



T.S.MISRA SCHOOL OF BUSINESS MANAGEMENT

Master of Business Administration (MBA)

**ORDINANCE
MBA-A-1**

Notified on 12/09/2023 Established under Uttar Pradesh Private Universities(Amendment) Act, 2023

(UP ACT No. 10 of 2023)

PREFACE

To ensure a smooth educational experience and uphold academic excellence, the rules and regulations for the "Master of Business Administration (M.B.A.)" course is published under Ordinance No. **MBA- A1**. These regulations are supplementary to the standards established by the regulatory body as updated periodically.

Master of Business Administration

Programme Outcomes

Programme Outcomes (PO) of Post Graduate Programmes/Courses in the School of Business Management, T.S. Mishra University, Lucknow are as under:

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Develop deeper understanding, creativity, originality, and critical skills in chosen specialized areas of social science disciplines leading to employability.
PO7	Articulate and apply ethics, values and ideals that demonstrate awareness of current societal challenges leading to better quality of life.
PO8	Communicate conclusions, interpretations, and implications clearly, concisely and effectively, both orally and in writing for different types of audiences.

Programme Specific Outcomes (PSOs)

The MBA General and MBA Hospital Management is a highly prominent management programme of modern times and prepares the participants for taking up middle and top-level challenging executive assignments in private and public sectors. Accordingly, they are imparted adequate conceptual knowledge and practical training in various functional areas of management i.e., Finance, Marketing, Organizational Behaviour, Human Resource Management, Analytics, Hospital and Healthcare services Marketing and Supply Chain Management. MBA General and MBA Hospital Management programme is a two years programme divided into four semesters. The programme is aimed at following outcomes:

PSO1	Developing the ability to think strategically, gaining competency in quantitative and qualitative techniques, gaining an understanding of global business dynamics, inculcating multicultural outlook, learning to navigate and manage organizational change effectively and understanding the role of technology in business transformation to derive business growth and competitiveness.
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PSO2	Developing responsiveness to contextual social issues and exploring solutions, understanding business ethics and resolving ethical dilemmas, cultivating a mindset of lifelong learning and professional development to adapt to evolving business trends and challenges throughout their career, fostering an entrepreneurial mindset by encouraging innovation, creativity, and risk-taking abilities to identify and capitalize on business opportunities.
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Scope: This ordinance shall apply to the program leading to Master of Business Administration (MBA).

Admission Criteria: For admission in PG Programs, candidates must have completed Class X, XII & a Graduation degree, respectively with at least 50% aggregate marks. Relaxation will be given to reserve category candidates. Direct admission based on merit of the eligible candidates. On merit in entrance test conducted by competent authority.

Duration of the Course: The duration of the Course of Master of Business Administration (MBA) shall be 2 years with Compulsory summer internship.

Medium of Instruction: English

Attendance: A candidate is required to obtain minimum 75% attendance in theory, tutorials and seminars of each subject individually to be eligible to appear in the university examination. However, a relaxation may be allowed on extreme conditions by competent authority.

Organization of the Program: Each academic year shall consist of two semesters for award of Master of Business Administration (MBA) Degree.

Curriculum & Credit System- MBA - a four-semester postgraduate programme is of 138 credits; weightage consisting of **Discipline Specific Core Courses (DSC)**, **Skill Enhancement Courses (SEC)**, **Ability Enhancement Courses (AEC)**, **Value Added Course (VAC)** and **Indian Knowledge System (IKS)** **Discipline Specific Elective Courses Specialization (DSE)**, and **Internship/ Dissertation/ Research Project/ Seminar/ Mini Project**. Every student of the MBA (General) program has to do a major and a minor specialization in two disciplines whereas Hospital Management students will have domain specific subjects related with the programme. For MBA (General) major specialization, the students need to take six subjects in the second year from the list of specialization papers and for minor

specialization they need to take four subjects from the specialization papers to be divided into third & fourth semester. Semester Four will, in addition to theory and lab subjects, include project work also. Hence, a student will have the options of specializing in one the following

- Marketing (Major) + Finance (Minor) or vice-versa
- Marketing (Major) + Human Resources (Minor) or vice-versa
- Finance (Major) + Human Resources (Minor) or vice-versa
- Hospital Management

Credit system will be followed during the entire two years course curriculum.

1 Lecture period (L) per week = 1 Credit

1 Tutorial period (T) per week = 1 Credit

1 Practical period (P) per week = 0.5 Credit

Minimum Credit Requirements:

The minimum credit required for award of a MBA degree is 134.

SUMMER TRAINING PROJECT REPORT

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The School/University will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization, analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit two hard bound reports to the School/University, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by

RESEARCH PROJECT REPORT/MAJOR PROJECT:

In fourth semester, students will have to submit a Research Project Report on a problem/topic (from the Specialization areas) to be assigned by the T.S.Misra School of Business Management under the supervision of a core faculty member of the department. The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain program certifying the authenticity of the report shall be attached therewith. The student will submit two hard bound copies of the report to the Dean/Head of the MBA program. The number of pages in the report will be 75 or more. The report should be hard bound and typed in A-4 size paper.

STUDENTS EXIT & ENTRY:

For MBA programme, there are two exit points, one, at the end of the first year of the MBA programme, after successfully earning 44 credits of First and Second semesters and second, on the completion of the two-year programme, after successfully earning 106 credits of all the four semesters. Students who exit after the first year shall be awarded the Post-Graduate Diploma in Management and students who exit after the completion of the second year will be awarded the degree of 'Master of Business Administration'.

EXAMINATION / ASSESSMENT AND GRADING

For Internal Examination 40% out of 40 marks i.e 16 marks

Internal Examination will consist of class tests, mid-semester examination(s) homework assignments, class presentations, case analysis, role play, MOOC certificates, etc., as determined by the faculty in charge of the courses of study. There will be a minimum of two (2) internal examinations.

Average of two internal examinations: 20 marks

Continuous Assessment (CA): 10 marks

Students Attendance (AT): 10 marks

For External Examination 40% out of 60 marks i.e 24 marks

Grading of Performance

Based on the marks obtained in the courses studied by a student, a letter grade as given in the

table below shall be awarded to each course using an absolute grading system.

Award of Grades based on absolute Grading System			
Lower range of Marks		Upper Range of Marks	Grade
> 90	\leq	100	O
> 80	\leq	90	A ⁺
> 70	\leq	80	A
> 60	\leq	70	B ⁺
> 50	\leq	60	B
> 40	\leq	50	C
Less than 40			F
	Absent in ESE		Ab
	Shortage of Attendance		DEB

For all practical purposes, 'Ab' and 'DEB' grades shall be treated as 'F' grades. The following letter grades shall be used to assess a student's performance:

Grades and Grade Points		
Letter Grades	Description	Grade Points
O	Outstanding	10
A ⁺	Excellent	9
A	Very Good	8
B ⁺	Good	7
B	Above Average	6
C	Pass (Average)	5
F	Fail	0
Ab	Absent	0
DEB	Debarred	0

The following grades shall be used for non-credit courses:

Grades and Grade Points		
Letter Grades	Description	Grade Points
Q	Qualified	0
NQ	Not Qualified	0

For the computation of grade points, the University will follow absolute grading system.

To pass a course (theory/ major/ minor/ core), it will be necessary to score a minimum of 24 marks (40% of 60) out of a maximum of 60 marks in each subject in the ESE and score a minimum of 40% marks in the aggregate in CA, MSE, and ESE. If a student has backlogs in more than 50% of the courses/papers in two consecutive semesters, he/she shall not be eligible for promotion to the next academic year until the prescribed conditions are met. As per the academic regulations and in accordance with UGC guidelines, a student shall be permitted a maximum of four attempts within two successive semesters to clear the backlog papers. The student shall become eligible for promotion to the next semester or academic year only after clearing the backlogs within the stipulated number of attempts. In the event a student fails to clear the backlog papers within the prescribed four attempts, he/she shall be required to re-register for the concerned course(s) and fulfil all academic requirements afresh, as per the prevailing norms of the University.

General guidelines for the award of grades

- (i)** Evaluation of different components of a course outlined in the course plan shall be done in marks.
- (ii)** The marks obtained in various components shall be added to get total marks secured on a 100-point scale for theory and laboratory courses.
- (i)** The End-Semester Examinations' question paper shall cover all the sections of the syllabus.
- (ii)** The grades shall be notified with the approval of Vice-Chancellor on the recommendations of the Examination Committee.

The Examination Committee shall consist of:

(i) Dean Academic Affairs - Chairman

(ii) Dean of the School – Member

(iii) Controller of Examination - Convener

Semester Grade Point Average (SGPA)

The Semester Grade Point Average is a weighted average of the grade points earned by a student in all the courses credited and describes his academic performance in a semester. If the grade point associated with the letter grades awarded to a student say, g_1, g_2, g_3, \dots and the corresponding weightage is (credits) say, w_1, w_2, w_3, \dots the SGPA is given by:

$$\text{SGPA} = \frac{g_1 w_1 + g_2 w_2 + g_3 w_3 + \dots}{w_1 + w_2 + w_3 + \dots}$$

1+ 2+ 3+.....

Thus, for j^{th} semester
$$SGPA(Sj) = \frac{\sum(Ci \times Gi)}{\sum Ci}$$

Here,

$\square \square$ = number of credits of the i^{th} course in j^{th} semester

$\square \square$ = grade point scored by the student in the i^{th} course in j^{th} semester.

Cumulative Grade Point Average (CGPA)

The Cumulative Grade Point Average indicates the overall academic performance of a student in all the courses registered up to and including the latest completed semester. It is computed in the same manner as SGPA, considering all the courses (say, n), and is given by:

$$\text{CGPA} = \frac{\sum_{i=1}^n w_i g_i}{\sum_{i=1}^n w_i}$$

Note:

$$\text{CGPA} = \frac{\sum (C_j \times S_j)}{\sum C_j}$$

Here,

$\square \square$ = SGPA of the j^{th} semester

$\square \square$ = total number of credits in the j^{th} semester

1. A student shall be required to complete successfully all the courses of the curriculum prescribed for the Programme and attain a minimum level of academic performance, by way of obtaining a minimum CGPA of 4.5 in UG Programmes and 5.0 for PG Programmes, until otherwise decided by the Academic Council.
2. A student shall normally have to clear his backlogs in the sequence in which he has obtained lower grades in the preceding semesters.
3. A copy of the grade card is issued to each student at the end of a Semester. A duplicate copy, if required, can be obtained on payment of the prescribed fee.
4. If a student fails at the end of a semester to achieve minimum required SGPA, he shall be placed on ACADEMIC PROBATION during the ensuing semester immediately. He/She may either repeat the course(s) in which he has obtained 'C' or 'F' grade or opt for a new alternate course of the same category/ discipline/ subject as and when offered, in order to complete the credit requirements.

Conversion factor for converting CGPA into marks equivalent

If a conversion from CGPA to marks is required, the following formula shall be used to calculate the same:

The equivalent percentage of Marks = CGPA X 10.

Introduction to CBCS (Choice Based Credit System) Choice Based Credit System

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising the core, elective/minor or skill-based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Grading system provides uniformity in the evaluation and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in the evaluation system also enables potential employers in assessing the performance of the candidates.

Schedule of Examination: On Completion of each semester a university examination will be conducted. Theory examinations will be of 3 hours as per the university schedule followed by practical examination, if required.

Supplementary Examination: Supplementary Examination will be held along with forthcoming odd/even semester examination as applicable.

Qualifying Standards: In an individual subject the minimum pass marks (including internal assessment) shall be 40% in internal exams separately. The marks obtained in the University Examination (minimum 40%) and in the internal assessment of the subject shall be added to compute subject percentage.

Promotional Rules:

1. A student shall be declared pass in a semester when he/she is pass in all the theory and practical subjects.
2. A student failing to satisfy the passing standards of one or more subjects in the semester shall be permitted to pursue course of the next semester and clear the back paper in the subsequent odd/even semester examination.
3. Students shall be allowed to keep term for Semester III if she/he passes each of Semester I and Semester II or fails in not more than 50% subjects of Semester I and Semester II taken together.
4. Students shall be allowed to keep term for Semester IV irrespective of grades obtained in each course of Semester III.

Grace Mark: A student can be awarded 'Grace Marks' not exceeding a maximum of 5

marks either in theory or practical, in not more than two subjects. The grace marks shall not be added to the aggregate marks. No grace marks in subsidiary subjects.

Declaration of Result: In an individual subject the minimum pass marks (including internal assessment) shall be 40% in theory and 40% in practical separately, if applicable. The marks obtained in the University Examination and in the internal assessment of the subject shall be added to compute subject percentage.

Award of Division:

1. His/her division shall be awarded on the basis of all Semester result.
2. If a candidate passes all examinations in first attempt and secures 60% or more marks, he/she shall be placed in First Division.

Award of Rank:

On the basis of Final year result, the top three candidates shall be awarded rank according to their merit provided they pass all examinations in their first attempt.

Award of Degree:

The student shall be eligible for award of MBA degree on successful completion of prescribed course of study i.e. he/ she must have been declared pass in final result.

Scrutiny and Re-evaluation: Scrutiny and Re-evaluation shall be as per university regulations.

Unfair means: All cases regarding reported use of Unfair Means will be disposed as per university regulations.

Cancellation Of Admission: The admission of a student at any stage of study shall be cancelled if: a) He/she is not found qualified as per the TSMU guidelines or the eligibility criteria prescribed by the University.

MBA PROGRAM STRUCTURE

Se m.	Major Core Course (DSC)	Majo r & Mino r Electi ve Cours e (DSE)	Ability Enhance ment Course (AEC)	IKS	Summer Training Project Report/ Research Project Report with Viva Voce	GP/ Mini Project/ Skill Enhancement Course (SEC)/ Seminar	Total Credits
	4 Credit s	4 Credi ts	2 Credits	2 Credits	8 Credits	1 Credits	
I	DSC1 DSC2 DSC3 DSC4 DSC5 DSC6		AEC1	IKS1		MP1 GP1	30
II	DSC7 DSC8 DSC9 DSC10 DSC11 DSC12		AEC2	IKS2		SEC1 GP2	30
III	DSC13 DSC14	DSE1 DSE2 DSE3 DSE4 DSE5			MBAS- 1301	GP3	37
IV	DSC15 DSC16	DSE6 DSE7 DSE8 DSE9 DSE1 0			MBAPR- 1401 MBAPRV- 1402	GP4	37

STUDY EVALUATION SCHEME (SES)

SEMESTER I

Theory / Practical	Course Code	Category	Course Title	Contact Hours			Evaluation Scheme		Credits	
				L	T	P	CA	EE	TOTAL	
Theory	MBA-1101	DSC I	FINANCIAL ACCOUNTING & ANALYSIS	3	1	0	40	60	100	4
Theory	MBA-1102	DSC II	MANAGERIAL ECONOMICS	3	1	0	40	60	100	4
Theory	MBA-1103	DSC III	MANAGEMENT CONCEPTS & ORGANIZATIONAL BEHAVIOUR	4	0	0	40	60	100	4
Theory	MBA-1104	DSC IV	MARKETING MANAGEMENT	4	0	0	40	60	100	4
Theory	MBA-1105	DSC V	BUSINESS COMMUNICATION	3	1	0	40	60	100	4
Theory	MBA-1106	DSC VI	INNOVATION AND ENTREPRENEURSHIP	4	0	0	40	60	100	4
Theory	MAEC-1101	*AEC I	INTRODUCTION TO MICROSOFT SUITE	2	0	0	40	60	100	2
Theory	MIKS-1101	**IKS I	ANCIENT INDIAN ECONOMIC SYSTEM	2	0	0	40	60	100	2
Practical	MP-1101	***MP I	MINI PROJECT				10		100	1
Practical	GP101	GPI	General Proficiency				100		100	1
			TOTAL						700	30

*MAEC I	Course Code	Course Title
	MAEC-1101	INTRODUCTION TO MICROSOFT SUITE

**MIKS I	Course Code	Course Title
	MIKS-1101	ANCIENT INDIAN ECONOMIC SYSTEM

***VAC I	Course Code	Course Title
	MVAC-1101	SOCIAL AND EMOTIONAL LEARNING

****MP I	Course Code	Course Title
	MP-1101	MINI PROJECT

SEMESTER II

Theory/ Practic al	Course Code	Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	E S E	TOTA L	
Theory	MBA- 1201	DSC VII	BUSINESS ENVIRONMENT & LEGAL ASPECTS OF BUSINESS	3	1	0	40	60	100	4
Theory	MBA- 1202	DSC VIII	BUSINESS RESEARCH METHODS	3	1	0	4 0	6 0	100	4
Theory	MBA- 1203	DSC IX	OPERATIONS MANAGEMENT	4	0	0	4 0	6 0	100	4
Theory	MBA- 1204	DSC X	BUSINESS STATISTICS & ANALYTICS	4	0	0	4 0	6 0	100	4
Theory	MBA- 1205	DSC XI	FINANCIAL MANAGEMENT & CORPORATE FINANCE	3	1	0	4 0	6 0	100	4
Theory	MBA- 1206	DSC XII	COST & MANAGEMENT ACCOUNTING	4	0	0	4 0	6 0	100	4
Theory	MAEC -1202	*AEC II	WRITTEN COMMUNICATIO N & COMMUNICATIO N LAB	2	0	0	4 0	6 0	100	2
Theory	MIKS- 1201	**IKS II	INDIAN TAXATION	2	0	0	4 0	6 0	100	2
Practic al	MSEC- 1201	***SE C I	INDUSTRIAL VISIT WITH VIVA-VOCE				1 0 0		100	1
Practic al	GP120 1	GP2	General Proficiency				10 0		100	1
			TOTAL						700	30

*AEC II	Course Code	Course Title
	MAEC-1102	WRITTEN COMMUNICATION & COMMUNICATION LAB

	Course Code	Course Title
**IKS II	MIKS-1101	INDIAN TAXATION

***MSEC I	Course Code	Course Title
	MSEC-1201	INDUSTRIAL VISIT WITH VIVA- VOCE

SEMESTER III

Theory/ Practical	Course Code	Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	E S E	TOTAL	
Theory	MBA-1301	DSC XIII	CORPORATE GOVERNANCE AND BUSINESS ETHICS	4	0	0	40	60	100	4
Theory	MBA-1302	DSC XIV	MANAGEMENT INFORMATION SYSTEM	3	1	0	40	60	100	4
Theory		DSE I	MAJOR SPECIALISATION ELECTIVE 1	4	0	0	40	60	100	4
Theory		DSE II	MAJOR SPECIALISATION ELECTIVE 2	4	0	0	40	60	100	4
Theory		DSE III	MAJOR SPECIALISATION ELECTIVE 3	4	0	0	40	60	100	4
Theory		DSE IV	MINOR SPECIALISATION ELECTIVE 4	4	0	0	40	60	100	4
Theory		DSE V	MINOR SPECIALISATION ELECTIVE 5	4	0	0	40	60	100	4
Practical	MBAS-1301		SUMMER TRAINING PROJECT REPORT	3	0	0	100		100	8
Practical	GP1301	GP3	General Proficiency				100		100	1
			TOTAL						700	37

SEMESTER IV

Theory/ Practic al	Course Code	Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	E S E	TOTA L	
Theory	MBA- 1401	DSC XV	GLOBAL BUSINESS MANAGEMENT	4	0	0	40	60	100	4
Theory	MBA- 1402	DSC XVI	STRATEGIC MANAGEMENT	4	0	0	40	60	100	4
Theory		DSE VI	MAJOR SPECIALISATION ELECTIVE 1	4	0	0	4 0	6 0	100	4
Theory		DSE VII	MAJOR SPECIALISATION ELECTIVE 2	4	0	0	4 0	6 0	100	4
Theory		DSE VIII	MAJOR SPECIALISATION ELECTIVE 3	4	0	0	4 0	6 0	100	4
Theory		DSE IX	MINOR SPECIALISATION ELECTIVE 4	4	0	0	4 0	6 0	100	4
Theory		DSE X	MINOR SPECIALISATION ELECTIVE 5	4	0	0	4 0	6 0	100	4
Practic al	MBAR PR- 1401		RESEARCH PROJECT REPORT	4				1 0 0	100	4
Practic al	MBAR PRV- 1402		COMPREHENSIV E VIVA-VOCE	4				1 0 0	100	4
Practic al	GP140 1	GP4	General Proficiency				10 0		100	1
			TOTAL						700	37

LIST OF ELECTIVES

Major Specialisation: Total 6 Courses (Electives of specialised area studied in semester III and IV).

Minor Specialisation: Total 4 Courses (Electives of specialised area studied in semester III and IV).

Elective Group (Functional Area): Human Resource Management

S.NO.	COURSE TITLE	COURSE CODE
1	Human Resource Information System (HRIS)	MBAHRM-01
2	Organisational Development and Change	MBAHRM-02
3	Artificial Intelligence & Human Resource Management	MBAHRM-03
4	Managing Interpersonal and Group Processes	MBAHRM-04
5	Organisational Change and Intervention Strategies	MBAHRM-05
6	Talent & Competency Management	MBAHRM-06
7	Industrial and Labour Laws in India	MBAHRM-07
8	Employee Relations and Grievance Management	MBAHRM-08
9	Compensation and Benefits Management	MBAHRM-09
10	International HRM and Cross-Cultural Management	MBAHRM-10

Elective Group (Functional Area): Marketing Management

S.NO.	COURSE TITLE	COURSE CODE
1	Integrated Marketing Communication	MBAMM-01
2	Data Visualization for Managers	MBAMM-02
3	Service Marketing	MBAMM-03
4	Digital & Social Media Marketing	MBAMM-04
5	Logistics and Supply Chain Management	MBAMM-05
6	Product & Brand Management	MBAMM-06
7	Industrial Marketing	MBAMM-07
8	Consumer Behaviour	MBAMM-08
9	Distribution and Logistics Management	MBAMM-09
10	Retail Marketing	MBAMM-10

Elective Group (Functional Area): Finance Management

S.NO.	COURSE TITLE	COURSE CODE
1	Investment Analysis and Portfolio Management	MBAFM-01
2	Financial Institutions and Markets	MBAFM-02
3	Project Appraisal and Finance	MBAFM-03
4	International Financial Management	MBAFM-04
5	Working Capital Management	MBAFM-05
6	Treasury Operations and Risk Management	MBAFM-06
7	Management Accounting for Decision Making	MBAFM-07
8	Financial Derivatives and Risk Management	MBAFM-08
9	Corporate Finance and Control	MBAFM-09
10	Mergers, Acquisitions and Corporate Restructuring	MBAFM-10

MBA HOSPITAL MANAGEMENT SECOND & THIRD SEMESTER SUBJECT LIST-Total 5 subjects will be taught in each semester apart from discipline specific courses.

S.NO.	COURSE TITLE	COURSE CODE
1	Fundamentals of Hospital Administration	MBAHM-01
2	Hospital and Healthcare Services Marketing	MBAHM-02
3	Operations Management In Hospitals	MBAHM-03
4	Hospital Support Services-I	MBAHM-04
5	Hospital Support Services-II	MBAHM-05
6	Hospital Information System	MBAHM-06
7	Legal Aspects In Healthcare	MBAHM-07
8	Quality Management in Hospitals	MBAHM-08
9	Risk Management and Health Insurance	MBAHM-09
10	Medical Tourism Management	MBAHM-10
11	Safety and Disaster Management	MBAHM-11
12	Medical Ethics	MBAHM-12

SEMESTER WISE SUBJECT LIST

SEMESTER 1

Theory / Practical	Course Code	Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	C I A	E S E	TOT AL	
Theory	MBA-1101	DSC I	FINANCIAL ACCOUNTING & ANALYSIS	3	1	0	40	60	100	4
Theory	MBA-1102	DSC II	MANAGERIAL ECONOMICS	3	1	0	40	60	100	4
Theory	MBA-1103	DSC III	MANAGEMENT CONCEPTS & ORGANIZATIONAL BEHAVIOUR	4	0	0	40	60	100	4
Theory	MBA-1104	DSC IV	MARKETING MANAGEMENT	4	0	0	40	60	100	4
Theory	MBA-1105	DSC V	BUSINESS COMMUNICATION	3	1	0	40	60	100	4
Theory	MBA-1106	DSC VI	INNOVATION AND ENTREPRENEURSHIP	4	0	0	40	60	100	4
Theory	MAE C-1101	*AEC I	INTRODUCTION TO MICROSOFT SUITE	2	0	0	40	60	100	2
Theory	MIKS -1101	**IKS I	ANCIENT INDIAN ECONOMIC SYSTEM	2	0	0	40	60	100	2
Practical	MP 1101	***MP I	MINI PROJECT				10 0		100	1
Practical	GP1101	GPI	General Proficiency				10 0		100	1
			TOTAL						700	30

*MAEC I	Course Code	Course Title
	MAEC-1101	INTRODUCTION TO MICROSOFT SUITE
**MIKS I	Course Code	Course Title
	MIKS-1101	ANCIENT INDIAN ECONOMIC SYSTEM
***MP I	Course Code	Course Title
	MP-1101	MINI PROJECT

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Basic concepts and standards underlying financial accounting systems. ❖ To provide the information that is needed for sound economic decision-making. ❖ To provide information about the firm's performance to external parties such as investors, creditors, bankers, researchers, and Government Agencies.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Understand and perceive the development of accounting and purpose of maintaining records.</p> <p>CO2: To prepare statements in accordance with generally accepted principles.</p> <p>CO3: To develop thinking about analysis and interpretation of financial data.</p> <p>CO4: To develop ability to provide knowledge, data effectively, and recommendation.</p> <p>CO5: To develop ability about Budgetary Control & Standard Costing.</p> <p>CO6: To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.</p>

Module I: Introduction

Introduction to Accounting: Importance - Objectives – Principles. GAAP: Accounting Concepts and Conventions. Accounting System: Double Entry System - Recording Business Transactions - Classification of Accounts - Accounting Cycle - Users of Accounting Information. Overview: Accounting Process. Books of Original Record: Journal - Ledger - Trial Balance (Problems) - Classification of Capital and Revenue Expenses - Final Accounts with Adjustments (Problems) - Cash Book and other Subsidiary books.

Module II: Depreciation and Shares and Debentures

Depreciation: Concept - Methods of Depreciation: their impact on measurement of business Accounting - Straight Line Method (Problems) - Written down Value Method (Problems). Shares and Debentures: Entries for Issue of shares (Problems) - Forfeiture (Problems) - Issue of shares at Discount and premium (Problems) - Issue and Redemption of Debentures. (Problems)

Module III: Financial Analysis I

Working Capital: Statement of Changes in Working Capital - Funds from Operations - Paid Cost and Unpaid Costs. Financial Analysis: Introduction to Funds Flow Statement - Cash Flow Statement vs. Funds Flow Statement - Preparation and Analysis of Cash Flow Statement (Problems)

Module IV: Financial Analysis II

Financial Statement Analysis: Analysis and Interpretation of Financial Statements from Investor and Company point of view - Horizontal Analysis and Vertical Analysis of Company Financial Statements - Liquidity - Leverage - Solvency and Profitability Ratios. (Problems) Techniques: Du Pont Chart - Window Dressing - Limitations of Financial Statements. Accounting Standards (AS) Issued by ICAI-IFRS. Case Study on Financial Reporting & Analysis (FRAs).

Text Book:

1. Dhanesh K. Khatri, Financial Accounting & Analysis, TMH, New Delhi.
2. PK Jain and K. L. Narang, Financial Accounting & Analysis, Kalyani Publications.
3. Narayana Swamy, Financial Accounting & Analysis, PHI.

Other Suggested Readings:

1. V. Rajasekharan, Financial Accounting & Analysis, Pearson Education, New Delhi.
2. Ranjan Kumar Bal, Financial Accounting & Analysis, S. Chand, New Delhi.
3. Maheswari, Financial Accounting, IBH.
4. Maheshwari S.N & Maheshwari S.K, An Introduction to Accountancy, Vikas Publication

Note: 50% of the questions asked will be theoretical.

Course Title: **Managerial Economics**

Course Code: **MBA-1102**

Course Credit: **4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ To understand the importance of Managerial Economics in management and businesses ❖ To apply the principles of managerial economics in achieving business objectives ❖ Be equipped with the tools necessary in forecasting product demand ❖ Understand and be able to apply latest pricing strategies ❖ Understand and analyze the macro environment affecting the business decision making.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.</p> <p>CO2: The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to forecast demand for better utilization of resources.</p> <p>CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world.</p> <p>CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic</p> <p>CO5: The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.</p> <p>CO6: Analyze macroeconomic indicators (GDP, inflation, interest rates) and their impact on business strategy and operations.</p>

UNIT-I

Basic Concepts and principles: Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility

UNIT-II

Demand and Supply Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods. (numerical Exercises) Case Studies Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces. Case Studies.

UNIT-III

Production and cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue. Case Studies

UNIT-IV

Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Case Studies. National Income; Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

Text Book:

1. Managerial Economics ,D.N.Dwivedi, Vikas Publication, 7th Ed
2. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
3. Managerial Economics: Concepts and Applications (SIE), THOMAS& MAURICE, McGraw-Hill Education, 9th Ed

Other Suggested Readings:

1. Managerial Economics, H.L Ahuja, S.Chand, 8th Ed
2. Managerial Economics – Theory and Applications, Dr.D.M.Mithani, Himalaya Publications, 7th Ed.
3. Sociology & Economics for Engineers, Dr. Premvir Kapoor, Khanna Publishing House

Note: 50% of the questions asked will be theoretical.

Course Title: Management Concepts & Organizational Behaviour

Course Code: MBA-1103

Course Credit: 4

COURSE OBJECTIVE:	To familiarize students with: ❖ Management Principles and Organizational Behaviour is a course that offers insights to understand personality characteristics, work, and team structures, evolving workplace challenges, interpersonal problems, and to apply such understanding to enhance the quality of human dynamics and performance in organizations.
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LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Provide the knowledge and understanding of the tasks and functions of management.</p> <p>CO2: Comprehend and apply the behavioral patterns of human beings at individual & group levels in the context of an organization.</p> <p>CO3: Analyze human behavior for prediction and management of human resources in an organization while following ethical code of conduct.</p> <p>CO4: Evaluate the understanding of the dynamics of interaction and integration between the individual and the organization.</p> <p>CO5: To get acquainted with the concept of Self-esteem, and Group-dynamics.</p> <p>CO6: To understand about the concept and theories of perception.</p>
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Module I: Introduction

Nature of Management: Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

Module II: Organisation Structure & Design

Organising: Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation.

Module III: Motivation

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types - Process - Barriers - Effective Communication. Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

Module IV: Management Styles & Approaches

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

Text Book:

1. Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, PHI Learning, New Delhi, 2009
2. Organizational Behaviour by Robbins, P., Judge, and Sanghi (2009). Pearson Education.
3. Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, New Delhi, 2008

Other Suggested Readings:

1. Fred Luthans, ORGANISATIONAL BEHAVIOUR, Tata McGraw-Hill, New Delhi
2. Koontz, Weirich & Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, New Delhi, 2004
3. Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, New Delhi, 2007
4. Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, Cengage, New Delhi, 2008
5. Stephen Robbins, ORGANISATIONAL BEHAVIOUR, Pearson, New Delhi

COURSE OBJECTIVE:	To familiarize students with: ❖ The objective of this course is to introduce the students to the concepts, strategies, and contemporary issues involved in marketing products and services.
LEARNING OUTCOMES:	The students should be able to: CO1. Understand the nature and scope of Product marketing. CO2. Develop an understanding of various marketing philosophies related to pricing. CO3. Understand the Channel Design Decisions. CO4. Understand the communication mix elements in marketing. CO5. Evaluate product-level marketing plan. CO6: To acquaint the students about the changing trends of marketing domestically & globally.

Module I: Introduction

Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, 7P's of Marketing, Customer Value, Holistic Marketing, Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, Product Life Cycle, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity. Case study on related topics.

Module II: Consumer Behaviour & Pricing

Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information, Developing Pricing Strategies: Setting Price, Factors influencing Price Determination, Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. Case study on related topics.

Module III: Marketing Communication

Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Role of Technology in Marketing, Promotion Decisions: Promotion Mix - Advertising, Sales Promotion, Publicity and Personal Selling; Integrated Marketing Communication Mix, Communication Process, Steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. Sales Management and Public Relations. Distribution Channels: Role of Intermediaries; Wholesaling and Retailing

Module IV: Domestic & Global Marketing Management

Introduction to green marketing, Ethical issues in marketing, Introduction to International Marketing, Nature, scope & issues of international marketing, basis of international trade,

Difference between domestic, international, multinational, global and transnational marketing, Impact of online marketing, EPRG framework, IMC in International Marketing, Export logistics; Global promotion: designing and selecting sales force, global advertising, creative challenges, advertising appeals, and advertising effectiveness.

Textbook:

1. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
2. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi

Other Suggested Readings:

1. Kotler Philip and Keller; Marketing Management; PHI, New Delhi
2. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
3. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi

Course Title: Business Communication

Course Code: MBA-1105

Course Credit: 4

COURSE OBJECTIVE:	To familiarize students with: ❖ The objective of this course is to develop an understanding of Managerial communication in the emerging perspective.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: The students should be able to recognize the various elements of presentation skills.</p> <p>CO2: The students should be able to express themselves effectively in routine and special real world business interactions.</p> <p>CO3: The student should be able to design various types of internal & external correspondence.</p> <p>CO4: The students should be able to demonstrate appropriate use of body language.</p> <p>CO5: The students should be able to take part in professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.</p> <p>CO6: The students should be able to appraise the pros and cons of sample recorded verbal communications in a business context.</p>

Module I: Introduction

Introduction to Business Environment and Communication, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication, Written Communication Planning and executing different types of messages, Writing reports, proposals and Business plans, Improving personal writing skills, Interpersonal Communication Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication.

Module II: Business Correspondence

Business Letters, Letter of Application; Video resume practice and Resume writing, E-mail and cold calling, Memo, Circular, Notice

Module III: Presentation Skills

Principles of effective Presentations, Planning, Structure and delivery, Principles governing the use of audiovisual media, Time management, and slide design and transition: representation of textual information into visuals for effectiveness of communication- style and persuasiveness of the message- Adherence to the number of slides, Dynamics of group presentation and individual presentation.

Module IV: Interviews & Personal Traits

Interviews: Essential of placement interviews, Web/video conferencing, tele-meeting. Impression formation, Tactics, The self-presentational Motive, The Compass Qualities, First and lasting impression, Magic Pills, Toxic traits, The social Context : Norms and roles, The Target Values, Physical appearance, communication style, content of communication, actions, The environment, success, changing from outside-in, current Social image, The private self, Worrying about impression.

Textbook:

1. Business Communication, P.D. Chaturvedi, Pearson Education.
2. Mukerjee, H. S. (2012).Business Communication (2nded.). New-Delhi: Oxford University Press
3. Post Emily. (2005). The Etiquette Advantage in Business (2nd ed.). New York: Collins.

Other Suggested Readings:

1. Lehman, C. M., Dufrene D. D.,&Sinha, M. (2016). BCOM: The South Asian Perspective on Business Communication (2nd ed.). New Delhi: Cengage Learning.
2. Murphy, H. A., Hildebrandt, H.W.,& Thomas, J.P. (1997). Effective Business Communication (7th Revised ed.). Boston: McGraw-Hill Companies.
3. Bovee, C., & Thill, J.V.,& Raina, R.L. (2016). Business Communication Today (11thed.).Pearson
4. Sandra, M. O. (2004). Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

Course Title: Innovation and Entrepreneurship

Course Code: MBA-1106

Course Credit: 4

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none">❖ Knowledge needed to work in, manage, or own a business.❖ Varied aspects of small-scale industries and entrepreneurship.❖ Providing fundamental aspects and insights into the startup ecosystem.
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LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: To understand Entrepreneurship and its types</p> <p>CO2: Be able to identify a business opportunity and translate it into a viable business model.</p> <p>CO3: To understand different types of finances available and financing methods.</p> <p>CO4: Identify the elements of the Indian Entrepreneurship ecosystem and take relevant benefits from the constituents.</p> <p>CO5: To understand the nuances of operating a startup – low budget marketing, stabilizing operations, building a team from scratch, and scaling the business.</p> <p>CO6: To know what a Family Business is and how is it different from Entrepreneurship.</p>
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Module I: Introduction

Definition and Concept of entrepreneurship, Entrepreneur Characteristics, Classification of Entrepreneurs, Role of Entrepreneurship in Economic Development –Start-ups, Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc. Technology-based based entrepreneurship-Technology overview, protection for these technology industries- Patents, trademarks, designs, and copyrights.

Module II: Evaluating Business Opportunity

Sources of business ideas and opportunity recognition, Motivation for entrepreneurs, Customer Discovery: Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, customer validation, developing your business model, Crafting your value proposition, Product Development, Managing the product development process, Long Tail markets, Product launch goals, Go-to Market Strategy, The role of selling in a start-up, Sales forecasting for start-ups, Mapping buyer response modes, Social media Promotion tools. Case study on related topics.

Module III: Small Scale Enterprise

Establishing small-scale enterprise: opportunities scanning, market, and assessment for small-scale enterprise, selection of site, Entrepreneurial positioning, targeting, and segmenting- Entrepreneurial pricing decision- Entrepreneurial sales management

Module IV: Start-up Ecosystem

Know the components of the start-up ecosystem, including Incubators, Accelerators, Venture Capital Funds, Angel Investors, Rural entrepreneurship, social entrepreneurship, women entrepreneurs, etc., know various govt. schemes like Start-up India, Digital India, MSME, etc., Sources of Venture Funding available in India , India's start-up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Product roadmap: Meaning – Components – Product roadmap templates, How should you build a Product roadmap? Define your strategy – Marketing – IT – Sales – Management and the Broad Proposal for funding the start-up. Case study on related topics.

Text Books:

1. Startup India Learning Program by Start Up India available at www.startupindia.gov.in
2. Entrepreneurship, Rajeev Roy, Oxford University Press

Other Suggested Readings:

1. Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing
2. Family Business Management by Rajiv Agarwal, Sage Publishing
3. Donald F. Kuratko and Jeffrey S. Hornsby, (2008), New venture a Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Pearson.
4. Longenecker, Moore, Petty and Palich (2014) Managing Small Business, Cengage Learning, India Edition.

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ The objective of this course is to develop an understanding of Microsoft suite from an emerging perspective.
LEARNING OUTCOMES:	The students should be able to: CO1: To understand the excel function. CO2: To understand formula in excel. CO3: To understand and implement Charts in excel. CO4: To have knowledge of Microsoft Word. CO5: To have knowledge of Google Suite. CO6: To acquaint the student with the usage of technology in day-to-day functioning.
Module I: Introduction	Introduction to Excel & Word, Basic Concepts, Data Type in Excel, Worksheet and its Attribute, Tabs and Ribbon. Cell References – Absolute, Mixed and Relative. Cut Copy Paste and Advance Options. Find & Replace with Advanced Options. Sorting and Filtering, Introduction to Advanced Filters and Sorting, Group & Ungroup of Data, Color Filter etc. Importance of CTRL+1 (Home Tab) and its uses. Understanding Different Group under Home Tab, Table and its uses. MATCH etc. Understanding Different Style and Paragraph functions. Format Painter. Font Functions. Short Cut for Basic Operation – Cut, Copy, Save, Save As. Bullets and Numbering. Working with Borders. Mail Merge and its uses. Insert Tab- Blank Page, Page Break, Tables, Picture etc. Working with Shapes and charts. Hyperlink, Header, Footer and Text Functions. Drop Cap. Understanding and Working with different Page Layout Options. Page Background. End note, Foot note.
Module II: Formulas & Functions	Introduction to Formulas and Functions – Understanding Syntax, Error Type, Reference Type. Conditional Operators – IF, AND, OR, NOT, ISERROR, ISNUMBER etc. Statistical Functions – MAX/MIN, SUMIFS/COUNTIFS, SUMPRODUCT etc. Text Functions – LEFT, RIGHT, MID, SEARCH, TRIM, LEN, UPPER, LOWER, PROPER etc. Date and Time Functions – TODAY, NOW, EOMONTH, WEEKDAY, WORKDAY. Lookup Functions – VLOOKUP, HLOOKUP, INDEX.
Module III: Charts	Introduction to Charts – Charts Type, Instant Charts, Line charts, Column charts, Picture Charts, Scatter Charts. Charts Style- Layout, Labels, Axis Option, Title, Legends, Data Labels. Conditional Formatting- Data Bars and Colors Scale. Modifying Rows and Columns. Data Tools – Text to Columns, Data Validation, Scenario Manager.
Module IV: Google suite	Introduction to Google Suite. Google Form - Designing of Quizzes and Feedback. Accepting and Closing responses. Google Drive and its uses. Working with Google Calendar- Designing own calendar, Sharing and Collaborating. Introduction to Google Sheets. Basic Formulas and Collaborating sheets.

Text Books:

1. Excel 2019 Power Programming with VBA - John Walkenbach.

Other Suggested Readings:

1. Microsoft Office 2016 - Steve Schwartz.

Course Title: Ancient Indian Economic System**Course Code: MIKS-1101****Course Credit: 2**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none">❖ Understanding Economic Development: By studying each period, one can grasp the economic advancements and changes that occurred over time. This includes shifts in agricultural practices, technological innovations, trade patterns, and socio-political structures.❖ Analysis of Agricultural Practices: Investigating the transition from the Civil Experiment period to the Use of Plow for Agriculture period allows for an examination of how agricultural techniques evolved and their impact on productivity, land use, and social organization.❖ Exploring Technological Advancements: The Use of Iron and Growth of Cities period sheds light on the role of technological innovations, such as iron tools, in agricultural productivity, urbanization, and craftsmanship.❖ Trade and Commerce: Understanding the periods of Stabilization and Expansion, Regime Control, and the Use of Coin and Roman Trade helps in analyzing the growth of trade networks, the emergence of markets, and the influence of external factors on the economy, such as the interactions with other civilizations like Rome.❖ Political Economy: Investigating the periods of Regime Control and Beginning of Feudalism provides insights into the relationship between political power structures and economic systems, including the role of rulers in economic management, taxation, and land tenure.❖ Monetary Systems: Studying Coinage systems in Ancient India and the use of coins in economic transactions offers insights into the development of monetary systems, the role of currency in facilitating trade and commerce, and the evolution of financial instruments.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Insights into Economic Resilience: By examining how ancient Indian economy adapted to various challenges and transitions over time, such as changes in agricultural practices, technological advancements, and external influences, we gain insights into the resilience of economic systems and their ability to evolve in response to changing circumstances.</p> <p>CO2: Understanding of Socio-Political Dynamics: Studying the interplay between economic developments and political structures, including the role of rulers, governance systems, and the emergence of feudalism, provides a deeper understanding of the socio-political dynamics that shaped ancient Indian society.</p> <p>CO3: Appreciation of Trade Networks and Cultural Exchanges: Analysis of trade patterns, the use of coinage, and interactions with other civilizations, such as Rome, offers valuable insights into the extent and nature of ancient Indian trade networks, as well as the cultural exchanges and influences that occurred through commercial connections.</p> <p>CO4: Recognition of Technological Innovation: By exploring the adoption of</p>

	<p>new technologies, such as iron tools, and their impact on agricultural productivity, urbanization, and craftsmanship, we gain an appreciation for the role of technological innovation in driving economic growth and societal development in ancient India.</p> <p>CO5: Implications for Contemporary Economic Debates: The study of ancient Indian economy provides a historical perspective that can inform contemporary debates on economic development, governance, and sustainability.</p> <p>CO6: By understanding the challenges and strategies of ancient economies, we can draw lessons for addressing similar issues in the present day, as well as appreciate the diverse approaches to economic organization and management across different historical contexts.</p>
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Module I: Periods in Ancient Indian Economy:

Civil Experiment (2600 to 1500 BC), Use of Plow for Agriculture (1500 to 1000 BC), Stabilization and Expansion (1000 to 600 BC), Use of Iron and Growth of Cities (600 to 322 BC), Regime Control (322 to 200 BC), Grants, Use of Coin and Roman Trade (200 BC to 200 AD), Beginning of Feudalism (200 AD to 500 AD).

Module II: Coins and Problems in Ancient Indian Economic History

Introduction to Ancient Indian economy, Coinage systems in Ancient India, Land Grants and Ancient Indian Economic System, Introduction to Land Grants, Types of Land Grants in Ancient Indian Economic System

Text Books:

1. Ram Sharan Sharma, 1978, Light on Early Indian Society and Economy, Indian Council of Historic Research, New Delhi.
2. Andyopadhyaya, Narayanchandra, 1945, Economic Life and Progress in Ancient India Vol.I: Hindu Period, University of calcutta, Calcutta
3. Das, Santosh Kumar, 1925, Economic History of Ancient India, Santosh Kumar Das, Howrah

Course Title: Social and Emotional Learning

Course Code: MVAC-1101

Course Credit: 2

COURSE OBJECTIVE:	<p>9. This course aims to develop social and emotional awareness in students and initiate them towards better personal and social well-being.</p> <p>10. To create an awareness towards self, others, the environment and their harmonious coexistence</p>
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Students will become more self-aware and conscious of their role in society.</p> <p>CO2: They will learn to make informed and responsible lifestyle choices.</p> <p>CO3: Students will experience the joy of giving and contributing to the well-being of others.</p> <p>CO4: They will develop empathy, compassion, and a deeper emotional connection with nature.</p> <p>CO5: Students will evolve emotionally to contribute towards building a</p>

	harmonious society. CO6: They will cultivate sensitivity towards discrimination and explore constructive solutions to address it.
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Unit I: Introduction Self-Awareness and Happiness

Getting to Know Each Other Lectures, what to Expect from this Course? Getting to Know Oneself, What Makes One Happy/Unhappy? Outers Inner Sources of Happiness, Joy of Giving.

Unit II: Social Relationships Mindfulness

Sharing vs Power: Peers, Family and Society, Going Beyond Power Relationships Through Open Conversation, The Value of Silence and Reflection and Practice of Mindfulness.

Unit III: Identity, Self-Image, Status, Self-Worth Digital Identity

Identity Construction and Expression: Individual and Collective, Accepting and Valuing Oneself, Understanding the Gendered World, Identifying and transcending stereotypes, Identity Formation and Validation in the Digital World and Discrimination and its Forms.

Unit IV: Lifestyle Choices Stress and Its Management

What Choices Does One Get to Make? Is Choice influenced? Relationships, Career Choices, Career Pressures, Examinations, Dealing with Disappointment, Coping Skills, Health and Fitness, Connect With Nature: Sensitivity Towards Other Sentient Beings.

Text Books:

1. Black,Donna Lord(2022). Essentials of Social and Emotional Learning (SEL). NJ : Wiley
2. Goleman,Daniel (2005). Emotional Intelligence.USA:Bantam.

Suggested Reference:

1. Swami Vivekanand. (2016).The complete works of Swami Vivekanand. Advaita Ashrama. (<https://www.ramakrishnavivekanand.info/vivekanand/complete> works.html)

Course Title: **Mini Project**

Course Code: MP-1101

Course Credit:

1

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ To develop an innovative idea for a product or service in the form of a project report. ❖ To understand the importance and relevance of innovative ideas, their feasibility and detailed descriptions.
LEARNING OUTCOMES:	The students should be able to: CO1. Gain in-depth knowledge on innovative ideas for products or services in the form of a project report. CO2. To apply innovative ideas, their feasibility and detail descriptions.

Module I: Project/Practical work / Seminar

In the first semester, students (individually or in teams of 2–3) are required to develop an innovative product or service idea and prepare a project report under the guidance of a faculty

member. The report, to be prepared individually, should highlight the importance, relevance, feasibility, and detailed description of the idea. It will be evaluated by an external examiner appointed by the university, and students must present their work in a seminar.

SEMESTER WISE SUBJECT LIST

SEMESTER 2

Theory/Practical	Course Code	Category	Course Title	Contact Hours			Evaluation Scheme		Credits	
				L	T	P	CIA	ES E	TOTAL	
Theory	MBA-1201	DSC VII	BUSINESS ENVIRONMENT & LEGAL ASPECTS OF BUSINESS	3	1	0	40	60	100	4
Theory	MBA-1202	DSC VIII	BUSINESS RESEARCH METHODS	3	1	0	40	60	100	4
Theory	MBA-1203	DSC IX	OPERATIONS MANAGEMENT	4	0	0	40	60	100	4
Theory	MBA-1204	DSC X	BUSINESS STATISTICS & ANALYTICS	4	0	0	40	60	100	4
Theory	MBA-1205	DSC XI	FINANCIAL MANAGEMENT & CORPORATE FINANCE	3	1	0	40	60	100	4
Theory	MBA-1206	DSC XII	COST & MANAGEMENT ACCOUNTING	4	0	0	40	60	100	4
Theory	MAEC-1201	*AEC II	WRITTEN ANALYSIS & COMMUNICATION LAB	2	0	0	40	60	100	2
Theory	MIKS-1201	**IKS II	ANCIENT INDIAN TAXATION SYSTEM	2	0	0	40	60	100	2
Theory	MVAC-1201	***VA C II	FINANCIAL LITERACY	2	0	0	40	60	100	2
Practical	MSEC-1201	****SE C I	INDUSTRIAL VISIT WITH VIVA-VOCE	1			10		100	1
Practical	GP1201	GP2	GENERAL PROFICIENCY				100		100	1
			TOTAL						1000	32

*AEC II	Course Code	Course Title
	MAEC-1201	WRITTEN ANALYSIS & COMMUNICATION LAB

**IKS II	Course Code	Course Title
	MIKS-1201	ANCIENT INDIAN TAXATION SYSTEM
****MVAC II	Course Code	Course Title
	MVAC-1201	FINANCIAL LITERACY
****MSEC I	Course Code	Course Title
	MSEC-1201	INDUSTRIAL VISIT WITH VIVA-VOCE

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ With sustainability increasingly becoming a part of corporate strategy and operations in today's business world, this course aims to instill the core concepts of sustainable management in its students and to enable them to spread sustainability through the development of innovative products, solutions, and business models alongside learning about the core business environment. ❖ The course focuses on skill development and a thorough understanding of topics that will aid in the implementation of future sustainable company development methods.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Understand the internal and external components of the business environment for global sustainable development.</p> <p>CO2: Apply the knowledge of the business environment for creating sustainable ecosystems and application of sustainable practices at both individual and organizational levels.</p> <p>CO3: Analyze the risks and opportunities that globalization brings to company, as well as the push towards more sustainable corporate practices.</p> <p>CO4: Evaluate how to put essential sustainable business ideas and practices by profiling business instances in various areas.</p> <p>CO5: Able to analyze case laws in arriving at conclusions facilitating business decisions.</p> <p>CO6: Develop basic understanding of law of contract</p>
UNIT- I Introduction to Micro Environment –	
<p>Meaning of Business & Business Environment,, Types of Business Organizations , SWOT analysis , Types of Environment-Internal to the Enterprise (Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Physical Assets, Facilities, Research & Development, Intangibles, Competitive Advantage), External to the Enterprise , Micro- Suppliers, Customers, Market Intermediaries; Macro- Demography, Natural, Legal & Political, Technological,) Michael Porter's Five Forces Analysis, Competitive Strategies</p>	
UNIT-II Macro Factors: Economic, Socio-Cultural, Competitive & International Environment –	

UNIT-IV

Companies Act Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities, modes of winding up of a company. Consumer Protection Act: Definitions - Aims and objectives, Consumer protection councils, Redressal agencies and penalties for violation.

The Information Technology Act: Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

Text Book:

1. Business Environment ---Francis Cherunilam, Himalaya Publishing House
2. Business Environment: Test and Cases , PAUL, Mc Graw Hill Education , 3rd Ed.
3. V. Neelamegam – Business Environment (VrindaPublications , 2nd Edition)
4. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)

Other Suggested Readings:

1. International Business Environment—Ian Brooks, Jamie Weatherstrom and Grahm Wilkinson
2. Kuchhal M.C. - Business Law (Vikas Publication)
3. Gulshan S.S. - Business Law Including Company Law (Excel Books)
4. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014.

Course Title: **Business Research Methods**

Course Code: MBA-1202

Course Credit: 4

COURSE OBJECTIVE:	To familiarize students with: ❖ The overarching aim of this course is to acquire a basic knowledge of scientific paradigms and research methods. ❖ Further, the aim is to develop the student's ability to first, plan and in written form report a scientific study, and second, to evaluate and use scientific as well as other reports.
LEARNING OUTCOMES:	The students should be able to: CO1: Develop understanding of research concepts and the research process. CO2: Apply the knowledge of research tools and techniques for critical problem solving and decision making. CO3. Analyze the insights gained about concepts of research designs and methodology aimed at solving business problems and to communicate results to various stakeholders via research reports. CO4. Evaluate the effectiveness of research tools and techniques for strategic decision making. CO5: Evaluating statistical analysis which includes ANOVA technique and prepare research report. CO6: Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques

UNIT-I

Introduction to Business Research and Research Design: Meaning of research; Types of research, the research process, Research applications, Features of a Good research study, Research Problem, writing a research proposal, Research Design & errors.

UNIT-II

Data Source and Data Collection and Sampling: Primary and Secondary Data: Classification of Data;

Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method, Data Processing, Data Editing, Coding, Classification and Tabulation of Data Sampling Design: Census v/s Sampling, Sampling Methods, Errors in sampling. Determination of Sample Size.

UNIT-III

Hypothesis Formulation, Measurement and Scaling and Questionnaire designing, Hypothesis: Types, characteristics, sources and formulation of hypotheses, errors in hypotheses. Attitude Measurement and Scaling, Measurement Error. Questionnaire Designing, Types of Questionnaires, Process of Questionnaire Designing, Concepts of Reliability and Validity.

UNIT-IV

Data Analysis: Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Type I and II errors, one tailed and two tailed tests of significance. Basics of Parametric and nonparametric tests for univariate and bivariate data. Tests of association. Chi-square Analysis: Chi square test for the Goodness of Fit. Analysis of Variance: Completely randomized design in a one-way ANOVA. Research Report Writing: Types of research reports; Report writing; Components & Structure.

Text Book:

1. Copper, D. R., Schindler P. S. & Sharma, J. K. Business Research Methods, McGraw Hill Education.
2. Zikmund, W. G. Business Research Methods. Thomson.
3. Burns, R. B. & Burns, R. A. Business Research Methods and Statistics using SPSS, SAGE Publications Ltd.

Other Suggested Readings:

1. Bajpai, N, Business Research Methods, Pearson.
2. Chawla, D. & Sondhi N., Research Methodology: Concepts and Cases, Vikas Publishing House.
3. Panneerselvam, R, Research Methodology, Prentice Hall India.
4. Kothari, C.R. Research Methodology & Technique, New Age International Publishers.

Note: 50% of the questions asked will be theoretical.

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ This course is intended to provide an understanding of the components and processes of supply chain design and management as well as the performance drivers of supply chain. ❖ This course will teach everything one needs to know about supply chain management. In today's market, firms don't compete with each other; supply chains do. With this course, students will learn all about the main processes involved in the production and distribution of a product or commodity. ❖ It is also intended for the students to learn about logistics, transportation, warehousing and outsourcing decisions.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.</p> <p>CO2.Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.</p> <p>CO3.Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.</p> <p>CO4.Analyze / understand the trends and challenges of Operations Management in the current business environment.</p> <p>CO5.Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.</p> <p>CO6: Assess quality control systems and implement continuous improvement methods such as Six Sigma and TQM</p>
UNIT I	<p>Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.</p>
UNIT II	<p>Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN. Case Studies</p>
UNIT III	<p>Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance, core and reverse supply chain, global supply chain, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, lean manufacturing, agile manufacturing, role of IT in SCM. Demand forecasting in supply chain—Simple moving average method, weighted moving average method, linear regression and exponential smoothing method. Case Studies</p>
UNIT-IV	<p>TQM, Deming's 14 principles, Juran's quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC</p>

tools and its 7 new management tools, ISO 9000-2000 clauses, six sigma, Total Productive Maintenance (TPM), 5S.

Text Book:

1. Supply chain management by Sunil Chopra, and Peter Meindl, Pearson
2. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning

Other Suggested Readings:

1. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing
2. Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008

Note: 50% of the questions asked will be theoretical.

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ The objective of this course is to equip students with basic statistical tools and decision models. ❖ The emphasis will be on the concept of application for the say today managerial decision making rather than derivations.
LEARNING OUTCOMES:	The students should be able to: <p>CO: 1. Know about the concept of Statistics.</p> <p>CO: 2. Ability to understand the tools of advanced statistics.</p> <p>CO: 3. Understand and use sampling and inferential statistics.</p> <p>CO: 4. Ability to use spreadsheet software for data analysis and statistical model building.</p> <p>CO: 5 Understand the concept of data science& use predictive analytics tools.</p> <p>CO6: To use statistical analytical techniques in decision making.</p>
Module I: Introduction	
Statistics and its importance for managers, Data collection, Quality of data, Descriptive statistics, Probability and Probability Distributions: What is Probability? Terminologies, Probability Rules, Joint and Conditional probability, Bays theorem, Random variables: Concept, Discrete and continuous probability distributions, Binomial, Poisson, Negative binomial and Hypergeometric distributions. Uniform, Normal, Exponential, Log-normal, Weibull distributions.	
Module II: Statistical Test Types	
Chi-square test, Sign test, Mann-Whitney U test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test, Covariance and Correlation, Introduction to Regression: what is linear regression, fitting of the linear model, using Regression for prediction. Inference from Samples: Sampling from a Population, Sampling Distribution of the Sample Mean, Central Limit Theorem, Point Estimation, Estimators and their properties Confidence Interval for the Population mean and Proportion.	
Module III: Data Types	
Types of data, data warehouse and data-marts, Data quality, Data cleaning, handling missing data and outliers Overview of big data, Data analytics lifecycle, Data exploration and data visualization Linear and logistics regression, Decision tree, Model comparison. Clustering, Association rules, Classification, Market basket analysis.	
Module IV: Analytics	
Un-Predictive analytics and its use in marketing, healthcare, operations and finance Text analysis, Analysis of unstructured data In-database analytics, Technology (analytics) solutions and management of their implementation in organizations.	

Text Book:

1. Albright, S.C., & Winston, W.L. (2017).Business Analytics: Data Analysis and Decision Making (6th ed.). Cengage Publications.
2. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2017.).Complete Business Statistics (7th ed.). India: McGraw Hill Education India Private Limited.
3. Provost, F.& Fawcett, T. (2013). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. O'Reilly Media, Inc.

Other Suggested Readings:

1. Gareth, J., Witten, D., Hastie, T.,& Tibshirani, R. (2013). An Introduction to Statistical Learning with Applications in R. New York: Springer.
2. Marz, N., & Warren, J. (2015). Big Data: Principles and best practices of scalable realtime data systems. DreamtechCo.
3. Miller, T.W. (2014). Modeling Techniques in Predictive Analytics: Business Problems and Solutions with R. Pearson FT Press.

Note: 50% of the questions asked will be theoretical.

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The objective of this course is to develop the ability to analyze, evaluate and interpret the financial information provided in the financial statements. It also serves as a fundamental tool for financial analysis and helps in successful decision making and forward planning through enhancing various skills of the students. ❖ The major objective of this course is the development of analytical and decision-making skills in finance through the usage of theoretical underpinnings and practical knowledge.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Understand the different basic concept / Models of Corporate Finance and Governance</p> <p>CO2: Understand the practical application of time value of money and evaluating long term investment decisions</p> <p>CO3: Develop analytical skills to select the best source of capital, structure and leverage.</p> <p>CO4: Understand the use and application of different models for firm's optimum dividend pay-out.</p> <p>CO5: Understand the recent trends of mergers and acquisition and its valuation</p> <p>CO6: Understand dividend policy decisions and their impact on firm value.</p>
UNIT-I	<p>Introduction to Finance & Corporate Finance: Corporate Finance & its scope, Corporate Governance and Agency Problem, Corporate valuation Models: Asset Based Valuation Model, Earning based Valuation Model, Cash flow-based Model, CAPM Model, APT, EVA Analysis, Introduction to start-up finance, Financial Decisions, Time Value of Money.</p>
UNIT-II	<p>Investment and Financing Decision: Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.</p>
UNIT-III	<p>Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.</p>
UNIT-IV	<p>Dividend Relevance: Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis.</p>
Text Book:	
<ol style="list-style-type: none"> 1) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.) 2) Pandey I M - Financial Management (Vikas, 11th Ed.) 3) William HakkaBettnerCarcello- Financial and Management Accounting (TMH-16th Ed.) 4) Sheebakapil-Fundamental of financial management (Wiley,2015) 	
Other Suggested Readings:	

- 1) Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
- 2) Bark DemazoThampty- Financial Management (Pearson,2nd Ed.)
- 3) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 4) Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012

Note: 50% of the questions asked will be theoretical.

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ To provide an in depth knowledge of the detailed procedures and documentation involved in cost ascertainment systems. ❖ To understand the concepts of Financial Management and its application for managerial decision making. ❖ Understand the cost and management accounting techniques for evaluation, analysis and application in managerial decision making. ❖ Compare and contrast marginal and absorption costing methods in respect of profit reporting; ❖ Apply marginal and absorption costing approaches in job, batch and process environments; ❖ Prepare and interpret budgets and standard costs and variance statements; ❖ Identify and apply the concepts of Financial Management
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Understanding and Basic Knowledge of Cost Accounting and explaining Basic Accounting Procedure, apply cost concepts, Balancing of Accounts & Management Accounting.</p> <p>CO2: Computation of Fixed, Variable, Semi-Fixed and Semi-Variable Cost Concepts. Analyzes The Relationship Between the Cost-Volume and Profit Contribution Margin, Margin Of Safety, Security Ratio, Profit Margin Concepts. Critically analyze and provide recommendations to improve the business operations using accounting techniques</p> <p>CO3: Identify problems associated with relying on financial accounting information for internal decision making</p> <p>CO4: Computing of Budgeting and Operating Budgets. Applying the concepts of Management Accounting for Businesses</p> <p>CO5: Computation of Standard Variation Analysis Through Standard Costs Understanding and calculation of Standard Cost Concept</p> <p>CO6: Apply relevant costing techniques for managerial decisions such as pricing, outsourcing, and product mix.</p>
UNIT -I	<p>Meaning, nature and scope of Management Accounting; Difference between management accounting and financial accounting, Cost concepts: , Cost Unit, Cost Control and Cost Reduction; Components of total Cost, Cost Sheet, Classification of costs, Types and methods of costing, Inventory Management, Labour Cost, Overheads, Activity based costing.</p>
UNIT -II	<p>Cost-Volume-Profit Analysis: Marginal cost, Contribution per unit and Total contribution. Profit-Volume Ratio, Break-even Point : Margin of safety. Decision Making such as : Key Factor, Pricing, Product Profitability, Dropping a product line, Make or Buy, Export Order, Sell or Process Further, Shut down vs. Continue operations, Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase Budget, Overhead Budgets, Cash Budget, and Master Budget. Zero based budgeting.</p>

UNIT -III

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material Variance, Overhead Variance, Sales Variance, Sales Margin Variance

UNIT -IV

Process costing, concepts of normal loss, abnormal loss, abnormal effectiveness. Preparation of process accounts, normal loss account, abnormal loss account, abnormal gain account. Process costing with opening and closing WIP; equivalent units (using FIFO) and Cost allocation. Joint and by products : Allocation of joint costs based on Physical units method, Relative market value methods (Sales value at split off method and Net realizable value method). Introduction to the concept of Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Text Book:

1. Agrawal,Srinivasan Accounting Made Easy 1e Tata McGraw Hill
2. Sudhindra Bhat Management Accounting Excel Books, New Delhi
3. S.N. Maheshwari, Introduction to Accountancy, Vikas Pub Edition, 2009
4. Nitin Balwani Accounting and Finance for Managers, Excel Books, New Delhi

Other Suggested Readings:

1. Paresh Shah, Basic Financial Accounting for Management, New Delhi, Oxford University Press, 2008.
2. Banerjee, Financial Accounting, PHI, 2009.
3. John Wild, Financial Accounting Information for Decisions, New Delhi, TataMacGraw-Hill, 2008
4. S.N. Maheshwari and S. K. Maheshwari, A Text Book of Accounting for Management, New Delhi, Vikas Publishing House, 10th Edition, 2009

Note: 50% of the questions asked will be theoretical.

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Historical Understanding: Gain a deep historical understanding of how taxation evolved in ancient India, including its origins, development, and changes over time. ❖ Economic Insights: Explore the economic aspects of taxation, such as how tax revenues were collected, managed, and utilized to support various functions of ancient Indian society. ❖ Social and Political Impact: Analyze the social and political implications of taxation in ancient India, including its effects on different segments of society, power structures, and governance. ❖ Comparative Analysis: Compare the taxation systems of different ancient Indian dynasties and regions to identify similarities, differences, and trends. ❖ To study Legal Framework, Cultural Context, Revenue Sources, Taxation Techniques, Impact on Trade and Commerce, Comparative History, Archaeological Evidence, Impact on Society, legacy and Influence
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Historical Understanding: A thorough study can provide you with a deep historical understanding of how taxation systems evolved in ancient India, including their origins, development, and historical context.</p> <p>CO2: Expertise: students can become an expert in the field of ancient Indian taxation, which can be valuable for academic or professional purposes.</p> <p>CO3: Comparative Analysis: Studying this topic allows you to make comparisons between ancient Indian taxation systems and those of other civilizations or historical periods, offering valuable insights into the broader history of taxation.</p> <p>CO4: Research Skills: Researching and studying this subject can sharpen your research skills, including your ability to gather historical evidence, analyze data, and draw meaningful conclusions.</p> <p>CO5: Interdisciplinary Knowledge: You may gain interdisciplinary knowledge by exploring the intersections between economics, history, politics, culture, and society in ancient India.</p> <p>CO6: Awareness and Advocacy of historical tax records and understanding the role of taxation in ancient societies, Contribution to Indian Studies , Cross-Cultural Understanding ,Personal Enrichment Heritage Preservation</p>
UNIT -I	<p>Taxation In India -Gensis and Evolution</p> <p>Taxation In Mauryan -Kautilyas Arthshtrashatra on Taxation</p> <p>Taxation In Gupta Era</p> <p>Taxation In Medieval India -Delhi sultanate and Mughal Era.</p> <p>Taxation System Under Maraths and British Rule</p>
UNIT -II	<p>Principles and types of taxation in Ancient India</p> <p>Historical perspectives of Taxation in India</p> <p>The General Principles of Ancient Indian Taxation system</p>

Types of Taxation in Ancient India -tax exemption and additional taxation.

Methods of tax collection

Text Book:

1. "The Cambridge Economic History of India" edited by Dharma Kumar and Meghnad Desai
2. "Indian Economy, 1858-1914" by R.C. Dutt
3. "The State and Taxation in India: A Comparative Study" by Ursula Hicks
4. "Indian Society and the Making of the British Empire" by C.A. Bayly

Other Suggested Readings:

1. "The Agrarian System of Mughal India" by Irfan Habib
2. "Taxation in India: A Historical Survey" by B.R. Tomlinson
3. "Economic History of India" by R.C. Dutt
4. "Fiscal Policies and the World Economy: An Indian Perspective" by Amaresh Bagchi

COURSE OBJECTIVE:	<ul style="list-style-type: none"> ❖ Familiarity with different aspects of financial literacy such as savings, investment, taxation, and insurance ❖ Understand the relevance and process of financial planning ❖ Promote financial well-being
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Develop proficiency in managing personal and family finances effectively.</p> <p>CO2: Understand and apply key concepts of investment planning.</p> <p>CO3: Gain the ability to evaluate various banking products and services.</p> <p>CO4: Analyse different insurance products for risk management and financial security.</p> <p>CO5: Acquire practical skills in personal tax planning and compliance.</p> <p>CO6: Make informed financial decisions to achieve short-term and long-term goals.</p>
Unit I: Financial Planning and Financial products	
Introduction to Saving, Time value of money, Management of spending and financial discipline	
Unit II: Banking and Digital Payment	
Banking products and services, Digitization of financial transactions: Debit Cards (ATM Cards) and Credit Cards. Net banking and UPI, digital wallets, Security and precautions against Ponzi schemes and online frauds.	
Unit III: Investment Planning and Management	
Investment opportunity and financial products, Insurance Planning: Life and non-life including medical insurance schemes.	
Unit IV: Personal Tax	
Introduction to basic Tax Structure in India for personal taxation, Aspects of Personal tax planning, Exemptions and deductions for individuals, e-filing.	
Text Books:	
<ol style="list-style-type: none"> 1. Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance. 2. Sinha, Madhu. Financial Planning: A Ready Reckoner July 2017, McGraw Hill. 	
Suggested Reference:	
<ol style="list-style-type: none"> 1. Halan, Monika. Lets Talk Money: You've Worked Hard for It, Now Make It Work for You July 2018 Harper Business. 2. Pandit, Amar The Only Financial Planning Book that You Will Ever Need , Network 18 Publications Ltd. 	

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ Conceptual frameworks and tools essential for developing communication skills aimed at attaining business leadership. ❖ Strategic perspective on the meaning of communication. ❖ Structuring and presenting information effectively to audiences of varying sizes.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: DESCRIBE stages in a typical communication cycle and the barriers to effective communication.</p> <p>CO2: The student will be able to SUMMARIZE long essays and reports into précis and executive summaries.</p> <p>CO3: The student will be able to USE Dictionary and Thesaurus to draft and edit a variety of business written communication.</p> <p>CO4: The student will be able to EXAMINE sample internal communications in a business environment for potential refinements.</p> <p>CO5: The student will be able to COMPOSE variety of letters, notices, memos and circulars.</p> <p>CO6: Collaborate effectively in teams to produce group-written documents and peer feedback.</p>

UNIT -I

Written Communication: Types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems.

UNIT -II

Writing Techniques: Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters. Planning the persuasive message, common types of persuasive requests, principles of persuasive communication. Reformulating and summarizing – summary, using synonyms and antonyms, reducing phrases.

UNIT -III

HR Related Correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters.

UNIT -IV

Internal Communications: Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing.

Text Book:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India

Other Suggested Readings:

1. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
2. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Industrial Visit- Guidelines for Submission of Industrial Visit Report

1. Format: The report must be typed, properly formatted, and submitted in both hard and soft copy (PDF).

2. Font & Spacing:

Font: Times New Roman, size 12

Line spacing: 1.5

Margin: 1 inch on all sides

3. Structure:

- Cover Page (with Name, Roll No., Department, Date, Visit Location)
- Certificate from Institute
- Acknowledgement
- Introduction of the Organization Visited
- Purpose of the Visit
- Key Observations and Learnings
- Conclusion
- Photographs (if any)
- Appendix (if required)

4. Word Limit: 1,000 – 1,500 words.

5. Submission Deadline: Within 7 days of the visit.

6. Plagiarism: Content must be original. Plagiarized reports will be rejected.

7. Evaluation: Based on clarity, relevance, presentation, and insights.

SEMESTER WISE SUBJECT LIST

SEMESTER 3

Theory/ Practica l	Course Code	Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	E S E	TOTAL	
Theory	MBA- 1301	DSC XIII	CORPORATE GOVERNANCE AND BUSINESS ETHICS	4	0	0	40	60	100	4
Theory	MBA- 1302	DSC XIV	MANAGEMENT INFORMATION SYSTEM	3	1	0	4 0	6 0	100	4
Theory		DSE I	MAJOR SPECIALISATION ELECTIVE 1	4	0	0	4 0	6 0	100	4
Theory		DSE II	MAJOR SPECIALISATION ELECTIVE 2	4	0	0	4 0	6 0	100	4
Theory		DSE III	MAJOR SPECIALISATION ELECTIVE 3	4	0	0	4 0	6 0	100	4
Theory		DSE IV	MINOR SPECIALISATION ELECTIVE 1	4	0	0	4 0	6 0	100	4
Theory		DSE V	MINOR SPECIALISATION ELECTIVE 2	4	0	0	4 0	6 0	100	4
Practica l	MBAS- 1301		SUMMER TRAINING PROJECT REPORT	3	0	0	1 0 0		100	8
Practica l	GP130 1	GP3	GENERAL PROFICIENCY				10 0		100	1
			TOTAL						900	37

COURSE OBJECTIVE :	To familiarize students with: ❖ The course is designed to cover fundamental issues with regard to Business ethics and their application in real-world issues.
LEARNING OUTCOMES :	<p>The students should be able to:</p> <p>CO1: Examine the relationship between ethics and business across various cultural and economic traditions, including relevant theories of justice.</p> <p>CO2: Differentiate between ethics, morals, and values, and assess their significance in workplace practices.</p> <p>CO3: Identify and evaluate issues related to moral conduct in business and ethical dilemmas.</p> <p>CO4: Understand the principles and applications of Corporate Social Responsibility (CSR).</p> <p>CO5: Develop ethical frameworks for guiding professional behavior and decision-making.</p> <p>CO6: Apply ethical theories and CSR concepts to contemporary business practices.</p>

Module I: Corporate Social Responsibility

Opening Case: Merck and River blindness, Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development of CSR in Modern India, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy. Theological Ethics and Philanthropy: Philanthropy in Hinduism, Buddhism, Islam, Christianity, Islam and Sikhism. Closing Case: The pesticide controversy and its impact upon the CSR strategy of Coca Cola, Corporate Governance: Theories and Models Opening Case: Punjab National Bank Scam Definition of Corporate Governance, Importance of Corporate Governance, Principles of Corporate Governance, and Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of Corporate Governance in US, UK and India. Theories of Governance: Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory, Closing Case: Satyam Scam

Module II: Introduction

Opening Case: Subprime lending Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught? Bad Apple Theory: Why Ethics Matters in Business? Ethics and Law, Ethical Behavior, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, why be ethical in business? Who cares? Pressure Points for Ethical Behavior. Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc.; Ethical issues related to Marketing, Ethical issues related to Finance, Ethical issues related to HR, Ethical issues related to IT, Ethics of Net neutrality, Ethical dimensions of artificial intelligence. Ethical Issues in Capitalism, Socialism, and Communism, Closing Case Study: Bhopal Gas

Tragedy.

Module III: Business Ethics Philosophies

Opening Case: Turing Pharmaceutical price hike controversy Institutionalization of Business Ethics in India: Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces. Traditional and Contemporary Moral Philosophies: Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Divine Command Theory, Machiavellian Theory, Darwinism, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism. Contemporary Moral Philosophies: Contractarianism, Prisoner's Dilemma, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT). Closing Case: Johnson & Johnson Tylenol Crisis.

Module IV: Ethical Decision Making: Individual and Organizational Factors

Opening Case: Enron scandal Individual Ethics Management: Ethical Dilemma; Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model, steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth. Organizational Ethics Management: Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organizations: Tips for whistleblowing and the process of handling whistleblowing in organizations, Discussion of case related to murder of whistle-blowers Satyendra Dubey and Shanmugam Manjunath. Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization. Global Ethics Management: Avoiding, Forcing, Persuasion or education, Infiltration, Negotiation or Compromise, accommodation and Collaboration. Closing Case: Galleon Group Insider trading fraud.

Text Book:

4. Kanungo, R. N., and M. Mendonca (1996); Ethical dimensions of leadership, Sage Publications Thousand Oaks, CA.
5. Kumar, Shailendra, RaiAlok K (2019); Business Ethics; Cengage Learning, 1st edition.
6. Gandhi M.K. Trusteeship (Ahmedabad Navjivan Publishing house, 1960) pp 5.

Other Suggested Readings:

1. Linda K. Trevino, Katherine A. Nelson (2017); Managing Business Ethics: Straight Talk about How to Do It Right, Wiley Publishing House, 6th Edition
2. O. C. Ferrell, John Fraedrich, Ferrell (2017); Business Ethics: Ethical Decision Making & Cases; Cengage Publishing House
3. Thomas Donaldson, Thomas W. Dunfee, (1999); Ties That Bind: A Social Contracts Approach to Business Ethics; Harvard Business School Press.
4. Norman E. Bowie, (2015); "Business Ethics," in New Directions in Ethics, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge & Kegan Paul, 2015
5. Elkington. John, (1997) Cannibals with Forks: The Triple Bottom Line of 21st (Capstone/John Wiley, hardcover, 1997)
6. Callahan, D. (2004), The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead (Harcourt, Inc., Orlando, FL).
7. Mallin. Chris A. (2011); Handbook on International Corporate Governance: Country Analyses; Edward Elgar. pp 421

Course Title: Management Information System

Course Code: MBA-1302

Course Credit: 4

COURSE OBJECTIVE :	To familiarize students with: ❖ The objective of the course is to help students integrate their learning from functional areas, decision making process in an organization and role of Management Information Systems to have a vintage point in this competitive world.
LEARNING OUTCOMES :	The students should be able to: CO1: Understand the role and importance of Management Information Systems in decision-making and business operations. CO2: Explain the components and types of information systems used in organizations. CO3: Analyze the impact of information systems on organizational structure, processes, and performance. CO4: Evaluate the ethical, social, and security issues related to the use of information systems. CO5: Apply MIS concepts to solve business problems through case studies and practical applications. CO6: Demonstrate the ability to use information systems for strategic planning and competitive advantage.
Module I: Introduction Information Systems: Concept & Technologies, Role of Information Systems in Business. Influence of Information Systems in Transforming Businesses. Global E-Businesses and Collaborations, Strategic Roles of Information Systems. Behavioral, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS, and EIS. Organizing the Information Systems function in Business. Ethical and Social Issues of Information Systems.	
Module II: Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle, and Senior Management. Concepts of Database and Database Management System.	
Module III: Functional Information Systems: Marketing, Human Resource, Financial, and Operational Information Systems. Cross-Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.	
Module IV: Implementing Information Systems as Planned organizational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modelling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages, and Outsourcing. Implementing	

Text Book:

1. Dr. S. Shajahan, R.Priyadharshini (2004). Management Information Systems, New Age International Publishers
2. Jawadekar Waman S., (2013) Management Information Systems: A Global Digital Enterprise Perspective; McGraw-Hill

Other Suggested Readings:

1. Laudon Kenneth C. and Laudon Jane P.,(2018), Management Information Systems: Managing the Digital Firm by : Pearson Publication, 15e
2. James A O'Brien, Behl Ramesh, George M. Marakas, (2019), Management Information Systems, McGraw-Hill
3. Boris Shishkov, (2020) Designing Enterprise Information Systems, Springer Publication, ISBN 978-3-030-22441-7

Course Title: Human Resource Information System (HRIS)

Course Code: MBAHRM-01

Course

Credit: 4

COURSE OBJECTIVE :	To familiarize students with: <ul style="list-style-type: none">❖ To explain the basic terms and concepts related to HRIS. It also gives hands on experience on system administration function which includes user management, job management, creating and maintaining organization structure, skills inventory, and configuration of the modules according to the user requirements.❖ To make use of HRIS software to carry out recruitment and selection process of the organization.❖ To demonstrate the Personnel Information Management (PIM) function which includes creation of reporting methods, importing employee data, adding employee information, describing workflows and generation of reports.❖ To exhibit how to manage the employees' leave and attendance processing using HRIS software and payroll calculation using MS Excel.❖ To manage the performance of the employees through HRIS software by creating KPI, tracking, establishing L&D, reviewing the employees' performance and offering increments/ bonuses.
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LEARNING OUTCOMES :	<p>The students should be able to:</p> <p>CO1: The student will be able to recognize the basic terms and concepts related to HRIS.</p> <p>CO2: The student will be able to describe the use of HRIS software to carry out recruitment and selection process of the organization.</p> <p>CO3: The student will be able to manage the employees' leave and attendance process using HRIS software and payroll calculation using MS Excel.</p> <p>CO4: The student will be able to Compare different HRIS software, compute ROI, and do cost-benefits analysis.</p> <p>CO5: The student will be able to evaluate the performance of the employees through HRIS software by creating KPI, tracking, establishing L&D and reviewing the employees' performance.</p> <p>CO6: Remembering HRIS software and payroll calculation.</p>
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Module I: Introduction

HRIS and HR Planning HRIS Introduction, Need for HRIS, Different types of HRIS, HRIS Installation and Configuration.

Human Resource Planning 1: Use of software to define organizational structure, new jobs and reporting structure.

Human Resource Planning 2: Use of software to create positions, search and update employee records.

Module II:

Recruitment: A Recruitment Overview, use of software to create and approve new job opening with pay grades and job categories. Use software to screen applicants and explain how IS can help.

Personnel Information Management (PIM): Creation of reporting methods, importing employee data, Adding employee information and generation of reports. Allocation of employees to different work shifts.

User Management: Creating and Managing different types of Users and Configuring modules based on User level. Maintaining Skills inventory.

Module III:

HR Operations 1: Understand different types of leave, Leave calculation and approval

HR Operations 2: Understand components of compensation, simulate pay run using Excel
 Performance Management and Profile Management: Profile overview, use of software to manage employee profile
 Performance management overview: How KPIs and competencies are used in performance management
 Increments and bonuses: How salary matrix is used for increments, how performance affects bonuses, Use software to award increments and bonuses

Reports: Importance of reporting in HR, create customized reports by using HRIS Query Manager; Using Prompt; Criteria

Module IV:

HR workflow, L& D and HR Strategy a Workflow, how HRIS can be used to configure workflows, Reasons of different workflows needed in core HR functions Describe how workflows are handled in the HRIS, Use the HRIS to configure workflows in recruitment,

L&D, performance management and leave application B Learning and Development: L&D Overview. Use of software to apply business process mapping to current L&D process. Identify new business requirements and fine- tune current L&D process using BPM notation. Use of software to configure and improve the L&D process. HR Strategy: · Comparing different HRIS software, Calculation of ROI, Cost benefits analysis, Making a Recommendation

Text Book:

1. Human Resource Information Systems: Basics, Applications and Future Directions 3rd Edition, by Michael J.
2. Kavanagh Mohan Thite, Richard D. Johnson, Sage Publications.

Other Suggested Readings:

1. Practical Guide to Human Resource Information Systems by Satish M. Badgi.
2. Encyclopaedia of Human Resources Information Systems: Challenges in E-HRM by Teresa Torres- Coronas, and Mario Arias-Oliva, Information Science, New York.

Course Title: Organizational Development and Change

Course Code: MBAHRM-02

Course

Credit: 4

COURSE OBJECTIVE :	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ To understand the functioning of business organizations, basic concepts of organizational structure and design. ❖ To explain the various concepts related to organizational change and development. ❖ To understand the organizational change process and examine individual, group as well as organizational reactions to change. ❖ To provide different perspectives on Organizational Development at the individual, group, and organizational levels of analysis. ❖ To identify organizational situations that would benefit from organizational Development interventions.
LEARNING OUTCOMES :	<p>The students should be able to:</p> <p>CO1: Describe the functioning of organizations, basic concept of organizational design, structure and system.</p> <p>CO2: Explain the concept of organizational change, different approaches of its management, how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, making change successful, the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.</p> <p>CO3: Apply the competencies which are required for effective change Management at organization, group and individual levels.</p> <p>CO4: Analyze change management process in an organization.</p> <p>CO5: Develop effective organizational development intervention strategies and functions for an organization in transition.</p> <p>CO6: Remembering benefit from organizational Development interventions.</p>

Module I: Understanding Organizational System, Structure and Design:

Definition – Organization, Organizing, Organizational Structure; Types of Organizational Structure-Hierarchical, Matrix, Bureaucratic model of Max weber, Adhocracy Organizational Design-Concept, importance and principles Concept and Nature and need for Organizational Change; Barriers to Change

Types of Change:

Continuous or Incremental Change, Discontinuous or Radial Change, Participative and Directive Change, Planned Change, Transitional and Transformational Change

Levels of Change: Fine Tuning, Incremental adjustment, Process Re-engineering, modular transformation, Corporate transformation

Module II: Managing Organizational Change

Organizational Change Process, Requirement for change management, Change Management Iceberg Organizational Change- models; Kotter's Change Management Model, Lewin's Change Management Model, Kübler-Ross Five Stage Change Management Model, ADKAR Change Management Model. McKinsey 7-S Change Management Model. Resistance to Change, Forms of Resistance, Reactions to Change, Techniques to Overcome Resistance ,Change Agents- Meaning and role, Types of Change Agents, Change Agent Styles

Module III: Organizational Development (OD)

Meaning and Concept of OD, Characteristics of OD; Need and Significance of OD in organizations; Goals of OD Assumptions of OD, Process of OD, Model of OD- Action Research, Business Process Re-engineering & Leavitt's Model OD and Leadership Development; TQM and OD

Module IV: Organizational Development (OD) Interventions

Definition and concept of OD Interventions, Factors Affecting Success of Interventions Types and Process of OD Interventions, Evaluating OD Interventions and Strategies, Human process interventions – coaching, training and development, third party intervention, and team building. Techno structural interventions – downsizing, reengineering, employee involvement, work design.

Text Book:

1. Organizational Change and Development, Dipak Kumar Bhattacharyya, Oxford University Press.
2. Kavitha Singh Organisational change and Development, Excel Books New Delhi, 2010.

Other Suggested Readings:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi.
2. Hurst, David K., Crisis and Renewal: Meeting the Challenge of Organisational Change, Harvard University Press, Mass.
3. Robert A Paton, James Mc Calman, 'Change Management; A guide to effective implementation', Response books, 2005.

COURSE OBJECTIVE :	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The objective of the course is to provide students with a conceptual understanding of Artificial Intelligence, its functioning, and its distinction from the human mind. ❖ The course also explores the impact of AI on human resource management and traditional business practices. Key challenges, ethical considerations, and the future interface between AI and human consciousness are also addressed.
LEARNING OUTCOMES :	<p>The students should be able to:</p> <p>CO1: Identify key tools and technologies used in AI applications relevant to human resource management. Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.</p> <p>CO2: Administer and contribute to the design and evaluation of the performance management program.</p> <p>CO3: Develop, implement, and evaluate employee orientation, training, and development programs.</p> <p>CO4: Facilitate and communicate the human resources component of the organization's business plan</p> <p>CO5: Develop a basic understanding of the Industrial relations in regards to Disciplinary action and Grievance handling mechanisms</p> <p>CO6: Demonstrate problem-solving and critical thinking by implementing AI solutions to domain-specific problems (e.g., healthcare, finance, robotics).</p>
Module I: Introduction	
Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.	
Module II: Recruitment and Selection	
OB Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement, Employee Orientation- Purpose, Process, Training Process- Analyzing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.	
Module III: Performance Management	
Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.	

Module IV: Role of AI in HR

AI in Recruitment and Selection Efficient Screening Bias Reduction Enhanced Candidate Experience AI in Employee Engagement Personalized Learning and Development Real-Time Feedback and Recognition Predicting Employee Attrition. Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behavior at work, Employee well-being.

Text Book:

1. Dessler, G. & Varkkey, B. (2015); Human Resource Management; New Delhi: Pearson; 14th Edition.
2. Armstrong, M. & S. Taylor. (2017); Armstrong's Handbook of Human Resource Management Practice London: Kogan Page; 14th Edition.
3. Aswathappa, K. (2010); Human Resource and Personnel Management; Tata McGraw Hill Education; 6th v Rao, P. S., & Rao, V. S. P. (2009);
4. Personnel and Human Resource Management; Himalaya Publishing House; 5th Edition.
5. Bernardin, John H. (2012); Human Resource Management; McGraw Hill; 6th Edition.

Other Suggested Readings:

1. Garry K & Mig G. (2017); Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins; John Murray Publications, 1st Edition.
2. Jim Sterne, G.A. Poe & Gildan M. (2018); Artificial Intelligence for Marketing; Gildan Media- Audible Book, 1st Edition.
3. Max Tegmark (2017); Life 3.0: Being Human in the Age of AI; Knopf, 1st Edition.

Course Title: **Integrated Marketing Communication**

Course Code: MBAMM-01

Course Credit:

4

COURSE OBJECTIVE :	To familiarize students with: ❖ The main objective of this subject is to expose the students to the importance and design of various elements of Integrated Marketing Communication and the need to ensure consistency in message across different communication mix elements and channels.
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LEARNING OUTCOMES :	<p>The students should be able to:</p> <p>CO1: Understand the fundamental concepts and significance of marketing communication in a corporate context.</p> <p>CO2: Identify various tools and techniques used in managing effective marketing communication strategies.</p> <p>CO3: Analyze the role of integrated marketing communication (IMC) in enhancing brand value and customer engagement.</p> <p>CO4: Apply marketing communication principles in real-world business scenarios and professional roles.</p> <p>CO5: Evaluate communication strategies used by corporates across different media platforms.</p> <p>CO6: Develop marketing communication plans aligned with organizational goals and target audience needs.</p>
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Module I:

Meaning and Role of IMC in the Marketing Mix. Elements of Promotion mix: Public Relations, Sponsorship, Advertising (types, advertising campaign, role in brand promotion), Direct Marketing Communication, Sales Promotion, Personal Selling, Packaging, Exhibition, Trade shows, Interactive/Internet Marketing. Marketing Communication Psychology, Changing Marketing Communication Environment, Process of Integrated Marketing Communication: Marketing Communication, Planning and Plan, Setting Objectives (DAGMAR approach, Response Hierarchy Models), Determining Strategy and Tactics.

Module II:

Research and Analysis for Decision Making, Profiling Target Markets, Creative implementation: Generating Creative Ideas, Selection of Idea, Copy Writing, Art Direction and Production for Print and Internet media.

Module III:

Copy Writing, Direction and Production for Radio and TV, Evaluation and Control of Integrated Marketing Communication, Media Strategy and Planning, Types of Media including
E- media, their advantages and disadvantages.

Module IV:

Selection of Media, Media Buying, Setting Budget and Allocating Resources, Evaluation of Media, Role and Functions of Advertising and Promotion Agencies, Compensation to these agencies.

Case Studies: Some cases of real business world to supplement learning from the course.

Text Book:

1. K.E. Clow, Baack, D.E., (2014) Integrated Advertising, Promotion and Marketing Communications, (6 ed) Pearson Education
2. Pickton, D, Boderick, A, (2004) Integrated Marketing Communications, PHI.

Other Suggested Readings:

1. P J. Kitchen, P D Pelsmacker, (2004), Integrated Marketing Communications: A Primer, Psychology Press.
2. Belch, G., & Belch, M., (2018), Advertising and promotion: An integrated marketing communications perspective, New York: McGraw-Hill.

3. Narang, R.,(2020) Pearson Education, Advertising, Selling & Promotion, 1st ed., Pearson Education.

Course Title: Data Visualization for Managers

Course Code: MBAMM-02

Course Credit: 4

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ To acquire knowledge on the concepts required for Data Visualization ❖ To practice Visualization Design for different types of Data using “Microsoft Power Business Intelligence Tool” ❖ To summarise on Story Telling using the Visualization Tool “Tableau” ❖ To understand Decision Making using the Data Visualization tool “R” ❖ To examine Big Data Visualization using the Data Visualization tool “GEPHI”
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Recall and explain fundamental concepts and principles of data visualization.</p> <p>CO2: Demonstrate the use of MS Business Intelligence tools for creating effective visualizations.</p> <p>CO3: Apply design principles to develop data dashboards using Tableau.</p> <p>CO4: Illustrate data mining patterns through practical implementation using R visualization tools.</p> <p>CO5: Experiment with advanced data visualization techniques using GEPHI.</p> <p>CO6: Integrate various visualization tools to derive insights and support data-driven decision-making.</p>
Module I: Introduction to Data Visualization	
<p>Concepts of Data Visualization:</p> <p>The Visualization Imperative, Visual Perception, Grammar of Graphics, Message to Charts</p>	
Module II: MS Power Business Intelligence Tool	
<p>Installing Power BI, Menus and Toolbar, Creating and Formatting Tables, Formatting Dashboard and preparing Reports, Designing Insights and Creating custom Reports and Creating Maps and Designing Images</p>	
Module III: Data Visualization Tool “Tableau”	
<p>Installing Tableau, Menus and Toolbar, Converting Excel Data into Tableau Desktop, Creating types of Charts, Scatter Plots Creation and Basic Functions</p>	
Module IV: Decision Making using “R Programming Language”	
<p>Installing R Studio, Descriptive Statistics in R, Data Mining Pattern, Scatter Plots , Histogram, Advanced Data Visualization tool “GEPHI”, Installing “GEPHI”, Network Analysis, Graphing</p>	

Text Book:

1. J. Hilden J. Koponen, Data Visualization Handbook, 1st Edition, 2019, Aalto University
2. Andy Kirk, Data Visualizations: A Handbook for Data Driven Design, , 1st Edition, 2019, Sage Publication
3. Kieran Healy, Data Visualization – A Practical Introduction, Ed.1, 2019, Princeton University Press.
4. Claus O. Wilke, Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures, First edition, 2019, O'Reilly.

Other Suggested Readings:

1. Brett Powell, Microsoft Power BI Cookbook: Creating Business Intelligence Solutions, 1st Edition, 2017, Packt Publishing
2. Abdulkader Aljandali, Multivariate Methods and Forecasting with IBM SPSS Statistics, 1st ed. 2017 Spring
3. Brett Powell, Microsoft Power BI Cookbook: Creating Business Intelligence Solutions, Packt Publishing, 2017.
4. Arshad Khan, Jumpstart Tableau: A Step–By–Step Guide to Better Data Visualization A, Press publication, 2016.
5. Atmajitsinh Gohil, R Data Visualization Cookbook. Packt Publishing, 2015

Course Title: Service Marketing

Course Code: MBAMM-03

Course Credit:

4

COURSE OBJECTIVE :	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ To equip the students with thorough understanding of Services Marketing core concepts & its role in employability of students. ❖ To specialize the students with Services Marketing as their choice with reference to ever-changing Demand in Service sector globally.
LEARNING OUTCOMES :	<p>The students should be able to:</p> <p>CO1: To primarily understand the key differentiating factors between products and services and how service quality aspects play a unique role in planning service quality and execution at the work place.</p> <p>CO2: To articulate the key service strategies which play a significant role in operations, management information systems and human resource systems in effective handling of service design in organizations.</p> <p>CO3: To analyze the typical problems faced by services marketing professionals and the demand for unique service Talent across the globe in various segments.</p> <p>CO4: To be in a position to formulate the best Service positioning strategies for Service organizations to compete in the changing global environment</p> <p>CO5: To analyze CRM strategies in Service Industry</p> <p>CO6: Remembering ever-changing Demand in Service sector globally</p>

Module I:

Nature and Scope of Services: Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, Marketing Framework and challenges for Service Businesses, need for service marketing, and growth in Services Marketing, consumer behavior in services context.

Module II:

Service Management Trinity, Marketing Strategy for Services: Introduction, Need for segmentation of services, bases of segmentation in services, segmentation strategies in service marketing, need for targeting and positioning of services, developing service product, flower of service, branding service products, new service development, Service Differentiation Strategies, Positioning strategies for services, Product/Service Delivery Strategies.

Module III:

Pricing of Services, pricing tripod, Revenue Management, Ethical Concerns in pricing of services, Distribution of Services, options for delivery, place and time decisions, role of intermediaries, challenges of distribution, role and challenges of services communication, marketing communication mix, Designing and managing services process, flow charting and blueprinting services processes, service process re-design, customer as co-producer, managing capacity, analyzing demand pattern, managing demand, Inventory Demand Through Waiting Lines and Queuing Systems, service environment and its dimensions, understanding consumer response to service environment.

Module IV:

Customer complaining behavior, Principles of Effective Service Recovery System, customer responses to Effective Service Recovery System, handling Abusive and Opportunistic Customer, meaning of service quality, The Gaps Model, measuring and improving service quality, Hard Measures of Service Quality, Tools to Analyze and Address Service Quality Problems, improving service productivity

Text Book:

1. Valarie Zeithaml & Mary Jo Bitner, (2018), Services Marketing: Integrating Customer Focus across the Firm by McGraw Hill publication
2. Christopher Lovelock, (2011), Services Marketing: People, Technology, Strategy by Pearson India

Other Suggested Readings:

1. H.V. Verma, (2011), Marketing of Services, Global Business Press, New Delhi.
2. Fitzsimmons, Fitzsimmons, (2017), Service Management operations, strategy, Information Technology, Tata McGraw Hill publication
3. William C.Miller, (1993), Quantum Quality: Quality Improvement through Innovation, Learning & Creativity, Amacon New York.N.Y. Publication.

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ To acquaint the students with theoretical and practical background of financial investments. ❖ To highlight the importance of valuing financial securities. ❖ To comprehend the working knowledge of the methods of calculating risk and managing it. ❖ To adept in developing portfolio of Financial securities and measuring its performance.
LEARNING OUTCOMES :	The students should be able to: CO1. Describe the basic concept of investment, securities, security market, risk and return. CO2. Analyze the security's performance through Fundamental and Technical analysis CO3: Apply security analysis techniques to select financial securities for investment. CO4: Construct portfolio of financial investments for investors. CO5: Appraise and review portfolio performance. CO6: Remembering portfolio construction of Financial securities and measuring its performance.

Module I: Introduction to Security Analysis and Portfolio Management

An Investment: A conceptual framework, Objectives, Investment V/S Speculation, Investment Attributes and Avenues, Meaning of Security- Types of Securities, Structure of Indian Security markets- An overview, Investment Alternatives, Securities and Exchange Board of India – regulatory functions and role, Recent development in Securities markets, Understanding the risk and return of a security, Systematic and Unsystematic Risks, Measurement of Risk, Beta Coefficient and it's applications.

Module II: Valuation of Securities and introduction to Financial Derivatives

Valuation of Equity Shares: Constant growth rate, two stage growth model and Multiple period holding models, Valuation through P/E ratio. Valuations of Bonds: Measurement of bond prices and yields - Yield to maturity, risk in bonds. An overview of Financial Derivatives – Forward, Futures, Options and Swaps

Module III: Fundamental and Technical Analysis

Introduction to Fundamental Analysis: E-I-C Framework – Economic Analysis: Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables.

Fundamental Analysis: E-I-C Framework – Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns Company Analysis, SWOT Analysis, Analysis of Financial Statement and Stock Valuation

Fundamental v/s Technical Analysis, Advantages, Challenges, Tools and Techniques of Technical Analysis: Charting Techniques, Dow Theory, technical indicators, Efficient Market Hypothesis: Concept of „Efficient Market“ and its implications for security analysis and portfolio management

Module IV: Portfolio Analysis and Selection

Portfolio Construction:

Analysis of Constraints, Determination of Objectives Portfolio Analysis: Portfolio Risk and Return up to three securities. Markowitz and Sharpe index model, Portfolio Analysis: Sharpe index model and selecting optimal Portfolio Asset Pricing Theories and Portfolio Performance Measurement, A Capital Market Theory, Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory (APT), Sharpe's Performance measure, Treynor's Performance measure, Jensen's Performance measure., Mutual Fund Operations, Mutual Funds Performance Evaluation Portfolio revision and strategies

Text Book:

1. Security Analysis and Portfolio Management – Donald E. Fischer & Ronald J. Jordan (Prentice Hall of India, New Delhi)
2. Investment Analysis and Portfolio Management – M. Ranganathan & R Madhumathi (Pearson Education) Investments (6th edition) by W.F. Sharpe, G.J. Alexander and
3. J.V. Bailey. Investment Management – V.A. AVADHANE (Himalaya Publishing House) Investment Management – V.K. Bhalla (S. Chand)
4. Gitman and Joehnk (2008) Fundamental of Investments. Pearson. Investment Analysis and Portfolio Management –R.P. Rustagi (Sultan Chand & Sons, New Delhi)
5. Investment Analysis and Portfolio Management, Reilly and Brown (2006), (Thomson) Bodie, Zvi (2008) Investments. McGraw' Hill/Irwin

Other Suggested Readings:

If you are planning for a career in the investments area, there are several additional resources that you should keep in mind:

1. Association of Investment Management Research (AIMR, www.aimr.org)
2. NCFM Modules (www.nseindia.com)
3. International Association of Financial Engineers (IAFE, www.iafe.org)
4. Securities Training Corporation (STC, www.stcusa.com)
5. www.sebi.org.in
6. www.bseindia.com
7. www.nseindia.com
8. www.bis.org
9. www.otcei.net
10. www.iseindia.com
11. www.rbi.org.in
12. www.stockcharts.org
13. www.neweconomyindex.org
14. www.indiamart.com
15. www.fuzzytech.com
16. www.nasdaq.com
17. www.amex.com
18. Financial Analysts Journal

Course Title: Financial Institutions and Markets

Course Code: MBAFM-02

Course Credit: 4

COURSE OBJECTIVE :	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The objective of this paper is to acquaint students with the role and functioning of financial markets, the financial products traded within them, and the institutions involved. ❖ It highlights the contribution of the financial system to economic development and addresses key concepts such as risk and return, regulatory frameworks, commercial banking operations, and the functioning of insurance companies and mutual funds. ❖ The course aims to equip students with the knowledge required to make rational financial decisions.
LEARNING OUTCOMES :	<p>The students should be able to:</p> <p>CO1: Understand the financial architecture of an economy and identify its key components and participants.</p> <p>CO2: Analyze the structure and evolution of Indian financial markets.</p> <p>CO3: Examine the functioning and significance of the capital market in India.</p> <p>CO4: Explore the operations and instruments of the debt market in the Indian context.</p> <p>CO5: Study the structure and role of the money market in India's financial system.</p> <p>CO6: Evaluate the roles and responsibilities of key regulatory bodies such as RBI, SEBI, PFRDA, and IRDA in governing financial markets.</p>
Module I: Indian Financial System and major Institutions:	
<p>Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial reforms and restructuring; future agenda of reforms;</p> <p>Regulatory Institutions in India:</p>	
<p>RBI, SEBI, IRDAI, PFRDA, Corporate Governance and SEBI Role of central bank and commercial banks, Commercial Banking: Role of Banks, NPA, Risk Management in Banks, Basel Norms, Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need and importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, CAMELS rating system, Basel Norms, MCLR based lending NBFCs and its types; comparison between Banks and NBFCs.</p>	
Module II: Introduction to Financial Markets in India:	
<p>Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Mutual Fund: types of Mutual Funds and different types of schemes, concept of NAV, Credit Rating Agencies : Role and mechanism, Merchant Bank: role and types, Venture Capital Funds concept, stages of investment , exit options; Private Equity. Foreign Exchange Market: Foreign Exchange Market (Introductory, only Conceptual) Foreign Capital – FDI & FII</p> <p>Module III: Capital Market in India:</p> <p>Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock</p>	

Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Primary and Secondary market, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins (with numerical), kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE. Corporate Listings: Listing and Delisting of Corporate Stocks Commodity Markets – Structure, Operations and trends.

Module IV: Money Markets & Debt Markets in India:

Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit.

Debt Market: Introduction and meaning, Primary Market for Corporate Securities in India: Issue of Corporate Securities, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

Text Book:

1. Pathak, B. Indian Financial System (4th ed). Pearson Publication [Chapter 1, 13, 16, 24]
2. Goods and Services Tax: <http://www.gstcouncil.gov.in/about-gst> Insolvency & Bankruptcy Code:
<http://www.mca.gov.in/Ministry/pdf/TheInsolvencyandBankruptcyofIndia.pdf>
3. RBI Guidelines on Payment Banks, Monetary Policy Committee, Universal Banking, CAMELS rating system and MCLR based lending. Khan, M.Y. Financial Services (8th ed). Mc Graw Hill Education [Chapter 7,9,14]
4. Pathak, B. Indian Financial System (4th ed). Pearson Publication [Chapter 15,17,19]

Other Suggested Readings:

1. Saunders, A. & Cornett, M.M. on Financial Markets and Institutions (3rd Ed.). Tata McGraw Hill [chapter 8] Pathak, B. on Indian Financial System (4th ed.) Pearson Publication [Chapter 6,8]
2. Saunders, A. & Cornett, M. M. Financial Markets and Institutions (3rd Ed.). Tata McGraw Hill [chapter 9]
3. Bombay Stock Exchange website on Adjustment for Corporate Actions :
<https://www.bseindia.com/markets/MarketInfo/DispNoticesNCirculars.aspx?noticeno=20190325-45>
4. Bombay Stock Exchange website on Compulsory Rolling Settlement:
https://www.bseindia.com/static/markets/equity/EQReports/tra_Settlement.aspx
5. National Stock Exchange and Bombay Stock Exchange website. FAQs on margins as applicable for transactions on Cash and Derivatives segments:
https://www.nseindia.com/content/assist/asst_Margins_faq.pdf

6. National Stock Exchange website on listing of Securities:
https://www.nseindia.com/corporates/content/eligibility_criteria.htm
7. NIFM, Department of Economic Affairs on A Study on Algorithmic Trading/High Frequency Trading in the Indian Capital Market
<https://dea.gov.in/sites/default/files/NIFM%20Report%20on%20Algo%20trading.pdf>
[Page 1-13]
8. SEBI guidelines.Delisting of securities: https://www.sebi.gov.in/legal/regulations/jun-2009/sebi-delisting-of-equity-shares-regulations-2009-last-amended-on-november-14-2018-_34625.html

Course Title: Project Appraisal and Finance

Course Code: MBAFM-03

Course Credit: 4

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The objective of this course is to enable students to gain a comprehensive understanding of the process involved in selecting and evaluating business projects. ❖ It aims to equip them with the knowledge and application of various financial analysis tools and planning techniques essential for assessing the feasibility, viability, and profitability of projects. ❖ The course further focuses on developing analytical and decision-making skills required for effective project planning and financial management in a dynamic business environment.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Understand the fundamental concepts, scope, and significance of project management.</p> <p>CO2: Identify and formulate viable projects, assessing their feasibility and profitability.</p> <p>CO3: Analyze the key steps and methodologies involved in effective project planning.</p> <p>CO4: Apply financial analysis tools to evaluate project performance and investment decisions.</p> <p>CO5: Examine various sources of institutional finance available for project funding.</p> <p>CO6: Develop decision-making skills for project appraisal, implementation, and monitoring in a financial context.</p>

Module I:

Project Identification and Formulation Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

Module II:

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal,

Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

Module III:

Project Financing and Risk Analysis Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination.

Module IV:

Financial analysis, meaning, significance, tools such as ratio analysis, fund flow analysis, Cash Flow Analysis, Comparative statement analysis and break even analysis, Sources of finance, internal and external venture capital.

Text Book:

1. Project Appraisal and Financing - Lath, Prasar-Himalaya
2. Project Management- K. Nagarajan- New Age International • Project Management and Appraisal-S.Khatua-Oxford
3. Project Management-Pinto-Pearson

Other Suggested Readings:

1. Project Management and Control-N.Singh-HPH
2. Projects Management,Prasanna Chandra, Mc Graw Hill Director, Curriculum Development Biju Patnaik University of Technology, Odisha Rourkela 45 Page

SEMESTER WISE SUBJECT LIST

SEMESTER 4

Theory/ Practical	Course Code	Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	ES E	TOTAL	
Theory	MBA- 1401	DSC XV	GLOBAL BUSINESS ENVIRONMENT	4	0	0	40	60	100	4
Theory	MBA- 1402	DSC XVI	STRATEGIC MANAGEMENT	4	0	0	40	60	100	4
Theory		DSE VI	MAJOR SPECIALISATION ELECTIVE 1	4	0	0	4 0	6 0	100	4
Theory		DSE VII	MAJOR SPECIALISATION ELECTIVE 2	4	0	0	4 0	6 0	100	4
Theory		DSE VIII	MAJOR SPECIALISATION ELECTIVE 3	4	0	0	4 0	6 0	100	4
Theory		DSE IX	MINOR SPECIALISATION ELECTIVE 1	4	0	0	4 0	6 0	100	4
Theory		DSE X	MINOR SPECIALISATION ELECTIVE 2	4	0	0	4 0	6 0	100	4
Practical	MBAR PR- 1401		RESEARCH PROJECT REPORT	4				1 0 0	100	4
Practical	MBAR PRV- 1402		COMPREHENSIVE VIVA-VOCE	4				1 0 0	100	4
Practical	GP1401	GP4	GENERAL PROFICIENCY				10 0		100	1
			TOTAL						1000	37

COURSE OBJECTIVE:	To familiarize students with: ❖ The objective of this course is to acquaint students with the social, political, and economic context of international business.
LEARNING OUTCOMES:	The students should be able to: CO1: Analyze the social, political, and economic environment influencing international business operations. CO2: Understand cross-cultural management practices and various forms of international business organizations. CO3: Evaluate the role and impact of foreign investment on national economic development. CO4: Examine the structure, objectives, and implications of regional trade blocs for global integration. CO5: Assess the factors contributing to global competitiveness and the role of Regional Trade Agreements (RTAs) in market expansion. CO6: Apply international business concepts to real-world scenarios, considering global economic trends and challenges.

Module I: Introduction

International Business Environment: Social, cultural, and technological environment - Understanding the role of culture – communicating across cultures – cross-cultural negotiations and decision making. Political Environment, foreign legal environment, Foreign Corrupt Practices Act; Demographic Environment – Segmentation of the International Market. Case study on related topics.

Module II: Monetary System

International Economic Environment: International Monetary System and Foreign Exchange Marketing: The Pre-Bretton Woods period, breakdown of the Bretton Woods system and emergence of EMS, ECU and EURO. Case study on related topics, International Investment: Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross-border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global. Case study on related topics.

Module III: MNC's

Multi National Corporation: Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India Country Risk Analysis: Country Risk Analysis; Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk; Managing risk. Case study on related topics.

Module IV: Global Environment

Global competitiveness: indicators of competitiveness - competitive advantage of nations – Technology and Global competitiveness; International Operations: – Global supply chain management – global manufacturing strategies – factors affecting international HRM and staffing policy – International negotiations – international asset protection – Protection of IPRs. Case

study on related topics.

Textbook:

1. The International Business Environment by Anant K. Sundaram / J. Stewart Black, Prentice Hall (1996).
2. Mahua Dutta (2020). International Business: Environment and Globalization, Publisher: Dreamtech Press.
3. John D Daniel, Lee H Radebaugh, Daniel P Sullivan (2009). International Business Environments and Operations - Pearson Education.

Other Suggested Readings:

1. International Management: Managing Across Borders and Cultures, Fourth Edition by Helen Deresky – PHI.
2. The International Environment of Business by Gerald M. Meier – Oxford Press.

Course Title: Strategic Management**Course Code: MBA-1402****Course Credit: 4**

COURSE OBJECTIVE :	To familiarize students with: <ul style="list-style-type: none">❖ Assess the structure of an industry and its impact on the profitability potential of firms.❖ Analyze a firm's internal resources and organizational capabilities to determine their role in creating competitive advantage.❖ Formulate strategic plans aligned with industry dynamics, market conditions, and firm-specific strengths.❖ Evaluate corporate growth strategies, including vertical integration, diversification, and internationalization.❖ Understand the processes involved in the implementation and control of strategic plans.❖ Apply strategic management frameworks to real-world business scenarios for informed decision-making.
LEARNING OUTCOMES :	The students should be able to: CO1: Define and describe the basic concepts of strategic management. CO2: Understand various tools and frameworks for strategic analysis. CO3: Apply the multiple tools and frameworks for strategic analysis. CO4: Analyze the real-life situations of the company using a strategic management perspective. CO5: Evaluate critically real-life company situations. CO6: Remembering implementation and control issues of a strategic plan.

Module I: Introduction

Nature and Scope of Strategic Management, Process of Strategic planning and Implementation, Strategic Management Process, Strategists and their Role in Strategic Management, Hierarchy of Strategic Internet: Vision, Mission, Goals and Objectives, Business Definition. Environmental Appraisal: Environmental Scanning, Appraising the Environment, Organizational Appraisal: Organizational Capability Factors, Considerations in Organizational Appraisal, Methods and Techniques used for Organizational Appraisal, Structuring

Organizational Appraisal.

Module II: Company level strategies

Grand, Stability, Expansion, Retrenchment and Combination Strategies, Business Level strategy: Cost, Differentiation, Focus, Organizational perquisites for implementing chosen business strategy, Implications for strategic alignment, tailoring strategy to fit specific industry and company situation. Strategic Analysis and Choice: Business Portfolio, Portfolio balance, choice, Construction and analysis of business portfolio, Strategic imperatives of portfolio choice, Competitive advantage: Sources, drivers and routes to Competitive advantage

Module III: Strategies for entering new business

Choosing a diversification path-related vs unrelated business, International diversification and. Strategies for managing a group of business, Corporate Restructuring. The challenge of Strategic Implementation, Levels of organizational change and associated approaches to strategic management of change, Organizational learning, leadership for organizational change, assessment of readiness to change, Integrating formulation and implementation, role of implementers at different levels, Principal managerial components of strategy execution process, building a capable organization, staffing, building core competencies and competitive capabilities, matching organization structure to strategy, organization structures of the future.

Module IV: Models and Control Systems

Generic model of core processes and systems, Context levers, systems levers – information resourcing, human resourcing, capital resourcing and control systems, systems as action levers, managing internal operations and actions to promote better strategy execution: Marshalling resources, instituting best practices, adopting best practices and continuous improvement, TQM, Installing Information systems and operating systems, corporate culture and leadership as keys to successful execution.

Text Book:

1. David, F., 15/ed 2015, Strategic Management
2. Kazmi, A, 3rd edition, Business Policy and Strategic Management, Tata McGraw Hill

Other Suggested Readings:

1. Thompson, A A, Strickland, A. J and Gamble, J E, Jain A K, 19 ed, Crafting and Executing Strategy, McGraw Hill/Irwin
2. Dess, G G, and Miller, A, Strategic Management, 2nded, McGraw Hill,
3. Pearce I, J A. Robinson, R B. Jr., Mital, A McGraw-Hill Education, 2018 Strategic Management: Planning for Domestic and Global

COURSE OBJECTIVE:	To familiarize students with: ❖ The advance understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.
LEARNING OUTCOMES:	The students should be able to: CO1: Explain the concept and significance of work groups as tools for learning, development, and organizational change. CO2: Demonstrate understanding of effective interpersonal communication and self-awareness within group settings. CO3: Identify sources of interpersonal, intra-group, and inter-group conflict and apply appropriate conflict management strategies. CO4: Analyze power dynamics and influence processes within group environments. CO5: Evaluate the factors that promote effective group decision-making, enhance performance, and strengthen cohesiveness. CO6: Assess the role of teamwork and the impact of team composition on group effectiveness.
Module I: Introduction	
Group: Nature and Meaning, Informal and Formal Groups, Stages of Group Development, Pro-social Behavior, Group Performance Factors: Composition, Size, Norms, Cohesiveness; Social Loafing; Interpersonal Influence Processes: Social Facilitation, Imitation, Conformity, Obedience.	
Module II:	
Interpersonal Communication in Organizations: Communication Networks in Organizations, Barriers to Effective Communication; Group Decision-Making: Techniques, Errors in Group Decision-Making.	
Module III:	
Interpersonal Awareness and Feedback Processes: Person Perceptions, Factors Affecting Person Perception; Attributions: Kelley's Model of Attribution, Weiner's Model of Attribution; Impression Management; Feedback Process; Functions of Feedback, Sources and Process of Feedback, 3600 Feedback.	
Module IV:	
Competition in Organization: Consequences of Intergroup Competition, Reducing Negative Consequences of Intergroup Competition; Conflict: Nature, Level and Effects of Conflict; Managing Interpersonal and Intergroup Conflict; Negotiation in Organization, Introduction of Superordinate Goals.	
Text Book:	
1. Goleman, D. (2007). Social Intelligence: The New Science of Human Relationships. Bantam Books New York. 2. Seligman, M. E. P. (2006). Learned optimism: how to change your mind and your life. New York: Free Press.	

3. Brown, R. (2004). Group Processes: Dynamics within and between groups (2nd ed). Blackwell.

Other Suggested Readings:

1. Forsyth, D. R. (2014). Group Dynamics (6th ed). Cengage Learning.
2. Levi, D. (2017). Group Dynamics and Teams (5th ed). India: Sage Publication.
3. Corey, M. S., & Corey, G. (2014). Groups: process and practice (9th ed.). Brooks/Cole Cengage Learning.

Course Title: Organizational Change and Intervention Strategies

Course Code: MBAHRM-05

Course Credit: 4

COURSE OBJECTIVE:	To familiarize students with: ❖ To develop students' competencies in managing organizational change through participatory approaches, conflict resolution techniques, and practical skill-building for effective change implementation.
LEARNING OUTCOMES:	The students should be able to: CO1: Understand the life cycle and macro level changes in organizations. CO2: Appreciate the impact of macro-level changes on the organizational functioning. CO3: Fit appropriate Organizational change strategies that fit appropriately. CO4: Design appropriate system and process level OD interventions that suit the organization. CO5: Implement appropriate context-relevant change strategy in organizations. CO6: Lead and manage Organizational Changes.

Module I: Introduction

Nature of Change - Necessity for Change; creating readiness for Organizational Change, A readiness Model, Interpersonal & Social Dynamics, and Change Agent attributes, Planning for Change - Integrated Strategic change model; Managing Strategic Change; Transformational Change & its characteristics; Continuous Learning & change, Cultural & climatic factors affected by change; Global perspectives related to change

Module II: Change Process

Change Cycle; change process; leadership patterns & Transformational strategies; Cultural & Climatic factors affect Change; Sustainable change Process, Change Implementation - Resistance to change; Strategies to overcome the resistance; Strategies to face the resistance to change; Business Process Re-engineering (BPR), Leader as a change agent in organizations.

Module III: Structure-Based Changes

Customer and competitors focused strategies Change Management, dealing with individual and group, overcoming resistance to change, Organisational Development, Nature & Characteristics; OD Assumptions, Steps in OD, OD Interventions, Interpersonal & Team interventions. System interventions, Survey feedback, Issues and Challenges for OD practitioners, Ethics of OD professionals, OD in India-Past trends and future challenges, Evaluation of OD.

Module IV: Organizational Development

Introduction; Evolution and nature of OD; Foundations of OD, The Process of OD, Major OD

Interventions & strategies and their expected outcome; Special applications of OD & future directions in OD

Text Book:

1. Meenakshi Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; (2012); Organization Development & Transformation – Managing Effective Change;4th Edition; Tata McGraw-Hill Publishing Company Ltd, New Delhi.
2. Cummings & Worley: (2011); Organization Development & Change; 7th Edition; Thomson; South Western Publication.

Other Suggested Readings:

1. Donald Anderson (2012), Cases and exercises in organizational change and development, Sage.
2. William Ruthwell (2015), Organisational development changes, ATD Press.
3. https://onlinecourses.nptel.ac.in/noc20_mg56/preview
4. <https://www.classcentral.com/course/swayam-organization-development-and-change-in-21st-century-19963>

Course Title: Talent & Competency Management

Course Code: MBAHRM-06

Course Credit: 4

COURSE OBJECTIVE :	To familiarize students with: <ul style="list-style-type: none">❖ High-performing employees are essential for maintaining organizational competitiveness.❖ The course aims to help students understand effective talent management and development.❖ It focuses on building insights into managing talent within teams and organizations.❖ The syllabus covers best practices and approaches in talent management.❖ It is tailored for students and executives involved in creating and managing talent.
LEARNING OUTCOMES :	The students should be able to: CO1: Understand the concept, scope, and significance of talent management. CO2: Examine key challenges and dilemmas faced in talent management practices. CO3: Analyze best HR practices for managing talent in teams and organizations. CO4: Evaluate strategies for aligning talent management with organizational goals. CO5: Gain insights into talent management approaches across various organizational contexts. CO6: Develop skills to identify talent and design data-driven development plans.

Module I: Introduction

Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, Building Blocks for Talent Management: Introduction,

Effective Talent Management System, Building Blocks of Effective Talent Management System. Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System.

Module II: Life Cycle of Talent Management

Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process. Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.

Module III: Talent Management and Organizational Environment

Introduction, Talent Management and Organizational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behavior, Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership.

Module IV: Talent Engagement and Retention

Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention. Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager.

Text Book:

1. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
2. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.

Other Suggested Readings:

1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
2. Sparrow, P., Hird, M., and Cooper, C.L. (2015). Do We Need HR? Repositioning People Management for Success. Palgrave Macmillan
3. Born, M. and Heers, M. (2009) Talent Management: Alternatives to the single-ladder approach. **DEA, EHRM, Denmark (Faculty Report)**
https://dea.nu/sites/default/files/Report_EHRM.pdf (accessed 19/08/2018)

Course Title: Digital & Social Media Marketing

Course Code: MBAMM-04

Course Credit: 4

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none">❖ The knowledge about how to set up a digital marketing platform.❖ Digital marketing tools and planning a digital marketing campaign.❖ Social Media Marketing and its Role.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Analyze and apply the concepts of WAP, dynamic campaign management and its testing,</p> <p>CO2: Describe SEO and many other digital marketing tools to develop a successful marketing campaign.</p> <p>CO3: Develop an understanding of Consumer engagement, key metrics across different stages of the consumers' online journey and finally online lead generation and retention.</p> <p>CO4: Conceptualize the environment of in-game advertising, content distribution and delivery, Ad serving, tagging, analyzing and reporting for market attention.</p> <p>CO5: Reconcile mobile applications and consumer usage behavior for mobile marketing.</p> <p>CO6: Illustrate the role of Search Engine Optimization, Google ad word, social media management for capturing distinctive market image for digital enterprise.</p>
Module I: Introduction to Digital Marketing	What is digital marketing, Aligning Internet with Business Objectives, User Behaviour & Navigation The Digital Marketing Landscape, Role, scope & context of digital marketing, Emerging trends, Technology shifts, The online ecosystem, Role of digital marketing in B2B & B2C marketing, The digital consumer: Online consumer definition & types, Audience segmentation and profiling, Consumer online usage and behavior, Emerging trends and patterns in digital consumption. Consumer engagement: meaning and implication.
Module II: Digital Strategy Planning	Key elements in digital planning, Planning process namely acquisition, development & retention. Key metrics across different stages of the consumers' online journey, Key digital channel selection, Online lead generation vs. retention. Online Advertising: Content & Format, display advertising, Online Video: trends, adoption & consumption, Monetization, In Game advertising, Ad serving, Tagging, analyzing and reporting. E-mail Marketing: Principles and best practices, Trigger marketing, Contact strategy.
Module III: Mobile-Marketing and Search Engine Optimization	Mobile Marketing: The 3rd screen, Landscape & trends. Mobile advertising: WAP & mobile search, Mobile applications and consumer usage behavior, Role of the service provider, publisher & consumer.
	Search Engine Optimization: Process and methodology, Long tail in SEO, Link building, Key word analysis, Process and optimization, Search Engine Marketing: Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo, Search Methodology.

Module IV: Social Media Marketing

Social Media, Social Networking, Social Media Marketing, Social Media: Adapt or Die, Social Media & e-PR - Online reputation management, Tracking & Monitoring platforms, Content seeding, how to use blogs, Forums and discussion boards, Blogs, Forums and communities, Viral campaigns and the social graph. Role of Face book, Twitter, LinkedIn, Google in Social Media Marketing.

Text Book:

1. Ahuja Vandana-Digital Marketing, Oxford University Press (2017)
2. Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan; (2018), Marketing 4.0: Moving from Traditional to Digital; Wiley Publications.

Other Suggested Readings:

1. Judy Strauss, Adel El- Ansary, and Raymond Frost;(2016), E- Marketing: Pearson Education.
2. Dr. Seema Gupta, (2017), Digital Marketing, Tata McGraw hill Publication
3. Chaffey Dave, Chadwick Ellis, Johannsen, Mayer,(2006), Internet Marketing, Pearson Publication.

Course Title: Logistics and Supply Chain Management

Course Code: MBAMM-05

Course Credit: 4

COURSE OBJECTIVE :	To familiarize students with: <ul style="list-style-type: none">❖ To understand the strategic role of logistics management❖ To study the important modes of logistics operations❖ To Know supply chain techniques in an international perspective.
LEARNING OUTCOMES :	The students should be able to: CO1: Able to Understand the strategic role of Logistics and Supply Chain Management in the cost reduction and offering improved service to the customers. CO2: Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally. CO3: Analyze the integration and coordination of supply chain elements. CO4: Evaluate the impact of logistics decisions on supply chain performance. CO5: Apply quantitative and qualitative methods to optimize supply chain operations. CO6: Understand the use of technology and information systems in supply chain management.

Module I:

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

Module II:

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships, Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR.

Module III:

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment- Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging -Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

Module IV:

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing ,Distribution to Units.

Text Book:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.

Other Suggested Readings:

1. Donald J Bowersox, David J Closs, Logistical Management, TMH
2. Pierre David, "International Logistics", Biztantra.
3. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

Course Title: Product & Brand Management**Course Code: MBAMM-06****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none">❖ Basic principles of product management and to develop an understanding of the brand concept.❖ Framework for managing brand equity and distinguishing different ways to leverage and measure brand equity.❖ Variables that drive the success of brands and product lines and the interrelationships among these variables.
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LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: Compare and construct the elements of a managing a product and brand.</p> <p>CO2: Appraise the rationale behind new product development &new service development processes, including innovation, research and testing.</p> <p>CO3: Establish criteria for 'good management practice' to develop and maintain sustainable brands.</p> <p>CO4: Build skills related to Product Specification, Realization, Marketing & Manufacturing.</p> <p>CO5: Understand the life cycle of a product and master the various phases of Product Development.</p> <p>CO6: Identify the framework and understand variables that drive the success of brands and product lines and the interrelationships among these variables.</p>
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Module I: Product & New Product Development

An Introduction to Product, features of product, Levels of Product, Product classifications: Durable Product, Consumer Product, Business Product, Product Mix and Product Line, Factors Influencing change in product mix, Product Mix Strategies: Expansion of Product Mix, Contracting Product Mix, Alteration Product Mix, trading up/trading Down Strategies. Product Life Cycle and Marketing Strategies. New Product Development: Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing, Launching and Tracking New Product Programmes, Organizing for New Products.

Module II: Building Product, Testing & Launching Strategy:

Product Management: Planning, Forecasting and Marketing. Objectives of Product Management. The 5i Framework of Product Management, Design Thinking in Product Management, Market Research, User Research and Product Artefacts, Business Model Canvas and Value Proposition Canvas, Design and Prototyping, Usability Testing, Go-To-Market Strategies. Consumer Adoption Process in New product.

Module III: Brand strategies- tradeoff between efficiency and effectiveness;

Brand architecture and portfolio; Product life cycle, brand life cycle- challenges and strategies; Managing brand overtime Branding Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge & positioning, Brand Identity, Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios.

Module IV:

Brand Equity Tools for Building Brand Equity, Leveraging Brand Equity, Brand Equity Models namely Brand Asset Valuation, Aaker Model, Brand Resonance, Brands, Measurement of Brand Equity.

Text Book:

1. Aaker, D. and Joachimsthaler E. (2000). *Brand Leadership: The Next Level of the Brand Revolution*. NY: The Free Press.
2. Kapferer JN (2008). *The New Strategic Brand Management: Creating and Sustaining Brand Equity*. London: Kogan Page.
3. Kevin Lane Keller (2012), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. NJ: Prentice Hall

Other Suggested Readings:

1. Kumar R (2002). *Managing Indian Brands*. New Delhi: Vikas Publishing.
2. Travis, D (2000). *Emotional Branding*. California: Random House, Verma HV (2013). *Brand Management: Text and Cases*. New Delhi: Excel Books
3. Verma HV (2010). *Branding Demystified: From Plans to Payoffs*. New Delhi: Sage Publications

Course Title: International Financial Management

Course Code: MBAFM-04

Course Credit: 4

COURSE OBJECTIVE :	To familiarize students with: <ul style="list-style-type: none">❖ Provides the concepts and structure of International Financial.❖ Provides the details of sources of international finance.❖ Provides the strategies to tackle the risk in forex market.❖ Get an insight into the instruments traded in the international financial markets and financing international trade.
LEARNING OUTCOMES :	The students should be able to: CO1: Understand the global financial environment and International Flow of funds. CO2: Interpret the operation of financial market and exchange rate determination. CO3: Recognize foreign exchange risk management. CO4: Assess the various factors and methods to evaluate the country risk in the context of FDI. CO5: Address the special issues involved in multinational capital budgeting and cash management. CO6: Understand the implications of political, economic, and taxation risks in international finance.

Module I:

Foundations of International Financial Management Introduction, From International Economics to International Financial management, Domestic Vs international financial management- foreign exchange and political risk, market imperfections. Scope of International Financial Management, Need for International Financial management- Globalization of World Economy- Multinational Corporations- International Monetary system- Corporate Governance Around the World. International Flow of Funds Balance of payments- Meaning- Components- Principles for recording- significance and limitations- Recent trends in Indian balance of payment- Capital Account Convertibility.

Module II:

Foreign Exchange Market Functions of the Foreign Exchange Market- structure of foreign Exchange Market Transactions the Foreign Exchange market- Foreign Exchange Rates and Quotations- computation of outright rates, cross rates, Arbitrage- Two point Arbitrage, Triangular Arbitrage, Covered Interest Arbitrage. International Parity conditions- Interest Rate Parity Theory and exchange rate determination, Purchasing per Parity Theory-Absolute version, relative version, expectation form, Fisher Effect, International fisher effect- Techniques of forecasting exchange rates in practice. Foreign Exchange Exposure and Managing Foreign Exchange Exposure Exchange Rate Risk, Arguments for and against Hedging exchange rate risk, Types of Foreign exchange exposure. Hedging Transaction exposure using: Forward market- Money market, Futures Market and options. Measuring Economic Exposure- Determinants of Economic Exposure- Managing Economic Exposure Translation or Accounting exposure: Methods of Translation- Current/ Non-Current, Monetary/ Non-Monetary, Temporal and all current method.

Module III:

International Financial Markets – Sources of International Funds – Multilateral Development Banks – Governments/ Governmental Agencies – International Banks – Security Markets Instruments of International Financial Markets– International Equities – GDRs – ADRs - International Money Market and Bond Market Instruments – Euro Bonds – Repos – Euro Commercial Paper – Medium Term Notes – Floating Rate Notes – Loan Syndicates – Euro Deposits – Euro Issues in India.

Module IV:

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – methods – Transaction Exposure Vs. Translation Exposure – Exchange Risk Management –Operating Exposure – measuring and managing Operating Exposure, Foreign Direct Investment (FDI) – Forms of FDIs – FDI in World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

Text Book:

1. Eun CS and Resnick BG (2017), International financial management, Tata McGraw hill Education (India) Pvt Ltd.
2. Madura Jeff (2015), International Financial Management 12th Edition, Cengage Learning.
3. Eiteman David K., Stonehill Arthur I., Moffett Michael H. (2018) Multinational Business Finance, 14th Edition Pearson publication.
4. Madura Jeff (2010), International Corporate Finance, 10th Edition Cengage Learning.

Other Suggested Readings:

1. Apte Prakash G.,(2018) International Finance, Tata McGrawhill Education (India) Pvt Ltd.
2. Sharan Y. International Financial Management, PHI.
3. Dun and Broad Street, Foreign Exchange Market, Tata McGrawhill Education (India) Pvt Ltd.
4. Levi Maurice, International Finance, Routledge Publication.
5. Shapiro C. Alan, (2010) Multi National Financial Management, 9th edition, Wiley India Pvt Ltd.
6. Shapiro C. Alan and Moles Peter, (2016) International Financial Management, Wiley India Pvt Ltd.
7. Jacque Laurent L. (2014): International Corporate Finance, John Wiley and Sons, Inc., New Jersey.

Course Title: Working Capital Management**Course Code: MBAFM-05****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none">❖ An over view of financing the short-term projects.❖ Working Capital principles and practices that help in estimating capital requirements in short run.❖ Day to day requirement, appraisal and the various means of financing the short-term projects.❖ The Working Capital Cycles to know how the cash converted into cash.
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LEARNING OUTCOMES :	<p>The students should be able to:</p> <p>CO1: Construct on current understanding of the fundamentals of day to day requirement of funds.</p> <p>CO2: Reconcile techniques for designing and using Working Capital financing.</p> <p>CO3: Interpret how leading permanent and temporary requirement of funds for short-term projects.</p> <p>CO4: Evaluate Cash Management and its requirement in a Business Firm.</p> <p>CO5: Interpret how to design project finance models for Aggregative & Conservatism Working Capital.</p> <p>CO6: Evaluate how to apply receivable management for Effective Working Capital Management</p>
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Module I: Introduction to Working Capital:

Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

Module II: Management of Cash and Marketable Securities

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Module III: Management of Receivables & Inventory

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India. Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.

Module IV: Working Capital Financing

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.

Text Book:

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management –Theory & Practice (Himalaya, 2007)
3. Pandey, I.M. - Financial Management (Vikas, 9th Ed.)

Other Suggested Readings:

1. V.K. Bhalla - Working Capital Management (Anmol)
2. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
3. Ravi M. Kishore - Financial Management (Taxmann, 6th Ed.)

Course Title: Treasury Operations and Risk Management

Course Code: MBAFM-06

Course Credit: 4

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ Risk is inherent in the financial market when you undertake any type of transaction. However, it is essential to understand the various types of risk, measure it and take mitigating measures. Quantum of Risk is an essential element in deciding pricing of financial products. ❖ The course prepares the student in the above area so that he can take suitable decisions in the Finance transactions.
LEARNING OUTCOMES:	<p>The students should be able to:</p> <p>CO1: The student would be able to recognize the investment opportunities in the financial market to invest surplus funds and borrow funds when in deficit to optimize profits.</p> <p>CO2: Will be able to identify & differentiate in ways and means of raising resources at optimum cost so as to maximize profit for the organization.</p> <p>CO3: He will also be able to choose the type of risks in specific transactions, assess & calculate the risk and mitigate the same.</p> <p>CO4: He will be able to analyze the reasons for different pricing for different financial products.</p> <p>CO5: He will be confident in taking decisions in tune with the prescribed risk appetite in terms of the policy of the organization.</p> <p>CO6: He will have the ability to develop strategy to modify & rearrange the assets & liabilities for optimization of profits in banking organization.</p>

Module I:

A Meaning & Objectives of Treasury; changes in the context of globalization Different Treasury Instruments Functions of Treasury & Its structure; role and functions of a treasurer A Need & objectives of Liquidity Management Sources & deployment of funds for liquidity management in a treasury Internet usage for the purpose, RTGS, CCIL.

Module II:

Sources & deployment of funds for liquidity management in a treasury Internet usage for the purpose, RTGS, CCIL Various Financial Risks, credit, market, legal & operation risk, liquidity risk, interest rate risk, price risk, reputation risk, etc." Risk rating exercise Risk Process and risk organization.

Module III:

Risk management as APPLIED IN AN organization. A Use of Asset & Liability Management to manage the risk ALCO techniques / tools - GAP Analysis, Simulation, Duration Analysis, Linear and other statistical methods of Internal Control Risk Management policies & procedure, Organization for Risk Management.

Module IV:

Other Risk Control Tools & Capital Adequacy Risk Hedging Instruments – derivatives, currency swaps, interest rate swaps Arbitrage, forwards, futures, options Capital Adequacy- BASLE I & II

and changes proposed in BASLE III.

Text Book:

1. Treasury & Risk Management by Indian Institute of Banking & Finance (Macmillan Publishers India Pvt. Limited).

Other Suggested Readings:

2. Treasury Management: Macmillan Publishers India Pvt. Limited – IIBF

Course Title: Research Project Report

Course Code: MBARPR-1401

Course Credit: 4

Guidelines for Submission of Research Project Report-

1. Students must submit a Research Project Report in the fourth semester on a topic from their specialization, assigned by the MBA Department and guided by a core faculty member.
2. The report should include objectives, scope, research methodology, significance, data analysis, conclusions, and recommendations.
3. A certificate of authenticity, duly signed and approved, must be attached to the report.
4. Students are required to submit two hard-bound copies of the report to the Dean, T.S. Misra School of Business Management.
5. The report must be a minimum of 75 pages, typed and printed on A4-sized paper.
6. The submitted report will form the basis for the viva-voce examination conducted by the panel of examiners.

Course Title: Viva-Voce

Course Code: MBARPRV-1402

Course Credit: 4

Guidelines for Viva-Voce-

1. Students must prepare a PowerPoint presentation based on their Research Project Report.
2. A soft copy of the PPT (in CD/pen drive format) must be submitted along with the final report.
3. The presentation should be concise and limited to a maximum of 15 slides.
4. Students will present their PPT before the panel of examiners during the viva-voce.
5. Following the presentation, students will undergo a formal viva-voce examination.
6. Students must appear in formal attire and carry two hard copies of their Research Project Report.

HOSPITAL MANAGEMENT

Course Title: Fundamentals Hospital Administration

Course Code: MBAHM-01

Course Credit: 3

COURSE OBJECTIVE:	<p>The aim of this course is to enable:</p> <ul style="list-style-type: none">❖ Professional management practice in healthcare❖ Understand the management process and integrated approach in management❖ Manage service organizations by accepting the inbuilt challenges❖ Manage hospitals by understanding the complexity, levels and role of hospital administrator❖ Understand the current issues that have an implication in administration❖ Practice hospital administration
COURSE LEARNING OUTCOMES:	<p>After completion of the course, the students will be able to:</p> <p>CO1: Understanding the Healthcare System: describe the structure and functioning of healthcare systems at national and international levels. Explain the role and types of hospitals within the broader healthcare delivery system.</p> <p>CO2: Hospital Organization & Governance: Identify the various departments and their functions within a hospital (clinical, support, and administrative). Understand the roles and responsibilities of hospital administrators and leadership teams. Analyze organizational charts and chains of command.</p> <p>CO3: Healthcare Laws and Ethics: Understand key legal and ethical principles related to hospital administration, explain patient rights, informed consent, and confidentiality. Identify major regulatory bodies and legal requirements for hospitals.</p> <p>CO4: Human Resource Management in Hospitals: Explain the principles of staffing, recruitment, and workforce planning in a hospital setting. Discuss performance appraisal, training, and professional development for healthcare staff. Understand challenges in managing multidisciplinary teams.</p> <p>CO5: Hospital Planning and Design: Understand the basic principles of hospital planning and infrastructure. Describe space requirements, workflow, and functional layout for patient safety and efficiency. Discuss the significance of infection control and facility management.</p> <p>CO6: Solve administrative challenges – Analyze real-life case scenarios and suggest effective solutions to operational and administrative problems in hospitals.</p>

Module I: Management Concepts and Theories

Management and Organizations - Management Role- Levels of Managers and Management Skills - Classical School- Behaviour School-Management Science School

Module II: Management Functions and Process

Planning- Organizing -Staffing - Directing-Controlling

Module III: Services, Health and Hospitals

Services- Classification of Service Organization- Characteristics- Challenges History of Medicine-Healthcare Revolution-Health- Dimensions of Health- Indicators of Health Types of Healthcare Organizations- Composition of Health Sector- Types of Care Pyramidal Structure of Health Services- Hospitals- Types of Hospitals and Role of Hospital in Healthcare- Complexity of Hospital Organization

Module IV: Hospital Management: Current Issues in Healthcare, Levels and Roles

Accreditation- Tele health-Health Tourism- Health Insurance and Managed Care -Disaster Management - Hospital Wastes Management.

Governing Board, Executive Board and Advisory Board - CEO, Medical Administration, Nursing Administration and Hospital Administration- Middle Level Managers in Hospital and their Responsibilities

Text Book:

1. Peter M Ginter, W. Jack Duncan, Linda E Swayne,'Strategic Management of edition,Wiley,2017 health care organization'8th
2. Gupta,'Hospital Administration and Management: A comprehensive guide', Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2016
3. Elaine La Monica, 'Management in Health Care',Macmillan Press Ltd, London,2010
4. J.E. Park and K. Park, 'Textbook of Preventive and Social Medicine' (M/S Jabalpur,2011 Banarsidas Bhanot Publishers,
5. B.M. Sakharkar, Principles of Hospital Administration and Planning ,Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2009.

Other Suggested Readings:

1. C.M. Francis and et al., Hospital Administration,Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2009.
2. S.Srinivasan (ed.), Management Process in Health Care ,Voluntary Health Association of India, New Delhi,2009.
3. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India Pvt. Ltd., New Delhi.

Course Title: Hospital and Healthcare Services Marketing

Course Code: MBAHM-02

Course Credit: 3

COURSE OBJECTIVE:	The aim of this course is to enable: <ul style="list-style-type: none">❖ Apply marketing in health care organizations without conflicting the professional ethics of the clinical professions and ultimately aiming customer satisfaction.❖ Define the Market, target and focus everything from customer point of view and be customer oriented through consumer analysis and awareness creation.❖ Analyze wholeness of customer costs and price sensitivity; develop access to services;❖ Use promotional tools as communication tools which help to create awareness, knowledge❖ Use Social Marketing in marketing ideas and causes, which would change the behavior of target group Practice Health Services❖ Use Public Relations
COURSE LEARNING OUTCOMES:	After completion of the course, the students will be able to: CO1: Understand Healthcare Marketing Concepts: Explain fundamental principles and concepts of marketing as they apply to hospitals and healthcare services. CO2: Identify Consumer Behavior in Healthcare: Analyze patient behavior, decision-making processes, and expectations in the context of healthcare service consumption. CO3: Develop Marketing Strategies for Healthcare Services: Design appropriate marketing mix (7 Ps) strategies tailored to healthcare institutions, including pricing, promotion, and service delivery. CO4: Plan and Implement Healthcare Branding and Promotion: Create effective branding and promotional strategies to improve the image and reach of healthcare organizations. CO5: Use Digital Marketing in Healthcare: Apply digital tools and platforms (e.g., social media, SEO, content marketing) to promote healthcare services ethically and effectively. CO6: Assess market research and segmentation techniques – Utilize surveys, feedback, and analytics to identify healthcare needs and target patient segments effectively.

Module I: Introduction to health care sector and Services, Holistic Marketing

Trends in Health Care Sector-Concept of Services -Importance of Hospital Services Marketing-Service Characteristics-Service Triangle Challenges in Practicing Marketing in Healthcare Industry - Marketing Intelligence, Information and Research.

Holistic Marketing-Interactive marketing-External Marketing-Internal marketing – Scope- Objectives – strategies- Roles of a service employee.

Module II: Market analysis and design of health care service products

Defining Market- Forecasting Demand -Market Segmentation and Targeting - Target Marketing-Positioning- Designing health care service products -New service development process-PLC-Physical evidence-Marketing Organization for Hospitals. Consumer Analysis -Consumer Buying Process-Buyer Behaviour Consumer Adoption Process Service Quality Management-- GAP model, SERVQUAL model – Service recovery strategies

Module III: Strategic Marketing Mix Decisions

Product (Service) Decisions - Marketing Approaches to New Services Development- Service Mix Decision - Service Item Decision -Service Life Cycle Decision-physical evidence Pricing Decisions- Pricing Objectives in Healthcare- Pricing Strategy Place Decisions- Major Distribution Decisions- Strengthening Referral System Promotion Decisions- Sales Force in Healthcare Organizations- Advertising in Healthcare Industry Sales Promotion Practices in Healthcare Organizations-Publicity Practices-Service Portfolio Strategy - Market Expansion Strategy Target Market Strategy-

Competitive Positioning Strategy.

Module IV: Public Relations

Introduction to Public Relations -Meaning of Public Relations Classification of Public from Healthcare Marketing Perspective- Evaluation of Public Relations - Public Relations Process- Identifying the Relevant Publics- Measuring Images and Attitude of the Relevant Public-Establishing Image and Attitude Goals for the Key Publics- Developing Cost Effective Public Relations Strategies-Implementing Actions and Evaluating Results-Community Opinion Surveys to Assess the Image of an Organization - Public Relations Tools - Materials: Written and Audiovisual - Media : News, Events, Speeches and Information Services-Social Marketing

Text Book:

1. Eric N.Berkonitz, 'Essentials of Health care Marketing' 4th edition, JB learning,2017.
2. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations ,Prentice Hall Publication,2012
3. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion,Health Administration Press ISBN 1-56793-150-2

Other Suggested Readings:

1. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy,Prism Books Pvt. Ltd., Bangalore, 2000
2. Vora, 'Hospital management from service sector perspective' Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2016. 6. Roger Silver, Health Service Public Relations (Radcliffe Medical Press Ltd., Oxford, 1995) ISBN 1- 85775-028-4

Course Title: Operation Management in Hospitals

Course Code: MBAHM-03

Course Credit: 3

COURSE OBJECTIVE:	The aim of this course is to enable: <ul style="list-style-type: none">❖ Understand the functional operations in Hospitals❖ Familiarize with the operations of supporting services and procurement management of Hospitals❖ Implement quality management system in hospital and healthcare organizations
COURSE LEARNING OUTCOMES:	After completion of the course, the students will be able to: CO1: Understand Core Concepts of Hospital Operations: Explain the principles, scope, and significance of operations management in a hospital setting. CO2: Analyze Hospital Processes and Workflows: Analyze and optimize key hospital processes (e.g., patient admission, discharge, emergency care, OPD/IPD services) for improved efficiency and quality. CO3: Apply Tools for Operational Efficiency: Use operations management tools and techniques such as Six Sigma, Lean, Kaizen, and Total Quality Management (TQM) in a healthcare context. CO4: Design and Manage Support Services: Organize and oversee support services such as housekeeping, biomedical waste disposal, laundry, dietary services, and transport within hospital operations. CO5: Ensure Patient-Centric Operational Design: Integrate patient safety, comfort, and satisfaction into hospital operational planning and service delivery. CO6: Develop strategies for continuous improvement – Propose operational solutions to challenges related to cost, efficiency, and patient satisfaction.

Module I: Front Office & Clinical Services operations in Hospitals:

Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead - Maintenance and Repairs Bio Medical Equipment . Clinical Departments – Out patient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Radiology – Location – Layout – X Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

Module II: Operations of Supportive Services in Healthcare:

House Keeping –Linen and Laundry, Bio Medical Waste Management - Food Services - Central Sterile Supply Department (CSSD) and infection control process

Module III: Purchase operations and Inventory Management in Hospitals:

Organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing.

Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis and HIS in Store Management.

Module IV: Quality Assurance Operations in Hospitals:

Quality of services in Hospitals, Certifications & Accreditations of Hospitals, Quality Management in Hospitals, Quality Indicators, and Quality Evaluation of Performance.

Text Book:

1. Langabeer, 'Health care operations Management', JB Learning,2015
2. Essentials For Hospital Support Services And Physical Infrastructure by Madhuri Sharma,Jaypee publishers,2010
3. Joshi SK , 'Hospital Administration'jaypee Publishers,2009
4. Opportunities in Hospitals & Healthcare Administrations by Pradeep Bhardwaj,Jaypee publishers,2008.
5. Dr Girdhar J Gyani , 'Handbook of health care quality and patient safety' , Jaypee Publishers,2014

Other Suggested Readings:

1. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach Jaypee Publications, New Delhi, India,2010.
2. Hospital Operations Management – Compiled by Mahalingam A.
3. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Response Books, New Delhi, 2009
4. Schoedev, Roger G., Operations Management – Decision Making in Operations Function, McGraw Hill, New Delhi, 2007.

Course Title: Hospital Support Services-I

Course Code: MBAHM-04

Course Credit: 3

COURSE OBJECTIVE:	<p>The aim of this course is to enable:</p> <ul style="list-style-type: none">❖ To understand the role of administrator in patient care planning and management❖ To develop the skills of planning are location, design and layout of clinical services from staff / customer point of view.❖ To develop the skills to optimally utilize the available resources (staff, space, equipment, facilities, supplies, etc.)❖ To understand the need and importance of equipment and physical facilities❖ To understand as well as develop the skills of developing Policy and Procedures for Clinical Services
COURSE LEARNING OUTCOMES:	<p>After completion of the course, the students will be able to:</p> <p>CO1: Understand the Role of Support Services in Hospitals: Explain the scope, functions, and significance of various hospital support services in ensuring effective healthcare delivery.</p> <p>CO2: Manage Housekeeping and Sanitation Services: Understand protocols and standards for maintaining hygiene, cleanliness, and infection control through efficient housekeeping.</p> <p>CO3: Organize Hospital Linen and Laundry Management: Demonstrate knowledge of hospital linen workflows, infection control, and laundry processes for maintaining hygiene.</p> <p>CO4: Ensure Biomedical Waste Management Compliance: Apply biomedical waste management guidelines and ensure compliance with relevant environmental and health regulations.</p> <p>CO5: Ensure Service Quality and Performance Monitoring: Monitor service delivery through key quality indicators, audits, and satisfaction surveys to ensure continuous improvement.</p> <p>CO6: Utilize technology in support services – Understand the role of automation, biomedical equipment, and IT in enhancing efficiency of hospital support functions.</p>

Module I: Hospital Planning:

Concept of Planning- Guiding Principles in Planning Hospital Facilities and Services- Regional Planning and Factors to be emphasized - Steps in Hospital Planning; Planning Team and Stages of Project-Estimation, Architech Brief and Master Plan- Selection of Site and Decision on Land, Space and Utilities

Module II: Outpatient Services:

Objectives -Functions - Location, Design and Layout - Policy and Procedures -Organization-Staffing - Equipment and Facilities -Key Result Areas and Performance / Quality Indicators - Daily Planning and Scheduling of Work - Managing Time : Waiting Time and Total Time- Specialty, Sub-specialty and Super Specialty Clinics Diagnosis, Physiotherapy and Occupational Therapy - Emerging Concepts : Day Care, Reservation, Appointment by Phone- Medico social Works / Patient Counselling -Other Facilities : Pharmacy, Gifts Shop, Prayer / Meditation Room

Classification - Life Saving Drugs - Ambulance and Paramedic Services-Medico-legal Procedures Forms and Registers to be maintained- Communication System

Module IV: Inpatient Services:

Inpatient Care: Objectives- Functions - Locations, Design and Layout- Policy and Procedures-Organization- Staffing- Equipment and Facilities- Key Result Areas and Performance / Quality Indicators - Admission, Transfer, Billing and Discharge Procedures Managing Deaths

Intensive Care Units: Objectives -Functions- Location, Design and Layout - Policy and Procedures- Organization - Staffing - Equipment and Facilities-Key Result Areas and Performance / Quality Indicators - Types of ICUs

Operation Theatre Operation theatre: Objectives- Functions -Location- Design and Layout -Policy and Procedures- Organization -Staffing - Equipment and Facilities -Key Result Areas- Daily Planning and Scheduling- Determinants of number of Operating Rooms- Zoning and Aseptic / Sterile Techniques -Clinical Protocols -Sub-stores- CSSD- Immediate Postoperative Recovery Rooms- Safety Issues

Text Book:

1. Dr.D.K.Sharma and R.C.Goyal,'Hospital Administration and Human resource Management' 7th edition PHI learning,2017
2. B.M. Sakharkar, Principles of Hospital Administration and Planning,(Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2009
3. C.M. Francis and et al., Hospital Administration,Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2004
4. NHS, Guide to Good Practices in Hospital Administration (Department of Health and Social Security : National Health Services, London)

Other Suggested Readings:

1. R. Llewelyn Davies and HMC Macaulay, Hospital Planning and Administration (Jaypee Brothers Medical Publishers P. Ltd., New Delhi,1995.
2. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi.2005
3. G.D. Kundur, Designing for Total Quality in Health Care,Prism Books Pvt. Ltd., Bangalore,2010

Course Title: Hospital Support Services-II

Course Code: MBAHM-05

Course Credit: 3

COURSE OBJECTIVE:	<p>The aim of this course is to enable:</p> <ul style="list-style-type: none">❖ Understand the lay-out, location, functions, special requirements of Diagnostic and other essential supportive services for effective delivery of health care services.
COURSE LEARNING OUTCOMES:	<p>After completion of the course, the students will be able to:</p> <p>CO1: Manage Central Sterile Supply Department (CSSD): Describe the workflow, equipment, and sterilization processes used in CSSD, and ensure compliance with infection control protocols.</p> <p>CO2: Supervise Hospital Transportation and Ambulance Services: Manage patient transport logistics including inter- and intra-hospital transfers, and ambulance services for emergency and scheduled cases.</p> <p>CO3: Oversee Maintenance and Engineering Services: Understand the planning and management of hospital infrastructure, utilities, medical gases, and equipment maintenance services.</p> <p>CO4: Understand the Extended Scope of Hospital Support Services: Explain the functions and importance of advanced and technical support services in smooth hospital operations.</p> <p>CO5: Evaluate Quality Standards in Support Services: Monitor support service performance using KPIs, audits, and patient feedback, aligned with NABH/JCI accreditation standards.</p> <p>CO6: Develop problem-solving and managerial skills – Propose solutions to operational and administrative challenges in advanced hospital support services.</p>

Module I: Laboratory Services-Radiology Services:

Definition - Types - Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation.

Module II: Nutrition and Dietary services – Pharmacy services – Medical Records services:

Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation.

Module III: Laundry services – House keeping services – CSSD:

Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation.

Module IV: Ambulance services – Mortuary services – Hospital security services:

Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and

Evaluation.**Facilities Engineering:**

Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation –

Air conditioning system – Hot water and Steam supply – Communication Systems – Need and scope of Biomedical engineering departments in modern hospitals Energy conservation methods.

Text Book:

1. **Sharma, 'Essentials of hospital support services and Physical Infrastructure, Jaypee Publishers,2010**
2. **Hospital and facilities planning and Design – G.D.Kunders, Prism Books Pvt. Ltd., Bangalore, 2010.**
3. **Sangeetha Natarajan, Hospital Supportive services' 1st edition, Excel books,2010**
4. **Anthony Kelly, 'Strategic Maintenance planning'elsevier,2006.**

Other Suggested Readings:

1. **Clinical Engineering Principles and Practices - Webster J.G(editor) and Albert M.Cook(editor)**
2. **Antony Kelly,'Maintenance Planning and Control', Butterworths, 1984.**
3. **Jacob Kline,'Hand Book of Bio-Medical Engineering'elsevier, 1988.**

Course Title: Hospital Information System

Course Code: MBAHM-06

Course Credit: 3

COURSE OBJECTIVE:	The aim of this course is to enable: <ul style="list-style-type: none">❖ Identify and appreciate areas of Computer and IT Applications in Hospitals and Healthcare Programs❖ Understand Hospital / Health Information System – HIS❖ Perform System Study from analysis phase to implementation phase of software development❖ Get an overview of the software for hospitals and practice basic skills of using computers in Health Care
COURSE LEARNING OUTCOMES:	After completion of the course, the students will be able to: CO1: Understand the Fundamentals of Hospital Information Systems: Explain the concept, architecture, components, and objectives of a Hospital Information System (HIS). CO2: Identify the Modules and Functionalities of HIS: Describe the key modules of HIS (e.g., OPD, IPD, Laboratory, Pharmacy, Radiology, Billing, etc.) and their interconnections. CO3: Manage Electronic Health Records (EHR/EMR): Understand the creation, storage, and retrieval of electronic medical records and ensure data accuracy and confidentiality. CO4: Analyze HIS Implementation and Integration Challenges: Identify technical, organizational, and user-related challenges in HIS implementation and suggest mitigation strategies. CO5: Ensure Compliance with Standards and Interoperability: Explain standards like HL7, ICD, SNOMED, and DICOM used for data exchange and system interoperability in HIS. CO6: Integrate technology in hospital operations – Apply IT tools, telemedicine, and digital innovations to improve patient care and hospital efficiency.

Module I: Basics of Computers and Management Information System:

Computers and its Parts IT : Appropriateness and as focus of Organizational Change Software and Hardware Selection : Factors to be Considered, Methods of Selecting and Optimize the Selection Procedures Networking : Importance, Types, Methods of Networking, Network Planning and Management LAN Security : Protecting Health Care Information, Internal Vs External Threats. Data Processing (DP): Importance, Data Flow; DP Requirements and File Concepts: How to Process Data, Suitable Methods of Processing, Meaning of Files, Types and Importance of Files; Database Design, Interface Design, Reports Design and Advance Topics in Data Management.

MIS : How to Process Information, Information and Records, Importance of Planning; Training and Educating Staff, Testing MIS Role of IT in Office Automation -Communication Technology for Automation; Retrieval and Storage System; Integrated Office Automation; Portable Office; Future Edge of Information Technology.

Module II: Systems Management, Software Applications and Developmental Process:

System – SSAD Approach : Meaning, System Analysis, Design, Development, Testing, Implementation, Maintenance; Computer Systems Control and Auditing; Approaches to Conversion of a New System Managing System Personnel – Difference in Managing System Personnel; Types; Users, Data Operators, Programmers / Software Engineers, Hardware Engineers, Maintenance Team, In charge / Department Head, External Consultants; Orientation, Training, Retaining Need Analysis System Analysis Feasibility Test : Economic, Technical, Political & Socio-cultural Factors Tender Procedure : Bid Documentation Preparation, Tender, Technical Document Analysis, Financial Document Analysis and Contract Software Development Procedure : Detail System Analysis, System

Design, Database Design, Software Development, Testing and Implementation. After Development Procedure: Maintenance, Updates, Modules Addition Features of Software in Hospitals and Health Care

Module III: Hospital / Health Information System – HIS:

Objectives, Characteristics, Elements, Categories -HIS for Various Levels of Management (Top / Middle / Operational) Integrated HIS (IHMIS) Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi-hospitals MIS (CMHS), Business Office Multi hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS)

Module IV: Application of Computers in Hospitals and Health Programs:

Need and Importance of IT in Health Care Centralized Vs Decentralized Integrated Online HIS Computerizing Medical Records, OPD, Ward, Admission and Discharge, OT, Clinical Laboratory, Blood Bank, Eye Bank, Clinical Quality Assurance, Pharmacy Community Outreach, Reception / Front Office, Materials Management, Financial Accounting, HRM, Training and Development, Medical Research, Library and Literature Search, Housekeeping Implementing wireless computerized patient records Complexity in computerizing Hospitals Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software

Latest Advancement in Technology:

Geographical Information System (GIS): Digitizing Map, Software and Hardware Required for GIS Clinical Practices through Internet and Telehealth, Electronic Medical Documentation and Smart Cards Useful Websites in Health Care Future Trends in Health Care Information Systems.

Text Book:

1. Karen a.Wager,Francis W.Lee,John P.Glaser,'Health care Information System-A practical approach for Health Care Management,4th edition,Wiley,2017
2. Mary Jo Browie and Michelle A. Green, 'Essentials of Health Information Management: Principles and Practices,Paperback,2015.
3. Informatics and Telematics in Health – Present and Potential Use (WHO, Geneva) Marlene Maheu, Pamela Whitten & Ace Allen, E-Health
4. Telehealth and Telemedicine: A Guide to Startup and Success (Jossey-Bass) ISBN 0787944203

Other Suggested Readings:

1. Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan) WHO
2. Toni Hebda & et al, Handbook of Informatics for Nurses and Health Care Professional (Prentice Hall, New Jersey) 2010

Course Title: Legal Aspects in Health Care

Course Code: MBAHM-07

Course Credit: 3

COURSE OBJECTIVE:	The aim of this course is to enable: <ul style="list-style-type: none">❖ The Hospital being a part of the larger socio political set up the student will be exposed to the legal and ethical issues pertaining to the Hospitals.❖ Understand basic structure of judiciary in India❖ Get an over view of legal issues in hospital administration❖ Understand medical laws and legal commitments
COURSE LEARNING OUTCOMES:	After completion of the course, the students will be able to: CO1: Understand the Legal Framework Governing Healthcare: Explain the basic legal structure, sources of healthcare law, and the constitutional provisions related to public health in India (or relevant country context). CO2: Interpret Patient Rights and Responsibilities: Identify and explain legal rights of patients, including informed consent, confidentiality, access to care, and refusal of treatment. CO3: Apply Medical Ethics and Legal Principles in Practice: Analyze ethical dilemmas and apply principles of medical ethics (autonomy, beneficence, non-maleficence, justice) within legal boundaries. CO4: Understand Consumer Protection in Healthcare: Explain the provisions of the Consumer Protection Act (CPA) as it applies to healthcare services and dispute resolution mechanisms. CO5: Recognize Legal Implications of Emerging Health Technologies: Analyze the legal and ethical issues related to telemedicine, AI in healthcare, electronic records, and digital consent. CO6: Ensure compliance with public health laws – Interpret legislations related to epidemic control, health insurance, mental health, organ transplantation, and reproductive rights.

Module I: Basic Structure of Judiciary In India And Its Functions:

Constitution of India - political power -legal power - subordinate judiciary - Higher judiciary - Their constitution, jurisdiction and powers - Functions: sovereign functions vs. welfare function.

Module II: Legal Issues in Hospital Administration:

Medical Records - Definition - importance of Medical Records - Statutory provisions - Doctrine of estoppel - Bolam test - Vicarious liability- negligence - medical negligence - kinds of negligence - gross and criminal negligence - Egg-shell skull doctrine - provisions for emergency cases - medico-legal issues- suspicious death - production of medical records before a court - Deposition of medical professional before a court.

Module III: Medical Profession and Legal Commitments:

Medical professionals and their duties to society - Definitions and meaning of legal phrases used in Criminal Law - The dying declaration - Summons to the medical practitioner - Rights of unborn child - Medico-legal concerns - Pollution control legislations - Biomedical waste disposal - The Drugs and Cosmetics Act, 1940 - Medical Ethics - Doctor-patient contract - Consent by patients and informed consent - Law of torts - professional negligence - Consumer Protection Act, 1986.

Module IV: Medical Legal Commitments, Medical Laws and its Applications in Hospital Administration:

MTP Act – PC&PNDT Act - Mental Health Act - Euthanasia - State Medical Councils - Indian Medical Council - Human Organ Transplantation - Legal and Ethical Issues of HIV in Medical Practice - Handling RTA/MLC cases in Hospitals - Medical confidentiality - Patients' interest - IHO, WHO, NGO.

The Biomedical Waste (Management and Handling) Rules - Radiation Safety System -Exemption of Income Tax for Donations Tax Obligations.

Text Book:

1. J. Stuart Showalter, 'The Law of Health care Administration'8th edition, Health administration publisher,2017
2. Raj Kumar, Acts Applicable to Hospitals in India (The Christian Medical Association of India, New Delhi)2009
3. N.D. Kapoor, Elements of Mercantile Law (Sultan Chand and Sons, New Delhi) ISBN 8170142067

Other Suggested Readings:

1. Ram Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies (Jaypee Brothers, New Delhi) ISBN 8171797318.
2. R.C. Anand and Sidhartha Satpathy, Hospital Waste Management :A Holistic Approach (Jaypee Brothers, New Delhi) ISBN 8171797202

Course Title: Quality Management in Hospitals

Course Code: MBAHM-08

Course Credit: 3

COURSE OBJECTIVE:	<p>The aim of this course is to enable:</p> <ul style="list-style-type: none">❖ Understand Managing Quality as an institutional philosophy in Healthcare Organizations❖ Understand the Process of cultural change will emphasize on Leadership Commitment, Training, Managing Change, Team Work and Communication❖ Identify Customers and individual behaviours that demonstrate customer service • Develop skill to apply quality concepts and tools❖ Develop skill to analyze patient's expectations and satisfaction
COURSE LEARNING OUTCOMES:	<p>After completion of the course, the students will be able to:</p> <p>CO1: Understand the Principles of Quality Management in Healthcare: Explain the core concepts, objectives, and importance of quality management in hospitals and healthcare organizations.</p> <p>CO2: Apply Quality Assurance and Quality Control Techniques: Differentiate between quality assurance (QA) and quality control (QC), and apply them to hospital processes and service delivery.</p> <p>CO3: Implement Hospital Quality Standards and Accreditation Guidelines: Describe and apply standards and protocols from national and international accreditation bodies (e.g., NABH, JCI, ISO).</p> <p>CO4: Use Quality Improvement Tools and Methodologies: Utilize tools such as PDCA (Plan–Do–Check–Act), Six Sigma, Lean, Root Cause Analysis (RCA), and Fishbone Diagram for continuous improvement.</p> <p>CO5: Monitor and Evaluate Key Quality Indicators (KQIs): Identify and interpret hospital quality indicators such as Bed Occupancy Rate (BOR), Average Length of Stay (ALOS), Infection Rate, TAT, etc.</p> <p>CO6: Develop leadership and problem-solving skills – Formulate quality management plans and propose solutions to overcome challenges in healthcare service delivery.</p>

Module I: Fundamentals:

History, Need and Importance of Quality Management- Core Values, Concepts and Model -Dimensions of Quality - Principles of Quality Management : Structure, Process and Outcome Quality Vs Productivity Vs Profitability- Cost of conformance and non conformance to Quality -Major Components in Quality Setting- Objectives -Quality Investment -Activity Monitoring -Performance Assessment- Quality Management Process -Leadership Commitment -Corporate Framework on Quality- Transformation of Corporate Culture- Customer Focus -Process Focus -Collaborative Approach -Education, Training and Development -Learning by Practice and Teaching- Benchmarking -Quality Measurement

Module II: Quality Foundation, Tools and Techniques:

Leadership- Team Work- Communication- Problem Solving Managing Time- Tools and Techniques -Flow Chart - Cause and Effect Diagram -Pareto Diagram Statistical Process Control(SPC)

Module III: Healthcare Quality:

Quality / Customer Service -Define Customer and Identify Customers Customer Experience : Core Service & Delivery of Service -Excellent Customer Service ; Caring Service- Individual Behaviour : Stress- Communication and Interpersonal Relationship- Patient Satisfaction Rights and Responsibilities of Patients Satisfaction and Delight Quality Indicators of Patient Satisfaction- Clinical Quality- Complication and Infection Rate- Admission, Follow Up and Continuity of Care -Measuring Quality -Setting Objectives and Agreeing upon Standards Develop Key Result Areas and Performance Indicators- Feedback : Customers, Staff, Suppliers, etc. Quality Audit and Review Techniques.

Module IV: Organization and Roles in Quality and Recent Trends:

Quality Policy: Commitment to Patients and Staff- Code of Conduct for Health Professionals -Job Description of Quality Manager- Quality Steering Committee Quality Council- Quality Teams: Task Force, Quality Circle- Obstacles to Practice Quality.

ISO Certification; BS Mark Accreditation: JCI Quality Awards Scheme -Business Process Reengineering.

Text Book:

1. Sanjay Mohapatra,K.Ganesh et al,'Service quality in Indian hospitals-perspectives from an emerging Market' Springer ,2018
2. Wilson CRM, 'Hospital Wide Quality Assurance' (Saunders, Ontario)
3. Edward W. Deming, Out of the Crisis (Cambridge University Press, Cambridge)
4. Richard Smith (ed.) Audit in Action (British Medical Journal, London) ISBN 0-7279-0317-9
5. Nankemp and Eileen Richardson, Quality Assurance in Nursing Practice a(Butterworth Heinemann Ltd., London, Second Edition) ISBN 0-7506-2326-8)

Other Suggested Readings:

1. Helga Drummond, The TQM Movement – what Total Quality Management is Really All About (UBSPD, New Delhi)
2. Hugh C.H. Kogh, Total Quality Management in Health Care (Longman Publicaiton) ISBN 0582 04696
3. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book (Edward Ainoid, London) ISBN 0-340-55273-5

Course Title: Risk Management and Health Insurance

Course Code: MBAHM-09

Course Credit: 3

COURSE OBJECTIVE:	<p>The aim of this course is to enable:</p> <ul style="list-style-type: none">❖ Understand the basics of health insurance❖ Develop skills in managing risks❖ Do costing thereby design benefit package and set premium❖ Understand provider payment mechanism Design and plan community health insurance❖ Understand managed care Study different system and components of managed care
COURSE LEARNING OUTCOMES:	<p>After completion of the course, the students will be able to:</p> <p>CO1: Understand the Fundamentals of Risk Management in Healthcare: Explain the concepts, types, and sources of risk in hospitals and healthcare systems.</p> <p>CO2: Identify and Analyze Clinical and Non-Clinical Risks: Recognize potential clinical (e.g., medical errors, infections) and non-clinical (e.g., legal, financial, operational) risks in healthcare settings.</p> <p>CO3: Apply Risk Assessment and Mitigation Strategies: Use risk assessment tools such as risk matrices, FMEA (Failure Mode and Effects Analysis), and Root Cause Analysis (RCA) to prevent and control risks.</p> <p>CO4: Develop Hospital Risk Management Plans and Policies: Design comprehensive risk management frameworks including incident reporting systems, contingency plans, and safety protocols.</p> <p>CO5: Understand the Legal and Regulatory Framework of Risk Management: Explain legal obligations related to healthcare risk, liability, and insurance under national health and safety laws</p> <p>CO6: Evaluate claim management processes – Describe procedures for pre-authorization, billing, claim settlement, fraud detection, and dispute resolution in health insurance.</p>

Module I: Health Insurance, Market Failure and Risks:

Concept of Health Insurance- Types, origin, evolution and importance: Private Health Insurance for profit ,Private Health Insurance not-for-profit : Community Health Insurance (CHI), Employer Based Insurance, Health Micro Insurance (MHI) and Reinsurance Public Health Insurance : National Health Insurance, Social Health Insurance Fundamental difference among various Health Insurance Schemes Various models of CHI and MHI tested / implemented in developing countries Health Insurance in Indian Context

Social security: A fundamental concept- Risk and Insurance- Demand and Supply for Health Insurance -Economics of Scale- Welfare Loss from Health Insurance- Actuarially Fair Premium, Expected Loss, Load Factors -Market failure and role of Government

Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skimming

Risk Management Tools

Moral Hazard: Co-payment / coinsurance, deductibles, indemnity payment, mandatory referral system Adverse Selection: Collective membership, group policies Cost Escalation : Treatment Protocol, fixed fee per illness Fraud and Abuse (free rider): Insurance cared with photograph

Module II: Designing Benefit Package and Premium Setting and Provider Payment Mechanism:

Designing Benefit Package: Introduction Issues to be considered: Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand
Costing the Benefit Package: Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs
Premium Setting: Calculation and determining Premium.

Introduction-fee for services-case payment- daily charge-bonus payment- flat rate payment- capitation- salary-global budget- DRG- Comparison of different payment systems

Module III: Designing and Planning of Community Health Insurance:

Pre-Feasibility Study: Establish contact with community, test preconditions (social cohesion, priority for health, trust to the initiator, quality services. Economic situation), information, education and communication, working groups, planning data collection- Data collection and analysis: household survey questionnaire design, production of information- Feasibility Study : Basis of choice (benefit package and premium), scenario, major risks and its management, payment mechanism and fund management- Preparing for Implementation: Practical and logistics Implementation : Launching, enrolment, premium collection, waiting period Monitoring and Evaluation

Module IV: Managed Care:

Origin, Growth and Development of Managed Care -Importance Management Functions of Managed Care -System of Managed Care- Health Maintenance Organization (HMO)- Preferred Provider Organization (PPO) -Exclusive Provider Organization (EPO)- Physician Hospital Organization (PHO) -Independent Practitioner Organization (IPO)- Components of Managed Care System Contractor Provider Network Patient Access Systems Utilization Management Claims Payment Customer Service Quality Management .

Text Book:

1. Michelle A. Green, 'Understanding health Insurance-A guide to Billing and Reimbursement' Paperback,2016
2. L.M. Harpster and M.S. Veach, Risk Management Handbook for Healthcare Facilities (American Hospital Association, USA, 1990
3. Peter R. Kongstrvedt (ed), The Managed Health Care Handbook (Aspen Publication, Maryland, USA, 2000
4. A.V. Rickel and T.N. Wise, Understanding Managed Care (Karger, USA 2000) 5. Gupta P.K, Insurance and Risk Management, Himalaya Publishing House, 2006.

Other Suggested Readings:

1. My Collection of HI – Material and Books, 2007.
2. Insurance Exam – Material, 2006 8. American Books – Managed Care On History of Health Insurance – Origin –Development & Growth – 2007.
3. Insurance – Compendium – Given by Venugopal, 2005.

Course Title: Medical Tourism Management**Course Code: MBAHM-10****Course Credit: 3**

COURSE OBJECTIVE:	<p>The aim of this course is to enable:</p> <ul style="list-style-type: none">❖ To gain an incite of medical tourism industry and management of health tourism services
COURSE LEARNING OUTCOMES:	<p>After completion of the course, the students will be able to:</p> <p>CO1: Understand the Concept and Scope of Medical Tourism: Explain the definition, components, and global significance of medical tourism in the healthcare and travel industries.</p> <p>CO2: Analyze the Drivers and Trends in Medical Tourism: Identify factors influencing the growth of medical tourism, such as cost, quality of care, accreditation, and international patient preferences.</p> <p>CO3: Design Medical Tourism Packages and Services: Create comprehensive medical tourism offerings including treatments, travel, accommodation, follow-up care, and leisure activities.</p> <p>CO4: Understand Legal, Ethical, and Regulatory Aspects: Describe the legal and ethical considerations, including patient rights, consent, cross-border legal liabilities, and medical visa regulations.</p> <p>CO5: Manage International Patient Care and Customer Service: Apply best practices in communication, cultural sensitivity, patient navigation, and customer relationship management for global patients. Assess how hospitals, clinics, and wellness centers prepare to attract and manage international patients.</p> <p>CO6: Integrate hospitality and healthcare services – Develop strategies to combine healthcare delivery with hospitality, travel, and cultural experiences for medical tourists.</p>

Module I: Global Health Care:

Medical Tourism-Conceptual framework of globalization and Medical tourism-WHO resolution-International Strengthening safety and Service delivery.

Module II: Destinations for Medical Tourism:

Global destinations-SWOT analysis of Medical Tourism Destinations

Module III: Structure of The Industry and Services:

History of health tourism Industry in India-Types of Medical Tourism Types of treatment in medical Tourism: Outbound-Inbound Intrabound health Tourism services-Factors affecting Medical Tourism

Module IV: Health Tourism in India and Medical Tourism Management:

International patient services-Key operators-India's competitive environment-Government support to Indian health tourism Industry Market Dynamics-Factors driving health tourism-Profiles of hospitals offering health tourism services

Global Health tourism Market-Destination guidelines-Planning Safety, quality and accreditation issues-Case management Considerations-Travel and Transportation-Health insurance Financing Medical treatment-Cost containment -Legal rights affecting Medical Tourists-Medical Malpractice Issues.

Text Book:

1. Maria K.Todd, 'Medical Tourism Business Development',5th edition, Kindle books,2017
2. Edward kelly, 'Medical Tourism'-WHO-2013
3. Milica Z. Bookman, Karla R. Bookman 'Medical tourism in developing countries'Paperback,2007.

Other Suggested Readings:

1. www.ibef.org-'Health tourism : Destination India' India brand equity foundation
2. John Breese'The definitive guide to Medical Tourism 'Prong media,2010

Course Title: Safety and Disaster Management

Course Code: MBAHM-11

Course Credit: 3

COURSE OBJECTIVE:	<p>The aim of this course is to enable:</p> <ul style="list-style-type: none">❖ To familiarize the students to identify the areas of safety and risk and managing of the same.❖ To understand the basic concepts in Disaster management❖ To understand disaster planning, role and responsibilities of hospital administrators in disaster management.
COURSE LEARNING OUTCOMES:	<p>After completion of the course, the students will be able to:</p> <p>CO1: Understand the Principles of Safety and Disaster Management in Healthcare: Explain the concepts, scope, and importance of safety protocols and disaster preparedness in hospitals and healthcare settings.</p> <p>CO2: Identify Types of Disasters and Their Impact on Healthcare Services: Classify disasters (natural, man-made, biological, chemical, radiological) and evaluate their impact on healthcare infrastructure and service delivery.</p> <p>CO3: Develop Hospital Disaster Management Plans (HDMP): Design and implement a comprehensive disaster preparedness and response plan for hospitals, in alignment with national and international guidelines.</p> <p>CO4: Apply Risk Assessment and Hazard Identification Techniques: Conduct vulnerability and risk assessments using tools like HVA (Hazard Vulnerability Analysis) and prioritize safety measures.</p> <p>CO5: Coordinate Emergency Response Systems in Healthcare Settings: Manage coordination between departments, emergency teams, and external agencies during mass casualty incidents and emergencies.</p> <p>Understand fire safety systems, evacuation planning, fire drills, and firefighting equipment use in hospital environments.</p> <p>CO6: Use technology in disaster management – Apply healthcare IT, telemedicine, and surveillance systems for early warning, crisis management, and post-disaster care.</p>
Module I: Security Organization and Management:	Security Sensitive Areas Functions of Hospital Security Department – Security Organization and Physical Security Measures - Need for Security Technology Contract Security Agency –Effective Security Management in Hospitals – Security Committee – Periodic Security Audit
Module II: Hospital Acquired Infection (HAI):	Objectives – Control and Prevention – Housekeeping –Central Sterile Supply Department (CSSD) – Nursing Care – Waste Disposal – Antibiotic Policy– Hospital Infection Control committee – Composition – Role and Functions – Surveillance –High Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.
Module III: Fire Hazards:	Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and

Design Considerations – Buildings: Electric Installations –Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

Radiation – Biological Effects of Radiation – Radiation Protection and Safety – Principles in the Layout of a Diagnostic X-ray Room – Contrast Media – Magnetic Resonance Imaging – Planning Constraints – Preventive Measures Against Magnetic Field Hazards – Nuclear Medicine Department – Radiation Protection Aspects – Radioactive Waste Collection and Disposal –Procedure for Obtaining Clearance.

Module IV:

Disaster Management – Basic Concepts – Disaster Classification – Disaster Process – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities –Organizing Disaster Facilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill. TRIAGE

Text Book:

1. National disaster Management guidelines-Hospital safety, Publication of NDMA-GOI, 2016
2. Shailendra K. Singh, Safety & Risk Management, Mittal Publishers – 2006.
3. Stephen Ayers & Garmvik, Text Book of Critical Care, Holbook and Shoemaker, 2006.
4. Community Medicine – Recent Advances by AH Suryakantha – Published by Jaypee

Other Suggested Readings:

1. Brothers Medical Publishers (P) Ltd., New Delhi – 2008.
2. Hospital Administration – by D.C. Joshi & Mamta Joshi – Published by Jaypee – New Delhi – 2009
3. J.H. Diwan, Safety, Security & Risk Management, APH – 2005.

Course Title: Medical Ethics

Course Code: MBAHM-12

Course Credit: 3

COURSE OBJECTIVE:	The aim of this course is to enable: ❖ To Introduce Medical ethics and guidelines to code of conduct and issues in Health care.
COURSE LEARNING OUTCOMES:	After completion of the course, the students will be able to: CO1: Understand the Fundamental Principles of Medical Ethics: Explain the core ethical principles in healthcare: autonomy, beneficence, non-maleficence, and justice. CO2: Recognize Ethical Responsibilities in Clinical Practice: Identify the ethical duties and responsibilities of healthcare professionals in delivering patient care. CO3: Analyze Ethical Dilemmas in Healthcare Settings: Apply ethical reasoning to resolve common dilemmas related to end-of-life care, organ donation, reproductive health, consent, and confidentiality. CO4: Understand the Concept of Informed Consent and Patient Rights: Explain the importance of informed consent, patient autonomy, and the right to refuse treatment. CO5: Apply Ethical Guidelines in Professional Conduct: Demonstrate knowledge of professional behavior, integrity, and accountability in interactions with patients, colleagues, and society. CO6: Develop ethical decision-making skills – Propose practical, patient-centered, and ethically sound solutions to challenges in hospital and clinical practice.

Module I: Introduction to Medical Ethics and ethical theories:

Introduction to medical ethics-Moral Development-Relativism-Ethical theories-Utilitarianism-Natural Law theory-Justice as fairness Decisions based on Ethical Principles -Case presentations and case studies.

Module II: Moral Principles in health care:

Non Malfeasance, Beneficence, utility, Distributive justice, Autonomy-Role of Patient-Doctor-Patient Relationship - Case studies

Module III: Moral Issues in health care and Law and guidelines to code of conduct:

Indignities, Denied Information, Invaded privacy, coerced decisions, Wrong treatments and Medications-Case studies.

Laws-statutes-Administrative Regulations- Common Law Constitutional law-Codes of Conduct- Law and Morality-Basic rights Case presentations and case studies.

Module IV: Ethical Issues:

Confidentiality-Truth telling-Informed consent-Abortion-Seriously ill patients-Euthanasia-Medical experimentation-Cloning-Justice and health care system

Text Book:

1. Ruth.B.Purtile and regina F.Doherty,Ethical Dimensions in Health professions,5th edition,Paperbak,2018
2. Shaun D Pattinson, 'Medical Law and Ethics' 4th edition, Sweet and Maxwell publishers,2014

Other Suggested Readings:

1. Erich H. Loewy,' Textbook of Medical Ethics' Springer 2009
2. CM Francis, 'Medical Ethics' Jaypee Publishers,3rd edition,2007