



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

SYLLABUS

MASTER OF BUSINESS ADMINISTRATION (MBA) IN HOSPITAL ADMINISTRATION AND HEALTH CARE MANAGEMENT

YEAR – 2017

DURATION – 2 YEARS (6 TRIMESTERS)

SYLLABUS FOR – 1ST YEAR (I- III TRIMESTERS)

FACULTY OF MANAGEMENT & HUMANITIES

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Program Structure – I Year
I year consists of I, II, III Trimester
MBA (HAHC)
I TRIMESTER

Nature of Course	Course Name	C	T	D&T	P	PS
Core management	Principles & Practices of Management	4	3	0.3	0.2	0.5
Core Applied Mathematics	Quantitative Techniques	5	5	0	0	0
Core Economics	Economics for Managers	4	3.3	0.2	0.5	0
Core Management	Business Environment	4	3.3	0.2	0.2	0.3
Core Accounting	Accounting for Managers	5	3.3	0.2	0.5	1
Core Information technology	Fundamentals & Workshop on IT for Managers	4	0.5	0.5	2	1
Core Marketing	Marketing Management	4	3	0.3	0.5	0.2
University Compulsory Course	Curriculum Training and Exposure	1	0	0	1	0
	Community Development Activities	1	0	0	1	0
	Communication Skills and Business Etiquettes for Managers	2	2	0	0	0
University Optional Course	Professional Activities	-	-	-	-	
Total Credit		34	23.4	1.7	5.9	3

II TRIMESTER

Nature of Course	Course Name	C	T	D&T	P	PS
Core management	Organizational Behavior	4	3.2	0.2	0.2	0.4
Core management	Operations Research	5	5	0	0	0
Core Finance	Financial Management	5	5	0	0	0
Core Marketing	Consumer Behaviour	4	3.2	0.2	0.2	0.4
Core management	Research Methodology	5	3.5	0.3	0.3	0.9
Core Marketing	Retail Management	5	3.5	0.3	0.3	0.9
Professional Development Activities	Industrial Visit	1	0	0	1	0
University Compulsory Course	Curriculum Training and Exposure	1	0	0	1	0
	Community Development Activities	1	0	0	1	0
University Optional Course	Professional Activities	-	-	-	-	
Total Credit		31	23.4	1.0	4	2.6

III TRIMESTER

Nature of Course	Course Name	C	T	D&T	P	PS
Core management	Production and Operations Management	5	5	0	0	0
Core management	Human Resource Management	4.5	3.5	0.3	0.2	0.5
Core management	Strategic Management	4.5	3.5	0.3	0.2	0.5
Core Management	Entrepreneurial Management	4	3.5	0.1	0.1	0.3
Core Accounting	Cost Accounting	5	5	0	0	0
Core Information Technology	Application of SPSS in Operations Research (Lab)	4	1.5	0.5	2	0
Professional development activities	45 Days Training	15	0	0	15	0
University Compulsory Course	Curriculum Training and Exposure	1	0	0	1	0
	Community Development Activities	1	0	0	1	0
University Optional Course	Professional Activities	-	-	-	-	
Total Credit		44	22	1.2	19.5	1.3

I year consists of I, II, III Trimester
MBA (HAHC)

I – TRIMESTER					
Objective: To equip the students with the basic understanding of management, accounting, economics and information technology.					
Nature of Course	Course Name	C	T	D&T	P
Core management	Principles & Practices of Management: nature, purpose and scope of management;	1	0.7	0.3	0
	Principles & Practices of Management :-Organizational Structure –	1.5	1.5	0	0
	Principles & Practices of Management :-Planning: Types of plans	1	0.8	0	0.2
	Practice session of minimum 6 case studies, 3 group discussion and 6 PPTs	0.5	0	0	5 sessions
Core Applied Mathematics	Quantitative Techniques: Classification of data and construction of Frequency Distribution	2	2	0	0
	Quantitative Techniques: Correlation Analysis:	1	1	0	0
	Quantitative Techniques: Regression Analysis:	1	1	0	0
	Practice session of minimum 2 case studies and 10 practical questions	1	0	0	1
Core Economics	Economics for Managers- Introduction & Demand and Production Analysis :	1	0.5	0.2	0.3
	Economics for Managers- Cost & Pricing Analysis	1	1	0	0
	Economics for Managers- Macro Economic Analysis of Managerial Decisions	1.5	1.3	0	0.2
	Practice session of minimum 4 case studies, 2 group discussion, 2 PPTs and 5 practical problems	0.5	0	0	0.5
Core management	Business Environment - An Overview of Business Environment	1.5	1.3	0.2	0
	Business Environment - Economic Environment:	1.2	1	0	0
	Business Environment - Political Environment	1	1	0	0
	Practice session of minimum 5 case studies, 3 group discussion and 4 PPTs	0.3	0	0	2+1 sessions
Core Accounting	Accounting for Managers- Accounting and its functions,	2	1.8	0.2	0
	Accounting for Managers - Preparation of Final Accounts	2	1.5	0	0.5
	Accounting for Managers: Financial Statement Analysis	1	1	0	0
	Practice session of minimum 15 practical problems and 3 group discussion				

Core Information technology	Fundamentals & Workshop on IT for Managers:- Classification, Components of Computer System	2	0.5	0.5	1
	IT Applications in Accounting for Business Decisions	1	0	0	1
	10 Practice sessions of MS-Office: Word, PowerPoint, Excel & Internet : E-mailing, Advance Searching, Surfing etc.	1	0	0	10 Sessions
Marketing	Marketing Management: Marketing Concepts and Tasks	1.5	1	0.3	0.2
	Marketing Management: Marketing channel system	1.3	1	0	0.3
	Marketing Management: Identifying and analysing competitors	1	1	0	0
	Practice session of minimum 6 case studies, 3 group discussion and 5 PPTs	0.2	0	0	2 Sessions
University compulsory course	Curriculum Training and Exposure	1	0	0	1
	Community Development Activities	1	0	0	1
	Communication Skills and Business Etiquettes for Managers: Reading and Writing: Business correspondence, Business Meetings, Business reports	1	0.5	0	0.5
	Communication Skills and Business Etiquettes for Managers: Public speaking skills and business etiquettes	1	0.5	0	0.5
University Optional Course	Professional Activities	-	-	-	-
Total Credits:		34			

Note:

- C represents number of Credit per Course
- T represents number of Theory Credit per Course
- D & T represents the number of Demonstrations and Tutorials
- P represents Practical & Practice
- PS represents no of practice session

Objective: To equip the students with the basic understanding of management, accounting, economics and information technology.

Nature of Course	Course Name	C	T	D&T	P
Core management	Organizational Behavior – Focus & Purpose	1.3	1.1	0.2	0
	Organizational Behavior – Group Behaviour	1.3	1.1	0	0.2
	Organizational Behavior – Dynamics of Organizational Behaviour	1	1	0	0
	Practice session of minimum 7 case studies, 3 group discussion and 4 PPTs	0.4	0	0	2+2 sessions
Core management	Operations Research :- Introduction to OR	2	2	0	0
	Operations Research -Matrices:	1	1	0	0
	Operation Research :- Linear Programming;	1	1	0	0
	Practice session of minimum 5 case studies and 10 practical problems	1	0	0	1
Core Finance	Financial Management- Meaning, Scope, Function; and Goals	2	2	0	0
	Financial Management- Capital Structure:	1	1	0	0
	Financial Management- Capital Budgeting	1	1	0	0
	Practice session of minimum 5 case studies, 3 group discussion, 3 PPTs and 10 practical problems	1	0	0	1
Core management	Research Methodology- types of Research	1.5	1.5	0	0
	Research Methodology- Measurement and Scaling:	1	0.5	0.3	0.2
	Research Methodology- Data Collection	1.6	1.5	0	0.1
	Practice session of minimum 3 case studies, 1 research paper, 2 PPTs and 10 practical problems	0.9	0	0	5+4 sessions
Core Marketing	Retail Management- Introduction, Retail Market Strategy	2	1.8	0.2	0
	Retail Management- Merchandise Process Management	1	1	0	0
	Retail Management- Store Management & Other Issues	1.1	0.7	0.1	0.3
	Practice session of minimum 7 case studies, 3 Group discussions and 8 PPTs	0.9	0	0	5+4 sessions
Core Marketing	Consumer Behaviour- Introduction & Consumer Behaviour Models	1.3	1.1	0.2	0
	Consumer Behaviour- Consumer Decision Making	1.3	1.1	0	0.2
	Consumer Behaviour- Demographic & Psychographics Segmentation	1	1	0	0
	Practice session of minimum 7 case studies, 3 Group discussions and 8 PPTs	0.4	0	0	2+2 sessions
Professional	Industrial Visit	1	0	0	1

Development Activities					
University compulsory course	Curriculum Training and Exposure	1	0	0	1
	Community Development Activities	1	0	0	1
University Optional Course	Professional Activities	-	-	-	-
Total Credits:		40			

Note:

- C represents number of Credit per Course
- T represents number of Theory Credit per Course
- D & T represents the number of Demonstrations and Tutorials
- P represents Practical & Practice
- PS represents no of practice session

III – TRIMESTER					
Objective: To equip the students with the basic understanding of management, accounting, economics and information technology.					
Nature of Course	Course Name	C	T	D&T	P
Core management	Production and Operations Management- Functions,	2	2	0	0
	Production and Operations Management- Work Measurement techniques	2	2	0	0
	Production and Operations Management- Simulation technique	1	1	0	0
	Practice session of minimum 5 case studies, 3 Group discussions, 5 PPTs and 10 practical problems				
Core management	Human Resource Management : Environment of HRM	1	1		0
	Human Resource Management : Job analysis, description, specification & job evaluation;	2	2	0	0
	Human Resource Management : Performance Management	1	0.5	0.3	0.2
	Practice session of minimum 8 case studies, 2 Group discussions, 3 PPTs and preparation of job specification, appointment letter and compensation structure	0.5	0	0	3+2 sessions
Core management	Strategic Management- Concept of Strategy	1.5	1.3	0.2	0
	Strategic Management- Strategy Implementation	1.5	1.4	0.1	0
	Strategic Management- Strategy Evaluation	1	0.8	0	0.2
	Practice session of minimum 7 case studies, 3 Group discussions and 8 PPTs	0.5	0	0	3+2 sessions
Core management	Entrepreneurial Management- Meaning & Nature of entrepreneurship	1.7	1.6	0.1	0
	Entrepreneurial Management- Identifying and evaluating business opportunities	1	1	0	0
	Entrepreneurial Management- Creating top management teams	1	0.9	0	0.1
	Practice session of minimum 5 case studies, 2 Group discussions, 3 PPTs and preparation of a business plan	0.3	0	0	2+1 sessions
Core Accounting	Cost Accounting -- objectives of costing system	2	2	0	0
	Cost Accounting -- Labor cost	2	2	0	0

	Cost Accounting - Methods of costing	1	1	0	0
	Practice session of minimum 15 practical problems and 2 group discussions				
Core Information technology	Application of SPSS in Operations Research	2	1.5	0.5	0
	Application of SPSS in Operations Research	2	0	0	2
	Practice session of minimum 5 practical problems and 2 PPTs				
Professional development activities	45 Days Training	15	0	0	15
University compulsory course	Curriculum Training and Exposure	1	0	0	1
	Community Development Activities	1	0	0	1
University Optional Course	Professional Activities	-	-	-	-
Total Credits:		47			

Note:

- C represents number of Credit per Course
- T represents number of Theory Credit per Course
- D & T represents the number of Demonstrations and Tutorials
- P represents Practical & Practice
- PS represents no of practice session

**MBA 1st Year
Trimester I**

Principles and Practices of Management

(Credits 4)

Objective: The objective of the paper is to acquaint student with the importance of management in our day to day life, help student to trace the evolution of Management Thought and appreciate the various functions of management.

UNIT I

- An introduction of Management – nature, purpose and scope of management;
- Case studies on Functions and roles of a manager; (Minimum 1)
- Case studies on Ethics and social responsibility of manager; (Minimum 1)
- PPTs on Organizational Environment. (Minimum 2)
- Evolution of management thought—System and contingency approach for understanding organization, Management Thought-Classical perspective, Scientific Management, Administrative management, Bureaucratic management and Behavioral perspective.

(Credits 1)

UNIT II

- Introduction to Organizational Structure and its types.
- Case studies on work specialization; departmentalization; Chain of Command; Span of control; Centralization and Decentralization; Delegation and why managers hesitate to delegate; (Minimum 1)
- Case studies on types of Organizational Designs. (Minimum 1)
- Case studies on Modern Design Options– Strategic Business Units; Team Structure; Virtual Organizations; Boundary less Organization; Empowered organization. (Minimum 1)
- PPT on Organic and inorganic organizations – differences in strategy and management practices (Minimum 2)
- Why do Structures differ – strategy, organization size, technology, environment

(Credits 1.5)

UNIT III

- Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.
- Decision-Making: Importance and steps in Decision Making;
- Case studies on Decision making under certainty; decision-making under uncertainty; decision tree; group aided decisions; Brain storming. (Minimum 1)
- Case studies on Line and Staff functions and relationships. (Minimum 1)
- Case studies on Coordination- need; factors which make coordination difficult; techniques to ensure effective coordination. (Minimum 1)
- PPT Control: planning-control relationship; process and techniques of control; Human response to control; Types of Control- (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control. (Minimum 2)
- Traditional management vs. modern health care management
- Modern Management concept and its implication in health sector

(Credits 1)

Recommended Practice Session: Practice session of minimum 6 case studies, 3 group discussion and 6 PPTs

(Credit 0.5)

Recommended Text Book:

- Principles & Practices of Management: Dr. L. M. Prasad - Sultan Chand & Sons

Suggested Readings:

- N Kumar: Principles of Management: Anmol Publications
- Mukherjee: Principles of Management: TMH

- Tripathi, P C: Principles Of Management: McGraw-Hill Education India Ltd.

Quantitative Techniques

(Credits 5)

Objective: The objective of this paper is to train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems.

UNIT I

UNIT I

- Introduction to quantitative technique:- Concept model building for business decision. Role and scope model in business and industry.
- Classification of data and construction of Frequency Distribution.
- Case studies on Data and presentation of data. (Minimum 2)
- Introduction of Descriptive Statistics: Measures of Central Tendency;
- Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, and Standard Deviation,
- Index Numbers: Definition and Methods of Construction of Index Numbers, Importance of Index Numbers in Managerial Decision Making.
- Practical Problems (Minimum 5)

(Credits 2)

UNIT II

- Skewness & Kurtosis,
- Correlation Analysis: Rank Method, Karl Pearson's Coefficient of Correlation and Concurrent deviation method.
- Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Theoretical Distributions: Binomial, Poisson and Normal Distribution.
- Practical Problems (Minimum 10)

(Credits 2)

UNIT III

- Regression Analysis: Simple Linear Regression Model, Least Square method, Mean Based Method, Coefficient of Determination and Interpretation of Coefficients.
- Time Series Analysis: Components, Measurement of Trend by Least Squares Method, Simple Average and Moving Averages; Importance of Time Series Analysis in Managerial Decision Making.
- Practical Problems (Minimum 10)

(Credits 1)

Recommended Practice Sessions: Practice session of minimum 2 case studies and 10 practical questions

Recommended Text Book:

- S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.

Suggested Readings:

- J.K. Sharma: Business Statistics, Pearson Publication, New Delhi.
- P.N. Arora & S. Arora: Statistics for Management, S. Chand & Co., New Delhi.
- M.P. Gupta & S.P. Gupta: Business Statistics, Sultan Chand & Sons, New Delhi.
- R.S. Bhardwaj: Business Statistics, Excel Publishers.
- L. Maheshwari: Managerial Economics, S. Chand & Sons, New Delhi

**Economics for Manager
4)**

(Credits

Unit I

Introduction & Demand and Production Analysis :

- Introduction to Managerial Economics-Defination, scope nature and significance in decision making and fundamental concept.
- Demand Meaning, type determinate and function.
- Case studies on Analysis for decision making, (Minimum 1)
- Demand Schedule and demand function, Elasticity of Demand,
- Demand forecasting, Production Analysis, production Function, One Variable input Production function and two variable Input production function
- Case studies on demand forecasting (minimum 2)

(Credits 1.5)

Unit II

Cost & Pricing Analysis

- Various Cost concepts, Cost Functions – Short run Cost Functions and its Empirical Estimation,
- Long run Cost Function, Economies of scale and economies of scope.
- Price and Output decision under perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Descriptive pricing approaches: full cost pricing, product pricing.
- Case study on Pricing strategies (minimum 1)

(Credits 1)

Unit III

Macro Economic Analysis of Managerial Decisions

- Meaning and Nature of Macro Economics;
- Circular Flow of income, the concept of GDP, GNP,
- Concepts of Consumptions, Savings and Investment.
- PPT on Business Cycles and inflation (Minimum 2)

(Credits 1.5)

Recommended Practice Sessions: Practice session of minimum 4 case studies, 2 group discussion, 2 PPTs and 5 practical problems

Recommended Text Book:

- Managerial Economics by Dr. D.M. Mithani, Himalaya Publishing House.

Suggested Readings:

- Managerial Economics, Keat, Young, Banarjee, Pearson.
- Managerial Economics, Theory & Applications, D.M. Mithani, HPH.
- Managerial Economics, An Integrative Approach, Mark Hirschey, Cengage.
- Managerial Economics, Salvatre/Srivastava, Oxford.
- Managerial Economics, analysis of managerial decisionmaking, H.L. Ahuja, S. Chand.
- Managerial Economics, D.N. Dwivedi, Vikas.
- Managerial Economics, PLMehta, Sultan Chand and Sons
- Managerial Economics, GeetikaGhosh, Roy Choudhury, (2ndEdition)TMH

Business Environment

(Credits 4)

Objective: The basic objective of this course is to familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions.

UNIT I

- An Overview of Business Environment: Type of Environment-Internal, External, Micro and Macro Environment,
- Case studies on Political Environment, Economic Roles of Government (Minimum 1)
- Case studies on Legal Environment (Minimum 1)
- Case studies on Socio-Cultural Environment: Nature and Impact of Culture on Business, (Minimum 1)
- PPT on Culture and Globalization, (Minimum 2)
- Case studies on Social Responsibilities of Business, Business and Society, (Minimum 1) **(Credits 1.5)**

UNIT II

- Health scenario of India- past, present and future
- Power Point Presentations on Community participation in healthcare delivery system (Minimum 2)
- Power point presentation on National Health Policy (Minimum 1)
- National Population Policy
- National Health Programme **(Credits 1.2)**

UNIT III

- Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.
- Case studies on Natural and Technological Environment: Innovation, (Minimum 1)
- PPT on Technological Leadership and Followership, (Minimum 1)
- PPT on Current industrialization trends and industrial policy; (Minimum 1)
- environment for the SME sector; infrastructure development and policy **(Credits 1)**

Recommended Practice Session: Practice session of minimum 5 case studies, 3 group discussion and 4 PPTs

(Credit 0.3)

Recommended Text Book

- Business Environment - Text and Cases: Cherunilam, Francis, Himalaya Publishing House.

Suggested Readings:

- Aswathappa, K., (2000), Essentials of Business Environment, 7th edition, Himalaya Publishing House.
- Gupta C. B., (2008), Business Environment, 4th edition, Sultan Chand.
- Bedi, Suresh, ((2004)), Business Environment Excel Book.
- Ian Worthington, Chris Britton, (2009), Business Environment, Pearson Education.
- Cases Shaikh, Saleem, (2010), Business Environment, 2nd edition, Pearson Education.
- Cherunilam, Francis, (2007), Business Environment - Text and Cases, Himalaya Publishing House.
- Cherunilam, Francis, (2007), Business Environment - Text and Cases, Himalaya Publishing House.

Accounting for Managers**(Credits 5)**

Objective: To develop understanding of accounting tool and information and their uses in managerial decision taking.

UNIT I

- Accounting and its functions,
- Need for Accounting Standards,
- Accounting Principles concepts and conventions
- Introduction to Indian Accounting standards,
- Understanding financial Statement; Journal, Ledger, Trial Balance, Cash Book Income Statement, and Balance Sheet (Vertical and Horizontal Performa),
- Practical Problems (Minimum 10)

(Credits 2)**UNIT II**

- Preparation of Final Accounts (With and Without Adjustment),
- Techniques of financial statement analysis-Ratio analysis
- Depreciation: Methods of Depreciation: Straight Line and Written Down Value Method
- Practical Problems (Minimum 10)

(Credits 2)**UNIT- III**

- Statement of changes in financial position Cash basis(Cash Flow)
- Fund Flow analysis
- Practical Problems (Minimum 5)

(Credits 1)

Recommended Practice Session: Practice session of minimum 15 practical problems and 3 group discussion

Recommended Text Book:

- Khan, Jain: Management Accounting 5e, McGraw-Hill Education (India) Pvt. Ltd.

Suggested Readings:

- Management Accounting, 5/e: Pearson, Anthony A Atkinson, Robert S Kaplan, S Mark Young, Ella Mae Matsumura, G Arunkumar.
- Fundamentals Of Accounting For CPT: Vikas Publishing House S K Maheshwari, S N Maheshwari
- Fundamentals of Accounting for CA Common proficiency Test(CPT) : Tata McGraw-Hill:Tulsian, Tulsian
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Fundamentals & Work shop on IT for Managers

(Credits 4)

Objective: This course offers a good understanding of basics of Information Technology.

UNIT I

- Introduction to Computers: Classification, Components of Computer System, Introduction to High level and low level languages.
- Software: Application Software and System Software, Applications Basic concepts of operating systems, Flow charts and data flow diagrams.
- Networking concepts, Internet and intranet, sending and reading e-mails.
- Practical on Internet using emails, Use of search engines,
- End User computing using MS-Office: Word processing: MS-Word, formatting text and documents, working with header and footer, tables and sorting, graphics and mail merge.
- MS Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions, chart features and working with graphics in Excel
- Practical problems on MS Word and MS Excel on assigned topic (Minimum 5)

(Credits 2)

UNIT II

- Power Point: Basics, working with texts and graphics in Power Point, Creating and delivering presentations
- Computer Security: Introduction, Malicious programs, cryptography, digital signature, firewall, Users Identification and Authentication, Security Awareness Issues
- **IT Applications in Accounting for Business Decisions**
- Record entries in Sales Journal and post to appropriate ledgers, Record entries in Purchases Journal and post to appropriate ledgers, Record entries in Cash Receipts Journal and post to appropriate ledgers, Simultaneous Cash-Contra entry automatically generated.
- Bank Pass Book updation and Bank Reconciliation statement, Group/Sub-group-wise Trial Balance for any period, Journalize and post adjusting entries.
- Journalize and post closing entries, Journalize and post reversing entries.
- Manufacturing Account, Trading Account, Profit and Loss Account and Fixed Assets Schedule with depreciation calculation, Cash/Fund flow statements, Ratio Analysis.
- Power point presentations on assigned topics (Minimum 2)

(Credit 1)

Recommended Practice Session: 10 Practice sessions of MS-Office: Word, PowerPoint, Excel & Internet : E-mailing, Advance Searching, Surfing etc.

(Credit 1)

Recommended Text Book:

- Computer Application in Management :NirupmaPathak, Himalaya Publishing House.

Suggested Readings:

- Leon & Leon : Internet for Everyone Leon Tech World
- Curtin, Foley, Sen& Martin : Information Technology Tata McGraw Hill
- Rajaraman, V: Fundamentals Of Computers: PHI
- AakashSaxena, Sunil Chauhan, Kratika Gupta: Fundamentals of Computer: Laxmi.
- P. K. Sinha: Fundamental of Computers: BPB

Communication Skills and Business Etiquettes for Managers

Credit: 2

Objective: To enable students to develop major skills Reading, Writing, Speaking and Listening in relevance to English culture according to time and venue.

Unit 1: Business Correspondence and Other Documents

- Explore business English writing by means of the instructor’s lecture and Internet resources.
- Business writing of different business documents and to practice in composing and translating them
- Courtesy at personal and professional level,
- Etiquettes – communication, table dining ,telephonic, internet, listening, ways to navigate and honour cultural differences, proper way to make introduction, attire, body language
- Team work, Interpersonal skills, Identify personal strengths and weaknesses, improve personal characteristics, Inner Personality Development, Attributes of a desirable employee. Role of motivation, controlling emotions.
- Practice business documents writing (Minimum 10)

Unit 2: Business Letter Writing:

- Layout, structure, types of business letters, writing letter for enquiry, quotations, order, advice, circular, letter of complaint and adjustment, sales letters, credit letter and status enquiry, appointment letter, relieving letter, collection letters, memo, job application and resume.
- Writing Business Report: Types, structure and presentation
- Interview: Types, How to prepare for an interview (as an interviewer and interviewee), body language, dress code
- Practice business letters writing (Minimum 10)

Unit 3: Business Meetings and Negotiations. Business Presentations.

- Enrich vocabulary through interactive computer exercises, quizzes, crosswords, etc.
- Role play on “Business Meetings”
- Audio video examples of international business meetings and negotiations
- Features and components of an effective business presentation
- Develop presentation skills
- **Public Speaking Skills:** Listening skills, interpersonal communication, telephonic communication, speaking with clients and customers, accent patterns, positive reframing and reframing current negative language into positive.
- **Power point presentations on assigned topic (Minimum 2)**

Suggested Readings:

- English Grammar Today with CD: An A-Z of Spoken and Written
- Grammar by Ronald Carter, Michael Mac Carthy, Geraldine Mark
- Anne O’Keeffe, Cambridge University Press, 2009.
- Alred, Gerald J. . The Business Writers Handbook. 9th ed. Boston:
- Bedford/St. Martins, 2009.
- Geeta Jajivan, Kiranmai: Course Listening and Speaking Skills part 1. Foundation Books Pvt Ltd.
- Lorven: Enrich Your Communication in English

MARKETING MANAGEMENT

(Credit: 4)

Unit I

- Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment,
- Adapting marketing to new liberalised economy - Digitalisation, Customisation,
- Case studies on changing marketing practices, (Minimum 1)
- Case studies on e-business; (Minimum 1)
- PPT on Marketing Information System (Minimum 1)
- PPT on Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, (Minimum 2)
- Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes. **(Credit: 1.5)**

Unit II

- Marketing channel system
- Case studies on Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; (Minimum 1)
- PPT on Channel dynamics - VMS, HMS, MMS; Market logistics decisions. (Minimum 1)
- Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions.
- Case studies on Direct marketing - Growth, Benefits and Channels; (Minimum 1)
- Telemarketing; Sales force objectives, structure, size and compensation. **(Credit: 1.3)**

Unit-III

- Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers:
- Case studies on Customer Relationship marketing. (Minimum 1)
- Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.
- Case studies on Target market selection, Product, Pricing, Distribution and Promotional Policy. (Minimum 1)
- Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers: Customer Relationship marketing - Customer database, Data warehousing and mining. **(Credit: 1)**

Recommended Practice Session: Practice session of minimum 7 case studies, 3 group discussion and 4 PPTs (Credit: 0.2)

Recommended Text Book:

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.

Suggested Readings:

1. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
2. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
3. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
4. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
5. Case and Simulations in Marketing - Ramphal and Gupta - Goltatia, Delhi.
6. Case Studies in Marketing - R.Srinivasan - PHI.
7. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
8. Marketing Management – S.Jayachandran - TMH, 2003

II Trimester

Organizational Behaviour

(Credits 4)

Objective: The objective of studying Organizational Behavior (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals.

Unit I

- Organizational behavior:- Definition importance and fundamental concept of organizational behaviour. Individual behavior, Demographic differences
- Case Studies on Individual behavior and managing diversity (barrier and challenge, competitive advantage) (Minimum 1)
- Overview of Perception: meaning, concept, perceptual process, perceptual error
Case Study on managerial implication of perception in business situation
- Power point Presentation on types of personality and theories of personality development (Minimum 2)
- Learning – concept and theories of learning, reinforcement

(Credits 1.3)

UNIT II

- GROUP BEHAVIOUR :Group Formation, Groups in organizations,
- PPT on Formal and informal groups, stages of group development, (Minimum 1)
- Case Studies on group decision making-group effectiveness and self managed team. (Minimum 1)
- LEADERSHIP AND POWER: Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers
- Case Studies on Power and Politics. (Minimum 1)
- Motivation – Nature and importance, Maslow's hierarchy of need theory, Alderfer's ERG theory, McClelland's achievement motivation theory. Cognitive and behavioral theories, expectancy, Equity and goal setting theories.
- Case Studies on Financial and Non Financial Motivation (Minimum 1)

(Credits 1.3)

UNIT III

- Dynamics of Organization Behaviour: Organizational culture and climate, importance.
- Case Studies on Factors affecting organizational climate (Minimum 1)
- Management of change – meaning, concept, Lewin's stage of change, forces of change,
- Case Studies on resistance to change (Minimum 1)
- PPT on managing planned change. (Minimum 2)
- Conflict- concept, types, management; Organizational power and politics.
- Case Studies on sources of Conflict (Minimum 1)

(Credit 1)

Recommended Practice Session: Practice session of minimum 7 case studies, 3 group discussion and 4 PPTs (Credit 0.4)

Recommended Text Book:

- Stephen P. Robbins-Prentice Hall India: Organizational Behaviour, Concepts, Controversies & Apps..

Suggested Readings:

- Keith Davis: Human Behaviour at work.
- L.M. Prasad: Management Process and Organizational Behaviour, Sultan Chand & Sons.
- K Ashwathappa: Organizational Behaviour, Tata McGraw Hill
- Jit S. Chandan: Organizational Behaviour, Vikas Publication

Operations Research

(Credits 5)

Objective: To equip the students with techniques of data analysis and grasp the various optimization techniques.

UNIT I

- Operations Research; Introduction to OR: Definition, Characteristics; Scope and Necessity of OR,
- OR Models: Principles and Types.
- Decision making; Decision making environment; Decision making under certainty; Decision making under Uncertainty; Decision making under risk; Decision Tree Analysis.
- Case studies on decision tree analysis (Minimum 2) **(Credits 2)**

UNIT II

- Matrices: Types of Matrices, Matrix Algebra, Determinants and Inverse of Matrices, Solution of Linear Equations by Cramer's and Inverse method. Input output Model
- Game Theory: Saddle Point, Odds and Algebraic (For 2×2), Sub Game and Graphical Method, Law of Dominance and Formulation of Game Matrix
- Case studies on game theory **(Minimum 2) (Credits 1)**

UNIT III

- Linear Programming; Problem Formulation; Graphical Method; Simplex Method; Duality
- Transportation Models; NWCM, LCM and VAM Method, Optimality test (MODI Method Only)
- Assignment Models;
- Case studies on transportation (Minimum 2)
- Case studies on Assignment (Minimum 2) **(Credits 2)**

Recommended Practice Sessions: Practice session of minimum 5 case studies and 10 practical problems

Recommended Text Book:

- V.K. Kapoor: Operations Research, 7th Sultan Chand

Suggested Readings:

- J.K. Sharma: Quantitative Techniques for Managerial Decisions, 1st Macmillan.
- N.D. Vohra: Quantitative Techniques in Management, 2nd Tata McGraw Hill.
- Tulsian and Pandey: Quantitative Techniques, 1st Pearson Edn.
- Hiller and Lieberman: Introduction to Operations Research, 7th Tata McGraw Hill.
- Hira Gupta: Operations Research, Sultan Chand, New Delhi.

Financial Management

(Credits 5)

Objective: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

UNIT I

- Introduction to Financial Management: Meaning; Scope; Function; and Goals;
- Relationship of Finance with Accounts and Economics.
- Cost of Capital: Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.
- Leverage Analysis: Meaning; Types; Estimation of Financial; Operating and Combined Leverage;
- Case studies on cost of capital (Minimum 2)
- Practical Problems (Minimum 10) **(Credits 2)**

UNIT II

- Capital Structure: Meaning; Determinants; Assumptions; Net Income and Operating Income Approach; Traditional Position; M-M Position; EBIT and EPS Analysis;
- Management of Working Capital: Meaning of WC; Need of WC Management; Determinants of WC; Estimation of WC; Operating Cycle; Net Current Assets Forecasting Method,.
- Cash Management, Sources of finance
- Case studies on sources of finance (Minimum 2)
- Practical Problems (Minimum 10) **(Credits 1)**

UNIT III

- Capital Budgeting: Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Pay back Method; Accounting Rate of Return Method; Net Present Value Method; Benefit-Cost Ratio; Internal Rate of Return;
- Dividend Decisions: Meaning and Types of Dividend; Issues in Dividend Policy; Walter Model; Gordon Model; Miller and Modigliani Model.
- Case studies on Capital budgeting (Minimum 2)
- Practical Problems (Minimum 10) **(Credits 2)**

Recommended Practice Sessions: Practice session of minimum 5 case studies, 3 group discussion, 3 PPTs and 10 practical problems

Recommended Text Book:

- Financial Management: S.N. Maheshwari, Vikash Publishing House

Suggested Readings:

- Khan and Jain: Financial Management, Tata McGraw Hill
- M. R. Agarwal: Financial management: Garima Publication.
- I.M. Pandey: Financial Management, Vikash Publishing House
- Prasanna Chandra: Financial Management, Tata McGraw Hill
- John J. Hampton: Financial Decision Making, Printice Hall India
- PV Kulkarni: Financial Management, Himalaya Publication
- V. Sharan: Fundamentals of Financial Management, Pearson Education.

Research Methodology

(Credits 5)

Objective: The main objective of this subject is to help the students to understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills to underpin the approach taken to a work integrated project.

UNIT I

- Introduction: Meaning, Features, Objectives, types of Research; Attributes of good Research, Research Methods and Research Methodology;
- Research Process, Significance of Research in Managerial decision making.
- Research Design: Meaning, Characteristics and various concepts relating to research design, Importance.
- Case studies on research design (Minimum 2)

(Credits 1.5)

UNIT II

- Data Collection: Sources of Data-Primary/Secondary Methods of collecting data; questionnaire and its designing and characteristics of a good questionnaire.
- Case studies on data collection (Minimum 1)
- Sampling Design: Meaning and need of Sampling, Probability and non-probability sampling design, simple random sampling, systematic sampling, stratified sampling, cluster sampling and convenience, judgment and quota sampling (non-probability), determination of sample size.
- Measurement and Scaling: Data Types Nominal, Ordinal and Ratio scale; scaling techniques.

(Credits 1.5)

UNIT III

- Formulation of Hypothesis: Meaning, Characteristics and concepts relating to testing of Hypothesis
- Procedure of testing Hypothesis.
- Practical problems based on chi-square test and F-test; Z Test ,T test and Chi square test (Minimum 5)
- Report writing: Style/format, contents and essential steps for report writing.
- Analysis of Variance (ANOVA)-One way and two ways ANOVA.
- Research paper writing based on data collection

(Credits 2)

Recommended Practice Session: Practice session of minimum 3 case studies, 1 research paper, 2 PPTs and 10 practical problems

(Credit 0.9)

Recommended Text Book:

- C.R. Kothari: Research Methodology-Methods &Techniques: New Age International.

Suggested Readings:

- K.N. Krishna SwamyAppaLyer Siva Kumar M. Mathirajan: Management Research Methodology, Pearson Education, 2009
- Ranjit Kumar: Research Methodology, Pearson Education 2009
- Donald R. Cooper Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
- R. Pannerselvam: Research Methodology, Prentice Hall of India Limited.

Retail Management

(Credit 5)

Objectives: This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

Unit 1

- Introduction to Retailing: Definition, Scope and Importance of Retailing;
- Power Point Presentations on Retail Formats (Minimum 2)
- Theories of Retail Development; Global and Indian Retail Scenario;
- Case Studies on Retail Market Strategy, (Minimum 1)
- Financial Strategy, Retail Location,
- Case Studies on Franchising Decisions (Minimum 1)
- Power Point Presentations on Retail Information system. (Minimum 2)
- Case Studies on Customer Service (Minimum 1)
- Power Point Presentations on Customer Relationship Management (Minimum 1)
- GAPs Model **(Credit 2)**

Unit II

- Merchandise Management Process, Sales forecasting,
- Power Point Presentations on Merchandise Budget, (Minimum 1)
- Power Point Presentations on Assortment Plan, (Minimum 1)
- Case Studies on Inventory Management (Minimum 1)
- Merchandise Buying, , Retail Pricing,
- Retail Communication-Objectives,
- Case Studies on Promotion Mix (Minimum 1) **(Credit 1)**

Unit III

- Store Management & other issues: Store Layout,
- Power Point Presentations on Design & Visual Merchandising, (Minimum 1)
- Power Point Presentations on atmospheric (Minimum 1)
- Case Studies on Responsibilities of a Store Manger (Minimum 1)
- Inventory Shrinkage, Retail HRM
- Case Studies on Online Retailing, (Minimum 1)
- Power Point Presentations on International Retailing, (Minimum 1)
- Legal & Ethical Issues in Retailing.

(Credit 1.1)

Recommended Practice Session: Practice session of minimum 7 case studies, 3 Group discussions and 8 PPTs

(Credit 0.9)

Recommended Text Books

1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6thEdition, Tata McGraw Hill.
2. Berman B. Evans J. R. (2007), Retail Management, 10thEdition, Pearson Education.

Suggested Readings:

1. Pradhan S. (2009), Retailing Management – Text and cases, 3rdEdition, Tata McGraw Hill, New Delhi
2. Vedamani, Gibson G. (2008) Retail Management: Functional Principles and Practices, 3rd Edition, Jaico Books, New Delhi.
3. Easterling, R. C., Flottman, E.L., Jernigan, M. H. and Wuest, B.E.S. (2008) Merchandise Mathematics for Retailing, 4th Edition, Pearson Education, New Delhi.
4. Sinha P.K., Uniyal D.P., (2007) Managing Retailing, 1st Edition, Oxford University Press

Consumer Behaviour

(Credit 4)

Objectives: This course aims at enabling students to understand the various aspects of consumer behavior, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Unit I

- Introduction to Consumer Behavior; Basic Model of Consumer Behavior:
- Power Point Presentations on Buying Decision Process (Minimum 1)
- Case Studies on Alternative Evaluation, (Minimum 1)
- Outlet Selection and Purchase,
- Case Studies on Post Purchase Behaviour (Minimum 1)
- Case Studies on Customer Satisfaction, (Minimum 1)
- Power Point Presentations on Role of Involvement; (Minimum 1)
- Types of Buying Behaviour.

(Credit 1.3)

Unit II

- Individual Determinants of Consumer Behavior:; Attention, Perception and Consumer Imagery;
- Case Studies on Motivation (Minimum 1)
- Learning and Memory; Personality and Self Concept;
- Power Point Presentations on Consumer Attitudes – Formation and Change; (Minimum 1)
- Case Studies Consumer Values and Lifestyles (Minimum 1) **(Credit 1.3)**

Unit III

- External Determinants of Consumer Behaviour
- Case Studies on impact of Reference Groups and Family Influences on Consumer Decision Making. (Minimum 1)

- Case Studies on impact of Culture and Subculture on Consumer Decision Making; (Minimum 1)
- Power Point Presentations on Diffusion of Innovation, (Minimum 1)
- Models of Consumer Behavior;
- Power Point Presentations on Researching Consumer Behaviour (Minimum 1)
- Case Studies on Online Consumer Behaviour (Minimum 1)

(Credit 1)

Recommended Practice Session: Practice session of minimum 7 case studies, 3 Group discussions and 8 PPTs

(Credit 0.4)

Recommended Text Books;

- Schiffman L.G. and Kanuk L.L. (2006), Consumer Behaviour, 9th Edition, Pearson Education, New Delhi.
- Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2007) Consumer Behaviour- Building Marketing Strategy. Tata McGraw Hill, New Delhi

Suggested Readings:

- Solomon, Michael R. (2009), Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi
- Assel Henry, (2005), Consumer Behaviour, Cengage Learning, New Delhi.
- Majumdar, R. (2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi
- Loudon, David L. and Della Bitta, J. (2002) Consumer Behaviour, 4th Edition, Tata McGraw Hill, New Delhi.

Trimester III

Production & Operations Management

(Credits 5)

Objective: To understand a systems view of operations, To understand the conversion of inputs into outputs with various technology.

UNIT I

- Operations Management: Concepts; Functions, Production System: Project, Job, Batch, Mass & Process.
- Power Point Presentations on Facility Location: importance; Factors in Location Analysis; Location Analysis Techniques. (Minimum 1)
- Power Point Presentations on Facility Layout: Objectives; Advantages; Basic Types of Layouts. (Minimum 1)
- Production Planning & Control (PPC): Concepts; Objectives; Functions
- Case studies on facility location (Minimum 1)
- Case Studies on facility location (Minimum 1)

(Credits 2)

UNIT II

- Work Study: Method Study procedure; Work Measurement techniques

- Materials Management: Concepts; Objectives Introduction to Modern Productivity techniques: Just in time; Kanban System; and six sigma;
- Case studies on Total quality management (Minimum 1)
- Purchasing Management: Objectives; Functions; Methods; Procedure
- Network Techniques- PERT and CPM
- Practical problems (Minimum 5)
- Case studies on PERT and CPM (Minimum 1) **(Credits 2)**

UNIT III

- Simulation technique
- Statistical Quality Control
- Power Point Presentations on Inventory Management: Concepts; Classification; Objectives; Factors Affecting Inventory Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level; (Minimum 1)
- Case studies on Maintenance Management: Concepts; Objectives; Functions; Types of Maintenance. (Minimum 1) **(Credits 1)**

Recommended Practice sessions: Practice session of minimum 5 case studies, 3 Group discussions, 5 PPTs and 10 practical problems

Recommended Text Book:

- K Ashwathappa, Mr. K Shidehara Bhat : Production and Operations Management : Himalaya

Suggested Readings:

- Nair: Production & Operation Management, Tata McGraw Hill
- Adam & Ebert: Production & Operation Management, Prentice Hall India
- Buffa&Sarin: Modern Production/Operations Management, John Wiley
- SN Chary: Production & Operations Management, Tata McGraw Hill

Cost Accounting

(Credits 5)

Objective: -The primary objective of the course is to familiarize the students with the basic cost concepts, allocation and control of various costs and methods of costing.

UNIT I

- Introduction – objectives of costing system; cost concepts and cost classification; establishing costing system;
- Distinction between financial accounting and cost accounting

- Elements of cost: Material cost – purchase procedures, store keeping and inventory control, fixing of minimum, maximum and re-order levels, ABC analysis, pricing of receipts and issue of material and accounting thereof, investigation and corrective steps for stock discrepancies; accounting and control of wastage, spoilage and defectives.
- Case studies on estimation of cost (Minimum 3)
- Practical problems (Minimum 5)

(Credits 2)

UNIT II

- Labour cost – classification of labour costs, payroll procedures, labour analysis; monetary and non-monetary incentive schemes;
- Measurement of labour efficiency and productivity; labour turnover and remedial measures; treatment of idle time and overtime.
- Overheads Cost – nature, classification, collection, allocation, apportionment, absorption and control of overheads.
- Practical problems (Minimum 5)

(Credits 2)

UNIT III

- Methods of costing - contract costing;
- Process costing – treatment of by-products and joint products.
- Budgetary control; Cash Budget and Master Budget
- Standard Costing: variance analysis; Material, Labour and Overhead Variance.
- Cost Volume Profit Analysis (BEP).
- Case studies on process costing (Minimum 2)
- Practical problems (Minimum 5)

(Credits 1)

Recommended Practice sessions: Practice session of minimum 15 practical problems and 2 group discussions

Recommended Text Book:

- S. N. Maheshwari: Cost and Management accounting: S. Chand

Suggested Readings:

- S. N. Maheshwari and S. N. Mittal: Cost Accounting: Shree Mahavir Book depot
- M. N. Arora: Cost and Management accounting: Himalaya Publishing House
- C. T. Horngren: Cost and Management Accounting – A Managerial Emphasis: Pearson Education

Strategic Management

(Credits 4.5)

Objective: The course is designed to cover the fundamentals of strategic analysis. It gives a holistic perspective of an enterprise, critical from the point of view of top executives.

UNIT I

- Nature of Strategic Management: Concept of Strategy; Mintzberg's 5Ps of Strategy; Strategic Management Process;
- Case Studies on Strategic Decision Making; (Minimum 1)
- Case Studies on Strategists and their roles. (Minimum 1)
- Strategy Formulation: Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard;
- Power Point Presentations on External Environmental Analysis; (Minimum 1)
- Case Studies on Analyzing Companies Resource in Competitive Position; (Minimum 1)
- Techniques for internal analysis: SWOT Analysis; Grand Strategies; Porter's Generic Strategies;
- Power Point Presentations on Strategies for competing in Global Markets; (Minimum 1)
- Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer's Matrices; Industry and Competitive Analysis. Concept of Value Chain, Strategic Alliances.

(Credits 1.5)

Unit II

- Strategy Implementation: Structural Considerations and Organisational Design;
- Case Studies on Resource Allocation; (Minimum 1)
- Case Studies on Leadership and Corporate Culture; (Minimum 1)
- Power Point Presentations on Fundamental and Operational Strategies; (Minimum 1)
- Power Point Presentations on Plans and Policies. (Minimum 1)

(Credit 1.5)

Unit III

- Strategy Evaluation: Importance; Difference between Strategic and Operational Control
- Case Studies on Strategic and Operational Control; (Minimum 1)
- Evaluation Process for Operational Control;
- Case Studies on Evaluation Techniques for Strategic Control. (Minimum 1)
- Power Point Presentations on Evaluation Techniques for Operational Control. (Minimum 1)

(Credit 1)

Recommended Practice Session: Practice session of minimum 7 case studies, 3 Group discussions and 8 PPTs

(Credit 0.5)

Recommended Text Book:

- Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.

Suggested Readings:

- Glueck, W. T. and Lawrence, R. Jauch (2003). Business Policy and Strategic Management. Frank Bros & Co.
- Azhar Kazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.
- Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
- Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

Human Resource Management

(Credits 4.5)

Objective: The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting look for any organization today.

UNIT I

- Introduction: Meaning, scope, objectives and functions of HRM; Importance of Human Resource Management;
- Case Studies on Functions of HR Manager (Minimum 1)
- Case Studies on Role of government, (Minimum 1)
- Internal and external forces; Human Resource Management practices in India.
- Power Point Presentations on Environment of HRM (Minimum 2)
- Human Resource Planning: Definition, objectives, process and importance;
- Case Studies on Human Resource Planning (Minimum 1)

(Credits 1)

UNIT II

- Job analysis, description, specification & job evaluation;
- Case Studies on Recruitment, (Minimum 1)
- Power Point Presentations on Selection, (Minimum 1)
- Placement and induction process;
- Human Resource Development: Concept, Employee training & development; promotions, demotions, transfers, separation,
- Case Studies on absenteeism & turnover; (Minimum 1)
- Job Compensation: Wage & salary administration, incentive plans & fringe benefits.

(Credits 2)

UNIT III

- Performance Management: Concept & process,
- Case Studies on Performance appraisal, (Minimum 1)
- Potential appraisal;
- Quality of work life (QWL): Meaning, techniques for improving QWL.
- Quality circles: concept, structure, role of management; Job satisfaction and morale.
- Industrial Relations: Concept and theories, trade unions; Health, Safety & Employee welfare measures; Introduction to collective bargaining.
- Case Studies on Employee grievances and discipline (Minimum 1)
- Case Studies on participation & empowerment; (Minimum 1)

(Credits 1)

Recommended Practice Session: Practice session of minimum 8 case studies, 2 Group discussions, 3 PPTs and preparation of job specification, appointment letter and compensation structure

(Credit 0.5)

Recommended Text Book:

- Personnal Management (Text and Cases) C.B. Mamoria& V.S.P. Rao, Himalaya Publishing House

Suggested Readings:

- Human Resource Management- Perspectives For The New Era: Sage Publications (i) P. Ltd
- V.S.P. Rao: Resources Management, Excel Publishing, New Delhi
- Edwin B. Flippo: Personnel Management, Tata McGraw Hill.
- ArunMonappa&Saiyadain: Personnel Management, Tata McGraw Hill
- Human Resource Management by C B Gupta: Sultan Chand (2008)

Entrepreneurial Management**(Credits 4)**

Objective: This course provides students an introduction to the entrepreneurial process of creating new businesses and to develop an understanding of the importance of entrepreneurship for the Indian economy.

Unit I

- Meaning & Nature of entrepreneurship;
 - Power Point Presentations on entrepreneurship versus intrapreneurship; (Minimum 1)
 - Entrepreneurship and economic growth; basic theories of entrepreneurship;
 - Case Studies on individual and corporate entrepreneurship; (Minimum 1)
 - Power Point Presentations on entrepreneurial environment; (Minimum 1)
 - Nature of entrepreneurial capital and other resources;
 - Case Studies on institutional arrangement for the promotion of entrepreneurship (Minimum 1)
- (Credit 1.7)**

Unit-II

- Case Studies on Identifying business opportunities; (Minimum 1)
 - Evaluating business opportunities; barriers to entrepreneurship; environment barriers to entrepreneurship; Case Study on environment analysis for a new venture;
 - Entrepreneurial strategy;
 - Case Studies on Risk management in entrepreneurship; (Minimum 1)
 - Managing intellectual property issues. Nature of new business planning;
 - Power Point Presentations on preparation of technical, financial and marketing plans; plan format and presentation; (Minimum 1)
 - Plan critiquing;
 - Power Point Presentations on arranging new venture finance (Minimum 1)
 - Assessing working capital requirements; cash flow management; evaluating outsourcing opportunities
- (Credit 1)**

Unit-III

- Creating top management teams; building an enduring organization;
- Case Studies on major HR tasks of an entrepreneur; (Minimum 1)
- Case Studies on entrepreneurial culture and ethics; (Minimum 1)
- Power Point Presentations on measuring entrepreneurial performance; (Minimum 1)
- Business development through licensing, franchising and corporate networking.
(Credit 1)

Recommended Practice Session: Practice session of minimum 5 case studies, 2 Group discussions, 3 PPTs and preparation of a business plan

(Credit 0.3)

Recommended Text Book:

- Dr Vasant Desai: Fundamentals of Entrepreneurship and Small Business Management: Himalaya

Suggested Readings:

- Bhide, A. The Origin and Evolution of New Businesses. USA: Oxford University Press.
- Bhide, A. (2008). The Venturesome Economy: How Innovation Sustains in a More Connected World. New Jersey: Princeton University press.
- Hisrich R. D., Peters, M. P., & Shepherd, D. A. Entrepreneurship (6th ed.). New York: McGraw-Hill / Irwin.
- Ovasdi. J. M., Management of Non-Governmental Organisations: Towards a Developed Civil Society (2006), Macmillan India

**Application of SPSS in Operations Research (Lab)
50 Marks**

(Credits 4)

Objective: The procedures within IBM SPSS Statistics Base will enable you to get a quick look at your data, formulate hypotheses for additional testing, and then carry out a number of statistical and analytic procedures to help clarify relationships between variables, create clusters, identify trends and make predictions.

(Credit 2)

Unit I

- **Cross tabulations** - Counts, percentages, residuals, marginal's, tests of independence, test of linear association, measure of linear association, ordinal data measures, nominal by interval measures, measure of agreement, relative risk estimates for case control and cohort studies.
- **Frequencies** - Counts, percentages, valid and cumulative percentages; central tendency, dispersion, distribution and percentile values.
- **Descriptive** - Central tendency, dispersion, distribution and Z scores.

- **Practical Problems on software (Minimum 10)** (Credits 1)

Unit II

- **Descriptive ratio statistics** - Coefficient of dispersion, coefficient of variation, price-related differential and average absolute deviance.
- **Compare means** - Choose whether to use harmonic or geometric means; test linearity; compare via independent sample statistics, paired sample statistics or one-sample t test.
- **ANOVA and ANCOVA** - Conduct contrast, range and post hoc tests; analyze fixed-effects and random-effects measures; group descriptive statistics; choose your model based on four types of the sum-of-squares procedure; perform lack-of-fit tests; choose balanced or unbalanced design; and analyze covariance with up to 10 methods.
- **Practical Problems on software (Minimum 10)** (Credit 0.5)

Unit III

- **Correlation** - Test for bivariate or partial correlation, or for distances indicating similarity or dissimilarity between measures.
- **Nonparametric tests** - Chi-square, Binomial, Runs, one-sample, two independent samples, k-independent samples, two related samples, k-related samples.
- **Linear Regression** - Choose from six methods: backwards elimination, forced entry, forced removal, forward entry, forward stepwise selection and R2 change/test of significance; produces numerous descriptive and equation statistics.
- **Practical Problems on software (Minimum 10)**
(Credits 0.5)

Recommended Practice Session: Practice session of minimum 5 practical problems and 2 PPTs