out of 800		
		Internal	External	Total
1.	Synopsis Submission	100		100
2.	Dissertation	150	150	300
3.	Project Viva voce	100	100	200

4.	Comprehensive Viva voce	50	50	100
5.	Project presentation	50	50	100
	Total Marks		-	800

Dr C. C. Motiani

Coordinator

Dr.San

Di

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.PHIL MANAGEMENT

Semester – I TO III

2018 - 20



**INSTITUTE OF MANAGEMENT STUDIES
D. A. UNIVERSITY, INDORE
NOMENCLATURE AND COURSE OUTLINE
MPhil MSX8 2 YEARS PROGRAM [2018-20]**

FIRST YEAR

MPhil (2018-2020) FIRST SEMESTER

S.NO.	Subject Code	SUBJECT
1	MPM 101	REVIEW OF LITERATURE
2	MPM 102	RESEARCH METHODOLOGY
3	MPM 103	COMPUTER APPLICATIONS
4	MPM 104	MANAGEMENT THEORY, PRACTICE AND RESEARCH ISSUES
5	MPM 105	BEHAVIORAL and PSYCHOLOGICAL ISSUES

MPhil SECOND SEMESTER

S.NO.	Subject Code	SUBJECT
1	MPM 201	SEMINAR
2	MPM 202	TERM PAPER/ ASSIGNMENT
3	MPM 203	DISSERTATION/ PROJECT

THIRD SEMESTER

Subject Code	Subject Name
MPM 301	FINAL DISSERTATION/ PROJECT PRESENTATION

INSTITUTE OF MANAGEMENT STUDIES			
M. Phil. In Management Semester – I			
Subject Name	Review of Literature	Subject Code	MPM101
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
At the completion of this course students should be able to: <ul style="list-style-type: none"> • Understand the basic philosophical assumptions underlying research literature reviews for different purposes, including what, why, when, for whom, and how? • Be able to manage the process of conducting a literature review, including reading, note taking strategies, coding/reference management, synthesizing and writing literature results. • Understand the process of synthesizing and writing literature results. • Be able to write a quality literature review with variations in references / citation style. 			
Pedagogy This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience. Each student, or group of students, will choose or assigned a topic for review. They will work individually or in small groups to carry out each phase of a systematic literature review. Students will be also encouraged to develop their reports into publishable papers.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
UNIT –I Understanding Review of literature	Relevance, Approach and Applications; Developing an outline for the literature review; Formulate key questions for a review; Plagiarism – concerns and cautions		09
Unit-2 Organizing a literature search:	Identify which literature bases to search; Developing the theoretical basis for the Research Question; Searching for, locating and organizing relevant professional literature – books, journals, reports, websites etc.		09

Unit-3 Conducting the Review	Abstract relevant information from appropriate studies in a systematic manner; Critically reviewing the literature; Rate the scientific quality of each study and the level of evidence for each question;	09
Unit-4 Synthesizing the Review:	Create evidence tables and summary tables; Interpret the pattern of evidence in terms of strength and consistency; Summarize the studies' findings.	09
Unit-5 Writing the review	Writing a first draft; Writing references and citations; Obtaining, giving, and making productive use of feedback; The redrafting process; Professional formatting	09
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text and Reference Books:

- Christopher Hart, (1998), *Doing a literature review: Releasing the social science search imagination*, London: Sage.
- Lawrence A. Machi and Brenda T. McEvoy (2012), *The literature review: Six steps to success*, California: Corwin (Sage).
- Diana Ridley (2012), *The literature review: A step-by-step guide to students*, London: Sage
- Jill K. Jesson, Lydia Matheson and Fiona M. Lacey, *Doing your literature review: Traditional and systematic techniques*, London: Sage.
- Christopher Hart, (2001), *Doing a literature search*, London: Sage.

INSTITUTE OF MANAGEMENT STUDIES
M. Phil. In Management Semester – I

Subject Name	Research Methodology	Subject Code	MPM102
		Total Credits	03
Subject Nature: CORE			
Course Objective: At the completion of this course students should be able to: <ul style="list-style-type: none"> • Understand the basic philosophical assumptions underlying research. • Be able to manage the process of conducting a research , including various steps like problem formulation, review of literature, framing questionnaire, sampling, data collection and report writing. • Be able to write a quality research paper. 			
Pedagogy This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience. Each student, or group of students, will choose or assigned a topic for research. They will work individually or in small groups to carry out each phase of a systematic research. Students will be also encouraged to develop their research reports into publishable papers.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
UNIT –I Research	Meaning - significance – purpose – types – scientific research - Steps in Research.		06
Unit-2 Problem and Hypothesis Formulation	Identification, selection and formulation of research problems, research questions – hypothesis formulation		06
Unit-3 Sources of Data	Primary data and Secondary data – meaning, relevance and limitations.		06

Unit-4 Research Design	Types of Research Design: Exploratory; Descriptive and Causal. Various Research Techniques; Experimental Research Designs	06
Unit-5 Sampling	Meaning – sampling theory - types of sampling – steps in sampling sampling design – sample size – sampling techniques and methods - sampling and non-sampling errors – advantages and limitations of sampling.	06
Unit-6 Data Collection Tools	Collection of Primary Data - Drafting Questionnaire -Data Collection through Questionnaire - Data Collection through Schedules – Collection of Secondary Data –Development of survey instruments. Standardization of instruments.	07
Unit-7 Field Investigation Planning:	Contact Methods	08
Unit-7 Report Writing:	Research report: types of report – structuring the report – contents – styles of reporting –steps in drafting reports – editing and evaluating the final draft report.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Readings

1. William G. Zikmund, “**Business Research Methods**”, Orlando: Dryden Press.
2. C. William Emory and Cooper R. Donald, “**Business Research Methods**”, Boston, Irwin, 4th Ed., 1991
3. Fred N Kerlinger, “**Foundations of Behavioural Research**”, New Delhi: Surjeet Publications.
4. H.W. Boyd, R. Westfall and S.F. Stasch, Marketing Research -Text and Cases, Richerd D. Irwin.
5. Naresh K. Malhotra, Marketing Research An Applied Orientation, Pearson Education

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INSTITUTE OF MANAGEMENT STUDIES			
M. Phil. In Management Semester – I			
Subject Name	Computer Applications	Subject Code	MPM103
		Total Credits	03
Subject Nature: CORE			
<p>Course Objective: At the completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Understand applications of IT in business and education • Identify research issues • Learn use of IT for searching, collecting and analyzing data • Use Statistical Software for data analysis • Data presentation 			
<p>Pedagogy This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience in the form of computer based exercises. Students will be also encouraged to apply IT tools for their research projects.</p>			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Contact Sessions
UNIT –I	Evolution of IT, Business applications of Computer, Impact of Computers on Organizations and vice versa. Technology, People and Organizational Culture .		09

Unit-2	Information Systems and Research Issues in related to MIS, HRIS, ERP, CRM, SCM etc.	09
Unit-3	Internet Search and applications in research	09
Unit-4:	Word Processing and its use in Research; formatting tools, header footer, references, mailing etc	09
Unit-5	Data Presentation for various audience; Classification, Codification and Arrangement of Data, Data presentation in tables, charts, graphs, etc. Use of Excel for Data Analysis. Use of SPSS for Data Analytics	09
	TOTAL CLASSROOM CONTACT SESSIONS	45

- Abrahan Sliberschatz, Henery F. Korth, S. Sundershan, *Database System Concepts*, New York, McGraw Hill Inc., 1997.
- Blackwell R.D. & Stephan K., (2001), *Customers Rule: Why The E-Commerce Honeymoon Is Over and Where Winning Businesses Go From Here*, Crown Business, ISBN 0-609-60865-7, pp. 71, 140-148.
- C.J. Date, *An Introduction to Database Systems*, New Delhi, Addison-Wesley, 2000.
- Elizabeth Vitt, Michael Luchevich and Stacia Minser (2002). *Business Intelligence*, Prentice Hall of India, Private Limited.
- Elias M. Awad, *System Analysis and Design*, New Delhi, Galgotia Publishing Pvt. Ltd., 2001.
- Kenneth C. Laudon and Jane P. Laudon, *Management Information Systems*, New Delhi, Prentice Hall of India Pvt. Ltd., 2000.
- Koronios, A., & Yeoh, W. (2010). Critical success factors for business intelligence systems. *Journal of Computer Information Systems*, 23-32. Retrieved from http://iacis.org/jcis/pdf/Yeoh_Koronios_2010_50_3.pdf

- Ling, C.S., & Palaniappan, S. (2008). Clinical decision support using OLAP with data mining. *IJCSNS International Journal of Computer Science and Network Security*, 8, (9).

INSTITUTE OF MANAGEMENT STUDIES			
M. Phil. In Management Semester – I			
Subject Name	Computer Applications	Subject Code	MPM103
		Total Credits	03
Subject Nature: CORE			
<p>Course Objective: At the completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Understand applications of IT in business and education • Identify research issues • Learn use of IT for searching, collecting and analyzing data • Use Statistical Software for data analysis • Data presentation 			
<p>Pedagogy This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience in the form of computer based exercises. Students will be also encouraged to apply IT tools for their research projects.</p>			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Contact Sessions

UNIT –I	Evolution of IT, Business applications of Computer, Impact of Computers on Organizations and vice versa. Technology, People and Organizational Culture .	09
Unit-2	Information Systems and Research Issues in related to MIS, HRIS, ERP, CRM, SCM etc.	09
Unit-3	Internet Search and applications in research	09
Unit-4:	Word Processing and its use in Research; formatting tools, header footer, references, mailing etc	09
Unit-5	Data Presentation for various audience; Classification, Codification and Arrangement of Data, Data presentation in tables, charts, graphs, etc. Use of Excel for Data Analysis. Use of SPSS for Data Analytics	09
	TOTAL CLASSROOM CONTACT SESSIONS	45

- Abrahan Sliberschatz, Henery F. Korth, S. Sundershan, *Database System Concepts*, New York, McGraw Hill Inc., 1997.
- Blackwell R.D. & Stephan K., (2001), *Customers Rule: Why The E-Commerce Honeymoon Is Over and Where Winning Businesses Go From Here*, Crown Business, ISBN 0-609-60865-7, pp. 71, 140-148.
- C.J. Date, *An Introduction to Database Systems*, New Delhi, Addison-Wesley, 2000.
- Elizabeth Vitt, Michael Luchevich and Stacia Minser (2002). *Business Intelligence*, Prentice Hall of India, Private Limited.
- Elias M. Awad, *System Analysis and Design*, New Delhi, Galgotia Publishing Pvt. Ltd., 2001.
- Kenneth C. Laudon and Jane P. Laudon, *Management Information Systems*, New Delhi, Prentice Hall of India Pvt. Ltd., 2000.

- Koronios, A., & Yeoh, W. (2010). Critical success factors for business intelligence systems. *Journal of Computer Information Systems*, 23-32. Retrieved from http://iacis.org/jcis/pdf/Yeoh_Koronios_2010_50_3.pdf
- Ling, C.S., & Palaniappan, S. (2008). Clinical decision support using OLAP with data mining. *IJCSNS International Journal of Computer Science and Network Security*, 8, (9).

INSTITUTE OF MANAGEMENT STUDIES			
M. Phil. In Management Semester – I			
Subject Name	Management theory, practice and research issues	Subject Code	MPM104
		Total Credits	03
Subject Nature: CORE			
Course Objective: This course is aimed at: <ul style="list-style-type: none"> • Providing theoretical framework of management concepts and practices • Understanding basic managerial processes for planning, organizing and decision making • Acquiring managerial skills for smooth functioning in the organization • Developing a problem solving approach • Familiarizing with strategic and emerging issues in management 			
Pedagogy- This course will use a combination of lectures, case studies, role plays, videos and readings.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions

UNIT –I Management:	History, approaches - development of various schools of thought, from scientific management to post modern management (current). Shortcomings, pitfalls, strengths and threats of various approaches. The trend during and after the Post liberalization era. , Related research issues	09
Unit-2	Point planning, rule, strategy, strategic issues based on planning orientation. Decision making - types, resources, rational decisions, decision tree, implications of group decision making on management, Related research issues	09
Unit-3 Strategy leads to structure:	Types of organizational structures. Organizational Design, Chart and Departmentalization, Span of control, Authority-responsibility, centralization - decentralization , delegation. Theories of organizations. Boundaryless and structureless organization. Empowering and authority - reasonability functions, Related research issues.	09
Unit- 4	Motivation and leadership (No theories) significance, relevance and purpose on Managerial performance. Control - Types - Production, Financial and Human resources - feed forward control. Control leads to planning and reorganizing - Control as an end result variable, Related research issues	09
Unit -5	Management Today: Contemporary issues in Management, Competitive Advantage – SWOT analysis - Compliance and Quality Audit. Core competence and Business Process Outsourcing (BPO), Re-Engineering, Internationalization of business, TQM and employee work culture, Boundary less organization, Performance outsourcing, Related research issues	09
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Readings: (Latest readings)		
1. Robbins, Decenzo, Agarwal, Bhattacharya, Essentials of Management,2011, Pearson Education, New Delhi.		

2. Koontz, Weihrich, Essentials of Management, 2004, Tata Mcgraw Hill, New Delhi

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



Syllabus

P.HD COURSE WORK



**INSTITUTE OF MANAGEMENT STUDIES
D. A. UNIVERSITY, INDORE
NOMENCLATURE AND COURSE OUTLINE
PHD MS9Z [2018]**

S.NO.	Subject Code	SUBJECT	NATURE
1	PHM11	Research Methodology	Core
2	PHM12	Review of Literature	Core
3	PHM13	Computer Applications	Core
4	PHM15	Advances in Management	Core

INSTITUTE OF MANAGEMENT STUDIES			
P.H.D. MS9Z			
Subject Name	RESEARCH METHODOLOGY	Subject Code	PHM11
		Total Credits	03
Subject Nature: CORE			
Course Objective: At the completion of this course students should be able to:			
<ul style="list-style-type: none"> • Understand the basic philosophical assumptions underlying research. • Be able to manage the process of conducting a research, including various steps like problem formulation, review of literature, framing questionnaire, sampling, data collection and report writing. • Be able to write a quality research paper. • Understanding the concepts of analytical tools. • Understanding the applications of tools in research. 			
Pedagogy- This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience. Each student, or group of students, will choose or assigned a topic for research. They will work individually or in small groups to carry out each phase of a systematic research. Students will be also encouraged to develop their research reports into publishable papers. This course will combine a variety of tools including class room lectures, case discussions and practice sessions.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
Part I Research Methodology Part II Data Analytics			

<p>UNIT –I Part I-Research</p> <p>Part II-DA</p>	<p>I Meaning - significance – purpose – types – scientific research - Steps in Research.</p> <p>II Data Editing, Data Presentation, Data Normalization</p>	<p>06</p>
<p>Unit-2 Part I-Problem and Hypothesis Formulation: Part II-DA</p>	<p>I Identification, selection and formulation of research problems, research questions – hypothesis formulation.</p> <p>II Introduction to Measurement of Central Tendency and Variations.</p>	<p>06</p>
<p>Unit-3 Part I-Sources of Data Part II- DA</p>	<p>I Primary data and Secondary data – meaning, relevance and limitations.</p> <p>II Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye’s Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications</p>	<p>06</p>
<p>Unit- 4 Part I- Research Design: Part II-DA</p>	<p>I.Types of Research Design: Exploratory; Descriptive and Causal. Various Research Techniques; Experimental Research Designs.</p> <p>II. Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average, exponential smoothing and least squares method), Measurement of seasonal variations (simple average, trend, and moving average method) Measurement of cyclic variations (residual method).</p>	<p>06</p>
<p>Unit -5 Part I- Sampling:</p> <p>Part II-DA</p>	<p>5.1 Meaning – sampling theory - types of sampling – steps in sampling –</p> <p>5.2 sampling design – sample size – sampling techniques and methods - sampling and non-sampling errors – advantages and limitations of sampling.</p> <p>Simple Correlation & Regression: Correlation (Karl Pearson’s and Spearman’s Coefficient), Methods of computing simple correlation and regression (Least square method).</p>	<p>06</p>

<p>Unit -6 Part I-Data Collection Tools:</p> <p>Part II-DA</p>	<p>6.1 Collection of Primary Data - Drafting Questionnaire -Data Collection through Questionnaire - Data Collection through Schedules</p> <p>6.2 Collection of Secondary Data –Development of survey instruments. Standardization of instruments.</p> <p>Hypothesis and Hypothesis testing Parametric & non-parametric tests, introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, ANOVA, t-test, z-test, U test, Kruskal-Wallis test, chi square test.</p>	<p>07</p>
<p>Unit -7 Part II-DA</p>	<p>7.1 Advance Data Analysis tools : Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminant and Canonical Analysis, Conjoint Analysis.(Concepts and applications only)</p> <p>7.2 Use of SPSS for data analysis</p> <p>7.3 Qualitative Research: Conceptual Issues, Methods and Applications</p>	<p>08</p>
<p>Text Readings: (Latest readings)</p> <ul style="list-style-type: none"> • William G. Zikmund, “Business Research Methods”, Orlando: Dryden Press. • C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston, Irwin, 4th Ed., 1991 • Fred N Kerlinger, “Foundations of Behavioural Research”, New Delhi: Surjeet Publications. • H.W. Boyd, R. Westfall and S.F. Stasch, “Marketing Research -Text and Cases”, Richerd D. Irwin. • Naresh K. Malhotra, “Marketing Research An Applied Orientation”, Pearson Education • Elhance D N, Veena Elhance and Agrawal B M, “Fundamentals of Statistics”- Kitab Mahal Publications. • Levin and Rubin, “Statistics for Management”- Pearson Publications 		

- Ken Black, “Business Statistics”- Wiley Publications.
- Hair J F , Black W C , Babin B J and Anderson R E, “Multivariate Analysis” – Pearson Publications
- Asthana B S, “Business Statistics”, S Chand Publications

INSTITUTE OF MANAGEMENT STUDIES			
P.H.D. MS9Z			
Subject Name	Review of Literature	Subject Code	PHM12
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<p>At the completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Understand the basic philosophical assumptions underlying research literature reviews for different purposes, including what, why, when, for whom, and how? • Be able to manage the process of conducting a literature review, including reading, note taking strategies, coding/reference management, synthesizing and writing literature results. • Understand the process of synthesizing and writing literature results. • Be able to write a quality literature review with variations in references / citation style. 			
<p>Pedagogy This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience. Each student, or group of students, will choose or assigned a topic for review. They will work individually or in small groups to carry out each phase of a systematic literature review. Students will be also encouraged to develop their reports into publishable papers.</p>			
Examination scheme:			
<p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			Contact Sessions

UNIT –I Understanding Review of literature	Relevance, Approach and Applications; Developing an outline for the literature review; Formulate key questions for a review; Plagiarism – concerns and cautions	09
Unit-2 Organizing a literature search:	Identify which literature bases to search; Developing the theoretical basis for the Research Question; Searching for, locating and organizing relevant professional literature – books, journals, reports, websites etc.	09
Unit-3 Conducting the Review	Abstract relevant information from appropriate studies in a systematic manner; Critically reviewing the literature; Rate the scientific quality of each study and the level of evidence for each question;	09
Unit-4 Synthesizing the Review:	Create evidence tables and summary tables; Interpret the pattern of evidence in terms of strength and consistency; Summarize the studies' findings.	09
Unit-5 Writing the review	Writing a first draft; Writing references and citations; Obtaining, giving, and making productive use of feedback; The redrafting process; Professional formatting	09
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text and Reference Books:

- Christopher Hart, (1998), *Doing a literature review: Releasing the social science search imagination*, London: Sage.
- Lawrence A. Machi and Brenda T. McEvoy (2012), *The literature review: Six steps to success*, California: Corwin (Sage).
- Diana Ridley (2012), *The literature review: A step-by-step guide to students*, London: Sage
- Jill K. Jesson, Lydia Matheson and Fiona M. Lacey, *Doing your literature review: Traditional and systematic techniques*, London: Sage.

- Christopher Hart, (2001), *Doing a literature search*, London: Sage.

INSTITUTE OF MANAGEMENT STUDIES			
P.H.D. MS9Z			
Subject Name	Computer Applications	Subject Code	PHM13
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
At the completion of this course students should be able to:			
<ul style="list-style-type: none"> • Understand applications of IT in business and education • Identify research issues • Learn use of IT for searching, collecting and analyzing data • Use Statistical Software for data analysis • Data presentation 			
Pedagogy- This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience in the form of computer based exercises. Students will be also encouraged to apply IT tools for their research projects.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
UNIT –I Introduction to computer application	Evolution of IT, Business applications of Computer, Impact of Computers on Organizations and vice versa. Technology, People and Organizational Culture .		06

Unit-2	Information Systems and Research Issues in related to MIS, HRIS, ERP, CRM, SCM etc	06
Unit-3	Internet Search and applications in research	06
Unit-4	Word Processing and its use in Research; formatting tools, header footer, references, mailing etc.	06
Unit -5	Data Presentation for various audience; Classification, Codification and Arrangement of Data, Data presentation in tables, charts, graphs, etc. Use of Excel for Data Analysis.	09
Unit -6	Use of SPSS for Data Analytics	06

Text Readings: (Latest readings)

- Abraham Sliberschatz, Henry F. Korth, S. Sundershan, *Database System Concepts*, New York, McGraw Hill Inc., 1997.
- Blackwell R.D. & Stephan K., (2001), *Customers Rule: Why The E-Commerce Honeymoon Is Over and Where Winning Businesses Go From Here*, Crown Business, ISBN 0-609-60865-7, pp. 71, 140-148.
- C.J. Date, *An Introduction to Database Systems*, New Delhi, Addison-Wesley, 2000.
- Elizabeth Vitt, Michael Luchevich and Stacia Minser (2002). *Business Intelligence*, Prentice Hall of India, Private Limited.
- Elias M. Awad, *System Analysis and Design*, New Delhi, Galgotia Publishing Pvt. Ltd., 2001.
- Kenneth C. Laudon and Jane P. Laudon, *Management Information Systems*, New Delhi, Prentice Hall of India Pvt. Ltd., 2000.
- Koronios, A., & Yeoh, W. (2010). Critical success factors for business intelligence systems. *Journal of Computer Information Systems*, 23-32. Retrieved from http://iacis.org/jcis/pdf/Yeoh_Koronios_2010_50_3.pdf
- Ling, C.S., & Palaniappan, S. (2008). Clinical decision support using OLAP with data mining. *IJCSNS International Journal of Computer Science and Network Security*, 8, (9).

INSTITUTE OF MANAGEMENT STUDIES			
P.H.D. MS9Z			
Subject Name	Advances in Management	Subject Code	PHM15
		Total Credits	03
Subject Nature: CORE			
Course Objective: This course is aimed at: <ul style="list-style-type: none"> • Providing theoretical framework of management concepts and practices • Understanding basic managerial processes for planning, organizing and decision making 			
Learning Outcome: <ul style="list-style-type: none"> • Acquiring managerial skills for smooth functioning in the organization • Developing a problem solving approach Familiarizing with strategic and emerging issues in management			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
UNIT –I Management: History, approaches	1.1 development of various schools of thought, from scientific management to post modern management (current) 1.2 Short comings, pitfalls, strengths and threats of various approaches. The trend during and after the Post liberalization era. , Related research issues		09
Unit-2 Decision making	2.1 Point planning, rule, strategy, strategic issues based on planning orientation. Decision making - types, resources, rational decisions, decision tree, implications of group decision making on management, Related research issues		09
Unit-3 Strategy leads to structure:	3.1 Types of organizational structures. Organizational Design, Chart and Departmentalization, Span of control, Authority-responsibility, centralization - decentralization , delegation. 3.2 Theories of organizations. Boundaryless and structureless organization. Empowering and authority - reasonability functions, Related research issues.		09

<p>Unit- 4 Motivation and leadership (No theories) significance</p>	<p>4.1 relevance and purpose on Managerial performance 4.2 Control - Types - Production, Financial and Human resources - feed forward control. 4.3 Control leads to planning and reorganizing - Control as an end result variable, Related research issues</p>	<p>09</p>
<p>Unit -5 Management Today:</p>	<p>5.1 Contemporary issues in Management 5.2 Competitive Advantage – SWOT analysis - Compliance and Quality Audit. 5.3 Core competence and Business Process Outsourcing (BPO), Re-Engineering, Internationalization of business, TQM and employee work culture, Boundary less organization, Performance out sourcing, Related research issues</p>	<p>09</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>
<p>Text Reading: Latest Editions 1. Text Readings 1. Robbins, Decenzo, Agarwal, Bhattacharya, Essentials of Management,2011, Pearson Education, New Delhi. 2. Koontz, Weihrich, Essentials of Management, 2004, Tata Mcgraw Hill, New Delhi</p>		