

GURU KASHI UNIVERSITY



MASTER OF BUSINESS ADMINISTRATION

SESSION: 2022-23

DEPARTMENT OF MANAGEMENT

Program Learning Outcomes: After completion of the program, the student will be able to:

1. Acquire in-depth knowledge of management disciplines including global perspectives to discriminate, evaluate, analyze and synthesize existing and new knowledge.
2. Analyze complex business problems critically to make intellectual and creative decisions for conducting research in theoretical, practical and policy context.
3. Conceptualize and solve managerial problems, evaluate feasible and optimal solutions after considering public health and safety, cultural, societal and environmental factors at the national and international level.
4. Extract information pertinent to unfamiliar industry issues through literature survey and experiments to apply appropriate research methodologies, techniques and tools to design, conduct survey, and interpret data.
5. Evaluate management in multifunctional areas like Marketing, Finance, HR, Business Analytics and Supply Chain Management.
6. Acquire knowledge and understand group dynamics, recognize opportunities and contribute positively to collaborative-multidisciplinary management research, demonstrate a capacity for self-management and teamwork, decision-making.
7. Demonstrate knowledge and understanding of management principles to manage projects in multidisciplinary environments after considering the Socio-economic and financial factors.
8. Exemplify about managerial activities confidently and effectively such as write effective reports and design documentation and make effective presentations.
9. Recognize the need to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competency.
10. Exhibit professional and intellectual integrity, professional code of conduct, ethics of research and responsibility to contribute towards sustainable development.

Programme Structure**Semester: 1st**

Course Code	Course Title	Type of Course	L	T	P	Total Credits
MBA101	Accounting for Management	Core	4	0	0	4
MBA102	Quantitative Techniques	Core	4	0	0	4
MBA103	Managerial Economics	Core	4	0	0	4
MBA104	Information Technology	Compulsory Foundation	3	0	0	3
MBA105	Information Technology -Lab	Skill Based	0	0	4	2
MBA199	----	MOOC	-	-	-	1
Opt any one Specialization (Chosen Specialization will remain the same for all the semesters)						
Discipline Elective (Marketing) Opt any one						
MBA107	Consumer Behaviour	Discipline Elective	3	0	0	3
MBA108	Marketing of Services					
Disciplinary Elective (Human Resource Management) Opt any one						
MBA109	Social Security & Labour Welfare	Discipline Elective	3	0	0	3
MBA110	Human Resource Management					
Disciplinary Elective (Finance) Opt any one						
MBA111	Security Analysis & Portfolio Management	Discipline Elective	3	0	0	3

MBA112	Financial Services					
Discipline Elective (Information Technology) Opt any one						
MBA113	Database Management System	Discipline Elective	3	0	0	3
MBA114	Programming in C					
Discipline Elective (Hospital Administration) Opt any one						
MBA115	Health System Management	Discipline Elective	3	0	0	3
MBA116	Hospital Waste Management					
Disciplinary Elective (Agriculture Business Management) Opt any one						
MBA117	Agro Input Industry	Discipline Elective	3	0	0	3
MBA118	Seed Production & Certification					
Disciplinary Elective (International Business) Opt any one						
MBA119	International Business & Regional Blocks	Discipline Elective	3	0	0	3
MBA120	Multinational Financial Management					
Total			18	0	4	21
Semester: 2nd						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
MBA201	Business Research Methods	Core	4	0	0	4
MBA202	Management Information Systems	Core	4	0	0	4
MBA203	Computer Network	Skill Based	3	0	0	3

MBA204	Computer Network Lab	Skill Based	0	0	4	2
Value added Course (For all disciplines)						
MBA205	Stock Exchange	Value added Course	1	0	0	1
MBA206	Communication Skill for Health care Professional	Ability Enhancement	1	0	0	1
MBA207	Research Methodology	Research Skill	4	0	0	4
Opt any one Specialization (Chosen Specialization will remain the same for all the semesters)						
Discipline Elective (Marketing) Opt any one						
MBA209	Marketing Research	Discipline Elective	4	0	0	4
MBA210	Marketing Management					
Discipline Elective (Human Resource Management) Opt any one						
MBA211	Training & Development	Discipline Elective	4	0	0	4
MBA212	Organization Change & Development					
Discipline Elective (Finance) Opt any one						
MBA213	Management of Financial Institutions	Discipline Elective	4	0	0	4
MBA214	Working Capital Management					
Discipline Elective (Information Technology) Opt any one						
MBA215	Enterprise Resource Planning (ERP)	Discipline Elective	4	0	0	4
MBA216	E-Commerce & IT Enabled					

	Services					
Discipline Elective (Hospital Administration) Opt any one						
MBA217	Hospital Services Marketing	Discipline Elective	4	0	0	4
MBA218	Risk and Disaster Management					
Discipline Elective (Agriculture Business Management) Opt any one						
MBA219	Advance Food Processing	Discipline Elective	4	0	0	4
MBA220	Commodity Trading					
Discipline Elective (International Business) Opt any one						
MBA221	Export-Import Procedures, Documentation	Discipline Elective	4	0	0	4
MBA222	International Marketing					
Total			21	0	4	23
Semester: 3rd						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
MBA301	Operations Research	Core	4	0	0	4
MBA302	Strategic Management	Core	4	0	0	4
MBA303	Seminar on Business Ethics & Environmental Science	Skill Based	0	0	6	3
MBA304	Industrial Training/Internship*	Research skill	-	-	-	5
MBA399	----	MOOC	-	-	-	-

Open Elective						
--	----	OEC	2	0	0	2
Opt any one Specialization (Chosen Specialization will remain the same for all the semesters)						
Discipline Elective (Marketing) Opt any one						
MBA305	Sales & Distribution Management	Discipline Elective	4	0	0	4
MBA306	Product & Brand Management					
Discipline Elective (Human Resource Management) Opt any one						
MBA307	Industrial Relation & Labour Legislations	Discipline Elective	4	0	0	4
MBA308	Compensation Management					
Discipline Elective (Finance) Opt any one						
MBA309	Taxation Laws & Planning	Discipline Elective	4	0	0	4
MBA310	Management Control System					
Discipline Elective (Information Technology) opt any one						
MBA311	Data Warehousing and Data Mining	Discipline Elective	4	0	0	4
MBA312	Internet Applications					
Discipline Elective (Hospital Administration) opt any one						
MBA313	Medical Audit and Quality Management	Discipline Elective	4	0	0	4
MBA314	Legal and Ethical Issues for Hospital					
Discipline Elective (Agriculture Business Management) opt any one						
MBA315	Supply Chain Management	Discipline	4	0	0	4

MBA316	Plantation Management	Elective				
Discipline Elective (International Business) opt any one						
MBA317	Global Human Resource Management	Discipline Elective	4	0	0	4
MBA318	International Economic Organization					
Total			14	0	6	22
Open Elective (opt any one) (For other Departments)						
MBA319	Trading and Investment	OEC	2	0	0	2
MBA320	Business Statistics and Analytics					
Semester: 4th						
Course Code	Course Title	Type of Course	L	T	P	Total Credits
MBA401	Dissertation	Research skill	-	-	-	20
MBA402	Entrepreneurial Skills Development	Value Added Course	2	0	0	2
Total			-	-	-	22
Grand Total						88

Note*: Students will undergo a summer internship for 6 weeks after second semester.

EVALUATION CRITERIA FOR THEORY COURSES

A. Continuous Assessment: [25 Marks]

- a) Continuous Assessment 1: (10 Marks)
- b) Continuous Assessment 2: (10 Marks)
- c) Continuous Assessment 3: (5 Marks)

For the CAs the teacher shall take:-

- i. Surprise Test (Two best out of three) - (10 Marks)
- ii. Term paper (10 Marks)
- iii. Assignment(s) (10 Marks)

B. Attendance: (5 marks)

C. Mid Semester Test-1: [30 Marks]

D. Mid Semester Test-2: [20Marks]

E. End-Term Exam: [20 Marks]

Evaluation Criteria for other courses has been given separately with respective courses

Semester-I**Course Title: Accounting for Management****Course Code: MBA101****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate the operations of organizations through management accounting techniques
2. Demonstrate costing systems, cost management systems, budgeting systems and performance measurement systems
3. Create balance between financial and non-financial information in decision making, control and performance evaluation applications of management accounting
4. Evaluate the costs and benefits of different conventional and contemporary costing systems

Course Content**UNIT I****14 Hours**

1. Financial Accounting- concept, importance and scope.
2. Accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods).
3. Preparation of final accounts Trading Account, Profit & Loss Account, Balance Sheet with adjustments.

UNIT II**14 Hours**

1. Financial Analysis- Concepts and objectives, Limitation of Financial Analysis.
2. Tools of Financial Analysis: trend analysis, common size statements, comparative statements.
3. Introduction to ratio analysis, fund flow and cash flow statements (with additional information).

UNIT III**17 Hours**

1. Cost accounting- meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity-based costing.
2. Standard Costing & Break-Even Analysis.
3. Management accounting- concept, need, importance and scope; Functions of Management Accounting, Relationship between Financial and

Management Accounting.

UNIT IV

15 Hours

1. Meaning of Financial Statement, Importance and Limitations of Financial Statement.
2. Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets.
3. Responsibility Accounting; Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

Transaction Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation

Suggested Readings

- Emmanuel, C., Otley, D., & Merchant, K. (2019). *Accounting for management control*. In *Accounting for Management Control* (pp. 357-384). Springer, Boston, MA.
- Singhal A.K. and Roy Ghosh.2020. *Accounting for Managers*. JBC Publishers and Distributors, New Delhi
- Pandey, I.M.2018.*Management Accounting*. Vikas Publishing House. New Delhi
- Anthony R.N. and Reece J.S.2015.*Management Accounting Principles*. Homewood, Illinois, Richard D.Irwin,
- Horngren, C. T. (2019). *Cost accounting: A managerial emphasis, 13/e*. Pearson Education India.

Course Title: Quantitative Techniques

Course Code: MBA102

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Analyze the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.
2. Acquire skills to identify simple and multiple regression models to analyze the underlying relationships between the variables
3. Analyze the different types of statistical tests.
4. Apply probability rules and concepts related to discrete and continuous random variables to analyze business problems.

5. Acquire skill of statistics to analyze financial statements.

Course Content

Unit-I

17 Hours

1. Matrices & Determinants.
2. Different measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Absolute Deviation, and Standard Deviation).
3. Skewness: meaning and co-efficient of Skewness.

UNIT II

15 Hours

1. Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation.
2. Regression analysis - meaning and two lines of regression; relationship between correlation and regression co-efficient.

UNIT III

13 Hours

1. Time series analysis - measurement of trend and seasonal variations; time series and forecasting.
2. Permutation and Combinations.
3. Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem.

UNIT IV

14 Hours

1. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.
2. SPSS & MS Excel Functions for Statics.

Transaction Mode

Group discussion, Experiential learning, Brain storming, Active participation, Flipped teaching

Suggested Readings

- Siegel, Andrew F. (2019). *Practical Business Statistics*. McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. & Levine, D.M. (2018). *Business Statistics: A First Course*. Pearson Education.
- Gupta C B, Gupta V. (2016). *An Introduction to Statistical Methods*. Vikas Publications.
- Levin I. Richard & Rubin, S. David. (2017). *Statistics for Management*. Prentice Hall India.
- Gupta, S.C. (2018). *Fundamentals of Statistics*. Himalaya Publishing House

Course Title: Managerial Economics**Course Code: MBA103****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Demonstrate skill of creating competitive strategies including costing, pricing, product differentiation, and market environment according to the natures of products and structure of the markets
2. Acquire skill about the costs of production and its effect on short term and long run decisions
3. Evaluate market models of perfect competition, monopoly, monopolistic competition and oligopoly with respect to price determination
4. Apply economic inferences in a market including government policy and economic regulations.
5. Acquire skill about macroeconomic issues such as money, foreign exchange, inflation, unemployment, economic growth and foreign trade

Course Content**UNIT I****17 Hours**

1. Nature and scope of managerial economics; nature of marginal analysis; alternative objectives of business firms.
2. Law of demand, cardinal utility theory; ordinal utility (indifference curve) technique and the theory of consumer choice; consumer surplus; price, income and substitution effects.
3. Demand elasticity's; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

UNIT II**15 Hours**

1. Cost Analysis: Concept of cost and its types, cost output relationship in short and long period, supply curve; Iso-quant curves.
2. Pricing analysis: Market structures, Perfect Competition: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run.
3. Monopoly: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Lung Run, Price Discrimination.

UNIT III**13 Hours**

1. Imperfect Competition: Monopolistic Competition – Price output determination in short and long run, Product variation and selling expenses behavior.

2. Oligopoly – Characteristics, Price Rigidity, price discrimination, selling costs, products differentiation, break even analysis, profit planning.

UNIT IV

14 Hours

1. Price- output decision in multi-plant and multi-product firms; managerial theories of the firm.
2. General pricing strategies; Various pricing methods.
3. Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies.

Transaction Mode

Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- Jain, T R & Grover, M.L (2018). *Micro Economics*. VK Publications
- Koutsoyiannis, Anna (2019). *Modern Microeconomics*. Palgrave Macmillan
- Varshney, RL & Maheshwari, KL (2018). *Managerial Economics*. Sultan Chand & Sons, New Delhi
- Mote, Victor L, Paul, Samuel & Gupta, G (2017). *Managerial Economics*. McGraw Hill Education
- Jain, T R & Khanna, OP, (2018). *Managerial Economics*. VK Publications

Course Title: Information Technology

Course Code: MBA104

Learning Outcomes

L	T	P	Cr.
3	0	0	03

On the completion of the course, the students will be able to

1. Evaluate the current issues of information technology and relate those issues to the firm.
2. Analyze impact of information technology on firms
3. Demonstrate the role of information technology and information system in business.
4. Apply the working knowledge of concepts and terminology related to information technology

Course Content

UNIT I

18 Hours

1. MS Access: Creating database, adding, deleting and moving records.
2. Querying: creating, saving and editing.
3. Creating and using forms, creating and printing reports.

UNIT II**19 Hours**

1. Information Technology: Introduction, New Developments, Information Systems, Software and data, application of IT in Business & Industry, Home, Education & Training, Entertainment & Arts, Science, Engineering and Math; Application of Information Technology.

UNIT III**21 Hours**

1. Introduction to Internet: Definition of networks.
 2. Concepts of web page, website and web searching (browsing).
 3. Concepts of data transmission, half-duplex transmission, modems, client server computing; Introduction to TCP/IP reference models.

UNIT IV**17 Hours**

1. HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page.
 2. Applications of networks in information sharing and dissemination: applications in banking, e governance, ticket reservation etc.
 3. Lab: Web Designing in HTML, Internet Surfing.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- McKeown, P. (2015). *Information technology and the networked economy*.
- Miller. (2018). *Data and Network Communication*. Vikas Publishing House. New Delhi
- Turban, E., Rainer, R. K., & Potter, R. E. (2019). *Introduction to information technology* (p.550). New York, NY: John Wiley & Sons.
- Lucas, H. C. (2020). *Information technology for management*. McGraw-Hill.
- Earl, M. J. (2021). *Management strategies for information technology*. Prentice-Hall, Inc.

Course Title: Information Technology Lab**Course Code: MBA105****Learning Outcomes**

On the completion of the course, the students will be able to

1. Evaluate the current issues of information technology and relate

L	T	P	Cr.
0	0	04	02

those issues to the firm.

2. Analyze impact of information technology on firms
3. Demonstrate the role of information technology and information system in business.
4. Apply the working knowledge of concepts and terminology related to information technology

Course Content

UNIT I

7 Hours

1. MS Access: Creating database, adding, deleting and moving records.
2. Querying: creating, saving and editing.
3. Creating and using forms, creating and printing reports.

UNIT II

8 Hours

1. Information Technology: Introduction, New Developments, Information Systems.
2. Software and data, application of IT in Business & Industry, Home, Education & Training, Entertainment & Arts, Science, Engineering and Math.
3. Application of Information Technology.

UNIT III

8 Hours

1. Introduction to Internet: Definition of networks, concepts of web page, website and web searching (browsing).
2. Concepts of data transmission, half-duplex transmission, modems, client server computing.
3. Introduction to TCP/IP reference models.

UNIT IV

7 Hours

1. HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page.
2. Applications of networks in information sharing and dissemination: applications in banking, e governance, ticket reservation etc.
3. Lab: Web Designing in HTML, Internet Surfing.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- McKeown, P. (2015). *Information technology and the networked economy*.
- Miller. (2018). *Data and Network Communication*. Vikas Publishing House. New Delhi

- Turban, E., Rainer, R. K., & Potter, R. E. (2019). *Introduction to information technology* (p.550). New York, NY: John Wiley & Sons.
- Lucas, H. C. (2020). *Information technology for management*. McGraw-Hill.

Evaluation Criteria:

- First Practical (Unit-I): 20 Marks
- Second Practical (UNIT II): 20 Marks
- Third Practical (UNIT III): 20 Marks
- Fourth Practical (UNIT IV): 20 Marks
- Final Practical at end of the semester (Comprehensive practical): 20 Marks

Course Title: Consumer Behaviour

Course Code: MBA107

Learning Outcomes

L	T	P	Cr.
3	0	0	03

On the completion of the course, the students will be able to

1. Demonstrate the conception of consumer behavior and reveal its importance in the context of marketing.
2. Evaluate the factors that influence consumer behavior
3. Evaluate the consumer decision-making process.
4. Demonstrate the target market and determine the positioning strategy according to consumer characteristics and behavior.

Course Content

UNIT I

17 Hours

1. Introduction to Consumer Behavior: Consumer Behavior: Scope, importance and interdisciplinary nature.
2. Consumer Research Process: Qualitative and Quantitative research
Market Segmentation: Uses and bases of segmentation.
3. Evolution of Consumer Behavior: Introduction to Consumer Decision Making Models: Howard-Sheth, Engell Kollat-Blackwell and Nicosia Models of consumer decision-making.

UNIT II

13 Hours

1. Individual Determinants of Consumer Behavior: Motivation: Nature and Types of Motives, Process of motivation, Types of Needs Personality: Theories, Product Personality, Self-Concept, Vanity.
2. Consumer Perception: Concept and Elements of Perception, Consumer Imagery, Perceived Risk.
3. Consumer Learning: Behavioral and Cognitive Learning Theories.

Unit III**14 Hours**

1. External Influences on Consumer Behavior Culture: Values and Norms, Characteristics and effect on Consumer Behavior, Types of sub culture, Cross cultural consumer behavior Group Dynamics and Reference Groups: Consumer relevant groups.
2. Types of Family: Functions of family, Family decision making, Family Life Cycle.

UNIT IV**15 Hours**

1. Social Class: Categories, Measurement and Applications of Social Class, Consumer Decision Making Process Personal Influence and Opinion.
2. Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy.
3. Diffusion of innovations: Diffusion Process, Adoption Process, and Profile of Consumer Innovator.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- Solomon, M., Russell-Bennett, R., & Previte, J. (2021). *Consumer behaviour*. Pearson Higher Education AU.
- Szmigin, I., & Piacentini, M. (2018). *Consumer behaviour*. Oxford University Press.
- Tyagi, C. L., & Kumar, A. (2019). *Consumer behaviour*. Atlantic Publishers & Dist.
- Quester, P. G., Neal, C. M., Pettigrew, S., Grimmer, M., Davis, T., & Hawkins, D. (2017). *Consumer behaviour: Implications for marketing strategy*. Sydney: McGraw- Hill.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2020). *Consumer Behaviour, Mason Ohio: South Western Thomson Learning*.

Course Title: Marketing of Services**Course Code: MBA108**

L	T	P	Cr.
3	0	0	03

Learning Outcomes

After Successful completion of this course, the students will be able to

1. Evaluate the significance of services marketing in the global economy and the deeper aspects of successful services marketing.
2. Evaluate the nature and scope of services marketing in professional

manners

3. Analyze the service leadership and culture.
4. Analyze the challenges and opportunities before the marketing of services and to develop the suitable marketing mix or plans.
5. Acquire the skill about current research trends in services marketing and management

Course Content

UNIT I

14 Hours

1. Introduction to services marketing: role of services marketing.
2. Consumer behaviour in service encounters: customer interaction, purchase process, needs and expectations of customers.
3. Positioning services in competitive markets: search for competitive advantage.
4. Market segmentation, positioning vis-à-vis competitors.

UNIT II

16 Hours

1. Creating the service product: identifying and classifying supplementary services, planning and branding service products, new service development.
2. Designing communication mix: branding and communication.
3. Effective pricing, objectives and foundations for setting prices; distributing services: options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries

UNIT III

13 Hours

1. Designing and managing service processes: service process redesign, customer misbehavior.
2. Balancing demand and capacity: fluctuations in demand, capacity constrain, planning the service environment: consumer responses to and dimensions of service environment.
3. Managing people for service advantage

UNIT IV

17 Hours

1. Service leadership and culture managing relationship and building loyalty: customer-firm relationship, analyzing and managing customer base.
2. Customer management relationship system in services marketing; customer feedback and service recovery: customer complaining behaviour, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality, defining, measuring and improving service productivity.
3. Organizing for service leadership: search for synergy in service management, creating a leading service organization.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- Rao, K. R. M. (2019). *Services marketing*. Pearson Education India.
- Ravi, S. (2020). *Services Marketing: The Indian Perspective.* Shanker. Services Marketing, the Indian Experience. Manas Publications.
- Fisk, R. P., Grove, S. J., & John, J. (2019). *Services marketing self-portraits: introspections, reflections, and glimpses from the experts.* Marketing Classics Press.
- Wirtz, J. (2017). *Essentials of services marketing*. FT Press.

Course Title: Social Security & Labour Welfare

Course Code: MBA109

Learning Outcomes

L	T	P	Cr.
3	0	0	03

On the completion of the course, the students will be able to

1. Acquire understanding of rationale behind labour laws.
2. Evaluate vulnerable groups of workers and legal provisions related to them.
3. Evaluate working conditions of workers and legal provisions related to the accidents and hazards.
4. Apply provisions of various labour laws in their corporate life.
5. Create & maintain a sound relationship between the worker & the employer.

Course Content**UNIT I****15 Hours**

1. The concept and scope of social security. Social assistance and social insurance, Evolution of social security.
2. Law relating to social security, Payment of wages Act, 1936, Minimum Wages Act, 1948,

UNIT II**15 Hours**

1. Payment of Bonus Act, 1965, Workman's Compensation Act, 1923, Maternity Benefit Act 1961.
2. Employees State Insurance Act, 1948, Provident Fund & Miscellaneous Provisions Act, 1951, Gratuity Act, 1972.

UNIT III**15 Hours**

1. I.L.O and social security the concept of labor welfare: definition, scope

and objectives, welfare work and social work.

2. Evolution of labor welfare, classification of welfare work.
3. Agencies for welfare work.

UNIT IV

14 Hours

1. Welfare activities of govt. of India.
2. Welfare work by trade unions Labor Welfare work by voluntary social organizations.
3. Labor administration: agencies for administering labor welfare laws in India.

Transaction Mode

Cooperative learning, Active participation, Panel Discussions, Group Discussions, Flipped teaching, Mentee Meter, Open talk

Suggested Readings

- Gupta, M. (2017). *Labour welfare and social security in unorganized sector*. Deep and Deep Publications.
- Walker, R. (2021). *Social Security and Welfare: Concepts and Comparisons: Concepts and Comparisons*. McGraw-Hill Education (UK).
- Sivarethinamohan, R. (2019). *Industrial relations and labour welfare: Text and cases*. PHI Learning Pvt. Ltd.
- Rawat, B. D. (2017). *Labour Welfarism in India: Problems & Prospects*. RBSA Publishers.
- Servais, J. M. (2020). *International Social Security Law*. Kluwer Law International BV.

Course Title: Human Resource Management

Course Code: MBA110

Learning Outcomes

On the completion of the course, the students will be able to

1. Demonstrate HR implications of organizational strategies.
2. Apply the various terms used to define strategy & its process utilize HR strategies in Indian & global perspective.
3. Evaluate and get familiar with international HR.
4. Create positive attitude and skills for productive managerial leaders.

Course Content

UNIT I

15 Hours

1. Global Business-Growth and Evolution, Environmental variables in global business.

L	T	P	Cr.
3	0	0	03

2. Human and cultural variables in Global organizations, Cross Cultural differences and managerial implications.

3. Cross Cultural research methodologies and Hofstede's Hermes Study, Structural evolution of global organizations.

UNIT II**17 Hours**

1. Recruitment, Selection and Training practices in various countries Indian and US legal aspects involved when deploying an employee on an International Assignment.

2. Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

UNIT III**11 Hours**

1. Cross Cultural communication and negotiation.

2. Cross Cultural leadership and decision making.

3. Human Resources Management in global organizations: Ethics in international business, Western and Eastern management thoughts in the Indian context.

UNIT IV**15 Hours**

1. Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity.

2. Expatriation and Repatriation, Convergence or divergence in personnel management in developed and developing economies.

Transaction Mode

Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming, Mentee Meter, Quiz, Open talk

Suggested Readings

- Sparrow, P., Brewster, C., & Harris, H. (2018). *Globalizing human resource management*. Routledge.
- Briscoe, D., Schuler, R., & Tarique, I. (2017). *International human resource management: Policies and practices for multinational enterprises*. Routledge.
- Rao, P. L. (2018). *International human resource management: Text and cases*. Excel Books India.
- Harzing, A. W., & Pinnington, A. (Eds.). (2021). *International human resource management*. Sage.

Course Title: Security Analysis & Portfolio Management

Course Code: MBA111

Learning Outcomes

L	T	P	Cr.
3	0	0	03

On the completion of the course, the students will be able to

1. Acquire skill about financial assets such as money market instruments, bonds, and stocks.
2. Apply tools for financial analysis using time value of money, cost of capital and interest rates.
3. Demonstrate the skills to analyze companies for investment purposes.
4. Evaluate securities and stocks through valuation models and also use derivative securities to manage risks.
5. Demonstrate the benefit of diversification of holding a portfolio and its importance.

Course Content

UNIT I

15 Hours

1. Investment-Meaning, nature, process, and alternatives.
2. Return and risk; Concept and components of total risk; Measuring historical and expected return and risk.
3. Systematic and unsystematic risk. Measurement of systematic risk,

UNIT II

14 Hours

1. Objectives and benefits of investment analysis and security valuation; theories of fixed and variable income securities.
2. Efficient Market Theory.
3. Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

UNIT III

17 Hours

1. Portfolio – Meaning, advantages and selection.
2. Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility.
3. The selection of the optimal portfolio; Sharpe single-index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

UNIT IV

14 Hours

1. Bond portfolio management strategies – passive portfolio strategies, active management strategies.
2. Portfolio revision – meaning, need, constraints and strategies.
3. Formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan.
4. Portfolio performance evaluation: risk adjusted measures of performance.

Transaction Mode

Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming, Mentee Meter, Quiz, Open talk

Suggested Readings

- Reiley & Brown. (2015). *Investment Analysis & Portfolio Management*. Thomson Learning. Bombay.
- Pandian. (2017). *Security Analysis and Portfolio Management*. Vikas Publishing House. New Delhi
- Sharpe, Alexander & Wiley. (2018). *Investment*. Prentice Hall of India, New Delhi.
- Alexander, Gordon J. and Bailey, Jeffery V. (2019). *Investment analysis and Portfolio Management*. Dryden Press, Thomson Learning, Bombay.
- Bodie ZVI, Alex Kane, Marcus, Alan J & Mohanty Pitabas. (2016). *Investments*. TMH, New Delhi,

Course Title: Financial Services**Course Code: MBA112****Learning Outcomes**

L	T	P	Cr.
3	0	0	03

On the completion of the course, the students will be able to

1. Acquire the expertise to Identify accounting concepts that enable them to interpret financial data and use it to make informed decisions about the operating performance and financial position of a company.
2. Acquire knowledge to describe personal financial and investment concepts that enable them to provide customers with advice on investments, insurance, and estate planning.
3. Proficient to apply the art of salesmanship to enable them to promote the products of the firms they are employed with.
4. Development of aptitude to Identify the monetary and banking issues that are pervasive in all aspects of financial service.
5. Ability to Evaluate key policy debates surrounding future development of international and domestic financial services regulation and enforcement

Course Content**Unit-I****15 Hours**

1. Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing.
2. Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations.
3. Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities.
4. Financial Services Sector Problems and Reforms.

UNIT II**14 Hours**

1. Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover.

2. Debt securitization, Leasing-concept and development of leasing, business difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee.

3. Factoring - development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

UNIT III

17 Hours

1. Plastic Money — Concept and different forms of plastic money - credit and debit cards, pros And cons.

2. Credit process followed by credit card organisations. Factors affecting utilisation of plastic money in India.

3. Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects.

UNIT IV

14 Hours

1. Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

2. Call money market: introduction, meaning, participation, location, volume of call loans, call rates, recent developments.

3. Treasury bill market-introduction, 91 days, 182 days treasury bill market, Commercial Bill market - introduction, bills of exchange, size of market, schemes, rates, factors Behind inter development Market for CPs and CDs : introduction, interest rate determination, Discount market and market for financial guarantees.

4. Depository: Introduction, Concept, depository participants, functioning of depository systems, demat, remat, process of switching over to depository systems, benefits, depository systems in India.

Transaction Mode

Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming, Mentee Meter, Quiz, Open talk

Suggested Readings

- E.Gordon& K. Natarajan, “Financial Markets & Services” Himalaya Publishing House
- LalitK.Bansal, “Merchant banking & Financial Services” Unistar Books Pvt Ltd.
- M.Y.Khan, “ Financial Services” Tata McGraw Hill
- H.R.Machiraju, “ Merchant banking – Principles & Practices” New Age International Pvt.Ltd.
- L.M.Bhole, “Financial Institutions & Markets” Tata McGraw Hill

Reference Books:

- “ Financial Institutions And Markets” By Bhole.
- “ Financial Markets And Institutions” By Frederic S Mishkin And Stanley Eakins.
- “ Financial Markets Institutions And Financial Services” By Dr Vinod Kumar/Atul Gupta

Course Title: Database Management System**Course Code: MBA113****Learning Outcomes**

L	T	P	Cr.
3	0	0	03

On the completion of the course, the students will be able to

1. Acquire skill to appreciate and effectively explain the underlying concepts of database technologies
2. Create and implement a database scheme for a given problem-domain
3. Demonstrate the fundamental elements of relational database management systems
4. Apply basic database storage structures and access techniques
5. Apply the ER-model to relational tables, populate relational database and formulate SQL queries on data.

Course Content**UNIT I****17 Hours**

1. Introduction: definition of data, uses & need of data in organizations.
2. Basic concepts: entities & their attributes, advantages & disadvantages of DBMS.

UNIT II**13 Hours**

1. Data models: the hierarchical model.
2. The network model & the relational model.

UNIT III**15 Hours**

1. Relational databases: relations, tuples, domains & keys.
2. Normalization – 1nf, 2nf, 3nf, BCNF.

UNIT IV**14 Hours**

1. SQL: SQL database creation & manipulation views & queries.
2. Data protection: recovery, concurrency, security & integrity.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- Martin, J. (2016). *Principles of data-base management*. Prentice-Hall.
- Prakash, Naveen. (2019). *Introduction to Database Management*. TMH.
- Henry F. Korth, Abraham. (2019). *Database system concepts*. McGraw hill Inc.

- Date, C.J. (2017). *An introduction to database systems*. Narosa publishers
- Saxena, S. (2018). *A first course in computers*. Vikas Publishing House.

Course Title: Programming in C/C++**Course Code: MBA114****Learning Outcomes**

L	T	P	Cr.
3	0	0	03

On the completion of the course, the students will be able to

1. Acquire the concept of data abstraction and encapsulation.
2. Acquire skill about overload functions and operators in C.
3. Demonstrate containment and inheritances promote code reuse in C++.
4. Create and implement generic classes with C++ templates.

Course Content**UNIT I****13 Hours**

1. Defining the problem, designing the program, coding the program, testing, and debugging the program, and implementing the program.
2. Introduction to Algorithm and flowchart.
3. Overview of C: Brief history of C, comparison of C with other programming languages, general structure of a C program.

UNIT II**15 Hours**

1. Data Types, Operators & Expressions: Constants and variables, data types, declaring variables, storage classes, different types of expressions and their evaluation.
2. Conditional expression, assignment statement, enumerated data type, defining/creating data types, library functions, type casting.
3. Console Input/output: Standard input/output devices, unformatted input/output functions (character I/O functions and string I/O functions), formatted input/output functions (*scanf*) fun.

UNIT III**17 Hours**

1. Control Statements: Decision making using *if*, *if*, *else*, *else if* and *switch* statements, Looping using *for*, *while* and *do*, *while* statements, transferring program control using *break* and *continue* statements, programming examples to illustrate the use of these control statements.
2. Pointers: What is pointer? Why pointers? Declaring pointers, pointer to pointer, array of pointers, pointer to array.
3. Functions: Defining a function, local variables, *return* statement, invoking a function, specifying, and passing arguments to a function, function prototyping and use of header files, recursion.

UNIT IV**15 Hours**

1. Arrays & Strings: Introduction to arrays, declaring arrays, Types of Arrays, initializing arrays, processing of arrays, passing arrays as

arguments to a function.

2. Structure and Union: Defining and processing a structure, user defined data types, structure, and pointers, passing structure to function, self-referential structure, and union.

3. C programming applications: Sorting (Bubble sort, Selection sort), Searching (Binary search, Linear Search). Action and *printf()* function).

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- Liberty, J. (2018). *Programming C*. O'Reilly Media, Inc.
- Petzold, C. (2019). *Programming Windows 3.1*. Microsoft Press.
- Cheng, J., Grossman, M., & McKercher, T. (2017). *Professional CUDA c programming*. John Wiley & Sons.
- Ritchie, D. M., Kernighan, B. W., & Lesk, M. E. (2018). *The C programming language*. Englewood Cliffs: Prentice Hall.
- Boutell, T. (2020). *CGI Programming in C & perl*. Addison-Wesley Professional.

Course Title: Health System Management

Course Code: MBA115

Learning Outcomes

L	T	P	Cr.
3	0	0	03

After Successful completion of this course, the students will be able to

1. Evaluate complex policy and organizational challenges at micro and macro levels within health care systems
2. Demonstrate the difference between the functions, roles, and responsibilities of healthcare managers.
3. Apply key quality concepts in health care organizations.
4. Acquire the skill to manage organizational processes, including redesigning organizations.
5. Apply efficiently foster innovation within care settings.

Course Content

UNIT I

16 Hours

1. Introduction – Health Care Management – Evolution of Health Care Systems in India & Abroad.
2. Evolution of Present Health Care Services in India.

UNIT II

14 Hours

1. Health Care Management: Success in Teamwork.
2. In-service Training & Education.

UNIT III

14 Hours

1. Law Related to Medical & Health Care.
2. Consumer Protection Act, 1986.
3. Right to Information Act, 2002.

Unit IV**16 Hours**

1. Development of Attitude & Motivation among Hospital Service Providers – Awareness of Health Insurance – Role of Hospital Administrator.
2. Legal Medicine vis-à-vis Law Ethics

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Quiz, Open talk, Question, Brain storming

Suggested Readings

- Goal, S. L. (2019). *Health Care System and Hospital Administration: Organizational structure (Vol. 1)*. Deep and Deep Publications.
- Goal, S. L., & Kumar, R. (Eds.). (2015). *Hospital Preventive and Promotive Services: Hospital Administration in the 21st Century*. Deep and Deep Publications.
- Goel, S. L. (2017). *Hospital administration and management: Theory and practice*. Deep and Deep Publications.

Goel, S. L., & Kumar, R. (2020). *Administration and Management of NGOs: Text and Case Studies*. Deep and Deep Publications

Course Title: Hospital Waste Management**Course Code: MBA116****Learning Outcomes**

L	T	P	Cr.
3	0	0	03

After Successful completion of this course, the students will be able to

1. Handle any medical waste, hospital waste or infectious waste, it includes hazardous and non-hazardous waste.
2. Acquire knowledge about health hazards from pathogens which are the major concern in waste from Health Posts.
3. Analyze the waste minimization is the first and most important step in healthcare waste management.
4. Evaluate methods to segregate healthcare waste into different categories and color-coded containers used for storage.
5. Apply knowledge about Safety boxes which are important devices for safe collection of sharps. A sharps pit is also required for final disposal.

Course Content**UNIT I****13 Hours**

1. Hospital Hazards: Meaning – Types – Physical–Biological Mechanical – Psychological – Its Impact on Employees – Preventive measures.
2. Hospital Hazards Management: Meaning – Need Principles – Purpose.

UNIT II**17 Hours**

1. Control of Hospital Acquired Infection: Types of Infection – Common Nosocomial Infection and their Causative Agents – Prevention of Hospital Acquired Infection.

2. Role of Central Sterile Supply Department – Infection Control Committee – Monitoring and Control of Cross-Infection– Staff Health.

UNIT III**14 Hours**

1. Biomedical Waste Management: Meaning – Categories of Biomedical wastes – Disposal of biomedical waste products – Incineration and its importance.

2. Standards for Waste Autoclaving, Micro Waving and Deep Burial – Segregation – Packaging – Transportation – Storage.

UNIT IV**16 Hours**

1. Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier– Methods of Excreta disposal.

2. Sewage wastes: Meaning – Composition – Aims of Sewage disposal.

3. Decomposition of Organic Matter – Modern Sewage Treatment – Drawbacks of improper disposal of wastes – Solid and liquid.

Transaction Mode

Case Analysis, Dialogue, Panel Discussions, Group Discussions, Brain storming, Role play, Demonstration, Project based learning, Team Teaching

Suggested Readings

- Sharma. (2016). *Holistic approach to Hospital Waste Management*. Hospital Administration AIIMS, New Delhi,
- Kumar, S. (Ed.). (2021). *Waste management*. BoD–Books on Demand.
- LaGrega, M. D., Buckingham, P. L., & Evans, J. C. (2019). *Hazardous waste management*. Waveland Press.

Course Title: Agro Input Industry**Course Code: MBA117****Learning Outcomes**

L	T	P	Cr.
3	0	0	03

On the completion of the course, the students will be able to

1. Demonstrate environment to conduct Agro business.
2. Analyze micro and macro environmental forces and their impact on agribusiness.
3. Analyze marketing environment and consumer behavior towards agro input industry.
4. Apply different concepts and working system of industry in context of agricultural inputs.
5. Evaluate the environment of export & import implications for agricultural inputs

Course Content

UNIT I	15 Hours
1. Production and Consumption Efficacy. 2. Marketing channels.	
UNIT II	14 Hours
1. Storage, Handling, Hazard Symptoms, Recovery measures. 2. Legislation.	
Unit III	15 Hours
1. FCO Dealers Rules. 2. Quality appraisal, Application principles.	
UNIT IV	15 Hours
1. Export & Import. 2. Terminology used in Trade.	

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Koontz, H. & Wehrich. (2015). *Horticulture Management. 10 editions.* New York McGraw Hill
- Stoner, J. etc. (2016). *Horticulture Management. 6th Ed.* New Delhi. Prentice Hall of India.
- J.D. Drilon Jr. (2019). *Introduction to Agribusiness Management.* New Delhi. Prentice Hall of India.
- John, N. David & Ray. (2020) *Concept of Agribusiness Management.* New York McGraw Hill
- Kenneth D. Dull. (2018). *Principles of Management in Agri-Business.* Western Publication

Course Title: Seed Production & Certification**Course Code: MBA118****Learning Outcomes**

On the completion of the course, the students will be able to

1. Acquire an understanding of seed development, germination, vigor, deterioration and the relationship between laboratory tests and field performance
2. Acquaint with the principles of seed production for agronomic and horticultural crops within and outside of the region of adaptation and the techniques used in seed conditioning
3. Demonstrate skill about seed increase systems, seed testing and the laws and regulations related to marketing high quality seed.

L	T	P	Cr.
3	0	0	03

4. Apply diversity and multicultural perspectives when making business decisions

Course Content

UNIT I 15 Hours

1. Significance of seed in crop Production, Classification and characteristics of seed, Tests of purity.

UNIT II 15 Hours

1. Seed health and viability, Dormancy type, causes and treatment of breaking dormancy.

UNIT III 15 Hours

1. Production of cereals, oil seeds & pulses seed.
2. Certification, packaging & storage of seeds, viability & tests.

UNIT IV 14 Hours

1. Seed Legislation / patents / WTO Seed marketing, Field inspection.

Transaction Mode

Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- Zentes, J., Morschett, D., & Schramm-Klein, H. (2017). Strategic retail management. Verlag Dr. Th. Gabler GWV Fachverlage GmbH, Wiesbaden (GWV).
- Fernie, J., & Sparks, L. (Eds.). (2018). Logistics and retail management: emerging issues and new challenges in the retail supply chain. Kogan page publishers.
- Bhatia, S. C. (2018). Retail management. Atlantic Publishers & Dist.
- Mathur, U. C. (2021). Retail management: text and cases. IK International Pvt Ltd.
- Berman & Evans. (2018). Retail Management: A Strategic Approach. Prentice Hall of India.

Course Title: International Business & Regional Blocks

Course Code: MBA119

L	T	P	Cr.
3	0	0	03

Learning Outcomes

On the completion of the course, the students will be able to

1. Demonstrate the concept of the various constituents of international environment and their impact on business.
2. Apply the trade theories, investment theories, exchange rate theories and regional trading block theories and their impact on economic welfare.
3. Analyze the principle and impact of different exchange rate regimes

on businesses.

4. Acquire the skill of the concept and open economies of developing countries like India through RTB and multilateral route (WTO).
5. Evaluate the effects of current regional trade agreements and economic integration on developing countries.

Course Content

UNIT I

15 Hours

1. Nature & Scope of International Marketing, its differentiation from domestic marketing.
2. Economic environment in International Marketing.
3. Emergence of trading blocs like E.U. and steps/stages involved in their formation (Customs union to common currency).

UNIT II

17 Hours

1. Constraints in International marketing i.e. Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers.
2. Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements.
3. India and World trade, Export & Import policy. Direction and Quantum of India's Exports.

UNIT III

14 Hours

1. Institutional infrastructural framework for export promotion in India, i.e., EPCs, ECGC, Commodity Boards etc.
2. Registration, Production, and clearance of goods for exports, Shipping and Transportation.
3. Documentation for Exports.

UNIT IV

13 Hours

1. International Marketing mix- identification of markets, International Product Lifecycle.
2. Promotion and Pricing in International marketing.
3. Various forms of international business- Joint-ventures, Turnkey projects.

Transaction Mode

Active participation, Brain storming, Demonstration, Group discussion, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Onkvisit & Shaw. (2018). *International Marketing-Analysis and Strategy*. Prentice-Hall of India. New Delhi.
- Subash C. Jain. (2018). *International Marketing*. Thomson Learning, Mumbai.
- Philip R. Cateora and John L.Graham, (2019). *International Marketing*. McGraw Hill Company.

Course Title: Multinational Financial Management**Course Code: MBA120****Learning Outcomes**

On the completion of the course, the students will be able to

L	T	P	Cr.
3	0	0	03

1. Evaluate operations of Multinational Corporation as well as the international market environment and the political and economic environment in host country
2. Demonstrate principles and theories and different ways of tax-planning, investment and financing
3. Acquire the skills of multinational financing cost and financing structure.
4. Apply the skills to measure and manage the exchange rate risk for multinational organization

Course Content**UNIT I****15 Hours**

1. International Finance: Major dimensions and recent trends in the globalized financial markets.
2. Foreign Exchange Market: Organization, Spot market and Forward market, Currency Quotes, Spread, Spot rates, Forward rates, Cross rates.
3. Forward Contracts and their significant features.

UNIT II**13 Hours**

1. Premium and Discounts. International Parity Relationships and Forecasting.
2. Foreign Exchange Rates: Exchange Rate Theories (PPP, IRP, IFE). Currency Futures, Currency Options and Swaps.

UNIT III**14 Hours**

1. Foreign Exchange Exposure and Management, Types of Exposure: Transaction Exposure, Translation Exposure and Economic Exposure.
2. Measurement of Exposure, Strategies for Exposure Management, Exposure Management Techniques,

UNIT IV**17 Hours**

1. Parameters and Constraints on Exposure Management, Cost of Capital for Foreign Investments.
2. Capital Budgeting for MNCs. Financing Foreign Trade.
3. Multinational Cash Management, International Taxation Environment.

Transaction Mode

Cooperative learning, Inquiry based learning, Panel Discussions, Group Discussions, Brain storming, Active participation, Mentee Meter, Quiz, Open talk, Question

Suggested Readings

- Michael S. Eon and Bruce G. Resnick. (2021). *International Financial Management*. Tata McGraw-Hill Publishing Co. Ltd. New Delhi.
- Levi M. (2019). *International Finance: Financial Management and International Economy, 4th Edition*. McGraw-Hill. New York.
- Shapiro A. (2018). *Multinational Financial Management*. John Wiley & Sons Inc.

Julian Walmsley. (2020). *The Foreign Exchange and Money Markets Guide, 2nd Edition*. John Wiley & Sons. New York.

Semester-II

Course Title: Business Research Methods

Course Code: MBA201

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Apply the quantitative and qualitative methods in research project.
2. Demonstrate appropriate statistical methods, data analysis and hypothesis testing procedures.
3. Acquire the skill to write research papers for seminars, conferences and research journals.
4. Demonstrate the relevance of statistical findings for business problem solving and decision making.
5. Evaluate various sources of information for literature review and data collection.

Course Content

UNIT I

13 Hours

1. Business research: its concept, nature, scope, need and managerial value of business research.
2. Components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal.

UNIT II

17 Hours

1. Research design– concept and types– exploratory, descriptive, diagnostic and experimental.
2. Sampling design, techniques, factors influencing sample size.
3. Measurement – concept, measurement scales – types and construction of scales and reliability and validity aspects in measurement.

UNIT III

14 Hours

1. Methods of data collection – questionnaire/schedule, questionnaire designing, interview and observational methods.
2. Data analysis and interpretation, editing, coding, content analysis and tabulation.

UNIT IV**15 Hours**

1. Hypothesis testing – an overview of parametric and non-parametric tests (t, F, Z test and Chi-Square test).
2. An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis).
3. Ingredients and constructions of research report; procedure of preparation of reference and bibliography.
4. ANNOVA.

Transaction Mode

Problem solving learning, blended learning, Gamification, Cooperative learning, Inquiry based learning, Visualization, Group discussion, Active participation, Open talk, Mentee Meter

Suggested Readings

- Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*. Oxford university press.
- Greener, S. (2018). *Business research methods*. Book Boon.
- Zikmund, W. G., Carr, J. C., & Griffin, M. (2019). *Business Research Methods (Book Only)*. Cengage Learning.
- Cooper, D. R., Schindler, P. S., & Sun, J. (2016). *Business research methods* (Vol. 9, pp. 1-744). New York: McGraw-Hill.
- Hair, J. F., Page, M., & Brunsveld, N. (2019). *Essentials of business research methods*. Routledge.

Course Title: Management Information Systems**Course Code: MBA202****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Analyze the current issues of information technology and relate those issues to the firm.
2. Analyze impact of information technology on firms.
3. Demonstrate the role of information technology and information system in business.
4. Create a working knowledge of concepts and terminology related to information technology
5. Analyze business challenges into management information system problems

Course Content**UNIT I****15 Hours**

1. Introduction: Definition & Significance, Evolution, MIS Support for Programmed and Non- Programmed Decision Making, Model of Decision

Making.

2. MIS- need and concepts, factors influencing MIS and characteristics of MIS, Technology of MIS, Structure of MIS, Decision Making and role of MIS.
3. Data communication, Basic H/W required Channel features and concept of Distributed

UNIT II

17 Hours

1. Data bases Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, Group decision support system.
2. Organization & Information Systems: Relationship, Salient Feature of Organization, Effect of organization on Information Systems and Vice Versa.
3. Advanced Information Systems: Knowledge Work Systems, Executive Support Systems, and Expert Systems.

UNIT III

13 Hours

1. Artificial intelligence. Artificial Intelligence technologies in business: neural network, fuzzy logic, virtual reality.
2. Executive information system. System implementation Strategies and process.
3. System Evaluation and Maintenance.

UNIT IV

14 Hours

1. Applications: cross –functional MIWS; ERP; CRM; SCM.
2. Transaction Processing system; Business intelligence, supply chain management, Business Process management.
3. Information system for strategic advantage, strategic role for information system, breaking business barriers, Business process re-engineering, improving business qualities.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter.

Suggested Readings

- Goyal, D. P. (2021). *Management Information Systems: Managerial Perspectives*. VikasPublishing House.
- Davis, G. B., & Olson, M. H. (2019). *Management information systems: Conceptualfoundations, structure, and development*. McGraw-Hill, Inc.
- O'brien, J. A., & Marakas, G. M. (2016). *Management information systems* (Vol. 6). McGraw-Hill Irwin.
- Ein-Dor, P., & Segev, E. (2018). *Managing management information systems*. Toronto: LexingtonBook.
- Laudon, K. C. (2017). *Management information systems: Managing the*

digital firm. Pearson Education India.

Course Title: Computer Networks

Course Code: MBA203

Learning Outcomes

On the completion of the course, the students will be able to

L	T	P	Cr.
3	0	0	03

1. Evaluate networking protocols and their hierarchical relationship to compare protocol models and select appropriate protocols for a particular design.
2. Acquire the skill to manage multiple operating systems, systems software, network services and security to evaluate and compare system software and emerging technologies
3. Apply solutions for networking and security problems, balancing business concerns, technical issues and security
4. Evaluate concepts and theories of networking and apply them to various situations, classifying networks, analyzing performance and implementing new technologies

Course Content

UNIT I

17 Hours

1. Network and Networking: Basic & overview; Network protocols and standards – OSI, TCP, IP, FTP, TELENET, AIM, WAP etc. Satellite Based Information Network.
2. Network Services: Electronic Mail, File Transfer, Teleconferencing, Computer- Mediated Conferencing, Facsimile Transmission, Tele Text, videotext, etc. ISDN and Intelligent Network Security.

UNIT II

14 Hours

1. Introduction to data communication, analog Vs Digital Communication, Band Width limitation, data rate of a channel, Error detection and correction.
2. Nature of errors, parity check, CRC, hamming code, Modulation.
3. Multiplexing: SDM, FDM, TDM, STDM.

UNIT III

15 Hours

1. Introduction to computer networks and application.
2. Network hardware, network software, OSI reference model, TCP/IP model, network standardization, physical layer: circuit switching, packet switching, message switching, terminal handling, telephone system, modems, connections, transmission media.

UNIT IV

13 Hours

1. Internet working, Network layer in Internet IP Protocol, IP Address, TCP/ IP Service Model, TCP Connection management.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- Davies, D. W., & Price, W. L. (2019). *Security for computer networks: an introduction to data security in teleprocessing and electronic funds transfer*. John Wiley & Sons Inc.
- Hammond, J. L., & O'Reilly, P. P. (Eds.). (2016). *Performance analysis of local computer networks*. Addison-Wesley Longman Publishing Co. Inc.
- Sloman, M., & Kramer, J. (2017). *Distributed systems and computer networks*. Prentice Hall International (UK) Ltd.
- Stallings, W. (2016). *Local and metropolitan area networks*. Prentice-Hall, Inc.
- Halsall, F. (2015). *Data communications, computer networks and open systems*. Addison Wesley Longman Publishing Co., Inc.

Course Title: Computer Networks (Lab)

Course Code: MBA204

Learning Outcomes

L	T	P	Cr.
0	0	4	02

On the completion of the course, the students will be able to

1. Analyze the hardware, software, components of a network and the interrelations.
2. Evaluate networking protocols and their hierarchical relationship to compare protocol models and select appropriate protocols for a particular design.
3. Acquire the skill to manage multiple operating systems, systems software, network services and security to evaluate and compare system software and emerging technologies
4. Apply solutions for networking and security problems, balancing business concerns, technical issues and security
5. Evaluate concepts and theories of networking and apply them to various situations, classifying networks, analyzing performance and implementing new technologies

Course Content

UNIT I

17 Hours

1. Network and Networking: Basic & overview; Network protocols and standards – OSI, TCP, IP, FTP, TELENET, AIM, WAP etc. Satellite Based Information Network.

2. Network Services: Electronic Mail, File Transfer, Teleconferencing, Computer- Mediated Conferencing, Facsimile Transmission, Tele Text, videotext, etc. ISDN and Intelligent Network Security.

UNIT II**14 Hours**

1. Introduction to data communication, analog Vs Digital Communication, Band Width limitation, data rate of a channel, Error detection and correction.
2. Nature of errors, parity check, CRC, hamming code, Modulation.
3. Multiplexing: SDM, FDM, TDM, STDM.

UNIT III**15 Hours**

1. Introduction to computer networks and application.
2. Network hardware, network software, OSI reference model, TCP/IP model, network standardization, physical layer: circuit switching, packet switching, message switching, terminal handling, telephone system, modems, connections, transmission media.

UNIT IV**13 Hours**

1. Internet working, Network layer in Internet IP Protocol, IP Address, TCP/IP Service Model, TCP Connection management.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- Davies, D. W., & Price, W. L. (2019). *Security for computer networks: an introduction to data security in teleprocessing and electronic funds transfer*. John Wiley & Sons Inc.
- Hammond, J. L., & O'Reilly, P. P. (Eds.). (2016). *Performance analysis of local computer networks*. Addison-Wesley Longman Publishing Co. Inc.
- Sloman, M., & Kramer, J. (2017). *Distributed systems and computer networks*. Prentice Hall International (UK) Ltd.
- Stallings, W. (2016). *Local and metropolitan area networks*. Prentice-Hall, Inc.
- Halsall, F. (2015). *Data communications, computer networks and open systems*. Addison Wesley Longman Publishing Co., Inc.

Evaluation Criteria:

- A. First Practical (Unit-I): 20 Marks
- B. Second Practical (UNIT II): 20 Marks
- C. Third Practical (UNIT III): 20 Marks
- D. Fourth Practical (UNIT IV): 20 Marks
- E.** Final Practical at end of the semester (Comprehensive practical): 20 Marks

L	T	P	Cr.
----------	----------	----------	------------

Course Title: Stock Exchange

1	0	0	01
----------	----------	----------	-----------

Course Code: MBA205**Learning Outcomes**

On the completion of the course, the students will be able to

1. Analyze stock exchange operations and functioning of stock exchange.
2. Acquire skill about trading practices and various trade associations.
3. Evaluate trends in stock exchange and various speculative transaction.

Course Content**UNIT I****3 Hours**

1. Stock Exchange: Meaning, formation of stock exchange, Need of stock exchange.
2. Functions of stock exchange, Establishment of major stock exchanges in India, Major stock exchanges in world, Asia and India.

UNIT II**4 Hours**

1. Stock listing in stock exchange, listed, delisted and unlisted companies Trading: Basic requirements of trading, Procedure for Trading.
2. Trade Association-Chamber of Commerce, types of Traders, Brokers, Remisier, Speculators and Dealers.

UNIT III**5 Hours**

1. DEMAT account, procedure of opening of DEMAT account.
2. Trends in stock exchange: Bullish, Bearish, Stag and Lame Duck

UNIT IV**3 Hours**

1. Various Speculative Transactions – Role of SEBI – Regulation of Stock Exchange Bombay Stock Exchange, National Stock Exchange, Over the Counter Stock Exchange, New York Stock Exchange

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Panel Discussions, Mentee Meter, Quiz, Open talk, Question

Suggested Readings

- Michie, R. (2021). The London stock exchange: A history. OUP Oxford.
- Rutterford, J., & Davison, M. (2017). An introduction to stock exchange investment. Macmillan International Higher Education.
- Caldarelli, G., Marsili, M., & Zhang, Y. C. (2017). A prototype model of stock exchange. EPL (Europhysics Letters), 40(5), 479.

Course Title: Communication Skills for Healthcare Professionals

L	T	P	Cr.
1	0	0	01

Course Code: MBA206**Learning Outcomes**

On the completion of the course, the students will be able to

1. Articulate the key assumptions and purposes of major theoretical models of health communication
2. Demonstrate key methods of conducting health communication research
3. Acquire the skill to locate and assess current research related to health communication
4. Analyse culturally diverse stakeholder needs for and interests in health messaging
5. Demonstrate a plan for community participation in health message design
6. Apply digital, visual, oral, and textual information to influence audiences about health and wellness

Course Content

UNIT I

3 Hours

1. Communication across healthcare specialties and hierarchies,
2. Health promotion and health marketing, How the media portrays health issues.

UNIT II

5 Hours

1. Inter professional communication between providers from different disciplines
2. The role of simulation exercises in becoming better communicators.

UNIT III

4 Hours

1. Communication impairments and disabilities.
2. Disease surveillance in epidemiology & communication.

UNIT IV

3 Hours

1. Implications of healthcare information and communication technologies (CPOE, EHR, etc.), the determining role of social structures on communication and health.

Transaction Mode

Case Analysis, Dialogue, Panel Discussions, Group Discussions, Brain storming, Role play, Demonstration, Project based learning, Team Teaching

Suggested Readings

- Hugman, B. (2009). *Healthcare communication* (p. 2019). London, UK:Pharmaceutical Press.
- Hiller, A., Guillemin, M., & Delany, C. (2015). Exploring healthcare communication models in private physiotherapy practice. *Patient education and counseling*, 98(10), 1222-1228.
- McCrorie, A. D., Donnelly, C., & McGlade, K. J. (2016). Infographics: healthcare communication for the digital age. *The Ulster medical journal*, 85(2), 71.
- Parry, R., Pino, M., Faull, C., & Feathers, L. (2016). Acceptability and design of video-based research on healthcare communication: evidence

and recommendations. *Patient Education and Counseling*, 99(8), 1271-1284.

Course Title: Research Methodology

Course Code: MBA207

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Analyze and interpret data collected for the problem and able to prepare report for the same.
2. Apply the concepts of research and data analysis.
3. Create research papers for seminars, conferences and research journals.
4. Apply the tools and techniques for exploratory, conclusive and causal research.
5. Develop data analytical skills and meaningful interpretation of data to solve the business problems.

Course Content

UNIT I

13 Hours

1. Research methodology: Meaning, objectives and process of research, Types of Research, Research methods in social sciences.
2. Exploratory, Descriptive and Experimental research; their applications and limitations.

UNIT II

17 Hours

1. Sampling Design: concepts, types and their applicability Hypothesis, Null and Alternative hypothesis, level of significance, Type I and Type II errors.
2. Techniques for Data collection; primary and secondary sources, Primary sources-consumers and trade survey, including consumer panels and retail auditing.

UNIT III

14 Hours

1. Questionnaire designing, Schedule, Interview and Observational methods.
2. Qualitative Techniques of data-collection; depth interviews, Focus group interview, Projective techniques and applications.

UNIT IV

15 Hours

1. Questionnaire designing and protesting. The measurement process: Difficulties in measurement and concepts of validity and reliability.
2. Analysis and Processing of data, editing, coding tabulation and content analysis.
3. Scaling techniques: Thurston, Likert, and semantic differentials.
4. Report writing and presentation.

Transaction Mode

Cooperative learning, Collaborative Teaching, Quiz, Open talk, Inquiry based learning, Group discussion, Active participation, Case Analysis, Mentee Meter

Suggested Readings

- Kothari, C.R. (2018). *Research Methodology*. New Age International Publisher
- Rao K.V. (2018). *Research Methodology in Commerce & Management*. Sterling Publishers Private Limited
- Gupta, S. P, and Gupta, M. P (2018). *Business Statistics*. Sultan Chand & Sons, 7th Edition
- Gupta, S.C and Kapoor, V.K (2019). *Fundamental of Mathematical Statistics*. Sultan Chand & Sons
- Jain, T.R. & Aggarwal, S.C. (2020). *Business Mathematics & Statistics*. VK Global Publications Pvt Ltd

Course Title: Marketing Research**Course Code: MBA209****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Analyze customer attitudes and preferences
2. Acquire skill about test marketing of products
3. Acquire the understanding of the marketing research for industry.
4. Create and evaluate marketing research data for management decision making
5. Evaluate different applications of Marketing Research

Course Content**UNIT I****15 Hours**

1. Marketing Research: Definition, Nature, Scope, Marketing Research Process, Types of Research– Descriptive research, Exploratory Research and Causal Research.
2. Marketing Research and MIS, Marketing Decision Support Systems, Problem Analysis and Identification of MR Objectives.
3. Sources of Information: Primary and Secondary Data.

UNIT II**14 Hours**

1. Research Process, Research Designs, and their applications: Exploratory, Descriptive and Causal Research.
2. Sampling Decisions: Basics, Methods/Techniques and Determination of Sample Size.
3. Measurement Process: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability, Attitude Measurement:

Importance of Attitude in Marketing, Nature of Attitudes, and their Measurement.

UNIT III**17 Hours**

1. Scaling: Scales of Measurement – Nominal, Ordinal, Interval and Ratio. Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale.
2. Semantic Differential Scale and Multi- Dimensional Scale (MDS) and Their Applications.
3. Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis.

UNIT IV**13 Hours**

1. Report Writing and Presentations, Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.
2. Applications of Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- Kotler, Philips, Armstrong, Gary & Agnihotri Prafula. (2018). *Principles of Marketing*. Pearson Education
- Ramaswamy, V.S & Namakumari, S. (2019). *Marketing Management*. Om Books
- Stanton, J. William. (2016). *Fundamentals of Marketing*. McGraw Hill Education
- Gandhi, J.C. (2017). *Marketing a Managerial Introduction*. McGraw Hill Education
- Baker, Michael J. (2016). *Companion Encyclopedia of Marketing*. Cengage Learning Emea

Course Title: Marketing Management**Course Code: MBA210****Learning Outcomes**

On the completion of the course, the students will be able to

L	T	P	Cr.
4	0	0	04

1. Evaluate the analytical frameworks and tools used in marketing.
2. Apply information of a firm's external and internal marketing environment to formulate marketing strategies.
3. Evaluate critical judgment through engagement and reflection with existing marketing literature and new developments in the marketing

environment.

4. Apply the ethical and environmental factors of marketing activities.
5. Apply key marketing theories, frameworks and tools to solve marketing problems.

Course Content

UNIT I

13 Hours

1. Nature and scope of marketing: corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers.

2. Marketing Mix, marketing environment; marketing research and information system.

UNIT II

15 Hours

1. Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour.

2. Market segmentation; positioning and targeting, Levels of Market Segmentation, segmenting consumer markets, Niche Marketing, segmenting business markets, Michael Porter's Five Forces Model.

3. Retail Marketing Concept.

UNIT III

17 Hours

1. Product Decisions; New product development process; product mix and product line decisions; branding and packaging decisions; pricing strategies and programs tools of product differentiation.

2. Marketing strategies in the different stage of the product life cycle; Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, managing marketing channels; wholesaling and retailing.

UNIT IV

14 Hours

1. Marketing Communication; The Role of Marketing Communications, Communications Mix -Advertising and sales promotion; public relations; personal selling.

2. Evaluation and control of marketing effort; web marketing.

3. Green marketing; reasons for and benefits of going international; entry strategies in international marketing.

Transaction Mode

Case Analysis, Dialogue, Panel Discussions, Group Discussions, Brain storming, Role play, Demonstration, Project based learning, Team Teaching

Suggested Readings

- Kotler, Philip, Armstrong, Gary & Agnihotri Prafula. (2018). *Principles of Marketing*. Pearson Education
- Ramaswamy, V.S & Namakumari, S. (2019). *Marketing Management*. Om Books
- Stanton, J. William. (2016). *Fundamentals of Marketing*. McGraw Hill

Education

- Gandhi, J.C. (1987). *Marketing A Managerial Introduction*. McGraw Hill Education
- Baker, Michael J. (2016). *Companion Encyclopedia of Marketing*. Cengage Learning Emea

Course Title: Training & Development

Course Code: MBA211

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Analyze the benefits of training to work in the corporate world.
2. Evaluate and describe learning styles.
3. Acquaint with various activities and tasks associated with work specialization
4. Get familiar with technicalities related to training contexts
5. Acquire level of experience and solve issues and challenges in delivering training.

Course Content

UNIT I

17 Hours

1. Training – concept, and rationale; training process: role of stakeholders in training program; Organization and Management of training function.
2. Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping.
3. Designing the training program: process of learning in training program – attributes and factors influencing; learning process; learning styles.
4. Training climate and pedagogy; developing training modules.

UNIT II

15 Hours

1. Training aids. Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions.
2. Inspirational techniques – brainstorming, mind mapping, creative problem solving.

UNIT III

13 Hours

1. Need for development – differences between training and development – management development program.
2. Career development program – counseling evaluation of programs.
3. Job evaluation – methods and techniques.

UNIT IV

15 Hours

1. Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches.
2. Return on investment in training, process of calculating ROI in training;

emerging trends in training and development.

3. New perspectives on training – cross cultural training, e-learning.
4. knowledge management.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- Agochiya, D. (2019). *Every trainer's handbook*. Sage Publications India.
- Sahu, R. K. (2019). *Training for development*. Excel Books India.
- Goldstein. (2017). *Training in Organization*. Thomson Learning, Bombay
- Rao, P. L. (2021). *Enriching human capital through training and development*. Excel Books India

Course Title: Organization Change & Development

Course Code: MBA212

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate the conceptual, theoretical and practical perspectives of organizational change management
2. Analyze different approaches to managing organizational change and utilization of competencies required for effective change management at organization, group and individual level.
3. Demonstrate effective intervention strategies for function of HR of an organization in transition.
4. Acquire skill about dynamics and difficulties of change in organizational culture and human behavior.
5. Acquire knowledge about technology changes and their impact on an organization.

Course Content

UNIT I

18 Hours

1. Organizational Change – meaning, nature, types; theories of planned change.
2. Organizational Development – nature and characteristics; process of organizational development.
3. Human Process Interventions – T-group, process consultation, third party interventions.

UNIT II

12 Hours

1. Team building; organizational confrontation meeting, coaching and mentoring, role focused interventions.
2. Techno structural Interventions – restructuring organization, re-engineering, employee involvement.
3. Work design.

UNIT III**15 Hours**

1. Strategic Interventions – Organization and environment relationships.
2. Organization transformation.
3. Contemporary issues, and applications – Organizational development in global context

UNIT IV**15 Hours**

1. Organizational development in service sector.
2. OD Practitioners – role, competencies requirement, professional ethics and values and experiences.
3. Future trends in OD.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- Robbins P. Stephen. (2016). *Organisation Behaviour*. Pearson Education
- Luthans, Fred. (2019). *Organizational Behaviour*. McGraw Hill Publication
- Prasad, L.M. (2019). *Organizational Behaviour*. Sultan Chand & Sons
- Robbins, S. P, Judge. & T. A, Sanghi. (2020). *Organizational Behavior*. Pearson Education
- Aswathappa, K. (2016). *Organizational Behaviour*. Himalaya Publishing House

Course Title: Management of Financial Institutions**Course Code: MBA213****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

- Understand how to invest and where to invest to get better return
- Identify the problems and challenges in financial markets.
- Understand how commercial bank and other financial institutions functions
- Understand the supervisory role of Central Bank of Nepal
- Understand the importance of insurance companies, pension and mutual funds
- Understand how shares of different organizations are traded in the securities market
- Understand why and how government collects money from the market by issuing different type of bonds.

Course Content**UNIT I****13 Hours**

1. Financial Instruments: money market instruments and capital market

instruments.

2. Financial intermediation: transaction cost and risk sharing; an overview of the Nepalese Financial System.

3. Commercial Banking: Basics of banking, the bank's balance sheet, assets, liabilities, off-balance sheet activities, bank's income statement, credit creation process, General principles of banking management.

4. International banking, the Nepalese banking system: structure, licensing, operations and exit policy.

UNIT II

17 Hours

1. Non-Banking Financial Institutions: Saving banks, credit unions, non-bank financial institutions in Nepal: development banks, finance companies, rural development banks including other micro-credit development banks.

2. Cooperatives, non-government organizations, other non-bank financial institutions (insurance companies, EPF, CICL, DICGC, CIT, NEPSE, postal saving units).

UNIT III

14 Hours

1. Insurance, Pension Funds, Mutual Funds. Payment Policy and Public Policy: Concept of payment system.

2. Payment instruments: cash and non-cash payment; clearing house; delivery versus payment; gross settlement system; net settlement system.

3. Risks in payment system; and efficiency and stability of the payment system.

UNIT IV

15 Hours

1. Banking Regulation and Supervision: Conceptual framework; objectives; prudential regulation; regulatory and supervisory mechanism.

2. Basel Core Principles for Effective Banking Supervision; Basel II New Capital Accord and its adoption in Nepalese context.

3. Regulation and supervision with special reference to Nepalese banking system.

4. Classification of Banks (BAFIA), CAMEL Rating, Capital Adequacy Ratio (CAR), Non-Performing Asset (NPA), Asset Management Company (AMC), Asset Liability Management Committee (ALCO), Stressing Test, Know Your Customer (KYC) etc.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Kohn, M. (2003). Financial institutions and markets. *OUP Catalogue*.
- Madura, J. (2010). *Financial institutions and markets*. South-Western.
- Pawley, M., Winstone, D., & Bentley, P. (1991). *UK financial institutions and markets* (pp. 41-53). London: Macmillan.

- Kidwell, D. S., Blackwell, D. W., Sias, R. W., & Whidbee, D. A. (2016). *Financial institutions, markets, and money*. John Wiley & Sons

Course Title: Working Capital Management

Course Code: MBA214

]Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Acquire skills and knowledge that how-to success in their business by using day by day resources.
2. Evaluate liquidity in the business so with this to meet the short-term obligations.
3. Demonstrate the efficient procurement and utilization of finance in profitable manner.
4. Acquire skills and knowledge that how-to success in their business by using day to day resources.

Course Content

UNIT I

13 Hours

1. Working Capital Management: Introduction, Concept of working Capital; importance of working capital, factors influencing W.C. requirements.
2. Operating cycle and cash cycle, levels of working capital investment, optimal level of W.C. investments, Overall W.C. Policy.
3. Planning of working capital investment: introduction, need, determinants, computation of working capital.

UNIT II

17 Hours

1. Financing and control of working capital- introduction, sources of finance including accruals, trade credit, W.C. Advance by commercial banks, regulation of bank finance, public deposits, ICDs, short term loans from FI's, right debentures for W.C., commercial papers and factoring.
2. W.C. & banking policy (Tandon, Chore, Marathe committee reports).
3. Forecasting cash flows: introduction, methods of financial forecasting, forecasting daily cash flows, sources of uncertainty in cash forecasting, hedging cash balance uncertainties, hedging via interest rate, futures & options on futures.

UNIT III

14 Hours

1. Cash management system: introduction, motive for holding cash and marketable securities; factors determining the cash balance, the cash system.
2. Managing the cash flow; types of collection systems, mailed payment collection system, other collection systems, Cash concentration strategies.
3. Disbursement tools, investment in marketable securities; types of

marketable securities.

UNIT IV

15 Hours

1. Window dressing, Certainty model by Baumol, Uncertainty model by Miller & Orr, Cash flow forecasting, Cash collection system.
2. Receivable management: introduction, objectives, costs, benefits, credit policies, evaluation of the credit applicant, credit terms, collections from accounts receivable.
3. Inventory management: introduction type of control required, cost of holding inventories, inventory control models, inventory control responsibility, other control devices, inventory management & evaluation.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Mathur, S. B. (2017). *Working Capital Management and Control: Principles and Practice*. New Age International.
- Bhattacharya, H. (2021). *Working capital management: Strategies and techniques*. PHI Learning Pvt. Ltd.
- Sagner, J. (2020). *Essentials of working capital management* (Vol. 55). John Wiley & Sons.
- Kumar, A. V. (2021). *Working capital management*. Northern book centre.
- Rangarajan, K., Rangarajan, K., & Misra, A. (2016). *Working capital management*. ExcelBooks India.

Course Title: Enterprise Resource Planning (ERP)

Course Code: MBA215

Learning Outcomes

On the completion of the course, the students will be able to

L	T	P	Cr.
4	0	0	04

1. Evaluate business works and information systems that fit into business operations.
2. Analyze business processes using process mapping techniques.
3. Demonstrate the cross functional integration aspects of a business.
4. Apply better managerial decisions through real time data integration and sharing.

Course Content

UNIT I**17 Hours**

1. Enterprise Resources Planning: Evolution of ERP-MRP and MRP II - problems of system islands need for system integration and interface-early ERP.
2. Packages-ERP products and Markets - opportunities and problems in ERP selection and implementation.
3. ERP implementation identifying RP benefits team formation-Consultant Intervention-Selection ERP-Process of ERP implementation.

UNIT II**15 Hours**

1. Managing changes in IT organization -Preparing IT infrastructure.
2. Measuring benefits of ERP- Integrating with other systems: The emergence of reengineering concept- concept of business process rethinking of processes identification of re-engineering need-preparing for re-engineering.
3. Implementing change-change management-BPR & ERP.

UNIT III**13 Hours**

1. Supply Chain Management: The concept of value chain differentiation between ERP and SCM- SCM for customer focus-need and specificity of SCM.
2. SCM scenario in India- products and markets of Shell-issue in selection and implementation of SCM solution.
3. CRM solutions.

UNIT IV**14 Hours**

1. E- Business: Introduction to 1-Net Technologies-Evolution of E-Commerce, EDI, and E-Business.
2. Business opportunities basic and advanced business models on internet-internet banking and related technologies.
3. Security and privacy issues- technologies for E-Business. Future and Growth of E-Business's.

Transaction Mode

Cooperative learning, Inquiry based learning, Panel Discussions, Group Discussions, Brain storming, Active participation, Mentee Meter, Quiz, Open talk, Question

Suggested Readings

- Lange alter, A. Gary. (2020). *Enterprise Resources Planning and Beyond*. St. Lucie Press, USA
- Alexis, Leon. (2021). *ERP Demystified*. Tata McGraw Hill, 1st Ed.,
- Mary, Sumner (2019). *Enterprise Resource Planning*. Pearson Education
- Jaiswal, Mahadeo & Vanapalli, Ganesh (2015). *Textbook of Enterprise Resource Planning*. Macmillan Publishers India
- S Parthasarathy. (2017). *Enterprise Resource Planning- Managerial & Technical Perspective*. New Age International,

Course Title: E-Commerce & IT Enabled Services**Course Code: MBA216**

L	T	P	Cr.
4	0	0	04

Learning Outcomes

On the completion of the course, the students will be able to

1. Analyze the impact of E-commerce on business models and strategy.
2. Analyze effective implementation of IT enabled services in relevant situational factors.
3. Evaluate the business by quality of service in the form of Customer relationship management, improved database, and improved look and feel.
4. Evaluate and reflect the effectiveness of E-Business systems.

Course Content**UNIT I****14 Hours**

1. Internet Basics: What is internet? What Special about Internet? Dial Up Connection/Direct Connection; Slip or PPP.
2. WWW: The Client Site, Server Site, Web Pages in HTML, Environment Variables, Difference between HTML and DHTML, ECOM and Portals.
3. Internet Internals: Transmission Control Protocol/ Internet Protocol (TCP/IP), FTP, HTTP, WAIS (Wide Area Information Service), TELNET, Internet Addressing, IP Address.
4. Electronic Mail Address, URL, E-Mail Basic.

UNIT II**13 Hours**

1. Domain Name System: Name for Machine, Flat Name Space, Hierarchical Names Internet Domain names, Domain Name Revolution.
2. HTML (hypertext marking language) Basic HTML and tags, Language description, usability, static creation of HTML web pages.
3. Creating tables, forms and their advantages.

UNIT III**17 Hours**

1. ASP (Active Server Pages) Introduction to ASP technology. How to create dynamic web pages.
2. Understanding ASP objects model, processing data using session variables. What is the purpose of global as file? Data base connectivity through ADO's.
3. E- Business models, BPO, Electronic Business system, E-Business security, Introduction to CMM Note: A team of two examiners will evaluate the Final Research Project.
4. Security in E Commerce Threats in Computer Systems: Virus, Cyber Crime Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server.

UNIT IV**15 Hours**

1. Issues in E Commerce Understanding Ethical, Social and Political

issues in E-Commerce: A model for Organizing the issues, Basic Ethical Concepts, Analyzing Ethical Dilemmas.

2. Candidate Ethical principles Privacy and Information Rights: Information collected at E- Commerce Websites.

3. The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property protection, Governance.

Transaction Mode

Flipped teaching, Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- May, P., & May, P. R. (2021). *The business of ecommerce: From corporate strategy to technology*. Cambridge University Press.
- Bhasker, B. (2019). *Electronic commerce: framework, technologies and applications*. Tata McGraw-Hill Education.
- Korper, S., & Ellis, J. (2020). *The E-commerce Book: Building the E-empire*. Elsevier.
- Chan, H., Lee, R., Dillon, T., & Chang, E. (2017). *E-commerce, fundamentals and applications*. John Wiley & Sons.
- Choudrie, J., Kurnia, S., & Tsatsou, P. (Eds.). (2017). *Social Inclusion and Usability of ICT- enabled Services*. Routledge.

Course Title: Hospital Services Marketing

Course Code: MBA217

Learning Outcomes

After Successful completion of this course, the students will be able to

1. Explain the significance of services marketing in the global economy and the deeper aspects of successful services marketing in hospitals.
2. Demonstrate the nature and scope of services management in hospital profession
3. Acquire the skill to analyze genuine value for hospital environment
4. Apply the skill of synergy of marketing to create service productivity.
5. Create the professional skills to become hospital service manager.

L	T	P	Cr.
4	0	0	04

Course Content

UNIT I

16 Hours

1. Core concepts of Marketing – Marketing Environment Analysis – Competition Analysis-The scope of Hospital Services Marketing.
2. Service Characteristics and their strategic implications.
3. Service Consumer Behavior – Service Marketing strategy

UNIT II

17 Hours

1. Market segmentation – targeting and positioning – Service Marketing Mix

– Service Triangle.

2. Designing health care service products – New Service Development process – PLC – Physical evidence.

3. Pricing Strategies, Channel management in Hospitals, Franchisee management.

UNIT III

14 Hours

1. Internal marketing – Importance and Objectives – Roles of a service employee – Internal marketing strategies.

2. External marketing – Promotional mix – Promotional campaign design.

3. Interactive marketing.

UNIT IV

13 Hours

1. Service distribution; Service Demand and Capacity Management.

2. Service Quality Management – GAP model, SERVQUAL model.

3. Service recovery strategies.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Kotler, Philip. (2016). *Marketing Management* (Millennium Edition). PH1. New Delhi.
- Zeithaml, bitner, Yalarie A. (2017). *Service Marketing – Cases in Marketing Management*. MC Graw Hill, New York
- Srinivasan, R. (2016). *Services Marketing (The Indian Context)*, Prentice Hall India, New Delhi
- Bhattacharya. C. (2016). *Services Marketing*. Excel Books, New Delhi
- Shankar, Ravi (2021). *Services Marketing (Indian Perspective)*. Excel Books New Delhi

Course Title: Risk and Disaster Management

Course Code: MBA218

Learning Outcomes

After Successful completion of this course, the students will be able to

L	T	P	Cr.
4	0	0	04

1. Evaluate, integrate, analyze and manage the different public health aspects of disaster events at local and global levels, even when limited information is available.
2. Analyze and evaluate the environmental, social, cultural, economic, legal and organizational aspects influencing vulnerabilities and capacities to face disasters.
3. Create a caliber to work theoretically and practically in the processes

of disaster management and relate their interconnections.

4. Acquire the skill to manage the public health aspects of the disasters.

Course Content

UNIT I

18 Hours

1. Security Organization and Management: Security Sensitive Areas – Functions of Hospital Security Department.
2. Security Organization and Physical Security Measures - Need for Security Technology –Contract Security Agency –Effective Security Management in Hospitals – Security Committee – Periodic Security Audit.
3. Hospital Acquired Infection (HAI): Objectives – Control and Prevention – Housekeeping – Central Sterile Supply Department (CSSD) – Nursing Care – Waste Disposal – Antibiotic Policy.
4. Hospital Infection Control committee – Composition – Role and Functions – Surveillance – High Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.

UNIT II

12 Hours

1. Fire Hazards: Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires.
2. Fire Protection – Structure Planning and Design Considerations – Buildings: Electric Installations – Water Supply – Fire Points and Escape Routes.
3. Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

UNIT III

14 Hours

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

UNIT IV

16 Hours

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

Transaction Mode

Case Analysis, Dialogue, Panel Discussions, Group Discussions, Brain storming, Role play, Demonstration, Project based learning, Team Teaching

Suggested Readings

- Coppola, D. P. (2016). *Introduction to international disaster management*. Elsevier.
- Paton, D. & Johnston D. (2017). *Disaster resilience: an integrated approach*. Charles C Thomas Publisher.

Course Title: Advance Food Processing**Course Code: MBA219****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Apply different concepts and working system of industry in context of agricultural inputs.
2. Evaluate the environment of export & import implications for agricultural inputs
3. Analyze the areas of concern in the processing of meat products, in relation to process control, undesirable microbes and export.
4. Acquire the skill of the processing techniques used to produce a variety of milk products.

Course Content**UNIT I****13 Hours**

1. Present scenario, scope and opportunities.
2. Infrastructural Development.

UNIT II**14 Hours**

1. Constraints and policy initiatives.
2. Value addition and waste utilization.
3. Food plant hygiene

Unit III**15 Hours**

1. Industry wise segmentation: Processed fruits & vegetables Milk and milk products.
2. Grain processing.

UNIT IV**17 Hours**

1. Meat & Poultry processing, Fisheries.
2. Marine Products, Packed/Convenience foods, Beverages.
3. Regulatory measures.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- John, David N. & Ray. (2021). *Concept of Agribusiness Management*. Western Publication
- D. Dull Kenneth. (2018). *Principles of Management in Agri-Business*. Western Publication
- National Academies of Sciences, Engineering, and Medicine. (2019). *Science breakthroughs to advance food and agricultural research by 2030*. National Academies Press.
- Aguilera, J. M., & Stanley, D. W. (2021). *Microstructural principles of food processing and engineering*. Springer Science & Business Media.

Course Title: Commodity Trading**Course Code: MBA220****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Acquire skill about history of commodity markets and role of stock exchange.
2. Evaluate rural economic development and infrastructure growth with associated risk.
3. Analyze the importance of risk analysis before investing in commodity market.
4. Demonstrate the movements and trends of commodity market.

Course Content**UNIT I****13 Hours**

1. History and evolution of commodity markets.
2. Commodities Future Market.
3. Trading, Sourcing Procurement.

UNIT II**17 Hours**

1. Economic Functions of commodity exchanges, Foreign Exchange.
2. Role of Exchanges (MCX, NCDEX), Hedging and Speculation, Arbitrage

UNIT III**14 Hours**

1. Future trading and Future contract.
2. Role of commodity trading in rural economic development and infrastructure growth

UNIT IV**15 Hours**

1. Risk Factors in Commodity Trading, Importance and need for risk management measures.
2. Managing Commodities.

Transaction Mode

Cooperative learning, Inquiry based learning, Panel Discussions, Group Discussions, Brain storming, Active participation, Mentee Meter, Quiz, Open talk, Question

Suggested Readings

- Kaufman PJ. (2018). *The Concise Handbook of Futures Markets*. John Wiley & Sons.
- Leuthold RM, Junkus JC & Cordier JE. (2019). *The Theory and Practice of Futures Markets*. Lexington Books.
- Lofton T. (2017). *Getting Started in Futures*. 3rd Ed. John Wiley & Sons.
- Purcell WD. (2021). *Agricultural Futures and Options: Principles and Strategies*. Macmillan Publ. Wasendorf RR & McCafferty.

Course Title: Export-Import Procedures, Documentation

Course Code: MBA221

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Acquire an understanding of policy, procedures and documentation relating to foreign trade operations.
2. Apply the current custom clearance phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
3. Evaluate concept in custom clearance concepts with functioning of global trade.
4. Apply diversity and multicultural perspectives when making business decisions

Course Content

UNIT I

17 Hours

1. Documentation Framework, Exim Documentation.
2. International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement.
3. Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP).
4. Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities.

UNIT II

15 Hours

1. Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures.
2. Role of Clearing and Forward Agents; Excise Clearance of cargo.
3. Custom Clearing and Forward Agents; Excise Clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo.
4. Custom Clearance of Import Cargo; Negotiations of Documents with Banks.

UNIT III

13 Hours

1. Procedures and documentation for availing export incentives- Duty

drawbacks, Import Licensing and other incentives.

2. Processing of an Export Order. World Shipping: Structure, Liners, and Tramps, Conference System.

3. Freight, and Structure.

UNIT IV

15 Hours

1. Containerization and other developments, International Agreements and Conferences on Sea Transport.

2. Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerization. Machinery for Consultation.

3. Air Transport: International set up, Freight structure.

Transaction Mode

Cooperative learning, Inquiry based learning, Panel Discussions, Group Discussions, Brain storming, Active participation, Mentee Meter, Quiz, Open talk, Question

Suggested Readings

- Johnson, T. E., & Bade, D. (2021). *Export/import procedures and documentation*. Amacom.
- Bade, D. (2015). *Export/import procedures and documentation*. Amacom.
- Weiss, K. D. (2017). *Building an import/export business*. John Wiley & Sons.

Course Title: International Marketing

Course Code: MBA222

Learning Outcomes

On the completion of the course, the students will be able to

- Understand the peculiarities of international marketing.
- Develop marketing mix for international market.
- Familiarize with the cross –cultural behavior and its management for successful operations of international firms
- Assess an organization’s ability to enter and compete in international markets.
- Develop the skills in researching and analyzing trends in global markets and in modern marketing practice

Course Content

UNIT I

16 Hours

1. Nature & Scope of International Marketing, its differentiation from domestic marketing.

2. Economic environment in International Marketing.

3. Emergence of trading blocs like E.U. and steps/stages involved in their formation (Customs union to common currency).

L	T	P	Cr.
4	0	0	04

UNIT II**17 Hours**

1. Constraints in International marketing i.e. Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers.
2. Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements.
3. India and World trade, Export & Import policy.
4. Direction and Quantum of India's Exports.

UNIT III**14 Hours**

1. Institutional infrastructural framework for export promotion in India, i.e., EPCs, ECGC, Commodity Boards etc.
2. Registration, Production, and clearance of goods for exports, Shipping and Transportation.
3. Documentation for Exports,

UNIT IV**13 Hours**

1. International Marketing mix- identification of markets, International Product Lifecycle, Promotion and Pricing in International marketing.
2. Various forms of international business- Joint-ventures, Turnkey projects.

Transaction Mode

Problem solving learning, blended learning, Gamification, Cooperative learning, Inquiry based learning, Visualization, Group discussion, experiential learning, Active participation

Suggested Readings

- Onkvisit & Shaw. 2004. *International Marketing-Analysis and Strategy. 4th Edition*. Prentice-Hall of India. New Delhi.
- Subash C. Jain. 2008. *International Marketing, 6th Edition*. Thomson Learning, Mumbai.
- Philip R. Cateora and John L.Graham, 2004. *International Marketing. 12th Edition*. McGraw Hill Company.

Semester-III**Course Title: Operations Research****Course Code: MBA301****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate the key role of operations in bringing about the growth and

- profitability of organizations.
2. Create and rephrase ideas, concepts and principles in operations strategy.
 3. Apply quantitative tools in solving typical operations domain problems
 4. Acquire the skills to improve the productivity of the organization by using operation research techniques.
 5. Apply concepts and tools necessary to effectively manage field operations.

Course Content

UNIT I

17 Hours

1. Operations Research: Evolution, methodology and role in managerial decision making;
2. Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods;
3. special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

UNIT II

15 Hours

1. Transportation problems including transshipment problems;
2. Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem.
3. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

UNIT III

13 Hours

1. PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off.
2. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

UNIT IV

15 Hours

1. Game theory, pure and mixed strategy games; principle of dominance; two-person zero sum game;
2. Replacement Models: Group Replacement, Individual Replacement;
3. Sequencing: Concepts, Solutions of processing 'n' jobs through – '1', '2', '3' and 'm' machines, Processing '2' jobs through 'm' machines; Dynamic Programming Problems.

Transaction Mode

Problem solving learning, blended learning, Gamification, Cooperative learning, Inquiry based learning, Visualization, Group discussion, Active participation, Open talk

Suggested Readings

- Gupta P.K., Hira and D.S. (2019). *Operation Research*. Sultan Chand & Sons, New Delhi
- Swarup, Kanti, Gupta, P.K. & Mohan, Man. (2017). *Operation Research*. Sultan Chand & sons, New Delhi
- Mittal, K.V. (2020). *Optimization Methods in Operations Research and System Analysis*. New Age International (P) Ltd., New Delhi
- Sharma, S.D., (2021) “*Operations Research*”, Kedar Nath and Ram Nath, Meerut.
- Yadav, S.R. (2014). *Operation Research*. Oxford University Press.

Course Title: Strategic Management**Course Code: MBA302****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate various perspectives and concepts in the field of strategic management
2. Acquire skills for applying these concepts to the solution of business problems
3. Demonstrate research and analytical skills by using both human and technological resources
4. Create mastery in analytical tools of strategic management.
5. Acquire expertise of linking theory and practice to develop strategic management tools to initiate and implement problem-solving processes.

Course Content**UNIT I****15 Hours**

1. Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit,
2. Environment – concept, components and appraisal. Strategic Alliances: Introduction, Strategic Alliances,
3. Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances.

UNIT II**13 Hours**

1. Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal,
2. SWOT analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process,
3. BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan.

UNIT III**15 Hours**

1. Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture,
2. Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity and Innovation.
3. Strategy implementation: aspects, structures, design and change; behavioral implementation – leadership, culture, value and ethics.

UNIT IV**17 Hours**

1. Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies;
2. Strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control.
3. Business Ethics and Corporate Social Responsibility: Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct,
4. Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Freeman, R. E. & Gilbert D.R. (2018). *Corporate strategy and the search for ethics*. Englewood Cliffs, NJ: Prentice Hall.
- Jouch & Gluick. (2017). *Strategic Management & Business Policy 3/e*. Tata McGraw-Hill
- Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2017). *Strategic management and business policy (Vol. 55)*. Boston, MA: pearson.
- Rao, C. A., Rao, B. P., & Sivaramakrishna, K. (2019). *Strategic management and business policy*. Excel Books India.
- Kazmi, A. (2016). *Business policy*. Tata McGraw-Hill.

Course Title: Seminar on Business Ethics & Environmental Science

Course Code: MBA303

Learning Outcomes

L	T	P	Cr.
0	0	6	03

On the completion of the course, the students will be able to

1. Create multidisciplinary team with experts in ethics, course professors and teaching development consultants
2. Demonstrate and validate the learning outcome in ethics and social role of the profession.

3. Create levels of achievement that will measure the progression in developing competencies
4. Analyze the sequences and identify a minimum path to develop the competencies.

Course Content

Each student of the course has to deliver one presentation concerning Business Ethics & Environmental Science . The topic will then be discussed through various transactional modes.

Transaction Mode: Demonstration, Evaluation of Practical through peer demonstration, Role Play, Mock Exercise

Evaluation Criteria:

- A. Relevance of the topic with Business Ethics & Environmental Science: 20 Marks
- B. Presentation (PPT): 20 Marks
- C. Presentation Skills: 40 Marks
- D. Case Studies relevance: 10 Marks
- E. Group Discussion: 10 Marks

Course Title: Industrial Training/Internship

Course Code: MBA304

Learning Outcomes

L	T	P	Cr.
-	-	-	05

On the completion of the course, the students will be able to

1. Demonstrate skills as trainee and develop skills to become an entrepreneur.
2. Apply knowledge as individual and in a group with the capacity to be a leader or manager as well as an effective team member.
3. Evaluate the practical working environment including rules, regulations and safety practices.
4. Apply the theoretical knowledge with their practical experience while internship.

Course Content

Student will undergo a summer internship for 6 weeks after semester-II.

Transaction Mode: Peer Demonstration, Field Visit.

Evaluation Criteria:

- A. First Week Attendance and Report taken from industry where internee joins: 20 Marks
- B. Second Week Attendance and Report taken from industry where internee joins: 20 Marks
- C. Third Week Attendance and Report taken from industry where internee joins: 20 Marks

- D. Fourth Week Attendance and Report taken from industry where internee joins: 20 Marks
- E. Certificate of Completion of Internship: 20 Marks

Course Title: Sales & Distribution Management

Course Code: MBA305

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Acquire skill to distinguish importance of sales and distribution management in the global economy.
2. Evaluate, classify, imagine and plan the successful distribution strategy.
3. Analyze the challenges and opportunities before the marketing of services and to develop the suitable marketing mix or plans.
4. Demonstrate and illustrate the fundamentals of distribution channels, logistics and supply chain management.

Course Content

UNIT I

14 Hours

1. Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force.
2. Prospecting, Sales Resistance, Closing Sales, Types of Personal- Selling Objectives, Analyzing Market Potential,

UNIT II

13 Hours

1. Sales Forecasting Methods: Qualitative Methods, Quantitative Methods.
2. Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability.

UNIT III

16 Hours

1. Organization and Management of Sales: Force Functions of Salesperson, Qualities of Effective Sales Executive,
2. Purpose of Sales Organization, Setting up a Sales Organization, Types of Sales
3. Organization Structure, Centralization Versus Decentralization in Sales Force Management.

UNIT IV

17 Hours

1. Distribution management and marketing mix; marketing channels; channel institutions – wholesaling and retailing; designing channel system.
2. Channel management; channel information system; market logistics and supply chain management; international sales management.
3. Channels of Distribution and Strategy Marketing Channel,
4. Types of Intermediaries, Contemporary Channel Scenario in India,

Objective of Marketing Intermediaries, Function of Marketing Channel.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Quiz, Open talk, Question, Brain storming

Suggested Readings

- *Havaldar, Krishna K. & Cavale, Vasant M. (2017). Sales and Distribution Management. Tata McGraw Hill, New Delhi.*
- *Venugopal, P. (2018). Sales and distribution management: an Indian perspective. SAGE Publications India.*
- *Gupta, S. L. (2019). Sales and distribution management. Excel Books India.*
- *Cavale, K. K. H. V. M. (2016). Sales and distribution management: text and cases. Tata McGraw-Hill Education.*
- *Still, R. R. (2017). Sales Management: Decision Strategy and Cases, 5/E. Pearson Education India.*

Course Title: Product & Brand Management

Course Code: MBA306

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Acquire knowledge about different approaches to measuring brand equity
2. Apply conceptual framework for managing brands strategically.
3. Demonstrate the role of brands, the concept of brand equity and the advantages of creating strong brands.
4. Create profitable brand strategies by building, measuring and managing brand equity

Course Content

UNIT I

15 Hours

1. Product Concepts: Product Mix concepts, Product Classification.
2. Product Planning: Marketing Plan, Portfolio Analysis, Market Potential, and forecasting.
3. Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation.

UNIT II

15 Hours

1. Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation.
2. New Products: New Product Categories, Organization for Product Management.
3. New Product Development Process: Concept Generation, Concept Screening, Concept Testing

UNIT III

15 Hours

1. Marketing Strategy Development, Product Development, Product Use

Testing, Test Marketing & Product Launching.

2. Designing the Offer: Perceptual Mapping, Conjoint Analysis, Pricing the Offer: Price Elasticity of Demand, Costs, Pricing Strategies.

3. Concept of Product Testing. Test Marketing. Product Launch.

UNIT IV

15 Hours

1. Branding Decisions: Branding Brand Name Brand Characteristics, Brand Strategy Decisions.

2. Brand Image, Brand Identity, Brand Personality. Brand Positioning and Repositioning,

3. Brand Equity Brand Building: Brand Building Process. Brand Licensing and Franchising. Packaging and Labeling

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Quiz, Open talk, Question, Brain storming

Suggested Readings

- Kapferer, J. N. (2018). *The new strategic brand management: Creating and sustaining brand equity long term*. Kogan Page Publishers.
- Kapferer, J. N. (2019). *Strategic brand management: new approaches to creating and evaluating brand equity*. Simon and Schuster.
- Heding, T., Knudtzen, C. F., & Bjerre, M. (2020). *Brand Management: Mastering Research, Theory and Practice*. Routledge.
- Varley, R. (2017). *Retail product management: buying and merchandising*. Routledge.
- Majumdar, R. (2017). *Product management in India*. PHI Learning Pvt. Ltd.

Course Title: Industrial Relation & Labour

Legislations

Course Code: MBA307

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Analyze and illustrate the role of trade unions in the industrial setup.
2. Demonstrate the important causes & impact of industrial disputes.
3. Evaluate industrial dispute settlement procedures.
4. Evaluate the important provisions of social security legislations and provisions of wage legislations.

Course Content

UNIT I

15 Hours

1. Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno- economic profile; Impact of technological change on industrial relations;

2. Role of State in managing industrial relations factors affecting industrial relations.

3. Worker participation in Management- forms and level.

UNIT II

13 Hours

1. ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India;

2. Challenges of Trade Union movement; Forms of union; Role and objectives of ILO.

3. Prevention and settlement of disputes. Trade union finances and funds. Privileges of registered trade union.

UNIT III

17 Hours

1. Labor Legislations: Objectives, forms and significance; Grievance handling legislations:

2. Social security legislations, Regulatory legislations and protective and employment legislations.

3. Co-ownership management; Concept and significance; Involvement of workers with management processes;

4. Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management.

UNIT IV

15 Hours

1. The Trade unions Act, 1926 {with amendments}, The Industrial Disputes Act, 1947 with amendments

2. Factories Act {with amendments}. Objective and scope of Acts: Mines Act 1952, Plantation labour Act 1951, Workmen Compensation Act 1923, 3. Payment of Wages Act 1936 and Payment of Bonus Act 1956.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Sharma, R. C. (2016). *Industrial relations and labour legislation*. PHI Learning Pvt. Ltd.
- Suri, R. K., & Chhabra, T. N. (2019). *Managing Human Resource: Techniques and Practices*. Pentagon Press.
- Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.
- Venkataratnam, C. S., & Verma, A. (Eds.). (2021). *Challenge of change: Industrial relations in Indian industry*. Allied Publishers.
- Venkataratnam, C.S. (2019). *Industrial Relations*. Oxford University Press, New Delhi
- Dutta, S.K. (2018). *Guide to Disciplinary Action*. Tata McGraw Hill, New Delhi

Course Title: Compensation Management**Course Code: MBA308****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate the pay decisions that help the organization to achieve a competitive advantage
2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
3. Create rational and contemporary compensation systems in modern organizations.
4. Apply the concepts related to human resource accounting & compensation management.

Course Content**UNIT I****15 Hours**

1. Introduction to Compensation Management, Compensation Philosophies, Process of Compensation Management.
2. Role of compensation in organization: economic and behavioral theories related to compensation;
3. Strategic perspectives of compensation; compensation as motivational tool; compensation policy

UNIT II**17 Hours**

1. Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra- industry compensation differentials, designing pay structure and administering compensation package;
2. Understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans.

UNIT III**14 Hours**

1. Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package.
2. Compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation

UNIT IV**14 Hours**

1. Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards,
2. Pay commissions, role of trade unions in compensation management; tax planning.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested readings

- George T. Milkovich & J.M. Newman. 2019. *Compensation*. Tata McGraw Hill
- Henderson, R.O.2017. *Compensation Management*. Pearson Education
- Martocchio, J.J. 2015. *Strategic Compensation*. Pearson Education
- Armstrong, M and Murlis H. 2019. *Reward Management*. Kogan Page. UK
- Singh, B.D. 2020. *Compensation Reward Management, Excel Books*. New Delhi

Course Title: Taxation Laws & Planning**Course Code: MBA309****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate the provisions of corporate tax laws for tax planning.
2. Apply skill of different types of incomes and their taxability and expenses and their deductibility.
3. Evaluate various instruments available for investment to achieve financial goals.
4. Apply various deductions to reduce the taxable income.

Course Content**UNIT I****15 Hours**

1. Tax Management: Introduction to tax management, features and scope of tax management.
2. Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax;
3. Income from the had salary; income from house property,

UNIT II**17 Hours**

1. Profits and gains of business and profession including depreciation; capital gains; income from other sources.
2. Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income
3. Assessment of individuals and companies, computation of tax liability.

UNIT III**13 Hours**

1. Tax planning/avoidance/evasion; tax planning with reference to managerial decisions – own or lease, make or buy, export or local, close or continue etc.;

UNIT IV**15 Hours**

1. Tax planning in reference to employees' remuneration; returns of income

and assessment of income.

2. Deduction and collection of tax at source; income tax authorities and their powers.

Transaction Mode

Active participation, Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Mentee Meter, Quiz, Open talk

Suggested Readings

- Singhanian, V. S. (2018). *Students 'guide to Income Tax*. Taxmann Publications Pvt.
- Lal, B. B. (2010). *Income Tax*. Pearson Education India.
- Livingston, M. A., & Gamage, D. S. (2020). *Taxation: Law, Planning, and Policy*. LexisNexis.
- Gamage, D., & Livingston, M. A. (2018). *Taxation: Law, Planning*. Carolina Academic Press
- Ahuja, G., & Gupta, R. (2019). *Systematic Approach to Income Tax*. Wolters kluwer India Pvt Ltd.
- Singhanian, Vinod K. and Kapil Singhanian. (2016).
- *Direct Taxation*. Taxmann Publication Pvt Ltd, New Delhi. Mehrotra, H.C. (2015).
- *Income Tax Law*. Sahitya Bhawan, Agra.

Course Title: Management Control System

Course Code: MBA310

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate the components of management control systems and various designs.
2. Apply the uses of a management control system to study range of relevant situational factors.
3. Acquire the skills to apply management control systems to evolve and change responsibility centers.
4. Evaluate and reflect on and evaluate the effectiveness of a management control system.

Course Content

UNIT I

17 Hours

1. Management Control System: Basic concepts, nature and scope.
2. Designing the Control process and Managerial controls.
3. Control environment Concept of goals and strategies. Behavioral considerations.
4. Organizational Context of Management controls: formal and Informal control systems.

UNIT II**13 Hours**

1. Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Gris singer - Functions of the Controller.
2. Responsibility Centers: Revenue and expense centers, Profit centers, Investment centers.

UNIT III**15 Hours**

1. Transfer Pricing: Objectives and methods.
2. Structure of Analysis, Measures of assets employed, EVA vs. ROI,
3. Budgeting: Budget preparation, Types of budgets. Behavioral aspects of budgets. Variance analysis and reporting.

Unit- IV**15 Hours**

1. Performance analysis and measurement. Impact on management compensation.
2. Management Control of Multinational Companies.
3. Modern control methods: JIT, TQM and DSS. Control in service organizations.

Transaction Mode

Cooperative learning, Inquiry based learning, Panel Discussions, Group Discussions, Brain storming, Active participation, Mentee Meter, Quiz, Open talk, Question

Suggested Readings

- Anthony, R. N., Govindarajan, V., & Dearden, J. (2017). *Management control systems* (Vol. 12). Boston: McGraw-Hill.
- Camillus, J. C. (2016). *Strategic planning and management control: Systems for survival and success*. Lexington Books.
- Houck, L. D. (2019). *A Practical Guide to Budgetary and Management Control Systems: A Functional and Performance Evaluation Approach*. Lexington Books.

Course Title: Data Warehousing and Data Mining**Course Code: MBA311****Learning Outcomes**

On the completion of the course, the students will be able to

1. Acquire the skill about data pre-processing and data quality.
2. Demonstrate modeling and design of data warehouses.
3. Apply acquired knowledge of Algorithms for data mining.
4. Demonstrate knowledge of mining multidimensional association rules from relational databases and data warehouses.

Course Content**UNIT I****17 Hours**

1. Introduction – Data Mining – Functionalities – Classification of data mining systems – Major issues in data mining. Business Context of Data

L	T	P	Cr.
4	0	0	04

Mining Data 2. Mining for process improvement, Data Mining as a research tool. Data mining for marketing, Data Mining for customer relationship management; 3. Data warehouse and OLAP technology for data mining: What is a data warehouse – A Multi-dimensional model – Data Warehouse Architecture – 4. Data Warehouse Implementation – Future development of Data cube technology?

UNIT II**13 Hours**

1. Data preprocessing: Data cleaning – Data integration and Transformation – Data reduction – Discretization and concept hierarchy generation.
2. Data Mining Primitives: What defines a data mining tasks? Data Mining Tools: - Decision Trees; Neural Networks; Genetic Algorithms; Rough Sets and Fuzzy Logic

UNIT III**15 Hours**

1. Mining Association Rules in Large Databases: Association rule mining – Mining single dimensional Boolean association rule from transactional databases Mining Multidimensional association rules from relational databases and data warehouses.

UNIT IV**15 Hours**

1. MBA Information Systems- 2011-12 & onwards -SDE, Classification and Prediction: What is classification – Issues regarding classification-
2. Classification by decision tree induction – Bayesian classification; Cluster
3. Analysis: Types of data in cluster analysis, Categorization of major clustering methods– Portioning methods – Hierarchical Methods.

Transaction Mode

Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- Berson, A., & Smith, S. J. (2017). *Data warehousing, data mining, and OLAP*. McGraw- Hill, Inc.
- Chen, Z. (2019). *Intelligent Data Warehousing: From data preparation to data mining*. CRC press.
- Bhatia, P. (2019). *Data mining and data warehousing: principles and practical techniques*. Cambridge University Press.
- Gupta, G. K. (2016). *Introduction to data mining with case studies*. PHI Learning Pvt. Ltd.
- Taniar, D. (Ed.). (2018). *Data mining and knowledge discovery technologies*. IGI Global

Course Title: Internet Applications**Course Code: MBA312****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Acquire the knowledge of System and internet application.
2. Develop the applications of the internet through various computerized languages.
3. Develop the capacity of an expert in terms of remote server.
4. Identify the problems related to the use of internet.

Course Content

UNIT I

15 Hours

1. Introducing the Internet Overview: Internet - working and development, 2. Architecture, internet, intranet and extranet, design goals, issues and related aspects,
3. Internet Domain Names and IP addresses, connecting LAN to Internet.

UNIT II

15 Hours

1. Internet Connectivity: Connection concepts, FDDI, ISDN, ADSL, PPP and ATM, web servers and browsers.
2. Electronic Mail and Telnet Overview: Working of email, Advantages of email, Understanding of Internet email addresses using Telnet to access a remote machine.

UNIT III

16 Hours

1. FTP Connecting to an Anonymous FTP site using FTP to retrieve a file, common FTP commands.
2. Search Engines Introduction to UseNet, organization of UseNet articles, reading, saving, mailing, writing and posting of an article.

UNIT IV

14 Hours

1. Basic gopher commands, accessing virtual reference desk through gopher,
2. WWW-World Wide Web Working of WWW, Hypertext and Hypermedia, URL, Searching the WWW

Transaction Mode

Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- Eichorn, J. (2006). *Understanding AJAX: Using JavaScript to create rich internet applications*. Prentice Hall PTR.
- Leventhal, M., Lewis, D., & Fuchs, M. (1998). *Designing XML Internet Applications*. Prentice Hall PTR.
- Huang, G. Q., & Mak, K. L. (2003). *Internet applications in product design and manufacturing* (p. 272). Berlin: Springer.
- Ackermann Ernest & Franklin. 2002. Learning to use the Internet. Beedle Associates Inc.
- Jony Kris & Cope Ken. 2007. Internet Programming. Galgotia Publications.

L	T	P	Cr.

Course Title: Medical Audit and Quality Management

4	0	0	04
----------	----------	----------	-----------

Course Code: MBA313**Learning Outcomes**

After Successful completion of this course, the students will be able to

1. Evaluate medical audit policy to bring effectiveness and efficiency in medical industry.
2. Analyses the need for health care services having a reliability of auditing.
3. Create analysis of efficiency and quality of health care organizations
4. Evaluate stability and reliability regarding the techniques, equipment, and resources being used in a project.
5. Acquire skill related to innovation, improvement and change in quality of offer of bundling.

Course Content**UNIT I****13 Hours**

1. Introduction – Definition – Origins & Development in Medical Audit – Medical Audit Policy – Concept of Medical Audit – Medical Record.
2. Medical Audit Relationship – Medical Audit related to Diagnosis, Investigations, and therapy.
3. Use of Computers in Audit Process

UNIT II**16 Hours**

1. Medical Audit – Global Perspective – Types of Medical Audit – Appraisal of Medical Audit – Methods of Medical Audit.
2. Introduction – Concept – Definition – Origin & Growth of Quality Management – Importance and Significance of TQM for Hospitals – Prerequisites of Quality Management in Hospitals.
3. Role of Medical Record in Quality Management – Quality Circles – Quality Assurance.

UNIT III**14 Hours**

1. Quality Management in Hospital: Front Office – OPD – Casualty – Labs – OT – CSSD– IP – Dietary, HK, ICU – Nursing – Laundry – Canteen.
2. TQM team work – Employee involvement – Key result areas – leadership – TQM Tools – Quality function deployment.
3. Concurrent engineering – FEMA – Deming's – P.C.D.A. Cycle – JIT (Just in Time) – Kaizen – 'O' defect program.

UNIT IV**17 Hours**

1. Statistical Tools in TQM – flow diagram – Pareto Analysis – Cause and effect diagram – Control Charts – Bench Marking – Business Process Reengineering – TQM practices in Indian Hospitals.
2. Accreditation – Introduction – Concept of Hospital Accreditation – Accreditation Scenario in India and abroad – Organizations, authorities for accreditations in India.

3. Accreditation process – Role of the government in developing an accreditation system.

Transaction Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation

Suggested Readings

- Joshi, D.C., & Joshi, Mamta. (2021). *Hospital Administration*. JaypeeBrothers, Medical Publishers, New Delhi
- Prakash, Anjan. (2019). *Medical Audit*. Jaypee Brothers, Medicalpublishers (P) Ltd., New Delhi
- Sakharkar, B.M. (2018). *Principles of Hospital Administration and Planning*. Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi
- Oakland, J. S. (2019). *Total quality management and operational excellence: text with cases*. Routledge.

Course Title: Legal and Ethical Issues for Hospital

Course Code: MBA314

Learning Outcomes

L	T	P	Cr.
4	0	0	04

After Successful completion of this course, the students will be able to

1. Analyze legal relationship between patient and provider.
2. Apply civil and criminal concepts to healthcare providers and consumers.
3. Analyze employment laws and their importance to the healthcare workplace.
4. Evaluate the concept of ethics and its application to healthcare organizations.

Course Content

UNIT I

14 Hours

1. Establishment, Registration and Regulation of Health Care Organization: Registration and Regulation of Healthcare organization under Andhra Pradesh Private Medical Care Establishment Act 2002.
2. Formation of Health care Organization under Partnerships and Corporate basis (private and public) and compliance with Medical Council of India Act.

UNIT II

16 Hours

1. Hospitals and Labour Enactments: Hospital as an Industry – Unrest in Hospitals – Dispute Settlement Mechanism, Arbitration, Conciliations and Adjudication of Disputes.
2. Role of Trade Unions, Unfair Labour Practices and Victimization – Disciplinary Actions – Requisitions of a valid disciplinary enquiry – Service Conditions – Retrial benefits – Social Security and Insurance.

UNIT III**13 Hours**

1. Hospital Services and Law: Contractual obligations in Hospital Services – Requisites of a valid contract – Hospital as a ‘Bailee’ – Physicians.
2. Patient relations – duties towards patients by medical and Para-medical staff – medical ethics and code of conduct to be observed in rendering hospital services.
3. MCI Guidelines, OATHS.

UNIT IV**17 Hours**

1. Medico Legal Issues: Police Investigation – Giving evidence – Court deliberations organ transplantation – Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment services – Anesthesia, Surgery and sale of drugs.
2. Liability of Hospitals: contractual liability – Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortious liability and vicarious liability.
3. Legal remedies available to patients. Remedies under contract law, tort, criminal law and consumer protection act. CP Act, RTI.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- S.L. Goel. (2021). *Healthcare Management and Administration*. Deep & Deep Publications Pvt. Ltd. New Delhi.
- Srinivasan A.V. (2019). *Managing a Modern Hospital*. Chapter 12. Response Books. New Delhi.
- Gunn, J. Taylor P. & Hutcheon I. D. (2018). *Forensic psychiatry: clinical, legal and ethical issues*. CRC Press.

Course Title: Supply Chain Management**Course Code: MBA315****Learning Outcomes**

On the completion of the course, the students will be able to

1. Apply the concepts and processes of agricultural supply chain management.
2. Create an understanding of demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.
3. Apply a framework for structuring supply chain drivers; network designs.
4. Acquire the skill to communicate effectively in a variety of formats

Course Content

L	T	P	Cr.
4	0	0	04

UNIT I**13 Hours**

1. Understanding the Supply Chain, Supply Chain Management (SCM) - Present need, conceptual model of SCM,
2. Evolution of SCM, Concept and significance of physical logistics and distribution system as applicable in agribusiness,
3. Marketing and physical distribution process.

UNIT II**17 Hours**

1. Planning Supply & Demand, Managing Economics of Scale, Managing Uncertainty.
2. Determining Optimal Level of Product Availability, Elements of physical distribution system, transportation and its relation to plant location,
3. Warehousing and inventory.

UNIT III**13 Hours**

1. Elements of physical distribution system, transportation and its relation to plant location,
2. Warehousing and inventory, Transportation, Facility Decision

UNIT IV**17 Hours**

1. Various models of supply chain management as followed by developed countries.
2. Information Technology, Coordination, E- Business & the Supply Chain, Financial Evolution, Performance measurement and controls in agro supply chain management.

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Basu, R., & Wright, J. N. (2019). Total supply chain management. Routledge.
- Mangan, J., & Lalwani, C. (2016). Global logistics and supply chain management. John Wiley & Sons.
- Pagano, A. M., & Liotine, M. (2019). Technology in Supply Chain Management and Logistics: Current Practice and Future Applications. Elsevier.
- Christopher, M. (2017). Logistics and supply chain management (p. 12). Financial Times/Irwin Professional Pub.

Course Title: Plantation Management**Course Code: MBA316****Learning Outcomes**

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate the plant vegetative and reproductive structures.
2. Apply principles, processes and functions of plant growth and

reproduction, including photosynthesis, respiration, transpiration, vegetative growth and reproductive growth, fertilization and fruit formation

3. Acquire the skills in production, processing, marketing and finance management in the plantation sector
4. Apply their knowledge to solve problems related to plant growth, crop production and natural resource management

Course Content

UNIT I

13 Hours

1. Current scenario of major plantation industries in India, plantation field
2. operations in estates of Tea, Coffee, Rubber, Spices, etc., (cultivation, harvest management, post-harvest management), manufacturing/processing operations in estates, quality control aspects

UNIT II

17 Hours

1. Estate management and labour relations, legal aspects of plantation business
2. Sustainable management in terms of environmental, social and economic aspects
3. Managing technological innovation in terms of cultivation and processing in Tea, Coffee, Rubber, Spices and other relevant plantation crops.

UNIT III

16 Hours

1. Marketing of plantation crops marketing channels,
2. Product development, branding, pricing and promotion, export environment for plantation crops, logistics management- purchase, stores and transport

UNIT IV

14 Hours

1. Financial management in plantations, cost-volume-profit analysis, relevant promotional agencies and cooperatives, problems and prospects of the major plantation sectors

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- Tiffen, M., & Mortimore, M. (2020). *Theory and Practice in Plantation Agriculture*. Boulder: Westview Press.
- Banerjee, G., & Banerjee, S. (2018). *Sustainable tea plantation management*. International Book Distributing Co., Pub. Division.
- Kumari, P. S. (2019). *Advances in the Diseases of Plantation Crops and Spices*

L	T	P	Cr.

4	0	0	04
---	---	---	----

Course Title: Global Human Resource Management**Course Code: MBA317****Learning Outcomes**

On the completion of the course, the students will be able to

1. Demonstrate HR implications of organizational strategies.
2. Apply the various terms used to define strategy & its process utilize HR strategies in Indian & global perspective.
3. Evaluate and get familiar with international HR.
4. Acquire positive attitude and skills that create productive managerial leaders.

Course Content**UNIT I****13 Hours**

1. Global Business-Growth and Evolution, Environmental variables in global business,
2. Human and cultural variables in Global organizations, Cross Cultural differences and managerial implications.
3. Cross Cultural research methodologies and Hofstede's Hermes Study, Structural evolution of global organizations.

UNIT II**17 Hours**

1. Recruitment, Selection and Training practices in various countries Indian and US legal aspects involved when deploying an employee on an International Assignment,
2. Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

UNIT III**14 Hours**

1. Cross Cultural communication and negotiation; Cross Cultural leadership and decision making.
2. Human Resources Management in global organizations: Ethics in international business,
3. Western and Eastern management thoughts in the Indian context.

UNIT IV**16 Hours**

1. Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation,
2. Patterns in complexity. Expatriation and Repatriation, Convergence or divergence in personnel management in developed and developing economies

Transaction Mode

Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- Sparrow, P., Brewster, C., & Harris, H. (2020). *Globalizing human resource management*. Routledge.
- Briscoe, D., Schuler, R., & Tarique, I. (2019). *International human resource management: Policies and practices for multinational enterprises*. Routledge.
- Rao, P. L. (2018). *International human resource management: Text and cases*. Excel Books India.
- Harzing, A. W., & Pinnington, A. (Eds.). (2017). *International human resource management*. Sage.
-

Course Title: International Economic Organization

Course Code: MBA318

Learning Outcomes

L	T	P	Cr.
4	0	0	04

On the completion of the course, the students will be able to

1. Evaluate the relevance of various trade theories/models.
2. Acquire skills to resolve prevailed issues in international Trade.
3. Analyze diversity of issues in the international economy through economic tools.
4. Demonstrate ability to perform as management professionals.

Course Content

UNIT I

14 Hours

1. Distinction between International Trade and International Macroeconomics.
2. Emergence of International Economic Organizations and Development Diplomacy, Historical Developments, Bretton woods and international monetary set-up,
3. World Bank and its affiliates, International Bank for Reconstruction and Development (IBRD).

UNIT II

15 Hours

1. International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).
2. Political Economy of Trade - Pros and Cons of government intervention - Strategic trade policy - Median voter theorem - Theory of collective action - Politicians for sale.

UNIT III

17 Hours

1. World Bank and Developing countries, General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), International Labour Organization (ILO). Money, Interest Rates, and Exchange Rates - Aggregate money demand –

2. Equilibrium interest rate - Money and exchange rate in the short run.
3. Dornbusch overshooting model - Money, price level and exchange rate in the long run, international capital markets and emerging markets - The efficiency of international capital markets: theory and evidence - Problems in 4. International banking - Problems of international finance for developing countries.

UNIT IV**14 Hours**

1. Financial and economic crisis of 2008-09 - Recent financial crises:
2. Mexico 1994, Asia 1997-98, Russia 1998. - What was the same, and what was different in 2008-09. –
3. European crisis in 2010- 15, Russian crisis in 2014-15, Covid 19 crisis 2020

Transaction Mode

Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings

- Simai, M. (2019). *The future of global governance: Managing risk and change in the international system*. US Institute of Peace Press.
- Cornelius, P., Schwab, K., & Porter, M. E. (Eds.). (2018). *The global competitiveness report 2002- 2003*. Oxford University Press
- Keohane, R. O. (2019). *The theory of hegemonic stability and changes in international economic regimes, 1967–1977 (pp. 131-162)*. Routledge

Course Title: Trading and Investment**Course Code: MBA319****Learning Outcomes**

On the completion of the course, the students will be able to

L	T	P	Cr.
2	0	0	02

1. Evaluate the forex market and the underlying macroeconomic fundamentals that drive the financial markets.
2. Analyze effective trade ideas, through the application of rigorous market analysis and critical thinking.
3. Apply harness, manage and implement stringent capital management throughout their trading activities that not only protect their account against large draw downs but also take advantage of optimum trade setups and trending markets.
4. Evaluate importance of sticking to the daily trade routine, trade plan and making sure trade execution is flawless.
5. Demonstrate the capacity to take initiative, encourage forward thinking and bring out innovation.

Course Content**UNIT I****8 Hours**

1. Trading; Meaning, importance, fund generation, types of trading, settlement mechanism
2. Currency swaps, interest rate swaps, futures and forwards, derivatives

UNIT II **7 Hours**

1. Mutual funds: importance and impact of mutual funds in online trading. Popular mutual fund companies and trend of trading in that.

UNIT III **8 Hours**

1. Investment: Meaning, types, stock market indices, BSE, NSE, S&P, Nifty 50, brokers and their role

UNIT IV **7 Hours**

1. Venture capital, pure investment, portfolio management, speculation, gambling,

Transaction Mode

Active participation, Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Mentee Meter, Quiz, Open talk

Suggested Readings

- Chakraborty, T. (2021). The Relationship between Fair Values in Banks' Trading Books and Volatility in Share Price Returns in the Indian Context. *IUP Journal of Accounting Research & Audit Practices*, 9.
- Horst, U., & Naujokat, F. (2021). When to cross the spread? Trading in two-sided limit order books. *SIAM Journal on Financial Mathematics*, 5(1), 278-315.
- Gajewski, J. F., & Gresse, C. (2017). Centralised order books versus hybrid order books: A paired comparison of trading costs on NSC (Euronext Paris) and SETS (London Stock Exchange). *Journal of Banking & Finance*, 31(9), 2906-2924.
- Lohmann, L. (2019). Neoliberalism and the calculable world: The rise of carbon trading. *The rise and fall of neoliberalism: The collapse of an economic order*, 77-93.
- Brooks, C., Chow, W., & Ward, C. W. (2017). Can profitable trading strategies be derived from investment best-sellers? *Journal of Asset Management*, 2(2), 162-179.

Course Title: Business Statistics and Analytics

Course Code: MBA320

Learning Outcomes

L	T	P	Cr.
2	0	0	02

On the completion of the course, the students will be able to

1. Acquire the skill to enable all participants to recognise, understand and apply the language, theory and models of the field of business analytics.
2. Acquire an ability to critically analyse, synthesise and solve complex

unstructured business problems.

3. Acquire the skill to encourage the sharing of experiences to enhance the benefits of collaborative learning.
4. Demonstrate the sense of ethical decision-making and a commitment to the long-run welfare of both organisations and the communities they serve

Course Content

UNIT I

8 Hours

1. Statistics, Describing Data in Tables and Distributions,
2. Describing Data Numerically, Displaying and Exploring Data

UNIT II

7 Hours

1. Probability Concepts, Probability Distributions, Continuous Probability Distributions,
2. Sampling Methods and the Central Limit Theorem

UNIT III

8 Hours

1. Estimation and Confidence Intervals,
2. One-Sample Hypothesis Testing, Two-Sample Hypothesis Testing, Linear Regression and Correlation, Multiple Regression

UNIT IV

7 Hours

1. Index Numbers,
2. Time Series and Forecasting, Statistical Process Control and Operations Management

Transaction Mode

Problem solving learning, blended learning, Gamification, Cooperative learning, Inquiry based learning, Visualization, Group discussion, Active participation, Open talk, Mentee Meter

Suggested Readings

- Evans, J. R., & Basu, A. (2018). *Statistics, data analysis, and decision modeling*. New York: Pearson.
- Aggarwal, B. M. (2017). *Business statistics*. Ane Books Pvt Ltd.
- Harnett, D. L., & Soni, A. K. (2019). *Statistical methods for business and economics*.
- Black, K. (2019). *Business statistics: for contemporary decision making*. John Wiley & Sons.
- Hillmer, S. C. (2016). A problem-solving approach to teaching business statistics. *The American Statistician*, 50(3), 249-256.

Semester-IV

Course Title: Dissertation

Course Code: MBA401

Learning Outcomes: On the completion of the course

L	T	P	Cr.
-	-	-	20

the students will be able to

1. Evaluate the project on the basis of subject studied in this semester, this work helps in creating entrepreneur/employment skills.
2. Apply the knowledge/concepts acquired in the previous semesters to create/design/implement project relevant in the field of Commerce.
3. Demonstrate research abilities and effective compilation of primary and secondary data.
4. Apply the theoretical knowledge with their practical experience in given research project
5. Evaluate the relevance of statistical findings for business problem solving and decision making.
6. Acquire knowledge about various sources of information for literature review and data collection.

Transaction Mode: Demonstration, Field Visit, Role Play, Mock Exercise

Evaluation Criteria:

- A. Content and Organization 10 Marks
- B. Research Novelty 10 Marks
- C. Analysis and Interpretation 10 Marks
- D. Presentation 20 Marks
- E. Final Submission of Report and Viva 50 Marks

Credit Hrs: 30

Subject Code:MBA402

Name of the Value added Course: Entrepreneurial Skills Development

Aims: The Institute focuses on overall development of the students, employability skills which involve Entrepreneurial skills, knowledge about Strategic management Skills and Organizational skills etc are provided through Value Added Course. Its aim at the success of students irrespective of their career choice among Higher Education, Competitive Examination, On-Campus/Off-Campus Interviews or any other kind of Placement opportunities.

Module-I

Entrepreneurial skills: Concept of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, traits of a good entrepreneur, entrepreneurial ambition, concept of SSI, Entrepreneurial Development programs.

Module-II

Strategic Management Skills: Introduction to Strategic management, strategic decision making, Techniques of environment scanning- SWOT, ETOP, PEST, QUEST, Corporate level strategies- stability, expansion, retrenchment, combination, Strategy variations, techniques of strategic evaluation and control.

Organizational Skills: Concept of Business Environment, techniques of scanning the business environment, Political Environment: Legislature, Executive and Judiciary.