

# **KANNUR UNIVERSITY**

**PROGRAMME REGULATION, COURSE OF STUDY,  
SCHEME OF EXAMINATIONS & SYLLABI**

**OF**

**MASTER OF BUSINESS ADMINISTRATION  
(M.B.A) PROGRAMME**

**UNDER CREDIT BASED SEMESTER SYSTEM (CBSS)  
FOR AFFILIATED COLLEGES & EXTENSION  
CENTRES (KUCBSS-PG-2014)**

**ACADEMIC SESSION 2014-2015  
ONWARDS**



# KANNUR UNIVERSITY

## MASTER OF BUSINESS ADMINISTRATION (M.B.A) PROGRAMME UNDER CREDIT BASED SEMESTER SYSTEM (CBSS)

### Course of Study & Scheme of Examinations

YEAR/ SEM	Course Code	Title of the Course	Inst. Hrs./ week	Credit	End Sem. Exam Hours	Marks
<b>I YEAR/ I SEM.</b>	MBA1C01	Economics For Managers	4	4	3	*Ext : 80 **Int : 20
	MBA1C02	Accounting for Managers	4	4	3	Ext : 80 Int : 20
	MBA1C03	Quantitative Techniques for Management	4	4	3	Ext : 80 Int : 20
	MBA1C04	Indian Business Environment	4	4	3	Ext : 80 Int : 20
	MBA1C05	Managerial Communication	4	4	3	Ext : 80 Int : 20
	MBA1C06	Management Theory & Practice	4	4	3	Ext : 80 Int : 20
	MBA1C07	Information Technology for Managers	4	4	3	Ext : 80 Int : 20
<b>I YEAR/ II SEM.</b>	MBA2C08	Financial Management	4	4	3	Ext : 80 Int : 20
	MBA2C09	Operations Research	4	4	3	Ext : 80 Int : 20
	MBA2C10	Marketing Management	4	4	3	Ext : 80 Int : 20
	MBA2C11	Organizational Behaviour	4	4	3	Ext : 80 Int : 20
	MBA2C12	Human Resource Management	4	4	3	Ext : 80 Int : 20
	MBA2C13	Production and Operations Management	4	4	3	Ext : 80 Int : 20
	MBA2C14	Research Methodology	4	4	3	Ext : 80 Int : 20

\*Ext: External Marks

\*\*Int: Internal Marks

YEAR/ SEM	Course Code	Title of the Course	Inst. Hrs./	Credit	End Sem. Exam	Marks
<b>IIYEAR/ III SEM.</b>	MBA3Pr01	Organizational Study	-	4	-	Ext:80 Int :20
	MBA3C15	Indian Management Ethos & Practices	4	4	3	Ext : 80 Int : 20
	MBA3C16	Business Law	4	4	3	Ext : 80 Int : 20
	MBA3C17	Management Information System	4	4	3	Ext : 80 Int : 20
	MBA3E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBA3E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBA3E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBA3E ...	Elective	4	4	3	Ext : 80 Int : 20
<b>IIYEAR/ IV SEM.</b>	MBA4C18	Strategic Management	4	4	3	Ext : 80 Int : 20
	MBA4C19	Entrepreneurship Development and Project Management	4	4	3	Ext : 80 Int : 20
	MBA4E...	Elective	4	4	3	Ext : 80 Int : 20
	MBA4E...	Elective	4	4	3	Ext : 80 Int : 20
	MBA4E...	Elective	4	4	3	Ext : 80 Int : 20
	MBA4E...	Elective	4	4	3	Ext : 80 Int : 20
	MBA4Pr02	Major Project	-	6	-	Ext : 150
	MBA4C20	Comprehensive Viva Voce	-	2	-	Ext : 50

Semester	No. of Courses	Total Credits	Total Marks
<b>FIRST</b>	7 Core	28	700
<b>SECOND</b>	7 Core	28	700
<b>THIRD</b>	8 (4 Core + 4 Electives)	32	800
<b>FOURTH</b>	8 (4 Core) + 4 electives)	32	800
<b>TOTAL</b>	<b>30 (22 Core + 8 Electives)</b>	<b>120</b>	<b>3000</b>

## LIST OF ELECTIVE COURSES

### I) MARKETING

SEM ESTER	COURSE CODE	COURSE TITLE
THIRD SEM ESTER	MBA3E01	Consumer Behaviour
	MBA3E02	Sales and Distribution Management
	MBA3E03	Marketing Research
	MBA3E04	International Marketing
FOURTH SEM ESTER	MBA4E05	Retail Management
	MBA4E06	Advertising and Brand Management
	MBA4E07	Rural and Social Marketing
	MBA4E08	Services Marketing

### II) FINANCE

SEM ESTER	COURSE CODE	COURSE TITLE
THIRD SEM ESTER	MBA3E09	Security Analysis and Portfolio Management
	MBA3E10	Financial Markets and Institutions
	MBA3E11	Insurance and Risk Management
	MBA3E12	Cost Systems and Control
FOURTH SEM ESTER	MBA4E13	Financial Derivatives
	MBA4E14	International Financial Management
	MBA4E15	Corporate Tax Planning
	MBA4E16	Mergers, Acquisitions and Corporate Restructuring

### III) HUMAN RESOURCES

SEM ESTER	COURSE CODE	COURSE TITLE
THIRD SEM ESTER	MBA3E17	Team Building in Organisations
	MBA3E18	Training and Development: S ystems & Practices
	MBA3E19	Performance Management
	MBA3E20	Compensation Management
FOURTH SEM ESTER	MBA4E21	Strategic and International Human Resource Management
	MBA4E22	Organisational Development
	MBA4E23	Industrial Relations and Labour Laws
	MBA4E24	Behaviour Testing and Counseling

**IV) TOURISM AND HOSPITALITY MANAGEMENT**

<b>SEMESTER</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>
<b>THIRD SEMESTER</b>	MBA3E25	Tourism Principles and Practices
	MBA3E26	Tourism Products of India
	MBA3E27	Hospitality Management
	MBA3E28	Marketing for Hospitality and Tourism
<b>FOURTH SEMESTER</b>	MBA4E29	Destination Planning and Development
	MBA4E30	Travel Agency and Tour Operations Management
	MBA4E31	Ethical, Legal and Regulatory Aspects of Tourism Business
	MBA4E32	International Hospitality Law

**V) HEALTHCARE MANAGEMENT**

<b>SEMESTER</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>
<b>THIRD SEMESTER</b>	MBA3E33	Health Care Management
	MBA3E34	Health and Development
	MBA3E35	Health Care Economics
	MBA3E36	Hospital Administration
<b>FOURTH SEMESTER</b>	MBA4E37	Hospital Planning and Engineering
	MBA4E38	Patient Behaviour and Care
	MBA4E39	Patient Care Management
	MBA4E40	Legal Issues in Hospital Management

**VI) BANKING AND INSURANCE MANAGEMENT**

<b>SEMESTER</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>
<b>THIRD SEMESTER</b>	MBA3E41	Principles and Practices of Insurance
	MBA3E42	Principles and Practices of Banking
	MBA3E43	Customer Relationship Management in Banking and Insurance
	MBA3E44	Insurance Salesmanship
<b>FOURTH SEMESTER</b>	MBA4E45	Money and Banking
	MBA4E46	Advanced Banking and Insurance
	MBA4E47	Risk Management in Insurance and Banking
	MBA4E48	Banking Technology Management

**VII) RETAIL MANAGEMENT**

SEM ESTER	COURSE CODE	COURSE TITLE
THIRD SEM ESTER	MBA3E49	Introduction to Retailing
	MBA3E50	Retail Shopper Behaviour
	MBA3E51	Retail Stores and Operations Management
	MBA3E52	Retail Sales Promotion
FOURTH SEM ESTER	MBA4E53	Visual Merchandising
	MBA4E54	Retail Logistics
	MBA4E55	Information Technology in Retail Management
	MBA4E56	International Retail Management

**VIII) AIRLINE AND AIRPORT MANAGEMENT**

SEM ESTER	COURSE CODE	COURSE TITLE
THIRD SEM ESTER	MBA3E57	Airline and Airport Operations
	MBA3E58	Strategic Airport Planning and Marketing
	MBA3E59	Air Traffic Control
	MBA3E60	Aircraft Maintenance Management
FOURTH SEM ESTER	MBA4E61	Airline Marketing and Strategic Airline Alliances
	MBA4E62	Aviation Safety and Security
	MBA4E63	Aviation Legal Environment
	MBA4E64	Aviation Resource Management

**Note:** The MBA Programme is offered on Double Specialisation Mode. Therefore, each student shall opt for 2 Elective Streams from the 8 different E l e c t i v e Streams offered for the Programme. A student shall study 4 elective courses (2 courses each from the 2 elective streams opted by the student) in the third semester and another 4 elective courses in t h e fourth semester (2 courses each from the 2 elective stream already opted by the student during the third semester). Thus, each student shall study 8 elective courses for the whole programme.

## SEMESTER-I

### MBA1C01 : ECONOMICS FOR MANAGERS

<b>Objective</b>	To impart basic knowledge of the concepts and tools of economic analysis as relevant for managerial decision making and to provide an understanding of the aggregate economic system within which a firm operates.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

General Foundations of Managerial Economics, Nature and scope of managerial economics - Circular flow of activity, - fundamental concept - basic technique of managerial decision-making - application of economic theories in decision making. Nature of the firm - Forms of organizations - Objectives of firms.

#### Unit-II

Demand analysis and estimation - meaning of demand - determinants of demand - types of demand - individual, market and firm demand, Elasticity measures and business decision making, law of demand - elasticity of demand - demand forecasting - methods of forecasting demand - essentials of good forecasting.

#### Unit-III

Production Analysis - production function - laws of production – economy & diseconomy of scale - laws of returns and business decision.

#### Unit IV

Cost Analysis - Various concepts of cost - cost output relationship - Application of marginal costing in business decisions - cost control and cost reduction.

#### Unit-V

Pricing - theory of price – Price determination –under perfect competition – under monopoly - under monopolistic competition – under oligopoly – pricing policies and practices – pricing of a new product.

#### Unit-VI

The firm in theory and practice – economic theory of the firm – the behavioral theory of the firm - managerial theories of the firm – profit concepts & analysis –

#### Text Books:

1. Managerial Economics : Gupta G.S
2. Managerial Economics : Varshney and Maheshwary

#### Reference Books:

1. Managerial Economics : D.N Dwivedi
2. Managerial Economics : Lija J Truett and Dale B Truett
3. Managerial Economics : Dominick Salvatore
4. Managerial Economics : Mote Paul & Gupta
5. Managerial Economics : Chopra. O P
6. Business Economics : Adhikary. M
7. Business Economics : Mankar and Dinakar



## SEMESTER-I

### MBA1C02 : ACCOUNTING FOR MANAGERS

<b>Objective</b>	To acquaint the students with the accounting concepts, tools and techniques for managerial decision making.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

#### Unit-I

Book-keeping and Accounting - Branches of Accounting - Concept and Role of Financial Accounting and Management Accounting - International Accounting Standards.

#### Unit-II

Financial Accounting - Concepts and Conventions - Double Entry System - Preparation of Journal, Ledger and Trial Balance - Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Financial Statement Analysis.

#### Unit-III

Capital and Revenue Expenditure and Receipts - Depreciation - Meaning – Causes and Methods of Calculating Depreciation: Straight Line Method -Diminishing Balance Method and Annuity Method.

#### Unit-IV

Cost Accounting – Objectives – Importance & Advantages of Cost Accounting – Understanding and Classifying Cost – Elements of cost – Direct Material – Direct Labour –Direct Expenses – Overheads.

#### Unit-V

Marginal Costing – Concept of Marginal Cost – Absorption Cost Vs Marginal Costing – Preparation of Marginal Cost Statement - Cost – Volume – Profit Analysis – Preparation of Break-Even Charts.

#### Unit-VI

Management Accounting- Evolution – Objectives – Utility and Limitations.

#### Text Books:

1. Fundamentals of Accountancy : R.L.Gupta.
2. Management Accounting : S.P. Gupta
3. Cost Accounting – Principles & Practices : M.L.Agarwal

#### Ref erence Books:

1. Financial Accounting : S.N. Maheswari
2. Advanced Cost Accounting : S.P.Jain & K. L.Narang
3. Accountancy Part I & I : S.N. Maheswari & S.K. Maheswari
4. Advanced Accounting Vol. I : Ashok Sehgal & Deepak Sehgal
5. Fundamentals of Accounting : P C Tulsian
6. Principles of Management Accounting : Manmohan & Goel
7. Management Accounting : Hingorani, Ramanathan & Grewal

## SEMESTER-I

### MBA1C03 : QUANTITATIVE TECHNIQUES FOR MANAGEMENT

<b>Objective</b>	To make the students familiar with the statistical and mathematical techniques their and their applications in business decision making.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam :80 Marks

#### Unit-I

Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices  
- Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

#### Unit-II

Measures of Central Tendencies – Mean – Median – Mode – Geometric Mean – Harmonic Mean – Measures of Dispersion – Range – Quartile Deviation Mean Deviation – Standard Deviation – Coefficients of Dispersion – Skewness and Kurtosis

#### Unit-III

Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions

#### Unit-IV

Probability and Probability Distribution- Sample Space - Bayes Theorem – Binomial Distribution- Poisson Distribution – Normal Distribution.

#### Unit-V

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples.

#### Unit-VI

Hypothesis testing- T -test- F test- Z test and Chi Square test. Analysis of Variance- One way and Two way classifications –Managerial Applications

#### Text Books:

1. Statistics for Management : Levin and Rubin
2. Statistical Methods for Management : S.P.Gupta
3. Business Statistics : N D Vohra

#### Ref erence Books:

1. Statistics for Management using MS Excel : Levine, Stephan, Kreibel & Berenson
2. Quantitative Techniques for Managerial Decision : Sharma J.K.
3. Mathematics and Statistics : Alka Goel and Ajay Goel
4. Mathematics and Statistics for Management : K.B.Akhilesh & S. Balasubramanyam
5. Business Statistics for Contemporary Decision Making : Ken Black

## SEMESTER-I

### MBA1C04 INDIAN BUSINESS ENVIRONMENT

<b>Objective</b>	A broad overview of the Indian business environment with related topics that helps the students to understand the intervention of government in its policies that have a direct impact on business.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Business Environment- Concept- significance- environmental factors- relationship between business and environment – business planning and environment - growth with justice- rural development-implications of economic environment to business.

#### Unit-II

Economic Environment - Patterns of Indian economy - characteristics of Mixed economy - sectors of economy and their relative importance - economic planning – Post liberalization - Central excise and sales tax - VAT- basis for levy of central sales tax- inter-state sale - penalties under sales tax.

#### Unit-III

Social and Cultural Environment - Indian social structure- caste and family systems- religions customs- culture- transitions – demographic changes- savings and consumption habits- Business implications.

#### Unit-IV

Technological Environment- Technological changes- R & D in India- implications to business – National Knowledge Commission – Concept of BPO, KPO and LPO

#### Unit-V

Political Environment – Industrial policy - Five year planning – Industries (Development & regulation) Act- Public, private, joint & co-operative sectors- Privatisation and disinvestment – Industrial sickness – Environment Impact Assessment Report (EIA) – National Green Tribunal (NGT) - Land Acquisition, Rehabilitation and Resettlement Bill 2013

#### Unit-VI

Investment Environment - Capital Market – Capital market institutions - SEBI & its functions – Foreign investment in India – portfolio investments - NBFC's institutional structure and Finance-Insurance- Types of Insurance -Role and Functions of IRDA – Functions of FICCI and CII.

#### Text Books:

1. Business Environment- Text & Cases : Francis Cherunilam
2. Business Environment : Justin Paul

#### Reference Books:

1. Indian Economy : Datta R and Sundaram KPM
2. Economic and Managerial Environment : Surinder P Pruthi
3. Economic Environment of Business : Adhikary
4. Indian Industrial Economy : Sivavya and Das

#### Websites

1. [www.rural.nic.in](http://www.rural.nic.in)
2. [www.knowledgecommission.gov.in](http://www.knowledgecommission.gov.in)
3. [www.commerce.nic.in](http://www.commerce.nic.in)
4. [www.indiatradefair.com](http://www.indiatradefair.com)

## SEMESTER-I

### MBA1C05 : MANAGERIAL COMMUNICATION

<b>Objective</b>	To equip the students with the necessary skill and techniques of communication to make them successful in performance. The course also aims to sharpen the oral, written and interpersonal communication skills of the students		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Principles of communication-Types of communication-Methods and media of communication- Process of communication -Barriers to communication- Strategies for improving communication effectiveness

#### Unit-II

Organizational Communication-Principles of effective organizational communication - Causes of poor Organizational communication - Types of organizational communication- Communication for inter personal influences - Effective leadership communication - Cross culture communication

#### Unit-III

Verbal and non verbal communication in business -Public speaking skills- Business presentations - Role of audio visual aids and computers in oral presentations- Interviewing- Art of negotiation- Listening skills - Mannerisms -Body language – Impromptu Communication

#### Unit-IV

Written communication- Structures and methods of written communication - Letter for different kinds of situations – Enquiries-Customers' complaints-Collection letters - Sales promotion letters.-Memoranda-Directives and instructions- Notices -Reports-Memo - Agenda - Proposals -Minutes - Professional papers - Agreement documents -Press releases - Preparation of resumes

#### Unit-V

Conducting meetings-Procedure – Preparing agenda, minutes and resolutions-Conducting seminars and conferences- Group discussion-Drafting speech

#### Unit VI

Report writing - Structure of reports - Long & short reports -Formal & Informal reports -Technical Reports-Norms for including Exhibits & Appendices.

#### Text Books:

1. Business communication : P.C Bhatia
2. Business Correspondence & Report Writing : RC Sharma & Krishna Mohan
3. Business Communication : Guffy Mary Elenn

#### Reference Books:

1. Foundations of Business communication : Dona. J.Young
2. Business Communication - Making connections in a digital world : Raymond V Lesikar and others
3. Business letter writing : Jasmin, S & Bright. JS
4. English & Commercial Correspondence : Carrad, H.L
5. Effective business communication : Herta A, Murphy & Charles E Pick
6. Business Communication : Thill John V
7. Communication at work : Ronald B Adler

## SEMESTER-I

### MBA1C06 : MANAGEMENT THEORY & PRACTICE

<b>Objective</b>	To familiarize the students with the fundamental concepts, theory, practice and principles of Management		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Meaning and definitions of Management – Historical development – Elements – Approaches to Management - Processes and functions of management -Schools of Management thoughts – Classical theory- Neo classical theory - Systems theory –Contingency theory

#### Unit-II

Planning and decision making-Obj ectives - Concepts and principles – Elements- Techniques-Processes – Types of plans– Implementation – MBO

#### Unit-III

Organizing: Nature and purpose of organizing -Organisation levels and span of management- Departmentation – Line and staff relations -Centralization and decentralization -Delegation of authority- Formal and informal organization -Types of emerging organisation structure and design

#### Unit-IV

Staffing- Selection & Recruitment- Performance appraisal - Training & Development-Directing and leading – Basic concepts and techniques – Motivation - Leadership processes and approaches

#### Unit-V

Controlling: The control process – Common types of standards used in control process – Control techniques.

#### Unit-VI

Key issues in Modern Management-Managers and their external environment-Social responsibility of business -Corporate Governance.

#### Text Books:

1. Principles of Management : P. C. Thripathi and P. N. Reddy
2. Essentials of Management : Harold Koontz & Heinz Weirich

#### Ref erence Books:

1. The Practice of Management : Peter Drucker
2. Management : Stoner J
3. Essentials of Management : Joseph .L. Massie
4. Management and Organization : Louis Allen
5. Management: Concepts & Strategies : J.S.Chandan
6. Management: Principles Processes and Practices : Anil Bhat and Aryakumar
7. Management text and cases : A. Satyaraju and A. Parthasarathy

**SEMESTER-I**  
**MBA1C07 : INFORMATION TECHNOLOGY FOR MANAGERS**

<b>Objective</b>	To familiarize the students with the use of computers for day to day business related work in their future role as managers.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

**Unit-I**

Computer System: Basics of Computer Hardware - Input, storage, processing, output devices – Basics of Computer Software - System Software and Application software – Operating system and its Functions – Basic Computer Operations: Creating, saving, renaming, editing and deleting files – Use of Control Panel options in Windows OS – Personalizing - taskbar and start menu - user accounts – Basic multimedia operations –Transferring data to removable media, CD Writing.

**Unit-II**

Word processing using MS Word - Creating, editing, formatting a word document –managing fonts – bulleting –borders and shading – different view layouts – applying styles - word art – charts – inserting pictures- working with tables – setting page layouts – inserting headers and footers, page numbers - printing a document – mail merge.

**Unit-III**

Spread sheets: Features of MS Excel – managing data – Basic excel operations - conditional formatting – sorting and filtering – graphs functions in Excel – Basic Mathematical Functions – SUM, AVERAGE, MEDIAN, COUNT, RANK, CORREL, STDEV – Application of formula in cells.

Presentation: Creating, designing, organizing slides in MS PowerPoint – Effects and animation schemes – Transition of slides - Hyper linking – inserting pictures, sound and video into slides.

**Unit-IV**

Networking, Internet and Social Media: Different types of Networking – Internet – www – Web 2.0 and Web 3.0 - FTP – Search Engines – Email – Blogs – RSS Feed - Google Ad Sense - Video Conferencing – Social Media – Net Etiquette

**Unit-V**

E – Commerce and its security considerations: E Commerce & M Commerce – Different ways of Implementing Information and Data Security – Digital Signature – Data Capture by Bar Code, RFID and QR Code - Electronic fund transfer and security – E-Governance – Electronic records – IT Act 2000 and 2008

**Unit-VI**

Business Analytics and Big Data – Scope and Importance – Descriptive, Diagnostic, Predictive and Prescriptive Analytics – Major Analytics Domains – Big Data and Issues in Adoption of Analytics in Organizations

**Text Books:**

- |                          |                                |
|--------------------------|--------------------------------|
| 1. Computer Fundamentals | : Pradeep K Sinha, Priti Sinha |
| 2. MS Office 2007        | : Perry G                      |

**Reference Books:**

- |  |   |
|--|---|
| 1. Electronic Commerce                         | : Gary P. Schneider                       |
| 2. Fundamentals of Computers                   | : Rajaraman, V                            |
| 3. Absolute Beginners guide to computer basics | : Miller M                                |
| 4. Computer networks                           | : Tannebaum A S                           |
| 5. Fundamentals of information Technology      | : Deepak Bharihoke                        |
| 6. Computer Applications in Management         | : Saxena Sanjay & Chopra Prabhpreet       |
| 7. Vikalpa Oct – Dec 2013 Vol 38, No 4         | : A Banerjee, T Bandyopadhyay & P Acharya |

## SEMESTER-II

### MBA2C08 : FINANCIAL MANAGEMENT

<b>Objective</b>	To acquaint the students with the broad framework of financial decision making in a business unit.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

#### Unit-I

Nature and scope of financial management – Finance functions – Treasury Vs controller functions - Investment decisions – Financing decisions – Dividend decisions – Changing role of financial management.

#### Unit-II

Investment decisions – Capital budgeting process – Basic principles of capital expenditure proposals – Various appraisal methods – Capital rationing – Investment appraisal methods in practice.

#### Unit-III

Financing decisions – Sources of finance – C o s t o f C a p i t a l – Debt, preference and equity capitals operating and financial leverage – Total leverage – Capital structure theories – net income and net operating income approaches – Optional capital structure – Factors affecting capital structure – EBIT/EPS and ROI & ROE analysis – Capital structure policies in practice

#### Unit-IV

Dividend decisions – Dividend theories – M M Approach – Dividend policies – Dividend policy and share valuation – Corporate dividend practices in India.

#### Unit-V

Working capital policy – Importance of working capital management – Components of working capital – factors affecting the working capital requirements – Profitability liquidity trade off – Estimating working capital requirements – Finance manager's role in working capital management.

#### Unit-VI

Current Assets Management: Inventory management – Need for inventories and the importance of inventory management -Techniques of management of inventory – Economic Order Quantity –EOQ model – Re-order point - safety stock – Selective inventory controls- ABC analysis- Cash management – Important factors affecting cash balances – Cash budgeting – Management of collection and disbursement – Cash management models - Credit policy – Credit period discounts- Control of receivables.

#### Text Books:

1. Financial Management : Pandey.I.M
2. Financial Management – Theory & Practice : Prasanna Chandra

#### Ref erence Books:

1. Financial Management Theory & Practice : Eugene F. Brigham & Michael C. Ehrhardt
2. Fundamentals of Financial Management : Brigham & Houston
3. Financial Management & Policy : James C Van Horns
4. Financial Management : Ravi .M Kishore
5. Contemporary Financial Management : Rajesh Kothari & Bobby Dutta
6. Financial Management : Rustagi
7. Financial Management : Srivastava R.M
8. Introduction to Financial Management : Schall & Haley

## SEMESTER-II

### MBA2C09 : OPERATIONS RESEARCH

<b>Objective</b>	To acquaint the student with the applications of Operations Research to business and industry and help them to grasp the significance of analytical techniques in decision making.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

#### Unit-I

Introduction to Operation Research (O R ) – Decision making through OR – Nature & Significance of OR – Models and modeling in OR – General methods for solving OR models – methodology of OR - Application and scope of OR – Basic OR models.

#### Unit-II

Programming techniques – Linear programming and applications – Linear programming graphical methods – Simplex methods maximization problems – minimization problems and problems involving artificial variables – Concepts of duality – Sensitivity analysis.

#### Unit-III

Transportation problem – Transportation algorithms – North West Corner Method (NWCM) – Least Cost Method (LCM) – Vogel's Approximation Method (VAM) – MODI method – Degeneracy in transportation problem.

#### Unit-IV

Assignment problem – Solution methods of assignment problem – Enumeration method – Simplex method – Transportation method – Hungarian method.

#### Unit-V

Decision theory – Steps in decision theory approach – Types of decision making environment – Decision making under certainty, risk and uncertainty – Decision criteria – revision of probability – Decision trees.

#### Unit-VI

Inventory and waiting line methods – Inventory control – Deterministic models – Queuing models – Simulation – Monte-Carlo simulation.

#### Text Books:

1. Operations Research concepts and cases : Fredrick S. Hiller and Gerald J. Lie Berman
2. Operations Research : R. Paneerselvam
3. Quantitative Techniques in Management : N D Vohra
4. Operations Research : J K Sharma

#### Ref erence Books:

1. Operation Research : Wayne. Winston.
2. Operation Research with C programs : S. Kalavathy
3. Operation Research : Rathindra P. Sen
4. Introduction to operations Research : Billy E. Gilett
5. Operation research for management : Gupta.M.P. & J.K.Sharma
6. Operation Research – Techniques for Management : Banerjee.B
7. Operations Research principles and Applications : G.Srinivasan



## SEMESTER-II

### MBA2C10 : MARKETING MANAGEMENT

<b>Objective</b>	The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Introduction to Marketing: Meaning and Scope of Marketing- Marketing Philosophies-Marketing Management Process-An Overview- Concept of Marketing Mix- Understanding Marketing Environment- Consumer and Organization Buyer Behavior- Demand Forecasting- Market Segmentation-Targeting and Positioning

#### Unit-II

Product and Pricing Decisions: Product Concept- Types of Products- Product Levels- Major Product Decisions- Brand Management- Product Life Cycle- New Product Development Process

#### Unit-III

Pricing Decisions- Determinants of Price- Pricing Process- Policies and Strategies. Promotion Decisions: Communication Process- Promotion Tools-Advertising- Personal Selling – Publicity and Sales Promotion

#### Unit-IV

Emerging Channels of Distribution, Distribution Channel Decisions-Types and Functions of Intermediaries- Channel Design; Selection and Management of Intermediaries – Retailing

#### Unit V

Emerging Trends and Issues in Marketing: Consumerism- Rural Marketing- Social Marketing-Direct Marketing

#### Unit VI

Online marketing – E-Commerce – Marketing in the 21<sup>st</sup> century – Marketing warfare – Green Marketing – Case Studies

#### Text Books:

1. Marketing Management-A South Asian Perspective : Kotler,P., Keller, K.L. Koshy, A. and Jha, M.,

#### Reference Books:

1. Marketing Management : Ramaswamy, V.S and Namakumari, S.
2. Marketing Management : Saxena, Rajan
3. Marketing Management – Text and Cases : K S Chandrasekar
4. Principles of Marketing : Louis E. Boone and David L. Kurtz
5. Marketing Planning, Implementation and Control : Pride, William, M., and O.C. Ferrell

## SEMESTER-II

### MBA2C11 : ORGANIZATIONAL BEHAVIOUR

<b>Objective</b>	To familiarise the students with the basic concepts of an organisation and to enhance the understanding of the interaction between the individual and the organisation. The course also intends to develop a perspective to diagnose and effectively deal with the issues of human behaviour in organisations.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Organizational behaviour – Meaning-Contributing disciplines to the OB field – Knowledge of OB — Emerging challenges and opportunities for OB – Various approaches to study of OB – The organization and people.

#### Unit-II

Basic psychological processes – Perception – Factors influencing perception – Attribution theory – Specific applications in organizations – Learning – Theories of learning – implications for performance and satisfaction – Basic motivational concepts – Theories of motivation – Implication for performance and satisfaction.

#### Unit-III

Personality – determinants of personality – Theories of personality – Major personality attributes influencing organizational behavior – Attitudes and job satisfaction

#### Unit-IV

Group Dynamics and inter group relationships – Characteristics of work group – Basic forces of group behaviour – Dynamics of effective operating groups – Work group behaviour and productivity.

#### Unit-V

Team management – Styles and skills in leadership and communication – Power and politics in organization – Managing differences and conflicts – Managing change – Organization and society.

#### Unit-VI

Organizational Development – Techniques of organizational development – Interventions – Grid management – Transactional analysis – Sensitivity training.

#### Text Books:

1. Organisational Behaviour : Fred Luthans
2. Organisational Behaviour : Robbins .S P
3. Organisational Behaviour : Umasekharan

#### Ref erence Books

1. Understanding Organisational Behaviour : Uday Pareek
2. Human Behaviour at Work : David Keith
3. Managing individual and group behaviour in Organizations : Danial C Fieldman & Hugh Arnold
4. Organisation theory & design : Edwin Gerlof
5. Organisational Behaviour : Porter LW, Lawler EE & Hackman R

**SEMESTER-II**  
**MBA2C12 : HUMAN RESOURCE MANAGEMENT**

<b>Objective</b>	To aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

**Unit-I**

Introduction to Human Resource Management: Concept of HRM- Nature, Scope,-Functions-Objectives- Processes- Importance and Evolution of HRM- Roles and Responsibilities of HR managers

**Unit II**

Competitive Challenges and HRM: Technological Changes- Workforce Diversity- Employee Empowerment- Managing Protean Careers- Moonlighting Phenomenon etc.

**Unit-III**

Strategy and Workforce Planning: Strategic Planning and HR Planning- Linking the Processes-Methods and Techniques of Forecasting the Demand and Supply of Manpower- Computing Turnover and Absenteeism- Job Analysis- Job Design: Behavioral Concerns- Ergonomic Considerations and Flexible Work Schedules.

**Unit-IV**

Expanding the Talent Pool: Recruitment, Selection- Career Management- Career Development Initiatives- HRM Competencies: Roles of HR Generalists and HR Specialists- Training & Development-

**Unit V**

Appraising and Improving Performance- Performance Appraisal Programs- Processes and Methods- Job Evaluation- Managing Compensation- Incentives and Employee Benefits- Health and Social Security Measures-Managing Labor Relations- An Overview.

**Unit-VI**

Contemporary Issues in HR – Strategic Human Resource Management- International Human Resource Management Creating High Performing HR Systems- Wellness Programs and Work Life Balance and Green HRM- Human Resource Information Systems- Human Resource Audit- Human Resource Accounting

**Text Books**

1. Human Resource Management : Snell et al
2. Human Resource Management : Gomez, Mejia et al

**Reference Books**

1. Armstrong's Handbook of Human Resource Practice: Armstrong, M.
2. Human Resource Management : Lepak, D. & Gowan M
3. Human Resource Management : Ivancevich
4. HRM an Introduction : Denisi, A S, Griffin, R W

## SEMESTER-II

### MBA2C13 : PRODUCTION AND OPERATIONS MANAGEMENT

<b>Objective</b>	To acquaint the students with decision making in Planning, scheduling and control of production and operation functions in both manufacturing and services.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Production as an organization function - Importance of production function – Scope of production and operations management – Characteristics of modern production and operation function –Strategic operations management – Operations strategies – Elements of operations strategy.

#### Unit-II

Production processes, manufacturing and service operations- Classification of manufacturing Processes – Product design and process design – Process planning and process design – Factors affecting process design – Process design procedures.

#### Unit-III

Plant location & Layout- Nature – Location theories – Steps in location – Location models – Plant lay out – Factors influencing lay out – Principles of lay out – Layout tools and techniques –Materials handling – Material handling principles – Organization for material handling. Selection and design of handling system.

Production/Operations planning & control- Factors determining production planning – Production planning system – Production control – Elements of production control – Factors determining production control – Objectives of production planning and control – Role of production planning & control in operations management – Resource requirements planning – Shop floor planning and control.

#### Unit-V

Quality control - Organization for quality control – Quality control techniques – Statistical Quality Control – Types of control charts – Total Quality Management – Quality Circles.

#### Unit-VI

Plant maintenance- Meaning and definition – Scope – Importance – Objectives of maintenance management – Maintenance policy – Organization for maintenance - Models for maintenance management – Implementation of maintenance programs – Recent developments in Production Management

#### Text Books:

1. Production Management – Systems and Synthesis : Starr. Martin K
2. Production and Operations Management : Paneerselvam
3. Production and Operations Management : S.C. Sharma

#### Ref erence Books

1. Production and operations management : Kanishka Bedi
2. Production and Operations management : Norman Gaither
3. Production and operations Management : Martin K. Staff
4. Production & operation & Management : Aswathappa
5. Production and operations management : S N. Chary
6. Production and operations management : V K Khurana

## SEMESTER-II

### MBA2C14 : RESEARCH METHODOLOGY

<b>Objective</b>	To acquaint the students with decision making in Planning, scheduling and control of production and operation functions in both manufacturing and services.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

#### Unit-I

Nature and Scope of Research Methodology- Meaning and Applications of - Importance of research in managerial decision making - The Research Process and types of Research- Defining the Research Problem - Problem Formulation and Statement of Research Problem-Hypothesis of research.

#### Unit-II

Research Design- Types of Research Design - Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches - Details and applications- Operational and Administrative structure for research - Sampling and Sampling Designs.

#### Unit-III

Methods & Techniques of data collection- Observational and other survey methods, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability.

#### Unit-IV

Fieldwork in research and data processing - Analysis and Interpretation of Data- Univariate analysis, Bivariate analysis - Correlation and Regression - Testing of Hypothesis – Applications -Parametric and Non-parametric tests - ‘t’ test, One way ANOVA, two way ANOVA and Chi square statistic, Mann Whitney, Kruskal Wallis tests - Essential ideas of Multivariate analysis of data, Factor Analysis, Cluster Analysis, Conj oint Analysis & Discriminant Analysis - Use of Statistical Software Packages.

#### Unit-V

Reporting of research work – Types of Reports – Substance of Reports – Format of Report-Presentation of Reports.

#### Text Books:

1. Management Research : Bennet, Roger
2. Business Research Methods : Cooper and Schindler
3. Research Methodology-Methods & Techniques : Kothari C.R.

#### Reference Books:

1. Business Research methods : Alan Bryman and Emmabell
2. Statistical Analysis: Microsoft Excel 2010 : Conrad Carlberg
3. Research methodology : R. Paneerselvam
4. Business Research Methods : Naval Bajpai
5. Statistical Analysis using SPSS : Chinna, Karuthan & Wan Yuen

## SEMESTER-III

### MBA3C15 : INDIAN MANAGEMENT ETHOS AND PRACTICES

<b>Objective</b>	To sensitize the students of the significance of values and ethics in business and to be aware of the Indian ethos for management and also to know the various legislations in enforcing ethical business behavior in the country.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

#### Unit-I

Ethics – What is ethics – Objectives of ethics – Business ethics – Characteristics of business ethics – Need for business ethics- Business ethics and profits – The Unitarian – The separatist view - the integration view – Arguments against business ethics – Evolution of business ethics as a field of study in East and West.

#### Unit-II

Indian ethos for management – Basic principles of management as per ancient Indian wisdom and insight – Indian ethos for the work life – Indian values for the work place – Respect for elders – Respect for hierarchy and status – Rights and duties – Quality of work life in Indian philosophy – The concept of ethics in work life according to Bhagavat Gita.

#### Unit-III

Value oriented Holistic management – Importance of character – Values – Wholeness – Goodness  
Courage – Self discipline – Living by inner truth – Dharma of organization/management – Value driven management – Exploitation of nature – Man-machine equation – Ethical dilemmas– Value systems:  
Utilitarianism– Deontology– Universalism – Need of value based holism in management in India – Ever changing world – Our future - Ethics for transnational business in view of globalization.

#### Unit-IV

Role of legislation & other bodies in enforcing ethical business behavior – Relationship between law and ethics – Role of the Govt. of India in enforcing ethical behavior - Competition law in India

#### Unit-V

Relationship between ethics & corporate governance – Corporate mission statement – CSR –Code of Ethics – Organizational culture – Quality management systems.

#### Text books:

1. A Study in Business Ethics : Rituparna Raj
2. Values and Ethics in Management : Naresh B Shah

#### Reference Books:

1. Ethics in Management : S.A. Sherlekar
2. Ethics in Organization : David Murray
3. Business and Society : George A Steiner
4. The Geetha and the Art of successful management : Ajanta E Chakravarthy
5. Foundation of Managerial Work –  
Contribution from Indian thought : Chakravarthy S.K.
6. Business Ethics : Manuel G Velasquez

## SEMESTER-III

### MBA3C16 : BUSINESS LAW

<b>Objective</b>	To provide knowledge about important laws relevant to individuals, business and industry.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit I

Indian Contract Act, 1872 – Definition - Essentials of a valid contract - Classification of contracts - Offer and acceptance – Consideration - Capacity to contracts - Free consent - Legality of object - Illegal agreements - Performance of contract - Discharge of contract - Remedies for breach of contract - Quasi contracts - Indemnity and guarantee - Contract of agency.

#### Unit-II

Sale of Goods Act, 1930 - Essentials of a contract of sale - Sale and agreement to sell - Conditions & Warranties - Transfer of property - Rights and duties of seller and buyer- remedies for breach: Rights of Unpaid-seller.

#### Unit-III

Negotiable Instruments Act, 1881- Definition and characteristics of negotiable instruments - Parties to a negotiable instrument and their capacity- Cheques - Bills of exchange - Promissory notes.

#### Unit-IV

Companies Act, 2013 - Definition - Nature and kinds of companies - Formation- Memorandum & Articles of association – Prospectus -Membership in a company - Company management - Meetings and proceedings - Winding up of companies -liquidators.

#### Unit-V

Consumer Protection Act, 1986 - Salient features and objectives - Different Consumer redressal Forums - Composition and jurisdiction of district, state and National forum - Mode of complaints- Procedures for disposal of complaints - Penalty.

#### Unit-VI

Factories Act- Industrial Disputes Act -Trade union Act - Workmen’s compensation Act- Minimum wages Act- Relevant Cyber laws in India. (Only a basic understanding of these Acts is expected)

#### Text Books:

1. Elements of Mercantile Law : N D Kapoor
2. Business Law including Company Law : S S Gulshan

#### Reference Books:

1. Business Laws and Corporate Laws : P C Tulsian
2. Business Law : M C Kuchchal
3. Business Law : M S Pandit & S Pandit
4. Legal Aspects of Business : Akhileshwar Pathak
5. Anson’s Law of Contract : Anson & J Beatson
6. Indian Contract Act : Pollock & Mulla
7. Legal Aspects of Business : Akhileshwar Pathak
8. Consumer Protection Jurisprudence : Balakrishna, Justice Eradi

## SEMESTER-III

### MBA3C17 : MANAGEMENT INFORMATION SYSTEM

<b>Objective</b>	To expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Need for Information System in Business – fundamentals of IS – System concepts – Components of IS – IS resources Activities – Overview of IS – Operation Support Systems, Management Support Systems, Other Classification – System approach to Problem solving – Global business scenario– trends in technology and applications.

#### Unit-II

Business Information Systems – Marketing Information Systems – Manufacturing –Information Systems – Human Resource Information Systems – Accounting Information Systems, Financial Information Systems – Transaction Processing System.

#### Unit-III

Management Information & Decision Support Systems – Management Information Systems – Expert Systems – Examples, Executive Information Systems – Artificial Intelligence Technologies.

#### Unit-IV

Strategic roles of IS-Breaking Business Barriers – Reengineering Business Processes-Improving Business Quality – Creating Virtual Company – Building knowledge Creating Company – Using Internet Strategically – Challenges of Strategic IS – Enterprise – wide systems and E-Business applications.

#### Unit-V

Managing information systems -Enterprise Management – Information Resource Management - Technology Management — IS planning methodologies – Critical Success Factors –Business Systems Planning – Computer Aided Planning Tools. Security & Ethical Challenges-IS controls – Facility Controls – Procedural Controls – Computer Crime – Privacy Issues – Hacking.

#### Text books:

1. Information Systems Today : Leonard Jessup and Joseph
2. Management of Information systems : S.A. Kelkar
3. Introduction to Information Systems : Alexis Leon and Mathews Leon

#### Reference Books:

1. Management Information Systems : S. Sadagopan
2. Management of Information Systems : Waman S. Jawadekar
3. Management Information System –  
The Managers view : Robert Schultheis and Mary Summer
4. Principles of Information Systems : Ralph Stair and George Reynolds
5. Management Information systems : Gordon B. Davis and Margrethe H. Olson



## SEMESTER-IV

### MBA4C18 : STRATEGIC MANAGEMENT

<b>Objective</b>	To enlighten the students with the concepts and practical applications of business Policy and the process of the strategic management		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Overview of Strategic Management of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Business Ethics and Strategic Management.

Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Michael Porter Generic Strategies

#### Unit-III

Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis

#### Unit IV

Strategic analysis and choice – Input stage – Matching stage – decision stage – Cultural aspects of strategy choice.

#### Unit-V

Strategic Implementation: The nature of strategic implementation- Resource allocation – Strategy and structure – Creating supportive culture – Implementing strategies in functional areas.

#### Unit-VI

Strategy Evaluation: The nature of strategy evaluation – Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control – Mechanism for strategic control.

#### Text Books:

1. An Integrated Approach to Strategic Management : C.W.L Hill & G.R Jones
2. Strategic Management and Business Policy : Glueck, William F
3. Business Policy & Strategic Management : Azhar Kazmi

#### Reference Books:

1. Strategic Management : Hugh McMillan
2. Strategic Management : Hitt, Ireland and Hoskisson
3. Cases in Strategic Management : Budhiraja, S.B. and Athreya, MB.
4. Strategic Management : John A. Pearce II , Richard B & Robinson, Jr.
5. Strategic Management : J.D.Hunger & T.L.Wheelen
6. Business Policy & Strategic Management : P.S Rao,

## SEMESTER-IV

### MBA4C19 : ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

<b>Objective</b>	To familiarize the students with the concepts of entrepreneurship and entrepreneurial functions. The course is also intended to develop the knowledge of the students in the management of projects, project formulation and the various tools and techniques for project appraisal and control.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### Unit-I

Entrepreneur & Entrepreneurial development- Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur- Factors influencing entrepreneurship: Individual factors-Environmental factors- Socio-cultural factors- Support systems- Entrepreneurial motivation.

#### Unit-II

Functions of an entrepreneur- Types of entrepreneurs- Entrepreneur- Intrapreneur and Professional manager. Women Entrepreneur: Concept and functions of women entrepreneurs- Problems of women entrepreneurs- Developing women entrepreneurs – recent trends

#### Unit-III

Entrepreneurial Development Programmes (EDPs): Need and objectives of EDP- Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs-Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).

#### Unit-IV

Concept of a Project & Project Management- Characteristic features of a project- Project life cycle and its different phases- Project feasibility study- Market feasibility- Technical feasibility-Financial feasibility- Prerequisites for successful implementation of projects.

#### Unit-V

Network models – PERT and CPM – Steps of PERT/CPM techniques – PERT/CPM network components and precedence relationships – Rules for network construction – Critical path analysis – Determining the critical path – determining the floats and slacks – crashing of activities .

#### Unit-VI

Evaluation and appraisal of projects- Project appraisal techniques- Project Control- Reasons for ineffective project control- Technique of project control- Preparation of project proposals.

#### Text Books:

1. Innovation & Entrepreneurship : Peter F.Drucker
2. Dynamics of Entrepreneurship Development : Vasant Desai.
3. Project Management : Prasanna Chandra

#### Reference Books:

1. Entrepreneurship: New venture Creation : David H Holt
2. New vistas of Entrepreneurship: Challenges & Opportunities : A.Sahay and M.S.Chikkara
3. Entrepreneurship Development : SS Khanka
4. Lead like an Entrepreneur : Neal Thornberry
5. Project Management and Control : P C K Rao
6. Project Management : Bhavesh M Patel
7. Project Management : K.Nagarajan

## SEMESTER-III – MARKETING – Elective Courses

### MBA3E01 : CONSUMER BEHAVIOUR

<b>Objective</b>	To understand the basics of consumer decision-making processes and to understand the information needs for helping the consumer in decision making		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

#### **Unit I**

Consumer Behaviour-Introduction and key foundations- Consumer Decision Process-Determinants of Buyer Behaviour and Framework of Buyer Behaviour-Family Influences on Buyer Behaviour-Joint Decision making process, Roles of different members, Reference Groups, Opinion Leaders and Social Influences- Role of opinion leaders in purchase process.- Cultural Influences on Consumer Behaviour

#### **Unit II**

Information Gathering & Evaluation: Perceptual Mapping & Positioning: Value perception-Information Search-Defining criterion for choice - Evaluation rules used by consumer-comparison of brands- positioning options-Perceived value components- Generating attribute lists- Mapping methods.

#### **Unit III**

Consumer Expectations & Perceptions- Satisfaction & Value- Post-purchase Processes- Measuring satisfaction and value- Value/Satisfaction delivery process and programs

#### **Unit IV**

Individual Determinants of Buyer Behaviour and Internal Processes-Self Concept- Needs & Brand Choice- Need recognition process- Gaps in self image and ideal image- Why certain attributes are used for evaluating brands- Importance of attributes and need strength- Identifying need areas- VALS and grouping consumers- Segmentation, Targeting and positioning based on self and brand images.

#### **Unit V**

Models of Consumer Behavior- Introduction and their need- Howard and Sheth Model-Engel, Kollat and Blackwell Model- Kerby Model- Nicosia Model.

#### **Unit V**

Understanding Indian market diversity and evolving consumer behavior– changing Indian consumer- Consumer Movement in India- Government Policy and Consumer Protection

#### **Text books:**

1. Consumer Behaviour : Schiffman and Kanuk
2. Consumer Behaviour : Ramanuj Majumdar
3. Consumer behaviour : Mudit Sharma

#### **Reference Books:**

1. Consumer Behaviour : Zaltman and Wallendorf
2. Consumer Behaviour : Engel
3. Consumer Behaviour : David L. Loudon Albert J. Della Bitta
4. Consumer Behaviour : Blackwell and others
5. Consumer Behaviour : Michael R. Solomon
6. Consumer behaviour : Deli Hawkins Roger J Best and others

**SEMESTER-III – MARKETING – Elective Course**

**MBA3E02: SALES & DISTRIBUTION MANAGEMENT**

<b>Objective</b>	The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

**Unit I**

Introduction to Sales Management- Scope and Importance- The Evolving Face of Personal Selling- Types of Salesperson - Personal Selling Process and Approaches - Prospecting – Pre-approach – Approach – Demonstration – Objection Handling – Closing – Follow up.

**Unit II**

Organization Structure- Sales Strategies- Sales Forecasting-Sales Territory Design - Sales Force Management: Sales Force Job Description- Recruitment and Selection- Training Sales Personnel

**Unit III**

Sales Force Motivation- Compensation- Sales Quotas- Evaluating Sales Performance- Information Technology in Sales Management

**Unit IV**

Distribution Planning and Control: Functions of Intermediaries- Types and Role of Channel Intermediaries in India for Consumer and Industrial Products- Wholesale and Retail Structure-Channel Strategy and Design- Selection-Motivation and Evaluation of Intermediaries

**Unit V**

Managing Channel Dynamics, Relationships and Channel Conflict- Ethical and Legal Issues in Sales and Distribution Management in Indian context.

**Unit VI**

Distribution System and Logistics: Physical Distribution System –Obj ectives and Decision Areas Customer Service Goals- Logistics Planning- An overview of Transportation- Warehousing and Inventory-Decisions; Efficient Supply Chain Management (SCM)-Integration of Sales and Distribution Strategy

**Text Books:**

1. Sales Management : Still, R. R. & Cundiff, E. W., Govoni, N. A. P.
2. Marketing Channels: A Management View : Rosenbloom, Bert

**Ref erence Books:**

- 1 Selling and Sales Management : Jobber, David and Lancaster, Geoffery
2. Sales Management : Tanner, Honeycutt and Erffmeyer
3. Sales and Distribution Management : Panda, T.K. and Sahadev, S (2005)
4. Sales and Distribution Management : Havaldar, K K. and Cavale, VM.  
Text and Cases

**SEMESTER-III – MARKETING – Elective Course****MBA3E03: MARKETING RESEARCH**

<b>Objective</b>	To provide an understanding about the different dimensions of marketing research techniques to equip the students to carry out independent market research		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam

**Unit-I**

Marketing research - Introduction – Meaning – Definition – Scope and importance – Role of marketing research in strategic decision making - Marketing research and market research - Ethical issues in marketing research - Marketing information system – Need - Importance and functions - Components of Marketing Information systems - Marketing information systems Vs Marketing research-Divisions of marketing research – The state of the art of marketing research in India – Limitations.

**Unit-II**

Marketing research process - Major steps in marketing research process - Research design – Definition - Types of research designs – Exploratory research and conclusive research - Descriptive research and causal research - Marketing research proposal - Data sources – Internal and external sources - Qualitative research Vs quantitative research- Methods of research – Survey – Observation - Focus group interviews - Depth Interviews - Projective Techniques - Sampling techniques - Types of sampling - Sampling distribution - Determination of sample size.

**Unit-III**

Measurement and Scaling techniques – Nominal scale - Ordinal scale - Interval scale and ratio scale- Comparison of scaling techniques - Paired comparison and non-comparative scaling techniques- Questionnaire design – Types of questions - Principles of questionnaire construction - Pilot testing.

**Unit- IV**

Fieldwork and data processing - Selection and training of investigators – Supervision of data collection work - Processing of data – Editing – Coding - Tabulating and analyzing data – Univariate- bivariate and multivariate analysis- hypothesis setting and testing - parametric and non-parametric tests - Z test - t-test - Chi Square test - ANOVA- Use of MS Excel and SPSS package for data analysis – Cluster analysis - Conjoint analysis - Factor analysis - Discriminant analysis.

**Unit-V**

Report preparation and presentation- Importance of the report and presentation - Report preparation and presentation process - Report Format.

**Unit-VI**

Applications of marketing research - Product research - Consumer research - Motivation research - Sales research - Distribution research - Advertising research - Testing of media effectiveness – Pre test and post test - Copy research.

**Text Books:**

1. Marketing Research : Naresh K.Malhotra & Satyabhusan Dash
2. Marketing Research : David J Luck and Ronald S. Rubin

**Reference Books:**

1. Marketing Research : Rajendra Nargundkar
2. Research for Marketing Decisions : Paul E.Green, Donald S.Tull and Gerald Albaum
3. Marketing Research(Text & Cases) : Harper W.Boyd, Jr.,Ralph Westfall & Stanley F. Stach
4. Marketing Research : G.C.Beri
5. Marketing Research : S.L.Gupta

**SEMESTER-III – MARKETING – Elective Course****MBA3E04 INTERNATIONAL MARKETING**

<b>Objective</b>	The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam :80 Marks

**Unit I**

International Marketing: Meaning, Scope and Importance - International Marketing Orientation: E.P.R.G Approach - An overview of the International Marketing Management Process - International Marketing Environment - International Market Segmentation and Positioning - Screening and Selection of Markets

**Unit II**

International Market Entry Strategies: Exporting, licensing - Contract Manufacturing - Joint Venture - M & A - Setting-up of Wholly Owned Subsidiaries Aboard - Strategic Alliances - International Product and Pricing Strategies: Product Designing - Product Standardization Vs. Adaptation - Managing Product Line - International Trade Product Life Cycle - New Product Development.

**Unit III**

Pricing for International Markets: Factors Affecting International Price Determination - Price Quotations and Terms of Sale - Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions - Selection and Management of Overseas Intermediaries -International Distribution Logistics

**Unit IV**

Building brands in International markets; International Promotion Mix– Advertising and other Modes of Communication - Standardization Vs Adaptation - Global Advertising Regulations -Media and Message Considerations - Planning for Trade Fairs and Exhibitions

**Unit V**

Emerging Trends in International Marketing: Regionalism v/s Multi-lateralism - Trade Blocks - Important Grouping in the World - Legal Dimensions in International Marketing (Role of IMF and WTO);

**Unit VI**

Marketing Research for Identifying Opportunities in International Markets - Use of Online Channels for International Marketing Operations – Export and Import Procedures

**Text Books:**

1. International Marketing : Cateora, Philip R. and Graham John L
2. International Marketing : Rajendra Nargundkar

**Reference Books:**

1. Global Marketing : Hollensen, S.
2. International Marketing- Strategy and Theory : Onkvisit, Sak and Shaw Johan J.
3. Global Marketing : Keegan, Warren J.
4. International Marketing : Joshi, R M
5. Export Import Management : Aseem Kumar

## SEMESTER-IV – MARKETING – Elective Courses

### SEMESTER-IV – MARKETING – Elective Course

#### MBA4E05 RETAIL MANAGEMENT

Objective	To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
Core Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam

##### Unit I

Introduction to Retailing – Significance of retail industry- Marketing retail equations- New role of retailers - Indian retail scenario and its future prospects.

##### Unit II

Retail Formats and Theories- Theories of retail development- Concept of retail life cycle- Classification of retail stores- The role of franchising in retail-. Understanding the Retail Consumers- The factors influencing retail shopper- Consumer decision making process- changes in the Indian consumer- the use of market research as a tool for understanding markets and consumers

##### Unit III

Store Locations- The importance of store locations- types of locations- steps involving in choosing a location- trade areas and their evaluation- how to evaluate a retail location-. Measuring Financial Performance-- Measures of Financial Performance- The strategic profit model- measures of retail performance

##### Unit IV

Retail Pricing- The concept of retail pricing and the factors affecting price- elements of retail price developing a pricing strategy- adjustment to retail price.

##### Unit V

Retail Merchandising- The concept of merchandising- the evolution of merchandising function in retail Merchandising Buying- The process of merchandising buying- the procedure for selecting vendors and building partnerships- the concept of own brand and manufacturers' brand- the concept of category management

##### Unit VI

Retail Store Design & Visual Merchandising- The relationship between store image and store design- components of exterior and interior- consideration for selecting layout- visual merchandising in retail

##### Text Books:

1. Retailing Management : Levy M., Weitz B.A and Pandit A.
2. Retail Management: Functional Principles & Practices : Vedamani, Gibson G
3. Retail Management : Suja Nair

##### Reference Books:

1. Retailing Management – Text and cases : Pradhan S.
2. Merchandise Mathematics for Retailing : Easterling and Flottman
3. Managing Retailing : Sinha P.K & Uniyal D.P

**SEMESTER-IV – MARKETING – Elective Course**

**MBA4E06 : ADVERTISING AND BRAND MANAGEMENT**

<b>Objective</b>	The objective of this course is to provide an understanding of the basic principles of Advertising management and to develop an understanding of the brand concept.		
<b>Pedagogy</b>	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
<b>Core Course</b>	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam

**Unit I**

Role of Integrated Marketing Communication-Process of Marketing Communication- Definition and Scope of Advertising Management- Determination of Target Audience- Advertising and Consumer Behavior- Setting Advertising Objectives- DAGMAR- Determining Advertising Budgets- Advertising Strategy and Planning- Creative Strategy Development and Implementation.

**Unit II**

Media Planning- Setting Media Objectives- Developing Media Strategies- Evaluation of Different Media and Media Selection- Media Buying; Measuring Advertising Effectiveness- The Organization for Advertising- Social, Ethical and Legal Aspect of Advertising.

**Unit III**

Brand-concept- Nature and Importance of Brand- Types of brands- Strategic Brand Management Process- Brand Identity perspectives- Brand identity -Concepts and Measures of Brand Equity- Brand Assets and liabilities-Aaker Model of Brand Equity- Designing marketing programs to build brand Equity-customer based brand equity

**Unit IV**

Brand Loyalty- Measures of Loyalty-Branding strategies – product line , range and umbrella branding - Brand Personality: Definition, Measures and, Formulation of Brand Personality- Brand Image dimensions- Stages of Concept Management for functional, symbolic and experiential brands.

**Unit V**

Brand Positioning: Concepts and Definitions, 3 Cs of positioning -Brand positioning and differentiation strategies-Repositioning- Celebrity Endorsements

**Unit VI**

Brand Extension- Managing brands over time- Brand reinforcement - brand revitalization- managing global brands -Branding in different sectors

**Text Books**

1. Advertising Management : Aaker, Myers and Batra
2. Advertising Management : Jaishree Jethwani & Sruthi Jain
3. Strategic Brand Management : Kevin Lane Keller

**Reference Books**

1. Managing Brand Equity : David Aaker
2. The New Strategic Brand Management : Jean Noel Kapferer
3. Advertising Management : S B Vajpayee
4. Strategic Advertising Management : Percy & Elliot



## SEMESTER-IV – MARKETING – Elective Course

### MBA4E07 RURAL AND SOCIAL MARKETING

Objective	The course aims at creating an understanding of the unique challenges of rural and social marketing and to enable students to apply the concepts and methods of marketing management to rural markets and social and cause related marketing.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
Core Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam

#### Unit I

Rural Marketing Introduction- Definition- Rural Markets in India- Characteristics of Rural Consumers- Rural Market Environment and Infrastructure- Challenges of Rural Marketing

#### Unit II

Rural Marketing Strategies- Rural Market Segmentation- Product Strategies- Pricing Strategies- Promotion Strategies

#### Unit III

Distributor Strategies- Rural Marketing Research- Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies- Marketing of Rural and Cottage Industry Products- Future of Rural Marketing in India.

#### Unit IV

Foundation of Social Marketing- Definition- Scope and Importance- Social Marketing Challenges- Conceptual Framework of Social Marketing

#### Unit V

Social Markets Segmentation- Marketing Mix- Product Strategies- Pricing Strategies- Promotion Strategies- Distribution.

#### Unit VI

Social Marketing Applications- Role of Govt. and NGO's in Social Marketing- Social Marketing Applied in Family Planning, Healthcare- Small Savings, and Literacy-AIDS Prevention- Environmental Protection- Anti-Smoking- Substance Abuse.

#### Text Books:

1. Social Marketing: Strategies for Changing Public Behavior : Kotler, P. Roberto, N. Lee, N
2. Rural Marketing : Kashyap, Pradeep, Amp, Raut, Siddhartha
3. Rural Marketing – Text and Cases : Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha,

#### Reference Books:

1. Rural Marketing : Balram, Dogra and Ghuman, Kharminder
2. Social Marketing: Influencing Behaviors for Good : Kotler, P. Lee, N. R., Lee, N
3. Strategic Marketing for Non-Profit Organisations : Kotler P and Andreasen
4. Advertising and marketing In Rural India : Bhatia, Tek K.

**SEMESTER-IV – MARKETING – Elective Course**

**MBA4E08 SERVICES MARKETING**

Objective	This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
Core Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam

**Unit I**

Introduction to Services Marketing: Meaning and Nature of Services - Growing Importance of Services Sector - Classification of Services and Marketing Implications - Services Marketing Management Process.

**Unit II**

Understanding Consumer Behavior in Services; Consumer Decision Making in Services – Customer Expectations and Perceptions

**Unit III**

Defining and Measuring Service Quality and Customer Satisfaction, Servqual, House of Quality , GAPs Model; Service Recovery.

**Unit IV**

Services Marketing Mix: Service Positioning, Services Design and Development; Service Blueprinting - Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services-Communication Mix

**Unit V**

Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.

**Unit VI**

Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

**Text**

**Books:**

- |                       |                                  |
|-----------------------|----------------------------------|
| 1. Services Marketing | : Zeithaml, Jo Britner & Gremier |
| 2. Service Marketing  | : Ravi Shanker                   |

**Reference Books:**

- |  |                                     |
|--|-------------------------------------|
| 1. Marketing of Services                         | : Hoffman, K. D. & Bateson, J. E.G  |
| 2. Services Marketing                            | : Kurtz D. L. and Clow K. E.        |
| 3. Marketing Text and Cases                      | : Rajendra Nargundkar               |
| 4. Services Operations, Strategy & IT Management | : Fitzsimmons J A & Fitzsimmons M J |

**SEMESTER III- FINANCE-Elective Courses**  
**MBA3E09: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Objective	To acquaint the students with the working of security market and principles of security analysis; and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

**Unit I**

The Role of Security Markets in Economy- The Organization and Mechanics of Indian Security Markets- Various Securities and their Characteristics- Objective of the Security Analysis- Functions of an Organized Security Market

**Unit II**

Mechanics of Security Trading- Various Types of Security Markets and their Functions- Stock Exchanges- OTCEI - Depository- Role of SEBI with regard to Secondary Markets-The Role and Functions of Various Players and Agencies in the Secondary Market

**Unit III**

Security Analysis- Fundamental Analysis- Intrinsic Value and Market Value of Various Securities-Intrinsic Value and Market Value of Firm-Pricing of Security in IPOs-Financial Statement Analysis- Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factor- The Risk Factors, including Internal Risk-Technical Analysis of Security Pricing- Market Efficiency and Behavioral Finance.

**Unit IV**

Risk and Return-Utility Theory-Portfolio Theory-CAPM-APT -Multi-factor Models-Options and Futures

**Unit V**

Portfolio Management-Portfolio Theory-Portfolio Criteria-Efficient Set- Portfolio Selection and Diversification-The Shape and the Risk Function (including CAPM Model Technical-Analysis, Random Walk and Martingale Model)-Portfolio Objective-Size of Portfolio- Selection Basis and Readjustment-Timings of Disinvestment

**Unit VI**

Portfolio Evaluation- Meaning of Portfolio Evaluation- Need for Evaluation – Measuring Portfolio Return – Risk Adjusted Returns- Sharpe Ratio, Treynor Ratio, Jensen's performance Index.

**Text Books:**

1. Security and Portfolio Management : Kevin
2. Security analysis and portfolio management : Dr.V.A.Avadhani
3. Security analysis and portfolio management : Fisher & Jordan

**Ref erence Books:**

1. Investment analysis & Management : Jack Clark Francis
2. Financial markets and institutions : Dr.S.Gurusamy
3. Investments : Willian F Sharpe and others
4. Investment Analysis & Portfolio Management : Jerome Cohen
5. Managing investments : Prasanna Chandra
6. Stock exchanges & Investments : Raghunathan

SEMESTER III- FINANCE-Elective Course

**MBA3E10 FINANCIAL MARKETS AND INSTITUTIONS**

Objective	To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

**Unit I**

Indian Financial System and Financial Markets: Organizational structure of the Indian Financial System, Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments;

**Unit II**

Financial Services, Primary market - Public Issue, Right Issue and Private Placement, Underwriters, Book Building Process, Indian Money Markets and Recent Reforms Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Secondary Market - Capital Markets in India (Recent development like E-Trading).

**Unit III**

Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms - E-Banking, Securitisation, Universal Banking, Consortium Loaning, Maximum Permissible Banking Finance, Loan Pricing, Non-Performing Assets, Asset Classifications,

**Unit IV**

Income Recognition Provisioning and Capital Adequacy Norms, Disinvestments, Interest Rate Analysis, Narasimham Committee Reports, Credit Gaps, Yield Curve, Risk and Inflation.

**Unit V**

Mutual Funds & Regulators in IFS: Investment Trust Companies v/s Unit trust, Mutual Funds, Reserve Bank of India, Securities and Exchange Board of India, Objectives and functions of RBI and SEBI.

**Unit VI**

NBFC and Financial Services: Activities and Role of NBFC; Regulatory Framework of NBFC; Credit Rating, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Merchant Banking.

**Text Books:**

1. Financial Institutes & Markets : Bhole, L.M.
2. Indian Financial System- Markets, Institutions and Services :Pathak Bharti V

**Reference Books:**

- 1 Financial Service : M Y Khan
2. Management and Financial Institutions : Hull. John C
3. Foundations of Financial Markets and Institutions : Fabozzi, Frank J.
4. Indian Financial System :Varshney and Mittal.

**Periodicals:**

1. Reserve Bank of India, RBI Bulletin.
2. Indian Institute of Finance, Finance India.
3. NSE/BSE Publications
4. SEBI Publications

SEMESTER III- FINANCE-Elective Course

MBA3E11 INSURANCE AND RISK MANAGEMENT

Objective	To develop an understanding among students about identifying analyzing and managing various types of risk. Besides the students will be in a position to understand principles of insurance and its usefulness in business.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

**Unit I**

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

**Unit II**

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle-of Indemnity, Estoppels, Endowment, Insurance.

**Unit III**

Concept of Insurance, Need for Insurance, Nature of Insurance Contract, Utmost Good Faith, Insurable Interest Insurance Industry in India, Globalization of Insurance Sector,

**Unit IV**

Types of Insurance- Life -Fire and Motor Insurance, Health Insurance, Marine Insurance - Distinction between Life Insurance and General Insurance.

**Unit V**

Control of Malpractices- Negligence, Loss Assessment and Loss Control- Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.

**Unit VI**

IRDA role and significance -Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance Assignment.

**Text Books:**

1. Insurance and Risk Management : Gupta. P. K.
2. Principles of Risk Management and Insurance : George. E. Rejda.

**Reference Books:**

1. Principles of Insurance and Risk Management :Mittal. Alka. & Gupta. S. L
2. Principles and Practices of Insurance : Panda. G.S
3. Principles and Practices of Insurance : Mishra. M. N
4. Risk Management :Jeevanandam. C

**SEMESTER III- FINANCE-Elective Course**

**MBA3E12 COST SYSTEMS AND CONTROL**

Objective	To acquaint the students with the cost systems in use and to study in detail, the various controlling measures.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam: 80 Marks

**Unit I**

Cost systems – Methods of costing – job costing –batch costing – contract costing – process costing – recording of costs under process costing – normal loss – abnormal loss and abnormal gain – inter process profit – operating costing – nature – installation of costing system – pre requisites of a good costing system – difficulties in installing a costing system.

**Unit II**

Marginal costing and break-even analysis – Marginal costing – Nature & scope – Marginal cost determination – Cost-volume-profit (CVP) relationship – break even analysis – Graphical presentation – Construction of break even charts – Limitation & uses of break-even charts – Marginal costing Vs absorption costing.

**Unit III**

Budgetary control – Budget & budgetary control – Procedure in budget preparation – Establishment of budgets – Functional & master budgets – Budget reports – Sales budget – Production budget – Materials budget – Purchase budget – Labor budget – Production over head budget – Production cost budget

**Unit IV**

Cash budget – Master budget – Flexible budgets – Research and development cost budget and control – zero base budgeting (ZBB) – performance budgeting – Programme budgeting – Divisionalisation and performance measurement.

**Unit V**

Standard cost and analysis of various – Standard costing – Natures and scope of cost control – Establishment of standard costs – Analysis of variances – Computation of simple variances – Direct materials cost variances – Direct wages variances – Variable overhead variances – Fixed overhead variances – Sales variances – Profit (or loss) variances – Causes and disposition of variances.

**Unit VI**

Cost reduction & value analysis – Cost reduction – Nature and scope – areas of cost reduction campaign – Major difficulties in cost reduction – Cost reduction and its organization – Concept of value analysis and value engineering – Steps in value analysis – Strategic cost management.

**Text Books:**

1. Cost accounting –Theory & Practice : M L Agarwal
2. Management accounting and financial control : S.N.Maheswari
3. Advanced cost accounting : Jain & Narang

**Reference Books:**

1. Management accounting : Khan& Jain
2. Cost Accounting – Methods & problems : B.K.Bhar
3. Cost Accounting – A managerial emphasis :Horngreen, Foster & Datar
4. Cost analysis and control – A managerial approach : Nigam & Sharma
5. Cost Effective Organization : James K Hickel

## SEMESTER IV- FINANCE-Elective Courses

### SEMESTER IV- FINANCE-Elective Course

#### MBA4E13 FINANCIAL DERIVATIVES

Objective	Aims at providing detailed understanding of the characteristics and applicability of financial derivatives along with the relevant regulatory framework.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam

#### Unit I

Financial Derivatives: An Introduction to Financial Derivative Markets, Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

#### Unit II

Financial Forward and Futures Contracts: Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements.

#### Unit III

Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model, Valuation of Individual Contracts.

#### Unit IV

Financial Option and Swap Contracts: Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options.

#### Unit V

Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option. Swaps; Concept, characteristics and Types of Swaps,

#### Unit VI

Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI.

#### Text Books:

- Options, Futures and other Derivatives : Hull, J. C
- Financial Derivatives: Theory, Concepts and Problems : Gupta, S.L

#### Reference Books:

- Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments : Chako, G., Sjoeman, A., Motohashi, H., Dessain, V
- How the Future Markets Work : Bernstein, J
- Options on Futures: New Trading Strategies : Summa, J.F., Lubow, J. W
- Derivatives and Risk Management Basics : Chance, D.M, and Brooks, R

**SEMESTER IV- FINANCE-Elective Course**

**MBA4E14 INTERNATIONAL FINANCIAL MANAGEMENT**

Objective	To develop those skills that equip students to understand and appreciate the international financial issues that companies face when they operate in several separate countries. This course discusses various issues related to international capital markets, foreign exchange rate determination and global financial management.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam

**Unit I**

Global Financial Environment an Overview- Nature and Scope of International Financial management- Structure of Balance of Payments- Equilibrium, Disequilibrium and Adjustments Different Approaches to Adjustments.

**Unit II**

The International Monetary System –Special Commodity Standard- Gold Standard-Bretton Woods System of Exchange Rates-IMF-The Economic and Monetary Union-Domestic and Offshore Markets-Euro Markets-Interest rates in the Global Money Markets

**Unit III**

Foreign Exchange Market- Nature, Structure- Types of transactions- Exchange rate quotation & Arbitrage, Spot & Forward

**Unit IV**

Foreign Exchange Market in India- Nature, Structure, Operations & Limitations, Exchange Rate Determination- Structural Models of Exchange Rate Determination-Exchange Rate Forecasting-The Exchange Rate of Rupee

**Unit V**

Foreign Exchange Risk Exposure- Types of Risk- The Risk Management Process-Hedging- Swaps-Futures, Options- Types of Derivatives- Role of SEBI/RBI.

**Unit VI**

Foreign Investment Decision: FDIs & FIIs-International Project Appraisal -Exchange Rate Risk & Cost of Capital-International Joint Ventures

**Text Books:**

1. International Financial Management : Bhalla. V. K
2. International Financial Management : Siddaiah

**Reference Books:**

1. International Financial Management : Apte, P.G
2. International Financial Management : Vij. Madhu
3. Multinational Financial Management : Shapiro
4. International Financial Management : V. Sharan



**SEMESTER IV- FINANCE-Elective Course**

**MBA4E15 CORPORATE TAX PLANNING**

Objective	To provide an insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on corporate income tax.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

**Unit I**

Introduction: Definitions- Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential Status and Scope of Total Income on the basis of Residential Status, Agricultural Income

**Unit II**

Taxation of Companies: Definitions: Company and its Types, Heads of Income, Deductions from Gross Total Income for Companies, Simple Problems on Computation of Taxable Income of Companies, Minimum Alternate Tax u/s 115JB.

**Unit III**

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion and Tax Planning

**Unit IV**

Tax Planning with Reference to: Location of Undertaking, Type of Activity, Ownership Pattern; Tax Planning relating to: Mergers and Demergers of Companies.

**Unit V**

Tax Considerations in respect of Specific Financial and Managerial Decisions like Capital Structure Decisions, Deemed Dividend, Make or Buy, Own or Lease, Repair or Renewal, Managerial Remuneration.

**Unit VI**

Tax Management: Filing of Returns and Assessments-Penalties and Prosecutions- Appeals and Revisions- Advance Tax- TDS- Advance Rulings- Avoidance of Double Taxation Agreements

**Text Books:**

1. Simplified Approach to Corporate Tax Planning and Management :Ahuja Girish, Gupta Ravi
2. Corporate Tax Planning and Business Tax Procedures :Singhania V.K., Singhania Monica

**Reference Books:**

1. Systematic Approach to Income Tax, Service Tax and VAT: :Ahuja Girish, Gupta Ravi
2. Student's Guide to Income Tax :Singhania V.K., Singhania Monica
3. Direct Taxes: Income Tax, Wealth Tax and Tax Planning : Nitin Vashisht and B.B.Lal
4. Income Tax and Central Sales Tax: Law and Practice :Lal, B.B.

**SEMESTER IV- FINANCE-Elective Course**

**MBA4E16 MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING**

Objective	To prepare students to take advantage of the current liberalized economic scenario and understand how mergers, acquisition and corporate restructuring is implemented.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

**Unit I**

Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

**Unit II**

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business.

**Unit III**

Methods of Valuation – Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc.

**Unit IV**

Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger.

**Unit V**

Defense against hostile takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues.

**Unit VI**

Corporate Restructuring, Reasons, Broad areas-Techniques of Corporate restructuring, Expansion, Divestment, Other techniques- Strategies for Restructuring, Implications- Reconstruction- Financial re-organization-Leveraged buyout.

**Text Books:**

1. Mergers Acquisitions and Corporate Restructurings : Gaughan, Patrick A
2. Mergers and Acquisitions : J. Fred Westan, Kwang and Susan

**Reference Books:**

1. Mergers Acquisitions and Other Restructuring Activities : Depamphilis Donald
2. Creating Value from Mergers and Acquisitions : Sundarsanam
3. Mergers: The New Dimensions for Corporate Restructuring : Ramanuj an. S
4. Contemporary Issues in Mergers and Acquisitions : LGupta, Manju
5. Financial Management : Ravi M Kishore

## SEMESTER III- Human Resource Management -Elective Courses

### MBA3E17 TEAM BUILDING IN ORGANIZATIONS

Objective	To teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to sustain teams.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sr. Exam : 80 Marks

#### Unit I

Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.

Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness.

#### Unit III

Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

#### Unit IV

Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.

#### Unit V

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource - Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors;

#### Unit VI

Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

#### Text Books:

- Organizational Behaviour: Emerging Realities for the Workplace Revolution. : McShane, S. L & Glinow M. A. V.
- Organizational Behaviour : Hellriegel, D. & Slocum, J. W.

#### Reference Books:

- Organizational Behavior : Robbins, S. P.
- Organizational Behavior : Luthans, F.
- Understanding Organizational Behaviour : Pareek, Udai
- Groups Theory & Experience : Naper, Rodhey, W & Gershenfeld Mattik,

## SEMESTER III-HR-Elective Course

### MBA3E18 : TRAINING & DEVELOPMENT: SYSTEMS & PRACTICES

Objective	To educate students on importance of training needs and issue of human resource development in organization.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs per week	3 Hrs. End Sr. Exam: 80 Marks

#### Unit I

The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process Strategic Training: Models of Training- Faculty, Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures, Training Investment Leaders etc.

#### Unit II

Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business

#### Unit III

Training Design, Delivery & Evaluation: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers,

#### Unit IV

Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

#### Unit V

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development,

#### Unit VI

Types of MDP's, EDP's/Seminars and Conferences, Symposia. Career Management: Traditional Career vs. Protean Career, Models of Career Development, Challenges in Career Management: Onboarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D.

#### Text Books:

1. Training in Organizations : Goldstein, I.L. & Ford, J.K.
2. Effective Training: Systems, Strategies and Practices : Blanchard, P. N. & Thacker, W. J.

#### Reference Books:

1. Employees Training and Development : Raymond Noe, A
2. Training for Organizations : O'Connor, Browner & Delaney
3. Training for Organisational Transformation : Lynton Rolf, P. & Pareek, Udai
4. The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills : Leatherman, D. (2007).

**SEMESTER III-HR-Elective Course**

**MBA3E19: PERFORMANCE MANAGEMENT**

Objective	To apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sr. Exam : 80 Marks

**Unit I**

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management;

**Unit II**

Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management

**Unit II**

Planning and Implementation of Performance Management- Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

**Unit IV**

Performance Appraisal and Monitoring; Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal;

**Unit V**

e-Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit,

**Unit VI**

Other Performance Management and Development Issues: Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

**Text Books:**

- 1. Performance Management :Agunis, H
- 2 Performance Management :Kohli, A.S. & Deb, T.

**Reference Books:**

- 1. Performance Management : Bagchi., S.N
- 2. Performance Management: Putting Research into Practice : Smither, J.W.
- 3. Performance Management and Appraisal Systems:  
HR Tools for Global Competitiveness : Rao, T.V
- 4. Performance Management : Kandula, S.R

**SEMESTER III-HR- Elective Course****MBA3E20 COMPENSATION MANAGEMENT**

Objective	To promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs per week	3 Hrs. End Sr. Exam : 80 Marks

**Unit I**

Introduction to Compensation: Compensation Defined, Goals of Compensation System, Foundations of Compensation Management, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Compensation Structure-Indian Practices.

**Unit II**

Compensation for Employees: Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market, Quality in Labor Market,

**Unit III**

Industry's Compensation Policy (micro-level) Compensation for Chief Executives and Other Employees: Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package.

**Unit IV**

"Job Evaluation" Job Description and Job Specification: Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, Knowledge Based Compensation, Team compensation, Competency Based Compensation

**Unit V**

Modern Techniques of Compensation: Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer, Tax Efficient Compensation Package,

**Unit VI**

V R S: Approaches to deal with the Workforce Redundancy, International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package.

**Text Books:**

1. Compensation Management in a Knowledge-based world : Henderson, R.I.
2. Compensation Management: Text and Cases : Deb, T.

**Reference Books:**

1. Compensation and Reward Management. : Singh, B.D
2. Compensation, Evidence, and Strategic Implications : Gerhart, B. & Rynes, S.L
3. The Compensation Handbook -A State of the Art Guide to Compensation Strategy and Design :Berger & Berger.
4. Strategic Compensation: A Human Resource Perspective Approach :Martocchio, J.

## SEMESTER IV- Human Resource Management -Elective Courses

### SEMESTER IV-HR-Elective Course

#### MBA4E21 STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective	To appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance and International Context.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs per week	3 Hrs. End Sr. Exam : 80 Marks

#### Unit I

Introduction to SHRM: Definition, need and importance, evolution of SHRM, HRs New Role Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions

#### Unit II

HR Strategies: Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment

#### Unit III

Non-Traditional Approaches: Investment in Disabled Employees, Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic HR Leader, Managing Workforce Diversity.

#### Unit IV

International Human Resource Management- Introduction to IHRM, Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross- Cultural Problems, IHRM trends and Future Challenges

#### Unit V

Global Human Resource Management Process- Global Human Resource Planning, International Staffing, Compensation and Benefits, Global Workforce Training and Development

#### Unit VI

Performance Management in International Organization, International Reward systems, Integrating two cultures, Models of people management in different cultures, Expatriation and Repatriation, Organizational Ethics in International Context.

#### Text Books:

1. Strategic Human Resource Management :Armstrong, M.
2. Strategic Human Resource Management : Mello, J.
3. International Human Resource Management  
Managing People in a Multinational Context. : Dowling, P.J. & Welch, D.E.
4. Managing a Global Workforce: Challenges and  
Opportunities in International Human Resource Management. : Vance, C.M. & Paik Y.

#### Reference Books:

1. Strategic Human Resource Management. : Greer, C.
2. Strategic Human Resource Development. : Kandula S. R
3. International Human Resource Management : Edwards, T. & Rees, C.
4. International Human Resource Management: Text and Cases : Rao, P.L.

**SEMESTER IV-HR-Elective Course**

**MBA4E22 ORGANIZATIONAL DEVELOPMENT**

Objective	To acquainting the students with theory and practice of planned change, organizational renewal and development.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sr. Exam

**Unit I**

Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.

**Unit II**

The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization , Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis

**Unit III**

Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, The Intervention Process.

**Unit IV**

Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions,

**Unit V**

Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, Goal Setting, MBO.

**Unit VI**

Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio technical Systems, TQM and Quality Circles, Culture Change, Self –Designing Organizations, Learning Organizations, Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development

**Text Books:**

1. Organizational Development and Change : Cummings, T.G. & Worley, C.G
2. Organizational Development : French, W., Cecil, H. Bell & Jr.

**Reference Books:**

1. An Experiential Approach to Organization Development : Brown, D.R. & Harvey, D
2. Organizational Design and Change : Jones, G. R.
3. Organizational Design and Development-  
Concepts and Applications Srivastava, B
4. The Road to Organic Growth : Edward.D.H.



## SEMESTER IV-HR- Elective Course

### MBA4E23 INDUSTRIAL RELATIONS AND THE LABOUR LAWS

Objective	To understand the conceptual and practical aspects of employee relations at the macro and micro levels		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sr. Exam : 80 Marks

#### Unit I

Introduction to Industrial Relations: The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices,

#### Unit II

The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.

#### Unit III

Interactions & Outcomes in Industrial Relations: Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations.

#### Unit IV

Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965,

#### Unit V

The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961,

#### Unit VI

Industrial Relations & the Emerging Scenario: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the Second National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

#### Text Books:

- 1 Industrial Relations, Trade Unions, and Labour Legislation :Sinha, P.R.N. et al
2. The Dynamics of Employee Relations : Blyton, P. & Turnbull, P.

#### Reference Books:

1. Understanding Work & Employment:  
Industrial Relations in Transition : Ackers, P. & Wilkinson, A.
2. Labor and Industrial Laws : Padhi, P.K.
3. Industrial Relations: Emerging Paradigms : Singh, B.D
4. Industrial Relations: Text and Cases : Sen, R.

**SEMESTER IV-HR-Elective Course**

**MBA4E24 BEHAVIOUR TESTING AND COUNSELING**

Objective	To aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in Behavior testing and counseling and a comprehensive learning of using various behavior tests in organizations and counseling skills to deal with employees.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sr. Exam : 80 Marks

**Unit I**

Introduction to Behavior Testing- Behavior Testing, Introduction to the concepts of Freud, Adler, Cattell, and Jung, Types of Tests-Ability, Intelligence, Achievement, Interest, Attitude, Personality

**Unit II**

Projective Tests. Observation and Interviews, Checklists and Rating Scales, Ethical Issues in Testing,

**Unit III**

Methodology of Assessment- Test Design and Construction, Test Administration and Scoring, Item Analysis and Test Standardization, Reliability and Validity

**Unit IV**

Practical Exposure to Psychological Tests: 16 PF, MBTI, FIRO-B, Conflict Resolution Inventory, Anxiety Test

**Unit V**

Practical Exposure to Psychological Tests: Motivation Analysis Test, Leadership Assessment Test, Thematic Apperception Test, Word Association Test

**Unit VI**

Counseling- Introduction, Approaches, Goals, Process, Procedures, Counseling Skills, Changing Behavior through Counseling, Organizational Application of Counseling, Dealing with Problem Employees, Ethics in Counseling

**Text Books:**

1. Psychological Testing and Assessment : Aiken, L.R. & Grith- Marnat, G.
2. Counseling Skills for Managers : Singh, K.

**Reference Books:**

1. Counseling : Gladding, S.T.
2. Psychological Testing: Principles, Applications, and Issues : Kaplan, R. M. & Saccuzzo, D.P.

## SEMESTER-III: :: **Tourism & Hospitality Management** – Elective Courses

### MBA3E25 TOURISM PRINCIPLES AND PRACTICES

Objective	To give an overview of concept of tourism, tourism industry and the various tourism organizations		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem.Exam : 80 Marks

#### **Unit- I**

Tourism-Concepts-definitions-origin and development-Types of tourism-Forms of tourism-domestic- international-regional-inbound-outbound-Tourism network and components of tourism-Interdisciplinary approaches to tourism.

#### **Unit-II**

Tourism Industry and its structure- attractions- accommodation-transportation-F&B- shopping-entertainment- infrastructure hospitality- Presents trends in domestic and global tourism.

#### **Unit-III**

Assessment of tourism impact on destinations- Economic- socio- cultural and ecological-

#### **Unit-IV**

Concept of carrying capacity -sustainable tourism development-Emerging areas of tourism-rural-eco- medical- pilgrimage etc.

#### **Unit- V**

Tourism organizations-World Tourism Organisation (WTO)-Pacific Area Travel Association(PATA)-World Tourism &Travel Council (WTTC) -Role and function of Ministry of Tourism, Govt. of India- ITDC- Department of Tourism- PT&TC- FHRAI- IHA-IATA.

#### **Unit-VI**

Overview of five year plans with special reference to tourism development and promotion.

#### **Reference Books:**

1. Travel Industry : Chunky Gee et al.
2. Tourism systems : Mill and Morrison
3. Successful Tourism Management : P.N Seth
4. Tourism Management- Vol.4 : P.C. Sinha
5. Tourism Development : R. Gartner
6. Tourism Planning and Development : J.K Sharma,
7. Tourism Principles, Philosophy, Practices : Goldener, C & Ritchie, B
8. Tourism principles & Practices : Geoper et al,
9. International Tourism : Gellas & Bechenel

**SEMESTER- III: Tourism & Hospitality Management.-Elective Course**

**MBA3E26 TOURISM PRODUCTS OF INDIA**

Objective	To give an overview of the different types of tourism products and destinations in India		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem.Exam: 80 Marks

**Unit - I**

Unique features of Tourism Product in India – Historical perspective – Ancient, Medieval and modern – Geography of India – Physical and Political features – Astrology, Ayurveda, Yoga and Meditation – Languages and literature – Major Religions of India.

**Unit - II**

Cultural Tourism - problems and prospects – Fairs and Festivals-Dance Festivals –Performing arts – Dance and Music forms - Music Festivals – Fruit and Flowers Shows – Food Festivals – Myths and Legends – Cuisines and specialty dishes- Artifacts and Handicrafts Architecture –Paintings and Sculpture.

**Unit - III**

Archaeological sites – Monuments –Ancient Temples of India – Forts - Palaces and Museums – Buddhist heritage sites of India-Islamic Art & Architecture-Hill stations- pilgrimage centres- Beach Resorts of India- facilities and amenities.

**Unit - IV**

Wildlife sanctuaries- National parks –Botanical gardens and Zoological Parks- Biosphere reserve-facilities and amenities.

**Unit - V**

Major tourism circuits of India – Emerging Tourism Destination of India – Pilgrimage tourism-ecotourism-Rural tourism-golf tourism-wine tourism-camping tourism

**Unit - VI**

Adventure tourism-potential & issues-promotional measures initiated by Ministry of Tourism-Govt. of India-State Governments and Private Tourism Agencies.

**References:**

1. The Wonder that was India : A. L Basham,
2. A Cultural History of India : A. L.Basham,
3. India Plan your own holiday : S. Jaganathan
5. Travelers India : H.K.Kaul,
6. Museums of India : S. Punja
7. The Art of Ancient India : S. Huntington
8. Indian Architecture : Piercy Brown
9. Cultural Heritage of India : Shalin Singh
10. Incredibleindia.org.in.

**SEM EST ER- III: Tourism & Hospitality Management.-Elective Course**

**MBA3E27 HOSPITALITY MANAGEMENT**

Objective	To provide the students understanding about accommodation and hospitality industry and the emerging scenario in hospitality industry		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem.Exam : 80 Marks

**Unit -I**

Introduction to accommodation industry – Types of accommodation and their grouping, classification, categorization and forms of Ownership - Activities in Accommodation Management– Front office – House keeping – Bar and Restaurant - Supporting services.

**Unit -II**

The Room division - the food and beverage division - the engineering and maintenance division - the marketing and sales division - The A/C division - the HR division and the security division- Managerial issues-Trends-Problems-success-factors-study of the working of selected Hotels/Motels/Restaurant etc.

**Unit -III**

Introduction to Hospitality industry and its distinctive characteristics – inflexibility-large perishability- fixed location-relatively financial investment-Seven Ps of Marketing in Hospitality Marketing

**Unit -IV**

Introduction to Restaurant Management, Eating and drinking places, Hotel operations - Food services for the transportation market. Food services for the leisure market - retail food services –

**Unit- V**

Business/ Industrial food services. Health care food services - club food services - Trends in lodging and food services.

**Unit- VI**

Future trends in hospitality industry-Usage of CRS in hotel industry-operational usage through chain of hotels-Role of association in hospitality management-Functions & Operations.

**References:**

1. Service Marketing : Zeithaml VA
2. Hotel and motel management and operations : Gray and Ligouri
3. Hotel front office training manual : Andrews
4. Hotels for Tourism Development : Negi S.
5. Hotel Assistant Manager : Arthur & Gladwell

**SEM EST ER- III: Tourism & Hospitality Management.-Elective Course**

**MBA3E28 MARKETING FOR HOSPITALITY AND TOURISM**

Objective	To make the students understand the various marketing concepts , principles and strategies specific to the marketing for hospitality and tourism		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam : 80 Marks

**Unit- I**

Introduction: Marketing for Hospitality y and Tourism – Definition – Core Marketing Concepts – Marketing Philosophies – Selling Vs Marketing, Differences between Products and Services – Technology and Marketing

**Unit- II**

Specific features of Tourism Marketing – Marketing Environment (Macro) – Economic, Natural, Technological, Political – Legal and Socio Cultural.

**Unit- III**

Market Segmentation: Segmentation bases – Criteria to effective segmentation – Market Targeting – Market Positioning – Marketing Strategies – Alternative Strategies b y Market Focus-Ps of Marketing- Product Mix – salient features of Tourism Products – New Product Development – Product Life C ycle – Strategies –Brand decisions.

**Unit- IV**

Pricing: Pricing Considerations – Internal and External Factors – Pricing Approaches: Cost based – Break Even Anal ysis – Value based Pricing – Competition based Pricing – Pricing Strategies – New Product Pricing Strategies – Existing Product Pricing Strategies – Psychological Pricing – Promotional Pricing.

Unit- V

Promotion in Tourism Industry y-objectives-Methods-Advertising-Sales Promotion— Personal selling-Public Relations-Publicity in Tourism. Direct Marketing – Characteristics of each Promotion.

**Unit- VI**

Packaging and Programming – Reason for the Popularity of Packaging and Programming – The distribution Mix – Nature and Importance in Travel Trade – Distribution Channels – Marketing of Tourist Destinations.

**Reference Books:**

1. Marketing for Hospitality and Tourism : Kotler,Philip,Bowen John,Makens James
2. Hospitality and Travel Marketing : Morrison Alistair &M, Delmar
3. Service Management and Marketing MA : Christian Gronroos
4. Managing Tourist Destination – Development, Planning, Marketing, Policies : Kamra, Krishna K

## SEMESTER-IV: :: **Tourism & Hospitality Management** – Elective Courses

### SEMESTER-IV: Tourism & Hospitality Management.-Elective Course

#### MBA4E29 DESTINATION PLANNING AND DEVELOPMENT

Objective	To give a broad overview about tourism planning, destination marketing mix etc.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem.Exam : 80 Marks

#### Unit-I

Defining "Destination"-Types of destination- characteristics of destination-Destinations and products-Development meaning and function-goals for development-Tourism and linkage between destination and development-Destination Management Systems-Destination planning guidelines-Destination zone planning model- Scenic highways- Destination selection process-The Value of Tourism.

#### Unit-II

Definitions of planning-outlines the key elements of the planning process and analysis-National and Regional Tourism Planning and development hierarchy-Assessment of Tourism Potential-Coordination and Control of Tourism Development-Tourism Planning and Conservation-Policies and Procedures

#### Unit-III

Planning for Sustainable Tourism Development-Contingency Planning-economic impact-social impact-cultural impact- environmental impact-demand and supply match-sustainable development and planning approaches and indicators-design and innovations.

#### Unit-IV

Tangible and intangible attributes of destination-person's determined image-destination determined image-measurement of destination image-place branding and destination image-destination image formation process-unstructured image-destination appraisal-Strategy development and planning of destinations and tourism products-Product development and packaging-culture and nature-based development- Image and image-building of products and destinations.

#### Unit-V

Amalgamation of destination services- Six 'A's framework for tourism destinations-The dynamic wheel of tourism stakeholders-strategic marketing for destinations and strengthening their competitiveness-destination marketing mix-formulating the destination Product-Pricing the destination-Destination branding-8Ps in destination marketing-Destination distribution channel-Destination competitiveness.

#### Unit-VI

Public and private policy-Public Private Partnership (PPP)- National Planning Policies- WTO guideline for planner-References-Role of Urban civic body-Town planning-urban development-Environmental Management Systems-Environmental Assessment-commoditization-demonstration effect-carrying capacity-community participation- stakeholder management.

#### References:

- 1 Tourism Planning: Basic, Concepts and Cases : C.Gunn, 'Cognizant Publications
2. Destination branding: Creating the Unique Proposition: Nigel Morgan, Annette Pritchard, Roger Pride
3. Tourism, Principles, practices, philosophies : McIntosh G
4. Tourism, Principles & practices : A. K. Bhatia
5. Successful tourism planning and Management : Praveen Seth
6. Travel & Tourism Management : Foster Douglas
7. Tourism Principles and Practices : Cooper, Fletcher, Gilbert and Wanhill

**SEMESTER- IV: Tourism & Hospitality Management.-Elective Course**

**MBA4E30 TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT**

Objective	To understand about the types of travel agency and tour operators and their major functions .		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem.Exam

**Unit-I**

History & growth-emergence of Thomas Cook and American Express-Types of travel agency and tour operation-distinction between wholesale and retail travel agency-integration and linkages

**Unit- II**

Setting up a travel agency-sources of income-linkages with major railways and cruise system in the world-Indian railways – facilities and amenities for passengers-surface transport system-car rental companies-interstate bus and coach network.

**Unit- III**

Function of a travel agency and tour operator Itinerary planning-domestic and international-Tips and steps for itinerary planning-Do's and do not of itinerary preparation-limitation and constraints- Types of Tour-tour formulation and designing process-group tour planning and component.

**Unit-IV**

Meaning of tour package-types and forms of tour package-costing-quotations-FIT and GIT tariffs-confidential tariffs-voucher- hotel and airline and exchange order-Pax docket-status report-AGT statements- merits and demerits of package tour- special requirements for outbound packages-liasioning and selling package tours- commission-mark up- services charges.

**Unit - V**

Govt. rules for getting approval-IATA rules-regulations for accreditation-documentation-entrepreneurial skill for travel-tourism and hospitality y-problems of entrepreneurship in travel trade.

**Unit-VI**

Itinerary preparation for inbound, outbound and domestic tours- preparation of specific common interest tour itinerary & costing- sample tour itinerary of Thomas Cook-Cox & Kings- SITA Travels.

**Reference Books:**

1. Travel Agency Operation, Concepts and Principles : J.M.S.Negi
2. Marketing & Selling of Airline products : Victor.T.C
3. The Business of Tourism : Holloway, J.C
4. Management of Travel Agency and Tour Operation : Chand.M



**SEM EST ER- IV: Tourism & Hospitality Management.-Elective Course**

**MBA4E31 ETHICAL LEGAL AND REGULATORY ASPECTS OF TOURISM BUSINESS**

Objective	To understand about the regulatory laws for tourism business in India		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem.Exam : 80 Marks

**Unit- I**

Regulatory Laws for Tourism Business in India : Inbound and outbound travel. Transport industry and Airlines. Accommodation and Hotel Industry. Foreign Exchange Regulation Act and Export Import Act.

**Unit -II**

Tourist related Laws: Citizenship, Passport, Visa, Foreigners, Foreigners Registration, customs Acts, Consumer Protection Act, Right to Information Act.

**Unit -III**

Motor Vehicles Act and Pollution Control Act. Environment and Wild Life Related Acts & Laws.

**Unit- IV**

Laws related to ancient Monuments.

**Unit -V**

Concept of Tourist Police and Measures for safety and security of Tourist.

**Unit -VI**

Need of Central Tourism Legislation in India.

**Reference Books:**

1. Foreign Exchange Laws and Practice : Gupta S.K.
2. Management of Foreign Exchange Risk : Ensor, R. (ed.)

**SEMESTER- IV: Tourism & Hospitality Management.-Elective Course**

**MBA4E32 INTERNATIONAL HOSPITALITY LAW**

Objective	To understand about the basic legal principles governing hospitality operations		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem.Exam : 80 Marks

**Unit- I**

Basic Legal Principles Governing Hospitality y Operations - The Common Law Basis for Laws Governing the Hotelkeeper - The Hotelkeeper and the Law of Contracts

**Unit- II**

The Hotelkeeper and the Laws of Torts and Negligence - The Hotel's Duty to Receive Guests and Its Right to Refuse Guests – The Hotel's Duty y to Protect Guests

**Unit- III**

The Hotel's Right to Evict a Guest, Tenant, Restaurant Patron, or Others

**Unit- IV**

The Guest's Right to Privacy - The Hotel's Liability Regarding Guests' Property – Maintenance of Guest Registers

**Unit- V**

Frauds Committed Against Hotels and Crimes of Trespass - Other Laws Relating to Food Service - Wage and Hour Laws Applicable to Hotel Employees

**Unit-VI**

Consumer Protection Laws Affecting Hotels - Public Health and Safety y Requirements

**Reference Books:**

1. Understanding hospitality Law :Jack.P. Jeffries and Banks Brown
2. Hospitality and tourism law :M.Boustiv, J.Ross, N.Geddes, W.Stewart,
3. Food Safety y and Standards Act, 2006
4. Principles of Hospitality Law :Mike Boella, Alan Pannett

**SEMESTER-III: Health Care Management- Elective Courses**

**MBA3E33 : HEALTH CARE MANAGEMENT**

Objective	To provide the students an overview of the health care system in general and to give a picture about the health care sector in India in particular		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

**Unit I**

Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning  
 – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment  
 – Socio Cultural Environment - International and Technological Environment.

**Unit II**

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings  
 - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services –  
 Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services –  
 Anesthesia services – Obstetrics and Gynecology services – Neuro – Surgery service  
 – Neurology services.

**Unit III**

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical  
 care – urban medical care – curative care – Preventive care – General & special Hospitals-

**Unit IV**

Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting  
 Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

**Unit V**

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies,  
 Health universities and Teaching Hospitals and other Health care Delivery Systems

**Unit VI**

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods  
 – Uses

**Reference Books :**

1. Microeconomic Theory : Dwivedr D.N
2. Macroeconomics : Seth,M.L.
3. Managerial Economics : Varshey, R.L. & Maheshwari, K.L
4. Health Economics : Peter,Z & Fredrick, B.
5. Health Economics : Shanmugansundaram, Y
6. Economics of Health : Mills, A & Lee, K
7. Healing the Hospital Environment  
 : Design, Maintenance,and Management of Healthcare Premises : Liz Haggard, Sarah Hosking,
8. Textbook of preventive and social medicine : Park JE, Park K.,
9. Healthcare Management and Administration : S.L Goel

**SEMESTER-III: Health Care Management- Elective**

**MBA3E34 HEALTH & DEVELOPMENT**

Objective	To give a broad picture about health care system in India and its current status.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

**Unit I**

Evolution of Health care system in India- Historical overview-Indian health care system-Concept of health & disease-Spectrum of Health-Determinants of Health-Responsibility of Health.

**Unit II**

Measurement of Health status in the community - Indicators of health- Mortality - Morbidity- Disability-Nutritional status

**Unit III**

Health care delivery-utilization rates-socio economic indicators- health policy indicators-indicators of quality life.

**Unit IV**

Health care system in Developed and Developing countries-Developed & Developing reasons,Health systems-Levels of health care-Health team concept

**Unit V**

Millennium Development goal- International health-WHO, UNICEF, UNDP, ILO, SIDA, DANIDA-International Red Cross- CARE.

**Unit VI**

National Health plan and Review of report on Health care- National Five year Plans-Review of report on Health care-Bhore Committee-Mudaliar committee-Jain Committee-Chaddha Committee-Kartarsingh committee- Srivastava committee & committee on plan & projects-Bajja committee & Rao Committee.

**Reference Books:**

- 1.Social and Preventive Medicine :K. Park
- 2.Preventive and Social Medicine : Prabhakar Rao

**SEMESTER-III: Health Care Management- Elective****MBA3E35 HEALTH CARE ECONOMICS**

Objective	Aims at providing an idea about health determinants, nature and characteristics about health care markets etc.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam

**Unit I**

Nature of Economic Analysis – nature Economic – functioning of Economic systems – Circular flow and interdependence of Economic activity- Basic Economic concepts - scarcity – Opportunity cost – Discounting principle – Concept of margin – Utility – Demand – Supply and Elasticity – Relevance of Economics to health and medical care.

**Unit II**

Utility analysis – Nature of Demand and determinants – law of demand – Elasticity of Demand- Supply Curves – Cost Concepts and Cost Analysis.

**Unit III**

Unique Nature of Health – Health as a Consumer and investment Good – Valuation of Health – Externalities in Health care – Economic Evaluation in Healthcare.

**Unit IV**

Market Configuration – Price determination under different marker conditions – nature and Characteristics of Health care markets - Demand for and supply of Health care services- Market failures and Government intervention and control.

**Unit V**

Health care indicators – Health policies - Health care expenditure – Financing of Health care, Allocations under 5 year plants.- National rural Health Machine (NRHM) – Human Development indices.

**Unit VI**

Trends in Healthcare – Changing demography – Medical Technology and Escalating Health costs – Public - Private Partnership -effects of Globalization.

**Reference Books:**

- |  |                                    |
|--|------------------------------------|
| 1. Micro Economic Theory                 | : Dwivedi, D.N                     |
| 2. Health Economics and policy           | : James Henderson                  |
| 3. Health Economics                      | : Rexford E. Santerre              |
| 4. Economics of Health                   | : Mills.A.& Lee,K                  |
| 5. Health Economics                      | : Peter Zweible & Friedrich Breyer |
| 7. A Premier of Health Systems Economics | : V.Raman Kutty                    |
| 8. Health Economics in India             | : H.S.Rout&P.K.Panda               |

### SEMESTER-III: Health Care Management- Elective

#### MBA3E36 HOSPITAL ADMINISTRATION

Objective	To provide a broad picture about the different aspects of hospital administration as a specialty		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

#### Unit I

Hospital-Introduction-to give an idea about hospital and its role-peculiarities and factors influencing hospital care and role of hospital administrator to solve them

#### Unit II

History & Development of hospitals-Definition-Types of hospitals-Control-role and function-

Hospitals in India today their number, types, size, distribution, ownership, utilization, issues and trends.

#### Unit III

Hospital Administration as a specialty-Role and function of hospital administrator-hospital as an organization-profile of hospital administrator-Role of hospital administration in education and research.

#### Unit IV

Hospital as system-System approach to hospital administration-Hospital as a system-system approach to hospital administration.

#### Unit V

Administration of specific issues-Human Relation and employer welfare-public relation and hospital training of medical and paramedical manpower in hospital

#### Unit VI

Interpersonal relationship- conflict management-stress management-counseling-occupational safety.

#### Reference Books:

1. Principles of Hospital Administration :Tabish, Jaypee
2. Management of Hospital :S.L Goel & Kumar
3. Hospital Administration :Sekharkar
4. Hospital Administration :Srinivasan

## SEMESTER-IV: Health Care Management- Elective Courses

### SEMESTER-IV: Health Care Management- Elective

#### MBA4E37 HOSPITAL PLANNING AND ENGINEERING

Objective	Aims at providing an understanding about hospital planning and supportive services		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam

#### Unit I

Introduction to better patient care –Hospitals-beds-utilization-personnel-assets-finances

#### Unit II

Surveying the community-Area wide planning-planning for general Hospital service- determining the logical centers for hospital location-determining the area served by them-non acceptable hospitals-occupancy and bed ratios- determining the size and kind of hospital service

#### Unit III

Quality of facilities and services- evaluating the natural and human resource of each area in terms Sourcing finance- hospital constitution.

#### Unit IV

Functional plans for hospital construction -Role of hospital consultant-planning stage: role of architect-working drawings-legal formalities-the hospital site-design considerations- environments regulations-equipment planning-bed distribution-space requirements-their relationships- construction costs.

#### Unit V

Functional Hospital Organization -Hospital code of ethics-medical ethics-standards for hospitals- standards for hospital accreditation- accreditation standards for extended care facilities- Medical Specialties - Overview of the functions and sphere of each specialty- oncology- general medicine- cardio thoracic gastroenterology-urology-radiology-psychiatry-endocrinology-neurology- ophthalmology- medical services- surgical services- operation theatre- maternity services- dental services.

#### Unit VI

Supportive Services -Clinical Laboratories- radiological services- medical records- front office- billing-staffing- housekeeping- transportation- dietary services- emergency services- infection control- mortuary services.

#### Reference Books:

1. Hospital Planning, WHO, Geneva, 1984.
2. Hospital Planning, Design and Management : Kunders G.D., Gopinath S., and Katakam A
3. Encyclopedia of Hospital Administration and Development : Arun Kumar, ( ed
4. Managing a Modern Hospital : Srinivasan, A.V. (ed),

**SEMESTER-IV: Health Care Management- Elective**

**MBA4E38**

**PATIENT BEHAVIOUR AND CARE**

Objective	Provides an understanding about the significance of quality health care , patient's rights, responsibilities of hospital staff etc.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

**Unit I**

Introduction – Patient Rights -Patient Behavior– Models of Patient Behavior-Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality-Patient Involvement and Decision Making- Reference Group Influence – Opinion Leadership – Family Decision Making-

**Unit -II**

Policies and procedures of the hospitals for patients and personnel-Service Buying Behavior – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria-Audit of Patient Behavior.

**Unit -III**

Patient care -Importance of improving the quality care of patients- role of natural and human resources in patient care management- patient counseling- for surgical procedures, for treatment-grief counseling- protocols- medicare standards.

**Unit -IV**

Hospital Administration -Role of Medical Superintendent-Hospital Administrator-Resident Medical Officer-Night duty Executive-Public and guest relation- importance in patient care- information regarding patients- code of press relations- medical information- patient information booklets- attendants' management.

**Unit -V**

Legal responsibilities -Essential documents-state licensure-civil rights-authority of examination- treatments-autopsy-responsibilities of medical staff – insurance-use of investigational drugs

**Unit VI**

General policies and procedures of the hospitals for patients and personnel-need-legal implications- Pollution Control Board act-safe collection-segregation-disposal-dumping-incineration and training.

**Reference Books:**

1. Hospital Administration and Planning : Llewellyne Davis and H.M. Maccaula y,
2. Hospital and Health services Administration Principles and Practice : Syed Amin Tabish,



**SEMESTER-IV: Health Care Management- Elective****MBA4E39 PATIENT CARE MANAGEMENT**

Objective	To understand the processes and details related to effective patient Care and to further increase the satisfaction levels of patients.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credit	4 teaching hrs. per week	3 Hrs. End Sr.Exam : 80 Marks

**Unit-I:**

Patient Centric Management: Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments & managers in enhancing care, Patient behavior - psychographics, Patient counseling & Practical examples of patient centric management in hospitals. Patient identification and identification errors.

**Unit-II:**

Patient Safety & Risk management: Clinical Issues for Managers. Patient safety, Medication Safety, Adverse Drug Event, Safety of Surgery and Invasive Procedures, Pre-Operative/Procedure Planning, Intra-Operative and Post-Operative Safety, Pressure Ulcers, Occupational Hazards, Healthcare Associated Infections, Environmental Safety, Privileging and Credentialing of Medical Professionals. Error - Medical errors, Diagnostic error, Sentinel Event, Hazard, Near Miss. National Patient Safety Goals, IPSG, Preventing Patient Falls.

**Unit-III:**

Patient Classification Systems and the Role of Case Mix: Need to Classify Patients, Types of Patient Classification Systems, ICD 9 & 10 (CM, PM), Case Mix Classification Systems, DRG, HBG, ARDRG, Case Mix Innovations and Patient Empowering Classification Systems. Consent and Types of Consent.

**Unit-IV:**

Medical Ethics & Auditory Procedures: Ethical principles, Autopsy, Tort Liability, Vicarious Liability, Medical Negligence, Use of Investigational Drugs, Introduction/need & Procedures for Medical Audit, Audit administration & Regulating Committees.

**Unit-V:**

Management of Disaster and Nosocomial Infections: Policies & Procedures for General Safety, Fire safety Procedure for Evacuation, Disaster Plan and Crisis Management, Code Blue and other related protocols. Risk Management Tools - Nosocomial infection - causes, prevention, Hand Hygiene, UTI, and other infections related to hospitalization.

**Reference Books:**

1. Harris M G & Assoc. 2003. Managing Health Service: Concepts & Practices. Maclellan + Petty: Sydney
2. Kilpatrick A O & Johnson J A. 1999. Handbook of Health Administration & Policy. Marcel Dekkes Inc: New York
3. Kumar A. 2000. Encyclopedia of Hospital Administration & Development: Volume I. Anmol Publications Ltd: New Delhi.
4. Gupta S & Kant S. 1998. Hospital & Health Care Administration: Appraisal and Referral Treatise. Jaypee: New Delhi
5. Goal S L & Kumar R. 2004. Hospital Core Services: Hospital Administration of the 21st Century. Deep Publications Pvt. Ltd: New Delhi
6. Reddy N K S. 2000. Medical Jurisprudence & Toxicology. ALT Publications: Hyderabad
7. Rao M S. 1992. Health & Hospital Administration in India. Deep & Deep Publications: New Delhi
8. Patient Safety Pocket Guide :Joint Commission Resources
9. Must-have information for pharmacists about quality and patient safety - Joint Commission Resources.

**SEMESTER-IV: Health Care Management- Elective**

**MBA4E40 LEGAL ISSUES IN HOSPITAL MANAGEMENT**

Objective	To give an overview of the legal issues in hospital management and functioning		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sr.Exam

**Unit I**

Law and establishment of hospitals-private /public hospitals, legal requirements under medical council Acts.

**Unit II**

Hospitals as an 'industry' - application of labor enactments - discipline in hospitals-'disciplinary action' - a study of valid requirements of domestic enquiry.

**Unit III**

Contractual obligations in hospital services - requisites of a valid contract - hospital as 'bailer' - sale and purchase of goods- duties towards patients - code of ethics - violation legal consequences.

**Unit IV**

Legal aspects relating to organ transplantation, termination of abortion; euthanasia, sale and administration of drugs; anesthesia.

**Unit V**

Legal liability of hospitals - criminal, civil and tortious-liability for negligence-consumer protection law-absolute liability and vicarious liability

**Unit VI**

Legal remedies available to patients- remedies under contract law-tort- criminal law and consumer protection' Act.

**Reference Books:**

- |  |                        |
|--|------------------------|
| 1. Medical negligence and legal remedies                 | : Anoop Kaushal K,     |
| 2. Company Law   | : Avtar Singh          |
| 3. Consumer Protection Act 1986                          |                        |
| 4. Government and Business                               | : Francis D            |
| 5. Government and business                               | : Gupta D and Gupta, S |
| 6. Monopolies. Trade Regulations and Consumer Protection | : Varma, D.P.S         |

**SEMESTER- III: Banking and Insurance Management-** Elective courses

**MBA3E41 PRINCIPLES AND PRACTICES OF INSURANCE**

Objective	To make the student aware of the basic principles of Insurance and the different policies followed in the insurance sector in India		
Pedagogy	Lectures, Assignments, Practical, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

**Unit I**

Life Insurance- meaning-Evolution and growth- Basic principles- Life insurance organization- Regulation- Types of Life insurance policies- Customer evaluation- Policy evaluation- cost evaluation- Cost and benefit

**Unit II**

General insurance-Evaluation and growth of general Insurance – type of general insurance- recent innovations- Regulations. Fire insurance- Fire insurance coverage-consequential loss-Insurance policies. Marine insurance- Marine cargo policies-Hull policies- Institute cargo clauses- Institute hull clauses-Open clauses. Motor Insurance: Type of policies-third party insurance-comprehensive coverage- conditions and exclusions

**Unit III**

Non-life miscellaneous insurance- personal accident insurance. Health insurance and medi claim policies-other miscellaneous insurance. Aviation hull and aviation liability

**Unit IV**

Computation of premium and settlement of claims-calculation including rebate- mode of rebate-premium loading-rider premium-computation of benefits-surrender value of life insurance. Moral and physical hazards- spreading of risk in general insurance- claim procedure- TPAs- claim forms-investigation/assessment-essential claim documents-settlements- limitation- Arbitration-loss of minimization and salvage

**Unit V**

Financial planning and taxation in life insurance- Life insurance in Indian financial planning-implication in IT treatment

**Text Books:**

1. Managing life Insurance; : Kutty S.K.
2. Insurance and Risk Management: :Gupta, P.K

**Reference Books:**

1. Fundamentals of Life Insurance, Theories and Practice :Kanika Mishra
2. Life insurance – principles and practice : K.C.Mishra& C.S.Kumar
3. Indian Insurance :H.Narayanan
4. General Insurance- Principles and Practice :K.C.Mishra and G.E.Thomas
5. IC23 Application of Life Assurance : Insurance Institute of India
6. IC30 Practice of Life Assurance : Insurance Institute of India
7. IC32 Practice of General Insurance : Insurance Institute of India
8. IC33 Life Assurance : Insurance Institute of India

**SEMESTER- III: Banking and Insurance Management- Elective****MBA3E42 PRINCIPLES AND PRACTICES OF BANKING**

Objective	To acquaint student with broad frame work of Banking and to familiarize them with the changes in banking policies in India		
Pedagogy	Lectures, Assignments, Practical , Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam: 80 Marks

**Unit I**

Indian financial system-Indian financial structure-RBI-SEBI-IRDA- etc their major functions. Regulatory provisions-enactments governing banks- whole sale banking- retail banking-international banking- -Role and functions of capital market-Mutual Funds, Importance of Risk Management in banks-type of risk, participatory notes, CIBIL, bank codes, Banking codes and standard boards

**Unit II**

Functions of banks-banker-customer relation-Different deposit products-Bankers lien, right of set off-garnishee order-attachment order etc. Payment of collection of cheque-duties and responsibilities of paying and collecting banker-protection available to them under Negotiable Instrument Act- endorsement-forged instruments-bouncing of cheque and their implications. Opening of Accounts for various types of customers.

**Unit III**

principles of lending-various credit products/facilities-working capital and term loans-credit appraisal techniques-NPA management. Different documents –Documentation procedure-stamping of documents-securities-different modes of charging-t ype of collateral securities-and their characteristics-priority sector lending

**Unit IV**

Financial inclusion-Agriculture/SME/SHGs/SSI/Tiny Sector Financing/New products and services-credit cards-Home loans/personal loans/consumer loans/Ancillary services

**Unit V**

Support services-Marketing banking service products- product life cycle-new product development-Diversification- pricing of bank product-direct and indirect channels of bank product-selling function in a bank- Tele marketing-Mobile phone banking

**Text Book**

1. Banking Theory Law and practice : P N Varshney & KPM Sundaram
2. Banking Theory and Practice : Maheswary and Paul

**Reference Books**

- 1.Principles and practice of banking: Indian Institute of Banking and Finance
- 2.Money banking and finance: N.K.Sinha,
- 3.Indian Financial System: Market Institution and Services: Bharati V.Pathak
- 4.Mutual funds Products and services: Finance Institute of Banking
- 5.Anti-Money Laundering and Know our customer: IIBF
- 6.Modern Banking :Theory and Practice: Muraleedharan D

### SEMESTER- III: Banking and Insurance Management- Elective

#### MBA3E43 CUSTOMER RELATIONSHIP MANAGEMENT IN BANKING AND INSURANCE

Objective	To understand the importance of Customer Relations in the Financial Services domains of Banking and Insurance and the need for implementing a CRM in these sectors		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

#### Unit I

Introduction-definition of CRM-Emergence of CRM – CRM process framework – CRM programs Effects of liberalization on CRM – knowledge management and winning market through effective CRM

#### Unit II

Technological tools for CRM – data mining for CRM – Changing patterns of E-CRM- solutions in future- framework for deploying value of customers in an organization; E-CRM driving values of customer relationship

#### Unit III

Implementing CRM – Optional allocation rules- for CRM, measuring the effectiveness of relationship marketing; past –present- future of CRM

#### Unit IV

Characteristics of good customer satisfaction survey- contact management- organizing for CRM- Relationship management in B2B Commerce- CRM in Banking and insurance and other services- Status of CRM in India- Benefits of implementing a CRM system

#### Unit V

CRM strategies- strengthening relationship that leads towards increased business CPA firms. winning strategies and process for effective CRM in banking

#### Text Book

- 1.Customer Relationship management: Concepts and cases: Alok Kumar Rai
- 2.Customer Relationship Management: A strategic approach to Marketing: Mukerjee Kaushik

#### Reference Books:

- 1.CRM at the speed of light: Paul Greenberg
- 2.CRM: Jagdish N Sheth and Atul Parvatiya
- 3.Management Information System;Text and applications: Murthy
4. Data base Management System: Paneerselvam
- 5.Customer relationship Management: Jaspreet Kaur Bhasin
- 6.Customer Relationship Management-Integrating Marketing Strategy and Information Technology : Zikmund, Mcleod & Gilbert
- 7.Banker- Customer Relationship in India: O.D.Heggade

**SEMESTER- III: Banking and Insurance Management- Elective****MBA3E44 INSURANCE SALESMANSHIP**

Objective	To provide an understanding for a prospective insurance employee about the different aspects of the job profile and requirements of an Insurance Salesman.		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam

**Unit I**

Salesmanship-An introduction-persuading customers-customer satisfaction-product knowledge-salesman customer relationship-Flexibility in approach-kinds of salesman ship-Basic principles-product variation-Determination of value-Human life values-protection-indemnity-goodfaithsharing-underwriter-planning-Limitation-Faith in product

**Unit II**

Prospecting- prospecting attitude-sources for names: Nest centers of Influence-Referred leads-orphaned policy holders, claimants-cold canvass-qualifying of names-Basics-The selling process-Steps: a. Pre-approach b. approach c. Interview d. Objection e. Close

**Unit III**

Objections-opportunity-ways of meeting objections-objections during approach-objections in closing-segment wise selling-division market into segments- service- marketing after sales-service calls-review-better value-reassurance-beneficial cycle- strong bonds

**Unit IV**

Corporate bodies- Difference in corporate bodies and individuals- Tough customers- prospecting – Pre- approach- Approach-Interview – Tact – Knowledge – caution- service- human life values and life insurance- definition of human life value – capitalization and indemnification of human life value

**Unit V**

Tax law and life insurance – specialized selling under tax law – key man insurance, partnership insurance- employer-employee scheme- on being a professional – importance of training – personality- Time management- self discipline- agents club- Gratuity & Term insurance-customer satisfaction- Consumerism – Consumer Protection Act.

**Text Book**

- 1.Salesmanship and sales management: Sahu PK
- 2.Practical Salesmanship: Williams

**Reference Books:**

1. C-31- Insurance sales man ship : Insurance Institute of India:
- 2.Sales and Distribution Management: Text and cases : Havaladar, Krishna.K.
3. Practical Salesman ship: Barnhart, W.L
4. Customer satisfaction Research Management: Derek R.Allen,
5. Salesmanship and Business Efficiency Today and Tomorrow: Dr.Seema Tak
6. The Science and Art of Salesmanship: Simon Robert Hoover
7. Business and Salesmanship: Joel S.Smith

## SEMESTER- IV: **Banking and Insurance Management-** Elective courses

### SEMESTER- IV: Banking and Insurance Management- Elective

#### MBA4E45 MONEY AND BANKING

Objective	To Provide clear knowledge about mechanisms and issues involved in money and credit management by a bank in an economy.		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam: 80 Marks

#### Unit I

Money kinds, Functions and significance: Evolution and kinds of money- Money and near money-Functions money in modern economy- money , income ,wealth and finance. –Significance of money in capitalist economy- Defects of money

#### Unit II

Indian money market-Money market- The composition of the Indian money market- Features and weakness of Indian money market-The reforms of Indian money market- The bill market in India

#### Unit III

Demand and supply of money and theories of interest-Demand for money Factors affecting money supply(M3)- in India-Functions of rate of interest-Liquidity preference theory of interest- Loan able funds theory of interest- Modern theory of interest

#### Unit IV

Theory of money and prices –measurement of value of money- Quantity y theory of money- velocity of money –Income velocity of money – and level of prices- Keynesian theory of money – Milton Freidman’s modern quantity theory of money- Full employment and monetary policy-Fiscal policy, Inflation and employment

#### Unit V

Functions of commercial banks- Investment policy of commercial banks- bank credit and bank deposit-credit creation. Banker and customer definition- Relationship between banker and customer –Rights of the banker-special lean Attachable debt- obligation of banker and customer- duties of banker and customer – Emerging trends Indian banking sector.

#### Text Book

1. Economics of Money Banking and Financial markets : Frederic S Mishkin / Addison
2. Money , banking and financial Markets: : Lloyd B Thomas
3. Banking Theory and Practice : K C Shekhar, Lekshmy Shekhar

#### Reference Books:

1. Tannans Banking Law and Practice in India : M L Tannan
2. Money Banking and Finance : N.K.Sinha
3. Modern Banking : Theory and Practice : Muraleedharan.D
4. Money Banking and International Trade : KPM Sundharam
5. Practical Banking Advances : Bedi H.L & Hardikar V.K



**SEMESTER- IV: Banking and Insurance Management- Elective****MBA4E46 ADVANCED BANKING AND INSURANCE**

Objective	To Provide an indepth understanding about the more advanced concepts, methods, and techniques of bank management and insurance management		
Pedagogy	Lectures, Assignments , Case discussion, Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

**Unit I**

Evolution of banking-Types of banks-Role of banks(viz. Intermediation, Payment system, Financial system) Banking Regulation-BASEL Norms-Banking products-Fee based and fund based

**Unit II**

Micro credit-size of loan-target user-utilisation of loan savings-life cycle needs-personal emergencies-investment lending model-co-operative model- SHG Model, Gramin banking model product-terms and conditions-Micro opportunities-Micro finance credit-joint liability group model-village

**Unit III**

Micro Insurance-risk faced by the poor- defining micro insurance in Indian context- Demand and supply of micro insurance-Delivery mechanism—micro insurance model-partner-agent model, Full service model- community based model-provider model- Linking micro credit with micro insurance- IRDA Regulations on micro insuran

**Unit IV**

Bank management: Technique and process of bank management- Liquidity Management- Investment management- Loan- Management- Liability management- Credit management- Risk management

**Unit V**

Insurance management: Definition of risk- classification of pure risks- personal risks- property risk- liability risks- Failure of others-overlapping risks-rules of risk management-Risk management process: under writing TPA basic assessment, claim management

**Text Book**

- 1.Banking Theory, Law and Practice : Gorden and Natarajan  
2. Insurance Management : S.C.Sahoo & S.C.Das

**Reference Books:**

1. Modern Banking: Theory and Practices : Muraleedharan.D  
3. Bank management & Financial Services : Rose, Hudgins  
4. Risk management & Insurance : Trieschman, Hoyt, Sommer  
5. Banking and Insurance, : Mohapatra and Acharya,

**SEMESTER- IV: Banking and Insurance Management- Elective****MBA4E47 RISK MANAGEMENT IN INSURANCE AND BANKING**

Objective	To develop an understanding of the risks in insurance and banking and how it can measured and transferred and to impart knowledge and skill needed to manage it.		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

**Unit I**

Understanding risk-Risk management-objectives-insurable risk identification and measurement-pooling arrangements and diversification of risk

**Unit-II**

Risk aversion and demand for insurance- by individuals- by corporations- Insurability of risk – Contractual provisions – legal doctrine – Loss control – Risk retention and reduction decisions

**Unit III**

Analytical tools used in corporate risk management – product liability –Issues in liability risk and management

**Unit IV**

Risk management in banks – Introduction – Asset/Liability Management practice- credit risk management-credit risk Models, Lending policies of terms lending institutions- working of IDBI- IFCI-SIDBI – Role of financial institutions in capital market.

**Unit V**

New financial instrument and institution – Private banks –old generation and new generation private banks- foreign banks-NBFCs- growth of NBFCs-FDI in banking sector- NSE- Depositories DFHI – New equity and debt instruments-SEBI and RBI guide lines

**Text Books:**

1. Insurance and Risk Management : P.K.Gupt
2. Indian Financial System : Khan M.Y

**ReferenceBooks:**

1. IC 86 –Risk management : Insurance Institute of India
2. Principles of risk management and insurance : George E .Rejda
3. Risk management and Insurance by Harrington : Niehaus
4. Management of Indian Financial System : Srivastava,RM
5. Development Banking in India and abroad : Srinivasan, Saravanavel & Kalyani

**SEMESTER- IV: Banking and Insurance Management- Elective****MBA4E48 BANKING TECHNOLOGY MANAGEMENT**

Objective	To understand the use of technology in different aspects of bank management and to familiarize with the current trends in its application		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam

**Unit I**

Introduction and evolution of bank management - Branch operation and core banking – Technological impact in bank operation- Total branch computerization- concept of opportunities- centralized banking – concept, opportunities ,challenges, and implementation

**Unit II**

Delivery channels – over view of delivery channels – Automated Teller Machine – Phone banking – call centers – Internet banking – Mobile banking – Payment gate way – card technologies- MICR Electronic clearance

**Unit III**

Back office operation- Bank back office management- Inter branch reconciliation- Treasury management- Forex operation – Data centre management- Net work management – Knowledge management (MIS/DSS/EIS)

**Unit IV**

Interbank payment system- Inter face with payment system net work- structured financial messaging system- Electronic fund transfer – RTGS- Negotiated dealing system and securities settlement system- Electronic money – E-cheque

**Unit-V**

Contemporary issues in banking technologies- Analysis of Rangarajan Committee Report- E-Banking – Banking software – Analysis of Recent core banking software

**Text Book**

1. E-Banking : Vasudeva
2. E-Indian Banking : Kaptan S S & Choubey N S

**Reference Books**

1. Financial service Information system : Jessica Keyes
2. Banking Technology : Indian Institute of Bankers
3. Data base Management System : Panneerselvam,
4. Management Information System - Text and applications : Murthy CVS,
5. Banking with Technology : R.K.Uppal
6. Banking Information Technology and Management : N.Tejmami Singh

## SEMESTER- III : Retail Management- Elective courses

### MBA3E49 : INTRODUCTION TO RETAILING

Objective	The prime objective of the subject to give indepth understanding of all aspects of retail business. This course provides an understanding of retailing as an Economic and social process		
Pedagogy	Lectures, Assignments, Practical, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per	3 Hrs.End Sr.Exam : 80 Marks

#### Unit I

Overview of Retailing Management: Introduction to retailing, concept, Nature, scope, Functions of retailing; Building and sustaining relationships; Retail organization structure, Retail management process Types of Retail Outlets, Market structure and control; Planning and development

#### Unit II

Retail Management Situational Analysis: Retail institutions by ownership; Retail institutions by store based strategy mix; Web, non store based, and other forms of nontraditional retailing;

#### Unit III

Targeting customers and gathering information; Communicating with customers; Market/competitors, Promotional strategies Choosing a store location: Trading area analysis; Site selection; Store design and layout, Display.

#### Unit IV

Managing Retail Business: Retail organization and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding; perceptions of service quality, sales force management

#### Unit V

Retail Information Systems; Merchandise management and pricing: Merchandise plan, Merchandise buying and handling, people in retailing

#### Unit VI

International Retailing: Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management

#### Text Books:

1. Retail Management : Berman B and Evans J R
2. Retailing Management : Michael Levy M and Weitz B W
3. Retail Management : Vedamani G Gibson

#### Reference Books:

1. Retailing: Environment and Operations : Newman A J and Cullen P,
2. Principles of Retail Management : Varley R and Rafiq M
3. The Art of Retailing : Lamba

**SEMESTER- III : Retail Management- Elective**

**MBA3E50- RETAIL SHOPPER BEHAVIOUR**

Objective	To understand various aspects of retail shoppers behavior and attitude		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per	3 Hrs.End Sr.Exam : 80 Marks

**Unit I**

Retail Shopper Behavior – Profile of Indian Retail and Retail shoppers – Indian Retail shopping environment – Changing trends in shopping behavior – Need and importance of the study of shopping behavior.

**Unit II**

Shopping Process –Dimensions and approaches to retail shopping behavior –Pre shopping, shopping and post shopping behavior –Diffusion of innovations in retail context.

**Unit – III**

Internal Influences on shopper behavior –Personal – attitude, perceptions, learning, personality, lifestyle and self-image.

**Unit IV**

Role of communication: Inter personal Communications, persuasion, family, group, and store’s employees.

**Unit – V**

External Influences on shopper behavior –External – store location, Shop atmospherics- social, cultural, cross cultural – online retail shoppers behaviour- Technology influence on shopper behaviour.

**Unit – VI**

Additional Dimensions –Customer Relationship Management – its impact on retail shopper’s behaviour – complaint management system – lifetime value of retail shoppers – Emerging issues.

**Text Books**

1. Consumer Behaviour : Leon G. Schiffman, Leslie Lazar Kanuk,
2. Consumer Behaviour in Indian Context : K.K.Srivastava.

**Reference Books**

1. Consumer Behaviour : David L.Loudon, Albert J Della Bitta
2. Behaviour an Indian Perspective : S.L. Gupta & Sumitra Pal, “Consumer
3. Shopper, buyer & consumer Behaviour, Theory and Marketing application : Jay D. Lindquist and M.Joseph sirgy

**SEMESTER- III : Retail Management- Elective**

**MBA3E51 RETAIL STORES AND OPERATIONS MANAGEMENT**

Objective	The objective is to understand the day to day processes of running different formats of retail stores		
Pedagogy	Lectures, Assignments, Practical , Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per	3 Hrs.End Sr.Exam: 80 Marks

**UNIT –I**

Setting up a Retail organization, Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques –location theories.

**Unit- II**

Store Design: Exterior and Interior- Engineering aspects- Legal implications.

**UNIT – III**

Store Layout and Space planning, Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.

**UNIT – IV**

Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers,

**Unit -V**

Store Record and Accounting System, Coding System, Material Handling in Stores, Mall Management, Factor influencing Mall establishments.

**UNIT –VI**

Logistic and Information system, Improved product availability, Improved assortments, Strategies, Quick Response System.

**Text Books**

1. Retailing Management : Swapana Pradhan
2. Retail Marketing : David Gilbert
3. Mall Management (Indian Perspective) : Harvinder Singh & Srinivasiyan

**Reference Books**

3. Retailing : George H, Lucas Jr., Robert P. Bush, Larry G Greshan
4. The Art of Retailing : A. J. Lamba
5. Retail Management : A Strategic Approach Barry Berman, Joel R Evans

**SEMESTER- III : Retail Management- Elective**

**MBA3E52 RETAIL SALES PROMOTION**

Objective	To Provide conceptual basis of Retail Sales Promotion		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per	3 Hrs.End Sr.Exam: 80 Marks

**UNIT I**

Retail Promotion Mix – Introduction – Components of retail promotion mix – Retail formats and promotion strategies – Factors influencing promotion strategies – Integrated promotion strategies.

**UNIT II**

Financial Implications- Estimating retail promotion budget – Criteria for budget allotment – Market led and manufacturer led promotion budgets

**UNIT III**

Cost benefit analysis of retail sales promotion.

**UNIT IV**

Retail Advertising-Types of advertisements – Designing advertisements – Media plan – Specific features of retail advertisements – Measuring retail advertisement effectiveness – Online advertising.

**UNIT V**

Publicity and Personal selling –Role of publicity – Types of publicity – Selection of sales persons – Training motivation – Performance appraisal – Role of call centres and BPO's in sales promotion – Designing Public relation as a promotion technique.

**UNIT VI**

Online Sales Promotion – Viral marketing –Designing websites – Attracting and retaining online customers– Customer Response Management.

**Text Books**

1. Retail Management : Barry Berman & Joel R.Evans
2. Retail Sales Promotion & Consumer Behaviour : Gopal Das
3. Retail Management : Pandit, Weitz & Levy

**Reference Books**

1. Retail Advertising and Sales Promotion : Edwards and Howard
2. Masterminding the Store : Donald Ziccardi
3. Retail Marketing : Malcolm Sullivan & Dennis Adcock

## SEMESTER- IV : Retail Management- Elective courses

### SEMESTER- IV: Retail Management- Elective

#### MBA4E53 VISUAL MERCHANDISING

Objective	To Provide knowledge about visual merchandising and core designing strategies that can influence a customer at a retail outlet		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per	3 Hrs.End Sr.Exam: 80 Marks

#### Unit – I

Introduction to Visual Merchandising: Definition, need, significance and importance, use of design elements in creating various moods and impressions in visual merchandising.3D visual merchandising systems.

#### Unit – II

Assortment planning–Visual data management, Visualization and printing, Image mix.

#### Unit – III

Core Design Strategies, Principles of design, balance of a display, point of emphasis in a display, rhythm in a display, harmony in a display.

#### Unit – IV

Color principles : Identify the basic colors and their properties. Explain the psychological effects of color,Identify basic color schemes.

#### Unit – V

Display: Mannequins and its Alternatives, window display, Display materials, types of ready – made materials used to construct displays, use of paper and fabric in display.

#### Unit -VI

Store Ambience: Layout and Fixture, Wall Set Ups, Lighting and atmospherics. Optimizing techniques in retail space. Security and theft prevention through visual merchandising and store planning, Customer safety.

#### Text Books:

1. Visual Merchandising : Swati Bhalla & Anuraag Singhal
2. Visual Merchandising and Display : Martin M. Pegler
3. Retail Merchandising : S. Pradhan

#### Reference Books

1. Visual merchandising: the Business of Merchandise Presentation : Robert Colborne:
2. Visual Merchandising: Principles and Practice : Richard Cart y:



**SEMESTER- IV: Retail Management- Elective**

**MBA4E54 RETAIL LOGISTICS**

Objective	To understand the supply chain and logistics involved in retailing		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per	3 Hrs.End Sr.Exam

**UNIT I**

Introduction to retail logistics management – Elements of retail logistics – Retail logistics structure – Importance.

**UNIT II**

Logistics Network –Retail logistics network design – Transportations – Modes of transportations – Transportation costs.

**UNIT III**

Warehouse and Inventory- Location of warehouse- Classes of warehouse – Inventory management – Procurement management

**UNIT IV**

Merchandise Planning – Space planning – Assortment and category management. Packaging and scope in retail logistics – Insurance of retail products.

**UNIT V**

Supply Management and outbound logistics – Supply chain Integration – Measurement of performance of logistics – Computer application

**UNIT VI**

Retail logistics trends- budgetary implications- online tracking etc..

**Text Book**

1. Logistics & Retail management : John Fernie & Leigh Sparks
2. Supply Chain Management : Sunil Chopra & peter Meindl

**Reference Books**

1. Management of Business Logistics : Coyle Barbi and Langley
2. Logistics Engg & Management : Benjamin S. Blanchard
3. Logistics & supply chain Management : Martin Christopher

**SEMESTER- IV: Retail Management- Elective**

**MBA4E55 INFORMATION TECHNOLOGY IN RETAIL MANAGEMENT**

Objective	To acquaint the students with technological aspects in Retail Management		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per	3 Hrs.End Sr.Exam: 80 Marks

**UNIT - I**

Role of IT in Business, Influencing Parameters for use of IT in Retailing, IT Options Available to Retail, IT Application for Retail, Advantage of IT Application to Retail.

**UNIT - II**

Collection of Data/Efficiency in Operations help in Communication, Computer Awareness and Different Financial Packages, Bar Code Scanners, RFID Tags & QR Code Scanners

**UNIT - III**

Issues Concerning the Use of Internet and Related Technology to Improve Retail Business- How Firms are using the Internet to expand their Markets

**UNIT - IV**

Emphasize Analysis of Consumer and Product/Service Types on Online Retailing, Effective Management of Online catalogues, Direct Retailing Methods that Involves Technology such as Interactive TV and Mobile Commerce.

**UNIT - V**

Electronic Data Interchange, Database Management, Data warehousing, Critical Analysis of E-Retailing Strategies

**UNIT - VI**

Customer Relationship Management and increase their sales – Recent developments.

**Text Books**

1. Information Technology for Retailing : Ajeet Khurana
2. Information Technology for Retail : Giridhar Joshi

**Reference Books**

1. Marketing your Retail Store in the Internet Age : Bob & Susan Neegan
2. Retail Management : Vedamani G Gibson

**SEMESTER- IV: Retail Management- Elective**

**MBA4E56 - INTERNATIONAL RETAIL MANAGEMENT**

Objective	To develop an understanding of what is International Retailing and Global Strategies		
Pedagogy	Lectures, Assignments, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per	3 Hrs.End Sr.Exam: 80 Marks

**UNIT - I**

International Marketing- Concept, Importance, International Marketing Research and Information System, Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing

**UNIT - II**

Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing

**UNIT - III**

International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological

**UNIT - IV**

Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing

**UNIT - V**

Forms of Entry-Joint Ventures, Franchising, Acquisition

**UNIT - VI**

Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure.

**Text Books:**

1. International Retailing : Nicholas Alexander & Ann Mary Doherty
2. International Retail Marketing Strategies : Dr Y Ramkishen

**Reference Books:**

1. Retailing Management : Swapana Pradhan
2. Retail Management : Priyank Azad
3. Retail Marketing : David Gilbert
4. Retail Management - A Strategic Approach : Barry Berman, Joel R Evans

## SEMESTER- III: Airline & Airport Management- Elective courses

### MBA3E57 : AIRLINE AND AIRPORT OPERATIONS

Objective	To provide the students with the working of Airline and Airport management and to equip students with a reasonable knowledge of managing Airlines and Airport. The focus is on theoretical knowledge coupled with hands on experience from Airlines and Airport.		
Pedagogy	Lectures, Assignment, Practical exercise, Case discussion and Seminar etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 hrs. End Sem. Exam: 80 Marks

#### Unit - I

Introduction: History of Aviation- Development of Air transportation in India-Major players in Airline Industry-Swot analysis in Airline Industry-Market potential of Indian Airline Industry—Current challenges in Airline Industry-Completion in Airline Industry-IATA & ICAO

#### Unit- II

Airport Management: Airport planning-Operational area and Terminal planning, design, and operation- Airport operations-Airport functions-Organization structure of Airline and Airports sectors-Airport authorities-Global and Indian scenario of Airport management – DGCA –AAI.

#### Unit - III

Air transport Services: International trends-Emerging Indian scenario-PPP- Public Private Participation in Indian Airports-Environmental regulations-Private participation in International developments-Environment regulations-Regulatory issues-Meteorological services for Aviation-Airport fees, rates, and charges

#### Unit - IV

Airline Operations: Airline Terminal Management-Flight Information Counter/Reservation and Ticketing-Check In/ Issue of Boarding pass-Customs and Immigration formalites-Co-ordination-Security Clearance-Baggage and -Handling of Unaccompanied minors and Disabled Passengers-Handling of Stretcher Passengers and Human Remains-Handling of CIP,VIP & VVIP-Co-ordination of Supporting Agencies /Departments.

#### Unit - V

Logistics & Air Cargo Management: Concept of Logistics- Role of Ware Housing-trend in material handling-Global Supply Chain- Quality concept and Total Quality Management-improving Logistic performance-Air Cargo Concept- Cargo Handling-Booking of Perishable Cargo and Live Animals- Industry Relation- Type of Air Cargo-Air Cargo Tariff, ratios and Charges-Airway Bill, Function, Purpose, Validation.

#### Text Books:

1. Managing Airport an International Perspective : Graham A
2. Airport Planning and Management : Wells.A
3. The Airport Business: Doganis.R
4. Principles of Airport Management: Alexander T.Well, Seth Young
5. Fundamentals of Airport Transport Management: P.S.Senguttuvan

#### Reference Books:

1. Principles of Airport Economics: P.S.Senguttuvan
2. Airport Systems - Planning, Design, and Management : Richard De Neufville
3. Strategic Logistic Management : Lambert
4. Hand book of Logistics & Distribution: Alan Ruston & John Oxley,
5. Contemporary Logistics : Paul R. Murphy, JR and Donal & F.Wood

**SEMESTER- III: Airline & Airport Management- Elective****MBA3E58 STRATEGIC AIRPORT PLANNING AND MARKETING**

Objective	To acquaint the students with the theories of Airport planning and marketing with a view to study Airport planning and the role of Airport enterprise.		
Pedagogy	Lectures, Assignment, Practical exercise, Case discussion and Seminar etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 hrs. End Sem. Exam: 80 Marks

**Unit – I**

Introduction – Growth of air transport, Airport organization and associations, Classification of airports airfield components, Air traffic Zones and approach areas. Context of Airport system planning – Development of Airport Planning process – Ultimate consumers – Airline decision – Other Airport operations.

**Unit– II**

AIRPORT CHARACTERISTICS RELATED TO AIRPORT DESIGN -Components Size, turning radius, speed, airport characteristics. CAPACITY AND DELAY: Factors affecting capacity, determination of runway capacity related to delay, gate capacity, and taxiway capacity.

**Unit - III**

AIRPORT PLANNING AND SURVEYS: Runway length and width, sight distances, longitudinal and transverse, runway intersections, taxiways, clearances, aprons, numbering, holding apron. PLANNING AND DESIGN OF THE TERMINAL AREA: Operational concepts, space relationships and area requirements, noise control, vehicular traffic and parking at airports. AIR TRAFFIC CONTROL AND AIDS: Runways and taxiways markings, day & night landing aids, airport lighting and other associated aids.

**Unit– IV**

The role and scope of activity of the Airport Enterprise – The economic impact on countries and regions – the main governance patterns in the airport business – The International path of evolution in the air port business – Airport transport value chain – Air enterprises – two primary actors in the air transport value chain – Skipping peripheral positions in the value chain. Rise of airport marketing for the aviation related business - airports market positioning – primary hub – secondary hub – regional airport – all cargo airport – airport positioning criteria – role on the market – identification of partners for airport development  
– first quantum leap of the airport enterprises – low cost airports – role of helicopters as a complimentary feeder and defender of hub airports – Airport revenue management – Airport alliances – management contract

## **Unit – V**

The Development of the Non Aviation – Related value Proposition. Evolution of traditional Air port – Evolutionary patterns for airport enterprises – Commercial Airport Philosophy – tourist and conference service – logistic services – property management – consulting services – BAA and the non aviation business – best airport in the world: The case of Singapore Airport – Role and meaning of loyalty for a service company – Bench marking airline experience – Provider – Customer relational link – benefits from ALPS implementation of ALPS -

Airport marketing Planning – London city Airport: A best – in – class provider in the Airport business – The Airport industry and An International Picture - Air port business in 2002- US & European performance in 2002 – Asia pacific performance in 2002 – Middle east/Africa in 2002 – Airport business in 2003 – 2005 outlook for the Air transport industry.

### **Text Book:**

1. Strategic Airport Planning : Robert E.Caves & Geoffrey D.Gosling
2. Airport Marketing : David Jarach

### **Reference Books:**

1. Aviation Safety Programs A Management Hand Book: Richard H.Wood
2. Strategic Management : Gregory G.Dess and Alex Miller
3. Strategic Management - An Integrative Perspective:A.C.Hax and NS-Majifu.
4. Marketing Management : Philip Kotler
5. Marketing Management : Rajan Saxena
6. International Marketing : Philip R.Cateora

### SEMESTER- III: Airline & Airport Management- Elective

#### MBA3E59 AIR TRAFFIC CONTROL

Objective	To provide to the students with knowledge in Air traffic control and management.		
Pedagogy	Lectures, Assignment, Practical exercise, Case discussion and Seminar etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 hrs. End Sem. Exam: 80 Marks

#### Unit - I

Human factors in Air traffic Control –Temporal progress in Human Factors in ATC –The circumstances – Background Details – The Human Factors –Preventive measures. Nature of Human Error: Shell model – Modeling Error –Engineering ,Interactive Information Processing – Levels of Behavior – Skill based, Rule Based, Knowledge based – Violations – Decision Making– Action – nature of Intended action – Managing Human error – Individual blame or systemic causal factors.

#### Unit – II

Information processing – Sensation and sensory memory – Perception – Detection – Attention – Recognition – Decision Making and response selection – the visual system – visual sensation, perception, cognition, imagery – visualization in air traffic control. Auditory cognition – Spatial Orientation – Situation awareness – Mental Models – decision making and Judgment – Cognitive aspects – attitudinal behavioral aspects – selection and training

#### Unit – III

Introduction – Communication distortion, expectancy, Noise and masking – Interruption – Listening – Selecting – Attending – Understanding – Non-verbal communication – Touch – Body Language – Communication in the ATC environment – communicating within groups – to solve problems – gate keeping – mediating – Criticism – Leadership – Team Building – Stress reduction – Self development and learning – Communication style – teams and Team work – Teams – Conformity – Compliance – Group decision making – group polarization – group think – cultural influences – Team roles – Working with other teams.

#### Unit – IV

Procedures – Circumstances – Background details – The Human factors – preventive measures – Checklists – Software display. Human machine systems – operational complexity versus Functional capability – Radar service – Procedural service – Future changes in the controlling environment – navigation: GNSS and free flight – surveillance: ADS and ADS-B – Other Human Factor issues in the CNS environment – Design and development – training – licensing

#### Unit - V

Stress – causes of stress – noise and vibration – stress recognition – Stress management – Estimating stress levels -Changing Attitudes and behavior – Post traumatic stress Disorder – Sleep and fatigue – Circadian Rhythms – Cardiovascular and respiratory systems – The digestive system and the kidneys – Mental performance – psychological problems – performance changes– safety management – A case study – The Mount Erebus Disaster – Individual Performance factors – task factors – organizational culture – ATS organizations.

#### Text Book:

1. Air Traffic Control-Human Performance Factors : Anne R.Issac & Bert Ruitenberg.

#### Reference Books:

1. Investigating Human Error : Barry Strauch
2. Staffing the ATM System : Hinnerk Eibfeldt, Mike C.Heil and Dana Broach
3. Innovation and Consolidation in Aviation : Graham Edkins & Peter Pfister

**SEMESTER- III: Airline & Airport Management- Elective****MBA3E60 AIRCRAFT MAINTENANCE MANAGEMENT**

Objective	To give the students full ideas about Aircraft maintenance and management in a international environment.		
Pedagogy	Lectures, Assignment, Practical exercise, Case discussion and Seminar etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 hrs. End Sem. Exam: 80 Marks

**Unit I**

Maintenance: Role of the Engineer & Mechanic – Two Types of Maintenance-1. Reliability - 2. Redesign – Failure Rate Patterns – Establishing a Maintenance Program. Development of Maintenance Programs: Introduction – Maintenance steering Group (MSG) approach – Process & Tasks – Oriented Maintenance – Maintenance Program Documents – Maintenance Intervals defined – Changing Basic Maintenance Intervals. Goals and Objectives of Maintenance – Program Content – Discussion of the five objectives. Aviation Industry Certification Requirements – Introduction – Aircraft Certification Delivery Inspection – Operator Certification – Certification of Personnel – Aviation Industry I n t e r a c t i o n .

**Unit –II**

Documentation for Maintenance: Types of Documentation – Manufacturer’s Documentation – Regulatory Documentation – Airline Generated Documentation – ATA Document Standards – Summary of FAA Requirements – Additional Maintenance Program Requirements. Maintenance and Engineering Organization: M & E Organizational Chart – General Groupings – Manager Level Functions: Technical Services Directorate – Aircraft Maintenance Directorate – Overhaul Shops Directorate – Material Directorate – Evaluation Directorate. Organizational Structure and the TPPM. Technical Services: Engineering – Introduction – Makeup of Engineering – Mechanics and Engineers – Engineering Department Functions – Engineering Order Preparation.

**Unit– III**

Production Planning and Control: Introduction – Forecasting – Production Planning & Control – Feedback for Planning – Organization of PP & C. Technical Publications: Introduction – Functions of Technical Publications – Airline Libraries – Control of Publications – Document Distribution. Technical Training: Introduction – Organization – Training of Aviation Maintenance – Maintenance Resources Management – Airframe Manufacturer’s Training Courses – Other Airline Training Courses. Computer Support: What is a computer – Airline uses of Computers – Computer Program Modules – Selecting a computer System

**Unit - IV**

Line Maintenance ( On – Aircraft) – Make up of Line Maintenance – Functions that Control Maintenance – Maintenance Control Centre Responsibilities – Line Maintenance Operations – General – Aircraft Log Book – Ramp and Terminal Operations – Other Line Maintenance Activities – Line Station Activities – Maintenance Crew Skill Requirements – Morning Meeting. Hanger Maintenance (On –Aircraft) – Operation of Overhaul Shops – Shop Data Collection. Material support: Organization and Function of Material – Material Directorate – M & E Support: Organization and Function of Material – Material Directorate – M & E Support Functions of Material – Other Material Functions.

**Unit - V**

Quality Assurance: Requirement for Quality Assurance – Quality Audits – ISO 9000 Quality Standard – Technical Records – Other Functions of QA. Quality Control: Introduction – Quality Control Organization – FAA and JAA Differences – QC Inspector Qualifications – Basic Inspection Policies. Reliability: Introduction – Types of Reliability – A Definition of Reliability– A Reliability Program – Administration and Management of the Reliability Program. Maintenance Safety: Industrial Safety – Safety Regulations – Maintenance Safety Program – General Responsibilities for Safety – General Safety Rules – Accident and Injury Reporting.

**Text Book:** Aviation Maintenance Management : Harry A. Kinnison

**Reference Books:**

1. Risk Management & Error Reduction in Aviation Maintenance : Manoj S. Patankar & James C. Taylor
2. Managing Maintenance Error : James Reason & Alan Hobbs



## SEMESTER- IV: Airline & Airport Management- Elective courses

### SEMESTER- IV: Airline & Airport Management- Elective

#### MBA4E61 AIRLINE MARKETING AND STRATEGIC AIRLINE ALLIANCES

Objective	To provide basic knowledge in Airline marketing and regulatory frame work of Air transport, so that students will able to work in Airline institutions.		
Pedagogy	Lectures, Assignment, Practical exercise, Case discussion and Seminar etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 hrs. End Sem. Exam: 80 Marks

#### Unit- I

Market For Air transport Service-Definition-Marketing Mix- stages in the application of Marketing Principles of Airline Management – successful Airlines – definition of market for Air Transport Services – what business are we in –who is the customer –definitions –apparent and true needs – Industrial Buying Behavior –customer business Air Travel market –leisure air travel market – Air Freight Market – market segmentation – concept-segmentation variables in the air passenger market-customer requirements-demographics and psychographics-the leisure segment of demand – air freight market-differences between the passenger and air freight markets. Marketing Strategy: PESTE analysis : political factors – economic factors – social factors – technological factors – environmental factors – introduction of Airline Business and Marketing Strategies – Porters Five Forces and their application to the Airline Industry – strategic families – differentiation airlines – the future – focus strategies – Airline Business and marketing strategies– common mistakes

#### Unit - II

Product Analysis-What is product- theory of product analysis and its application to the Airline Industry – fleet and schedules – related product features – customer service – related product features – controlling product quality – introduction of Pricing and revenue management – building blocks in airline pricing policy – uniform and differential pricing – the structures of air freight pricing-Distribution Of Product And Brand Relationship-Distribution channel strategies – The Travel Agency Distribution system – Global Distribution System (GDS) – Distribution Channels in the Air Freight market – Brands and Commodities – Brand –Building in the Airline Industry – Brand Strategies

#### Unit - III

Promotion Marketing-Fundamentals of relationship marketing – components of a relationship marketing strategy – frequent flyer programmers –the anatomy of a sale – sales planning – marketing communication techniques – airline advertising – selling in the air freight market – glossary of aviation terms and marketing terms.

#### Unit –IV

The regulatory framework of Air Transport- Economic characteristics of the Airline Industry- Benefits of scale, scope and density in Air Transport-Types of Alliances between Airlines- Current Airline Alliance group-Cases of failed Airline Alliances-A Historical glimpse at Alliancing objectives-Reasons for Airlines building Alliances-Obj ectives of Alliances- Introduction- Marketing-driven objectives for alliances-Turbulence in marketing channels- Changes to airline marketing-Determinates of alliance image-Benefit challenges and cost of alliance brand association-Marketing and information. Performance measurement in airlines-Measuring the performance impact of alliance-Time continuum in performance assessment- Traffic and revenue enhancement-Cost-Productivity-Profitability.

## **Unit - V**

Introduction –Sources of financial benefits –Labour cost reduction –Cost reduction in sourcing – making financial benefits come true- Airline views on financial benefits –Traffic increase- revenue enhancement- Cost reduction-Profit improvement. The structure of alliance groups- The airline alliance group as a hybrid organization-The airline alliance group as an industrial network. Airline alliance groups as \_multinational corporations - The problem of local rationales.

Introduction- Success drivers in airline business- Premises and objectives – Finding suitable partners – governance structure- degree of integration and trust- Organization's commitment- Ensuring flow of information- Performance evaluation-Managing cultural differences- In conclusion. Scenarios for the future-The internal dynamics of alliancing- a look into the future of airline alliance groups.

### **Text Book:**

1. Airline Marketing and Management:Stephen Shaw
2. Managing Strategic Airline Alliances: Birgit Kleymann & Hannu Seristo

### **Reference Books:**

1. Marketing Management : Philip Kotler
2. Marketing Management : Ramaswamy & Namakumari
3. Global Marketing Management : Warren J.Keegan
4. Strategic Management –An Integrated Approach : Hill Jones
5. Strategic Management Concept & Cases :Thomson & Strickland
6. Cases in Strategic Management : S.B.Budhiraja & M.B.Athreya.

## SEMESTER- IV: Airline & Airport Management- Elective

### MBA4E62 AVIATION SAFETY AND SECURITY

Objective	To acquaint students with knowledge in aviation safety and security.		
Pedagogy	Lectures, Assignment, Practical exercise, Case discussion and Seminar etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 hrs. End Sem. Exam: 80 Marks

#### Unit - I

A National security asset: importance of Air transportation – Airways – Development of the Aviation industry – Deregulation – Consequences of 9/11 to the industry – Emergency Funding – Protecting Public Air transportation. Hijacking – Security Measures – International Prospective – Trend begins – Aviation regulations – Airport security – New Carrier rules – New Airport Operator rules – Resistance Fades – Public Law 93 – 366 – threat warnings – Presidents Commission – Aviation Security Improvement Act of 1990 – Civil Aviation Security – research and Development – Lot of Talk: Crimes against Humanity – Convention – Tokyo – Hijacking , Montreal- Bonn Agreement – Diplomatic Conference on Air Law – Ministerial Conference on Terrorism – Financing of Terrorism – United Nations – ICAO/ECAC

#### Unit - II

Aircraft as Missiles: Early Hijackings – Terrorist Hijackings Spread – Initial Public response – Cockpit Doors – Profile of a Hijacker – Sky Marshal Program/Federal Air Marshal Program – History of Significant Air hijackings since 1972. The Roots remain: Introduction – Causes of Terrorism – Middle East – Rival Claims – Palestinian Liberation Organization – Abu Nidal – Hamas – Iranian Support of Terrorism – Hezbollah – Afghanistan: Osama Bin Laden – Europe – Japan – Peru – Russia – US – Domestic Terrorism – Nuclear Terrorism. The Best Defense: Introduction – Counter terrorist Units – Enforcement – central, Defense Intelligence Agency.

#### Unit - III

Screening: The last line of Defense – Introduction – Facilities – Screening check Point Augmentation – Law enforcement Officers at the gate – Flexible Law enforcement response Program – Public and Private Security Interface. Airborne Aircraft Security. Increased Supervision: Introduction – Criminal Guards –

Ergonomic Solutions – potential Operator concerns – measuring operator Performance – The public tolerate the intrusion – Introduction – Metal detectors – Selecting a metal detector – Hand Held Body Scanners – X-ray inspection units – Passive and active metal detectors – Wave imaging – Selecting an X- Ray unit – Sizes – Film and Laptops – Details of X-ray unit – US standard for radiation exposure – New computer software – Trace – Detection technology – Tangents – conclusion.

#### Unit - IV

A Loose End : Introduction – Cargo Carrier responsibility – Air cargo security – Suicides – Baggage Tags – Passenger/ Baggage reconciliation – Airport lockers – Container hardening – Blast containment versus blast management – Airmail security – Indirect air carriers – known and unknown shipper – Vacuum chambers – Inspection of cargo – International Air cargo standards – Irelands air Cargo Security Program – TSA inspection of Air port – Conclusion. A slippery slope: Introduction – Fourth Amendment – Administrative search exception – Balancing Approach – Less intrusive alternatives – Stop and frisk exceptions – Individual stop and frisk search – Selective class stop and frisk search – Consent exception – Fourth amendment requirements – reasonableness – probable cause – Exclusionary rules – Police participation – Non- Violent threats – Passenger’s right to terminate a search – Alternate view point – the war on drugs – New law and technologies – Conclusion . Foreign Airport Security: Introduction – ground Security – American assessments – diversion airports – Aviation safety assessment program – Legal Remedies – Profiling – Bomb sniffing dogs – Conclusion.

## **Unit - V**

Technological Improvements: Some intrusive and some not: Introduction – Core commission – Micro wave Holographic Imaging – Body orifice security scanner – Flight Vu™ Aircraft data scanner – New Generation of video security systems – Bio simmer™ quadruple resonance device – Intelliscan™ - 12000 Metal Detector-Biometric systems - FACEIT™ Access controls – Imaging Technologies – Conclusion. The Foundations of Security: Introduction – Airport/Runway incursions – Passenger interference – Conventional weapons – explosives – Nuclear weapons – Biological weapons – Conclusions. Another Foundation: Introduction – Access control – exterior alarm sensors – Control room – no power/ security – media intrusion – computer security – conclusion.

### **Text Book:**

1. Aviation and Airport Security : Kathleen M. Sweet.

### **Reference Books:**

1. Aviation in Crisis – Ruwantissa I.R.Abeyrante.
2. Aviation Safety Programs-Richard H.Wood.

**SEMESTER- IV: Airline & Airport Management- Elective**

**MBA4E63 : AVIATION LEGAL ENVIRONMENT**

Objective	To provide students with legal aspects of airport and airline management.		
Pedagogy	Lectures, Assignment, Practical exercise, Case discussion and Seminar etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 hrs. End Sem. Exam: 80 Marks

**Unit - I**

DGCA-Introduction to Directorate General of Civil Aviation-DGCA functions-DGCA Organization-DGCA as Regulatory Authority

**Unit – II**

Regulations-Aircraft Act 1934- The Aircraft Rules 1937

**Unit - III**

National Legislations -The Air corporations Act, 1953 (27 of 1953) - The Air Corporations (Transfer of Undertakings and Repeal) Ordinance, 1994(4 of 1994) - The Air Corporations (Transfer of Undertakings and Repeal) Act, 1994 (13 of 1994) - The International Airports Authority of India act, 1971 (43 of 1971) - The National Airports Authority of India, 1985 (64 of 1985) - The Airports Authority of India Act 1994 (55 of 1994) - The Carriage by Air Act, 1972 (69 of 1972) - The Tokyo Convention Act, 1975 (20 of 1975)  
- The Anti-hijacking Act, 1982 (65 of 1975) - The suppression of unlawful acts against safety of Civil Aviation Act, 1982 (66 of 1982)

**Unit - IV**

Civil Aviation Requirements (CAR) : Section 1: General - Section 2: Airworthiness - Section 3: Air Transport - Section 4: Aerodrome standards and Air Traffic Services - Section 5:Air Safety - Section 6: Design standards and type certification - Section7: Flight crew standards, training and licensing - Section 8-Aircraft operations

**Unit- V**

International Conventions: The Chicago conventions, 1944 - The International Air Services Transit Agreement, 1944 - The International Air Transport Agreement, 1944 - The Warsaw Conventions, 1920 - The Geneva Convention, 1948 - The Rome Convention, 1952 - The Tokyo Convention, 1963

**Reference Book:** Aircraft Manual, C.A.R.Sec.II

**SEMESTER- IV: Airline & Airport Management- Elective****MBA4E64 AVIATION RESOURCE MANAGEMENT**

Objective	To impart with aviation resource management including crew management and cabin teamwork and selection and training.		
Pedagogy	Lectures, Assignment, Practical exercise, Case discussion and Seminar etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 hrs. End Sem. Exam: 80 Marks

**Unit– I**

Crew Resources Management: The role of crew resources management – The trouble with culture – Creating and implementing human factors’ safety culture – human assessment – traditional flight crew and CRM training in general aviation – crew concepts in the air ambulance services.

**Unit- II**

The Aircraft Cabin: Safety issues in capital – cabin crew communication – service, teamwork and flight safety –flight attendants’ job performances and job satisfaction.

**Unit– III**

Fatigue and Stress: Fatigue management in aviation – Fatigue in air activity – Stress management – the physiological factor

**Unit– IV**

Selection and Training: Job requirements of Airline Pilots – Pilot selection process – Personality test for traffic controllers – training of pilots and crew members – the link between human factors and organizational learning.

**Unit– V**

Aviation Information and Management: Structure of aviation operational information, management of aviation operational information – User innovation in Aviation operational information – Future of Aviation operational information

**Text Books:**

1. Crew Resource Management : Brain Mc Allister
2. Pilot Judgement & Crew Resource Management : Jensen
3. Aviation Information Management : Thomas L Seamster,
4. The Aircraft Cabin –Managing Human Factors : Mary Edwards& Elwyn Edwards
5. Human Factors in Flight : Frank H Hawkins

**Reference Books:**

1. Aviation Information Management : Thomas L Seamster & Barbara G Kanki.
2. Crew Resource Management: Eduardo Sales, Katherine A Wilson
3. Human Factors in Multi Crew Flight Operation : Harry W Orlady & Linda M Orlady