FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (MBA) SECTORAL PROGRAMS

1. MBA (Retail Management)
2. MBA (Banking and Insurance Management)
3. MBA (Information and Telecommunication Management)
4. MBA (Infrastructural Management)
5. MBA (Pharmaceutical Management)
6. MBA (Hospital Management)

For the Examination 2018-2019
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) SECTORAL PROGRAMS FOR THE EXAMINATION OF 2018-19

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCHEME OF EXAMINATION FOR MBA (RETAIL MANAGEMENT)

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*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.

Note: -The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.
Learning Objectives:

The objective of the paper is to acquaint the students 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.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C


Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination. Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Paper Code: MBARM-1002

Managersial Economics (MBARM-1002)

Learning Objectives:

To provide students with an understanding of basic economic principles of production & exchange—essential tools in making business decisions in today's global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
9. Macroeconomics, 2e by Erol D'Souza, Pearson Education.
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C

**Cost Accounting:** Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making. **Cost Control Techniques:** Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing. **Responsibility Accounting:** Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

Section – D

**Price Level Accounting:** Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, **Social Accounting:** Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. **Human Resource Accounting:** Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

**Suggested Readings:**

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A

**Introduction to OB:** Contributing Disciplines to OB, OB in context of Globalisation. **Values, Attitudes and Job Satisfaction:** Values, Types of Values, Components of Attitude and their Sources, Cognitive Dissonance Theory, Job Satisfaction. **Perception:** Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making.

Section – B

**Personality:** The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence. **Motivation:** Meaning, Early Theories of Motivation, Contemporary Theories of Motivation. **Group Dynamics:** Types of Groups, Stages of Group Development, Five Stage Model, Group Processes, Group Decision Making, Teams vs Groups, Types of Teams, Model for Team Effectiveness

Section – C

**Leadership:** Concept, Leadership Theories- Trait Theories, Behavioural Theories and Contingency Theories, Leadership Styles, Level 5 Leaders. **Power and Politics:** Definition, Bases of Power, Strategies of Power Acquisition, Factors influencing Political Behaviour in Organisations. **Conflict Management:** Sources of Conflict, Types of Conflict, Process of Conflict, Levels of Conflict-Individual, Group and Organizational level conflict.

Section – D

**Stress Management:** Concept, Sources of Stress, Consequences of Stress, Emotion focused/ Problem focused Coping Strategies. **Organisational Culture:** Definition, Concept, Characteristics, Levels of Organisational Culture, Socialisation Process. **Organisational Structure:** Concept, Elements of Organisational Structure, Types of Organisational Structures and their Impact on Human Behaviour

Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section ì B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:
Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A

Information systems: Role of IS in Business, Globalization Challenges and Opportunities, E-Business: IT role in Business enhancement, TPS, E-Commerce, E-Government, IS Organizations and Strategy, Ethical & Social issues in IS, Cyberbullying,

Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

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

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A

Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix.


Section – B


Section – C


Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling.

Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining-Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:

To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication. Presentations, Book Reviews and Summaries

Section – B


Section – C

Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:

2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D

Report writing: Style/format, contents and essential steps for report writing, Role of Computer in Research.

Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G.Zikmund: Business Research Methods, Thomson South Western Publication
Learning Objectives:

The prime objective of the subject to give in-depth understanding of all aspects of retail business. This course provides an understanding of retailing as an economic and social process.

Section – A

Retailing Environment: An overview: Introduction, Evolution & Challenges of Retailing; Types of Retailers: Delivery value through retail formats; Ethical & Security Issues in retailing; Retailing in other countries; opportunity in Retailing; multichannel retailing.

Section – B

Strategic Retail Planning: Strategic Retail Planning Process; Understanding the Retail Customer; Role of Customer services and Relationship Marketing in Retail; Retail location & Site decision: Evaluating Areas for location; Retail buying; Retail Market Segmentation.

Section – C

Retail Mix: Product Merchandise; Pricing decisions in retailing; IMC in retailing; managing retail services; Category management; Merchandise management process overview; Store design objectives.

Section – D

Retail Operations: Supply chain management & vendor relation’s role in Retail; Role of Information Technology in retailing; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path. Store operations - size & place allocation; Store Maintenance; Inventory Management; FDI in Retailing; Future of Retailing

Suggested Readings:

3. Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava: Retail Management, Oxford University Press
Learning Objectives:
To provide a comprehensive understanding of brands, brand equity & strategic brand management. An important goal of this course is to enrich the learners about current issues and developments in brand management.

Section – A


Section – B


Section – C


Section – D

Brand Management: Brand definition; Brand equity; Branding Challenges; Brand name decision, Brand Strategy Decision; Brand Repositioning; Packaging and Labeling; Managing Brand and Product line portfolios-BCG Matrix, GE Model, Ansoff’s Matrix.

Suggested Readings:
1. Kevin Keller: Strategic Brand Management, Pearson Education.
2. YLR Moorthi: Brand Management: The Indian Context, Vikas Publications.
Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
*IF THERE ARE TWO UNITS:* Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
*IF THERE ARE FOUR UNITS:* Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

_N.B:_ Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCHEME OF EXAMINATION FOR MBA
**(BANKING AND INSURANCE MANAGEMENT)**

#### FIRST SEMESTER

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**TOTAL** 28 700

#### SECOND SEMESTER

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**TOTAL** 36 900

*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.*

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.**

Note: -The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.
Learning Objectives:

The objective of the paper is to acquaint the students 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.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C

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, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships

Delegation-authority, responsibility, accountability, Steps to make delegation effective

Decentralization-purpose and types of decentralization, Span of Management.

Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

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Learning Objectives:

To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


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Section – A


Section – B


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**Cost Accounting:** Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making. **Cost Control Techniques:** Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing. **Responsibility Accounting:** Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

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Section – A


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Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

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

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A


Section – B


Section – C


Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining-Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:
Learning Objectives:
To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A
Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication. Presentations, Book Reviews and Summaries

Section – B

Section – C
Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D
Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications. Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D

Report writing: Style/format, contents and essential steps for report writing, Role of Computer in Research.

Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund ; Business Research Methods, Thomson South Western Publication
Learning Objectives:

To familiarize students with the basic principles of Banking sector and throw a light on the changing scenario of banking principles, practices and governance and discuss the perspectives in the current banking environment.

Section – A


Section – B

Banker-Customer Relationship: Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering, Deposit Products or Services, Payment and Collection of cheques and other negotiable instruments. Banking Sectors in India: Types of Banking Sectors, Introduction to Retail Banking, Retail Banking Products, Introduction to Wholesale Banking & International Banking, Wholesale Banking Products, Financial Intermediaries.

Section – C

Accounts: Types of Customer Accounts, Procedure for opening an account, Risks in account opening and Closure. Loans and Advances: Principles of lending, Different types of loans, Credit appraisal techniques, Credit management and credit monitoring. Bank Assurance: Benefits for banks and insurance companies, Mutual funds, their types, Electronic Banking.

Section – D


Suggested Readings:

2. A. Ranga Reddy, C. Rangarajan: Rural Banking and Overdues Management, Mittal Publications
Learning Objectives:

The course has been designed to develop understanding of basic concepts of insurance, to impart knowledge of life and non-life insurance including reinsurance management to students. It also aims to improve the ability to evaluate the alternative for the purpose of decision making and to deepen insights into practical applications of insurance and risk management techniques in a dynamic business environment.

Section – A

**Risk Management:** Concept of Risk, Perils and Hazards of Risk, types of risk, source of risk, method of handling risk. **Introduction of Insurance:** Concept and nature of insurance, Purpose and need of insurance, working of insurance, insurance as security tools, insurance and economic development, Role of bancassurance in Indian Scenario. **History of Insurance:** Segments of insurance – life insurance, non-life insurance, history of life insurance, history of non-life insurance, Recent trends in Insurance in India.

Section – B

**Role of insurance in personal financial planning:** Insurance as an investment tool. **Essentials of Commercial Contracts:** Offer & Acceptance, Features of offer & acceptance. **Consideration:** Legal capacity to contract, Consensus *ad idem* (Same Mind), Legality of object, features to be discussed in relations with insurance. **Contracts of various kinds:** Insurance & service contract, Insurance & gambling, other features of an insurance contract.

Section – C


Section – D

**Principles of General Insurance:** Utmost good faith (*Uberrima Fides*), Principle of Insurable interest, Principle of Indemnity, Subrogation clause, Contribution Clause, Warranties, Proximate Cause. **General Insurance products:** Introduction and Classification of Products. **Reinsurance:** Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance.

Suggested Readings:

4. PAS Mani: Life Insurance in India, Western Printers and Publication.
Note:

1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCH EM OF EXAMINATION FOR MBA (INFORMATION TECHNOLOGY & TELECOMMUNICATION MANAGEMENT)

#### FIRST SEMESTER

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#### SECOND SEMESTER

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<td>PRINCIPLES OF MARKETING</td>
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*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.

Note: -The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.
Learning Objectives:

The objective of the paper is to acquaint the students 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.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C


Section – D

Cooperation: Need, factors which make coordination difficult, techniques to ensure effective coordination. Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:

To provide students with an understanding of basic economic principles of production & exchange—essential tools in making business decisions in today's global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
4. William Samuelson and Stephen G. Mark, Managerial Economics, John Wiley & Sons
9. Macroeconomics, 2e by Erol D'Souza, Pearson Education.
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C


Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section ï B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A


Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

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

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A


Section – B


Section – C


Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining-Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:
To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A
Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication. Presentations, Book Reviews and Summaries

Section – B

Section – C
Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D
Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications. Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D

Report writing: Style/format, contents and essential steps for report writing, Role of Computer in Research.

Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.

2. Ranjit Kumar: Research Methodology, Pearson Education.

3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund: Business Research Methods, Thomson South Western Publication
Learning Objectives:
The objective of this course is to provide the understanding of fundamental concepts of telecom networks and cyber security. To help the participants to recognize the current and emerging technologies which are shaping the present and future of telecom networks.

Section – A

Section – B

Section – C

Section – D
Tools and methods used in identifying cybercrime: Proxy servers and Anonymizers, Phishing and identity theft, Password cracking, keyloggers and spywares, virus and worms, Trojan horses and backdoors, stegnography, DoS and DDoS attacks, SQL injection, Buffer overflow, attacks on wireless networks.

Suggested Readings:
5. B.A. Forouzan: Data Communications and Networking, McGraw Hill.
Learning Objectives:

The objective of this course is to develop understanding the importance of business intelligence and data mining and its usage in industry. To help the participants understand relationship between data mining, statistics and machine learning.

Section – A

Introduction: Data Mining Process, Data Mining functionalities, Data Mining Systems, Supervised and Unsupervised Learning, Building a Model, Excel for Data mining problems, data exploration and dimension reduction.

Section – B

Evaluating Classification and Predictive Performance, Judging Classification Performance, Evaluating Predictive Performance, Multiple Linear Regression, Explanatory versus Predictive modelling, Classification Methods, Naïve Rule, Naïve Bayes algorithm, k-Nearest Neighbors.

Section – C

Classification and Regression Trees, Classification Trees, Measures of Impurity, Classification Rules from Trees, Regression Trees, Logistic Regression Model, logistic Regression for Profiling problems, Neural Nets, Fitting A Network To Data.

Section – D

Discriminant Analysis, Fisher’s Linear Classification Functions, Classifying more Than Two Classes, Association Rules, Selecting Strong Rules, Cluster Analysis, Measuring Distance between Two Records, Measuring Distance between Two Clusters, Hierarchical Clustering, Non-hierarchical clustering.

Suggested Readings:

1. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence, Concepts, Techniques, and Applications”, Wiley
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) SECTORAL PROGRAMS FOR THE EXAMINATION OF 2018-19

**Note:**
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

**Instructions to the paper setters:**
*IF THERE ARE TWO UNITS:* Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
*IF THERE ARE FOUR UNITS:* Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

*N.B:* Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCHEME OF EXAMINATION FOR MBA (INFRASTRUCTURAL MANAGEMENT)

#### FIRST SEMESTER

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<td>SUMMER TRAINING AND VIVA-VOCE*</td>
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*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.
**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.*

**Note:** -The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.
Learning Objectives:

The objective of the paper is to acquaint the students 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.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C

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, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships

Delegation-authority, responsibility, accountability, Steps to make delegation effective

Decentralization-purpose and types of decentralization, Span of Management.

Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:

To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
9. Macroeconomics, 2e by Erol D'Souza, Pearson Education.
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C


Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section – B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:
Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A
Information systems: Role of IS in Business, Globalization Challenges and Opportunities, E-Business: IT role in Business enhancement, TPS, E-Commerce, E-Government, IS Organizations and Strategy, Ethical & Social issues in IS, Cyberbullying,

Section – B
IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C
Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems. Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D
Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:
Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

**International Economic Environment:** Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

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

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

**Learning Objectives:**

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

**Section – A**

**Introduction to Marketing:** Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix.  
**Marketing Environment:** Marketing Environment, New Marketing Realities, New Consumer Capabilities, Demographic Environment, Social-Cultural Environment, Natural Environment, Technological Environment and Political-Legal Environment, SWOT analysis.

**Section – B**

**Analyzing Markets:** Marketing Research Process, Sources of data collection, factors influencing Consumer behavior, Buying Decision Process, Post-Purchase Behavior, Organizational Buying. Stages in the Buying Process.  
**Market Segmentation:** Levels of Market Segmentation, segmenting consumer markets, Niche Marketing, segmenting business markets, Michael Porter’s Five Forces Model, Analyzing competitors, strategies for market leaders, Targeting and Positioning.

**Section – C**

**Product Decisions:** Product characteristics, classifications, differentiation, packaging and labeling, Product Life Cycle.  
**Pricing Strategies:** Understanding Pricing, Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor’s Price Changes.

**Section – D**

**Marketing Channels:** Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling.  
**Marketing Communication:** The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

**Suggested Readings:**

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India  
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining-Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:


Learning Objectives:

To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

**Meaning and importance of communication in business:** Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication. **Presentations, Book Reviews and Summaries**

Section – B

**Time Management and Goal Setting:** Identification of Time Wasters, Prioritisation of Work (ABC Method), Goal Setting. **Listening Skills:** Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface. **Team Assignment:** Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour, Team/ Group Dynamics, Team Assignment.

Section – C

**Stress Management:** Symptoms of Stress, Coping Approaches. **Report Writing:** Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

**Interpersonal Skills:** Negotiations, social skills, assertive skills, cross-cultural communications.

**Leadership Skills:** Concepts of leadership, leadership styles, insights from great leaders.

**Suggested Readings:**

2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D

Report writing: Style/format, contents and essential steps for report writing, Role of Computer in Research.

Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G.Zikmund : Business Research Methods, Thomson South Western Publication
Learning Objectives:

Infrastructure is a thrust area in India today. The objective of the course is to introduce the infrastructure sector highlighting its importance to Indian economy and its role in providing growth impetus; to introduce various sub-sectors of infrastructure sector highlighting their market size, Government Initiatives and future road map.

Section – A

Introduction: Definition by various committees, nature, importance and scope of infrastructure sector, Market Size, Investments, Government Initiatives and Future Road Map.


Section – B

Eight Core Infrastructure Industries: Coal, Crude Oil, Natural Gas, Refinery Products, Fertilizers, Steel, Cement and Electricity. Growth Drivers for Infrastructure in India: Infrastructure Demand, Government Initiatives, Public Private Partnerships, Foreign Investments, Housing Development.

Opportunities in Infrastructure: Urban Indian Real Estate, Investments need to Fill Infrastructure Gap.

Section – C

Transportation Sector Components- Roads and Highways, Mass Transit Systems, Railways, Metro.


Section – D

Telecommunication Industry: Market Size, Investments, Government Initiatives and Future Road Map.


Suggested Readings:

2. India Infrastructure Report, Oxford University Press
3. India Brand Equity Foundation available at https://www.ibef.org/
Learning Objectives:

Infrastructure sector, unlike other Sectors wherein market forces alone are enough for development, need much regulatory clarity and frameworks for both private and public investments. Projects in the sector typically involve many partners with the state playing a crucial role. As such appropriate contractual arrangements, credit enhancement and other forms of financial support from the state, and non-distortionary subsidies became crucial to the growth of infrastructure. The objective of the course is to provide insights into legal and regulatory framework in different subsectors of Infrastructure.

Section – A

Transportation Sector: Highways- National, State, Expressways and Toll roads; Government policy to develop the highways and other roads, NHAI; Mass Transit Systems, Airports, AAI and Railways. Investment policies and regulatory issues in the development of the transport infrastructure.

Section – B


Section – C

Telecommunication Sector: TRAI, Government telecommunication policies, launching of 2G and 3G services and connected issues with respect to allocation of Spectrum etc. Telecom dispute settlement

Section – D

Urban and Rural Infrastructure: Initiatives-Jawaharlal Nehru National Urban Renewal Mission (JNNURM) Swarna Jayanti Shahri Rozgar Yojana (SJSRY); Interest Subsidy Scheme for Housing the Urban Poor (ISSHU); National Rural Employment Guarantee Act (NREGA), Swarnjayanti Gram Swarozgar Yojana (SGSY), Indira Awaas Yojana (IAY), National Social Assistance Programme (NSAP), Integrated Watershed Management Programme (IWMP), National Land Records Modernization Programme (NLRMP). Policies and Regulatory issues concerning with urban and rural infrastructure in India.

Suggested Readings:

2. Dhandapani Alagiri: Transport Sector in India į Recent Development, ICFAI
3. R. Ramanathan: Indian Transport towards the new millennium į performance, analysis and policy, Concept Publishing
5. Masayasu Ishiguro and Takamasa Akiyama: Energy Demand in Five Major Asian Developing Countries į
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) SECTORAL PROGRAMS FOR THE EXAMINATION OF 2018-19

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.
N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### Scheme of Examination for MBA
(PHARMACEUTICAL MANAGEMENT)

**FIRST SEMESTER**

<table>
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<th>SUBJECT CODE</th>
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<td>PRINCIPLES AND PRACTICES OF MANAGEMENT</td>
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<td>ACCOUNTING FOR MANAGEMENT</td>
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<td>BUSINESS STATISTICS</td>
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<td>ORGANIZATIONAL BEHAVIOUR</td>
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<td>MBAPM-1006</td>
<td>LEGAL AND ETHICAL ASPECTS OF BUSINESS</td>
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<td>MBAPM-1007</td>
<td>MANAGEMENT INFORMATION SYSTEMS</td>
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**SECOND SEMESTER**

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<td>MBAPM-2002</td>
<td>FINANCIAL MANAGEMENT</td>
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<td>MBAPM-2003</td>
<td>PRINCIPLES OF MARKETING</td>
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<td>MBAPM-2004</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<td>MBAPM-2005</td>
<td>WORKSHOP ON SOFT SKILLS</td>
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<td>MBAPM-2006</td>
<td>SEMINAR ON RESEARCH METHODOLOGY</td>
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<td>MBAPM-2007</td>
<td>INDUSTRIAL PHARMACY AND PHARMACEUTICAL TECHNOLOGY</td>
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<td>MBAPM-2008</td>
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**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.**

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The objective of the paper is to acquaint the students 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.

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Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C

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, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

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Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:
To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today’s global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


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Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C

**Cost Accounting:** Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making. **Cost Control Techniques:** Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing. **Responsibility Accounting:** Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

Section – D

**Price Level Accounting:** Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, **Social Accounting:** Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. **Human Resource Accounting:** Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

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Section – A


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Section – C


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Section – A


Section – B


Section – C


Section – D


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The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section – B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

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Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A

Information systems: Role of IS in Business, Globalization Challenges and Opportunities, E-Business: IT role in Business enhancement, TPS, E-Commerce, E-Government, IS Organizations and Strategy, Ethical & Social issues in IS, Cyberbullying,

Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

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Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

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Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

**International Economic Environment:** Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

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

Section – A

**Introduction to Financial Management:** Meaning, Scope, Finance Function, Financial Goals, Agency Problem, Relationship of Finance with Accounts and Economics. **Sources of Finance:** Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR, Derivative instruments, Commercial Papers, Certificate of Deposits, Trade credit, Bank finance, money market instruments **Cost of Capital:** Meaning, Calculation of Cost of Debt Capital, Equity Capital, Preference Capital, Retained Earnings, Weighted Average Cost of Capital.

Section – B


Section – C

**Management of Working Capital:** Meaning of working capital, Need of managing working capital, Determinants of working capital, Operating Cycle, and Estimation of working capital. **Inventory Management:** Meaning, Need to hold Inventory, Objective of Inventory, Inventory Management, Factors affecting inventory investment, Determination of Economic Order Quantity, Evaluation of Discount Proposal, Determination of maximum, minimum, average, safety and reordering level of inventory, Models for classification of inventory, Inventory Control System. **Cash Management:** Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance: Baumols model, Miller-Orr model, Short-Term and Long-Term Cash Forecasting.

Section – D

**Receivable Management:** Meaning and objectives of receivable management, Factors affecting receivables, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable. **Dividend Decisions:** Meaning and Types of Dividend, Issues in Dividend Policy, Traditional Model, Walter Model, Gordon Model, Miller and Modigliani Model. **Corporate Restructuring:** Meaning and need of corporate restructuring, Financial and Operational restructuring, merger and amalgamation: meaning types and motives.

Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A

Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix.


Section – B


Section – C


Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling.

Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining-Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:
To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication. Presentations, Book Reviews and Summaries

Section – B


Section – C

Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications. Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

**Data Collection**: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. **Sampling Design**: Meaning and need of Sampling and review of Sampling Methods. **Measurement and Scaling Techniques. Formulation of Hypothesis.**

Section – C

**Data Analysis & Interpretation**: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D

**Report writing**: Style/format, contents and essential steps for report writing, **Role of Computer in Research.**

Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
10. William G. Zikmund: Business Research Methods, Thomson South Western Publication
Learning Objectives:

The prime objective of this course is to provide an in-depth knowledge of the technical as well as managerial aspect of industrial pharmacy.

Section – A


Section – B


Section – C

Pharmacy Practice and Patient Care: Technology and Automation, Patient Communication and Compliance, Drug Education, Framework for ensuring medication use safety; Pharmaco-epidemiology, development of Pharmacy Care plan, Hospital Pharmacy Practice.

Section – D

Social, Behavioral, Economic and Administrative Aspects in Industrial Pharmacy: Laws governing Pharmacy, Pharmaco-economics, Industrial hazards, Safety, Pollution Control and Effluent treatment in Pharmaceutical industries; Prevention measures against corrosion and waste minimization.

Suggested Readings:

Learning Objectives:

This course has been designed to provide participants with an in-depth understanding of various issues relating to quality control and management of various drugs in Pharmaceutical sector.

Section – A

Quality Assurance Systems: Basic concept of quality control & quality assurance, functions, sources of variation, quality assurance for raw materials, APIs, packing materials & finished products (specifications, receipt, testing, sampling and certificate of analysis), production (change control, aseptic process control, temperature, pressure & humidity control tests, tests for air flow pattern, microbiological monitoring); buildings & facilities (design and construction features, lighting, air handling systems, maintenance); equipments (construction, cleaning and maintenance, calibration & handling).

Section – B

In-process quality control: Importance, inspection, IPQC tests for tablets (weight variation, hardness, thickness, friability, disintegration tests and content uniformity), suspensions and emulsions (appearance and feel, volume check, viscosity, particle size distribution, electrical conductivity and content uniformity) and parenterals (pH, volume check, clarity, content uniformity, integrity of seals and particulate matter). Problems encountered and trouble shooting for quality conformance.

Section – C

Good Laboratory Practices: Scope, organization, personnel - desirable qualities of analyst, responsibilities of key personnel in the QC lab. Validation of analysis methods. Facilities, equipments, testing facilities operation in systems and procedures in QC lab, analytical worksheet, test methods, evaluation of test results.

Section – D

Drug Store, Management and Inventory Control: Meaning of Stores Management, Importance, Types of Stores; Functions; Coding Methods, Organization of drug store, types of materials stocked, storage condition. Inventory Management: Concepts; Classification; Objectives; Factors Affecting, Inventory Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level; ABC Analysis

Suggested Readings:

3. P.D.Sethi: Quality assurance of Drugs in Pharmaceuticals, Vandana Publisher.
5. P.D. Sethi: How to Practice GLP, Vandana Publications.
Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### Scheme of Examination for MBA
(Hospital Management)

#### First Semester

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
<th>Credits</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAHM-1001</td>
<td>Principles and Practices of Management</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>MBAHM-1002</td>
<td>Managerial Economics</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>MBAHM-1003</td>
<td>Accounting for Management</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>MBAHM-1004</td>
<td>Business Statistics</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>MBAHM-1005</td>
<td>Organizational Behaviour</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>MBAHM-1006</td>
<td>Legal and Ethical Aspects of Business</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>MBAHM-1007</td>
<td>Management Information Systems</td>
<td>4</td>
<td>100</td>
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<td><strong>Total</strong></td>
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#### Second Semester

<table>
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<th>Paper Title</th>
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<tr>
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<td>Business Environment</td>
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<tr>
<td>MBAHM-2002</td>
<td>Financial Management</td>
<td>4</td>
<td>100</td>
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<tr>
<td>MBAHM-2003</td>
<td>Principles of Marketing</td>
<td>4</td>
<td>100</td>
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<tr>
<td>MBAHM-2004</td>
<td>Human Resource Management</td>
<td>4</td>
<td>100</td>
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<tr>
<td>MBAHM-2005</td>
<td>Workshop on Soft Skills</td>
<td>2</td>
<td>50</td>
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<tr>
<td>MBAHM-2006</td>
<td>Seminar on Research Methodology</td>
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<td><strong>Sectoral Subject – 1</strong></td>
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<tr>
<td>MBAHM-2007</td>
<td>Introduction to Epidemiology and Biostatistics</td>
<td>4</td>
<td>100</td>
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<tr>
<td><strong>Sectoral Subject – 2</strong></td>
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<tr>
<td>MBAHM-2008</td>
<td>Community Health and Management of National Health Programmes</td>
<td>4</td>
<td>100</td>
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<tr>
<td>MBAHM-2009</td>
<td>Summer Training and Viva-Voce*</td>
<td>4</td>
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<tr>
<td>MBAHM-2010</td>
<td>Comprehensive Viva-Voce**</td>
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*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.
Learning Objectives:

The objective of the paper is to acquaint the students 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.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C

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, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships

Delegation-authority, responsibility, accountability, Steps to make delegation effective
Decentralization-purpose and types of decentralization, Span of Management.

Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:
To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today’s global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:
1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
9. Macroeconomics, 2e by Eroll D'souza, Pearson Education.
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C


Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A

**Introduction to OB:** Contributing Disciplines to OB, OB in context of Globalisation. **Values, Attitudes and Job Satisfaction:** Values, Types of Values, Components of Attitude and their Sources, Cognitive Dissonance Theory, Job Satisfaction. **Perception:** Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making.

Section – B

**Personality:** The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence. **Motivation:** Meaning, Early Theories of Motivation, Contemporary Theories of Motivation. **Group Dynamics:** Types of Groups, Stages of Group Development, Five Stage Model, Group Processes, Group Decision Making, Teams vs Groups, Types of Teams, Model for Team Effectiveness

Section – C

**Leadership:** Concept, Leadership Theories- Trait Theories, Behavioural Theories and Contingency Theories, Leadership Styles, Level 5 Leaders. **Power and Politics:** Definition, Bases of Power, Strategies of Power Acquisition, Factors influencing Political Behaviour in Organisations. **Conflict Management:** Sources of Conflict, Types of Conflict, Process of Conflict, Levels of Conflict-Individual, Group and Organizational level conflict.

Section – D

**Stress Management:** Concept, Sources of Stress, Consequences of Stress, Emotion focused/ Problem focused Coping Strategies. **Organisational Culture:** Definition, Concept, Characteristics, Levels of Organisational Culture, Socialisation Process. **Organisational Structure:** Concept, Elements of Organisational Structure, Types of Organisational Structures and their Impact on Human Behaviour

Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section ï B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A

Information systems: Role of IS in Business, Globalization Challenges and Opportunities, E-Business: IT role in Business enhancement, TPS, E-Commerce, E-Government, IS Organizations and Strategy, Ethical & Social issues in IS, Cyberbullying,

Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

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

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A


Section – B


Section – C


Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining-Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:
To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A
Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication. Presentations, Book Reviews and Summaries

Section – B

Section – C
Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D
Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications. Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D

Report writing: Style/format, contents and essential steps for report writing, Role of Computer in Research.

Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G.Zikmund: Business Research Methods, Thomson South Western Publication
Learning Objectives:
The aim of the course is to impart skills and competencies in evaluation of screening process, statistical/epidemiology methods and epidemiologic studies. In addition, the students would learn the distribution and determinants of disease in the community and the role of healthcare organizations in its prevention.

Section – A

General Epidemiology and Epidemiological methods: Definitions, concept and evolution of epidemiological concept, Aims of epidemiology, measurement of morbidity and mortality, methods of epidemiology, uses of epidemiology data, association and causation screening, immunity, investigation of an epidemic

Section – B

Environmental Sanitation and Health aspects: Definition of environment; Water: water borne diseases, water pollution methods of purification, water quality, Air-pollution indicator and precaution, radiation: hazards and prevention, lighting, noise, housing standards. Disposal of wastes and Hospital waste management. Nutrition and Health: Classification and sources of various nutrients, requirements, assessment, nutritional diseases; Genetics and Health: Basic principles, genetic predisposition, prevention and social measure, Disaster Management

Section – C

Biostatistics: Definition, scope and uses of biostatistics and medical research collection, Tools and techniques for data collection in healthcare, Interview techniques, classification and presentation of statistical data, sources and user of statistics, sampling, numerical summaries (proportions, means, SD, Median and percentile), Graphical summaries

Section – D

Health statistics and health information system in India: Methods of registration fallacies/ difficulties, samples registration schemes, Types of surveys, Selection of problems and hypothesis formulation for disease control, common rates and ratios, normal curve and Poisson distribution, Hypothesis testing, test of significance, normal test, Ŝtest and chi-square test.

Suggested Readings:
1. I.K.Park : Park’s Textbook of Preventive and Social Medicine, Bhanot Publishers
5. E. G Knox.: Epidemiology in Health Care Planning, Oxford University Press.
Learning Objectives:
After completion of community health and management of National health programs module, students will be able to recognize and identify the elements in designing the strategies for health care delivery for community, to understand the role of hospitals as a supportive and referral services to the national health goals.

Section – A
Concepts in Health and Disease: Evolution of medicine, public health and community health; Definition of health: the determinants and relative concept; Agent – Host – Environmental factors in health and disease, Cause and effect relationships; indices used in measurement of health, levels of prevention and role of healthcare organizations in preventive strategies.

Section – B
Health care delivery system in India: Introduction, Demography and Family Planning; Maternal and child health; Urban health; Occupational health; Mental health; Community geriatrics; Essential Medicines and Counterfeit Medicines; Medical Sociology

Section – C
National Health Programs: Objectives, strategy, achievements, critical analysis of National Health Programs: National program for prevention and control of cancer, diabetes, cardiovascular disease and stroke, National AIDS Control program and NACO, National leprosy eradication program, Universal immunization program, National vector borne disease control program, RNTCP, RCH, National Program for control of blindness, National mental health program, National Tobacco control program; National Health Policy, National Population Policy, National Health Mission

Section – D
Health Education: Definition, approach in health education, methods, barrier to effective communication, principles of health education; International Health Regulations and International classification of diseases, International Health agencies and organizations: WHO, UNICEF, UNOP, World Bank, UNFPA, CARE, IHO, Notifiable diseases.

Suggested Readings:
1. K.Park: Park’s Textbook of Preventive and social Medicine, M/s Banarsidas Bhanot Publishers