

SCHEME & SYLLABUS
(Choice Based Credit System)

For
MBA
(w.e.f. Session 2020-2021)

Program Code: MGMT 401



RIMT
UNIVERSITY

DEPARTMENT OF MANAGEMENT & COMMERCE
SCHOOL OF MANAGEMENT STUDIES & COMMERCE

RIMT UNIVERSITY, MANDI GOBINDGARH, PUNJAB

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SECTION 1

Vision & Mission of the University

VISION

To become one of the most preferred learning places a center of excellence to promote and nurture future leaders who would facilitate in desired change in the society.

MISION

- To impart teaching and learning through cutting edge technologies supported by the world class infrastructure.
- To empower and transform young minds into capable leaders and responsible citizens of India instilled with high ethical and moral values.

SECTION 2

Vision & Mission of the Department

VISION

The department aims to inculcate teaching, innovative thinking, and experiential learning voyage by disseminating theory and practice of management thought to generate exceptional management graduates who make a difference to our community both locally and internationally. It aims at continuous improvement and development of our primary stakeholder to intellectually evolve as a knowledgeable, research oriented, socially responsible and productive citizen.

MISION

- To provide learners to develop their hard and soft skills by providing a stimulating, intellectually challenging and engaging environment.
- To enable the students to acquire global competence through problem solving skills and exposure to latest developments.
- Providing better understanding of the domain of study, including wider social issues, corporate social responsibility and ethical decision making.
- To ensure continuous interaction of the students through MOU's and collaborative research projects.

SECTION 3

About the Program

An MBA Program on an Outcome Based Education model, a 2-year, 4 Semester Full time Program (preferably residential), with a Choice Based Credit System (CBCS) and Grading Evaluation System. The program comprises of foundational courses, core courses, specialization electives courses, enrichment courses, capstone courses and Experiential Learning. The suggestive curriculum takes the MBA program to the next level in terms of implementing Outcome Based Education and to develop management professionals who are knowledgeable in their chosen domain, responsive to the environment and culture, unfailing to the communities, ethical in all doings and with a global outlook and approach. These objectives shall be achieved through very rigorous academic processes, updated and relevant curriculum, extensive industry interaction and collaborations, sports and vibrant student activities in a residential setting (preferably).

SECTION 4**Program Educational Objectives (PEOs), Program Outcomes (POs)
and Program Specific Outcomes (PSOs)****PROGRAM EDUCATION OBJECTIVES (PEOs)**

PEO1	To be able to sightsee and generate teaching-learning environment that help student formulating for future profession aims.
PEO2	To be able to plan and implement policies to the organizational glitches through data analysis tools, successfully organize knowledge of business analytics, demonstrate perilous intellectual skills & make the logical connections between quantitative and qualitative tools, theories and framework to solve the organizational glitches.

PROGRAM OUTCOMES (POs)

PO 1	Generic and Domain Knowledge - Talented to articulate, illustrate, analyze, synthesize, and apply the knowledge of principles and frameworks of management thought and allied domains to the solutions of real-world complex business issues.
PO 2	Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution supported by empirical evidence to complex business and social problems by methodically applying modern quantitative and qualitative problem-solving tools and techniques.
PO 3	Critical Thinking – An investigative ability to solve multidimensional business problems using evidence-based approach to decision making. An investigative ability to solve multidimensional business problems using evidence-based approach to decision making.
PO 4	Effective Communication – Capability to effectively communicate in multi-cultural, technology reliant work environments in business and with society at large.
PO 5	Leadership and Teamwork - Ability to achieve collaborative cooperation for synergy in an organizational and across organizational boundaries and lead from the front to achieve organizational goals and optimize outcomes for all stakeholders.
PO 6	Global Orientation and Cross-Cultural Appreciation: Ability to face any business issues from a global perspective with confidence, positivity and exhibit an understanding of Cross-Cultural perspective of business and management.
PO 7	Entrepreneurship – A strong business sense to explore entrepreneurial opportunities and leverage managerial & leadership skills for initiating, leading & managing start-ups as well as professionalizing and growing family businesses.
PO 8	Environment and Sustainability – Exhibit understanding to assess the impact of managerial decisions and business priorities on the societal, economic, and environmental aspects for sustainable development.
PO 9	Social Responsiveness and Ethics - Ability to appreciate ethical and values supportive of managerial decisions in a political, cross-cultural, globalized, digitized, socio-economic environment and make a distinction between ethical and unethical behaviors & act with integrity.
PO 10	Lifelong Learning – Aptitude to acquire newer knowledge and skills, assimilate and adapt them to be ready to confront uncharted environment scientifically and confidently.
PO 11	Sound Decision making- Students will evaluate financial statements and documents to support business decisions and use appropriate technologies in gathering and analyzing data relevant to managerial decision-making.
PO 12	Effective Opportunity Identification - Evaluate business environment and opportunities and devise strategies for responding effectively to problems, threats, and opportunities.

PROGRAMME SPECIFIC OUTCOMES

PSO 1	An ability to apply knowledge of management concepts, theory and empirics to solve the complex business problems.
PSO 2	An ability to sensitize the students in having multidisciplinary knowledge via simulated problems, projects, invited talks by experts, case studies and industrial training.

SECTION 5

Curriculum / Scheme with Examination Grading

Scheme

INDUCTION PROGRAM

Induction Program (Mandatory)	
Duration	03 weeks
Frequency	Induction program for the students to be offered right at the start of the first year
Activities	<ul style="list-style-type: none"> • University Tour • Motivational Movies • Business Games/ Quiz Show • Expert talks • Meditation and Yoga sessions • Universal Human Values • Creative Arts (like Talent Hunt activities)

SEMESTER WISE SUMMARY OF THE PROGRAM: MBA

S. No.	Semester	No. of Contact Hours	Marks	Credits
1	I	27	700	24
2	II	27	700	24
3	III	22	600	22
4	IV	24	600	18
Total		100	2600	88

COURSE CATEGORY-WISE CREDIT DISTRIBUTION

S. No.	Category	Number of Credits	Percentage Weightage
1	University Core	-	-
2	University Open	-	-
3	Program Core	34	38.63
4	Program Elective	8	9.09
5	Program Specialization	24	27.27
6	MOOCs	-	-
7	Project / Research Projects	5	5.68
8	Thesis / Dissertation	-	-
9	Training / Internships/ Field Trips	1	1.13
10	Professional Skills	6	6.81
11	Any Other (Fundamental)	10	11.36
TOTAL CREDITS		88	99.97

EXAMINATION GRADING SCHEME

Marks Percentage Range	Grade	Grade Point	Qualitative Meaning
80.00 – 100.00	O	10	OUTSTANDING
70.00 – 79.99	A+	9	EXCELLENT
60.00 – 69.99	A	8	VERY GOOD
55.00 – 59.99	B+	7	GOOD
50.00 – 54.99	B	6	ABOVE AVERAGE
45.00 – 49.99	C	5	AVERAGE
40.0 – 44.99	P	4	PAAS
0.00 – 39.99	F	0	FAIL
ABSENT	AB	0	ABSENT

Percentage Calculation: CGPA*10

First Semester:

Subject		Contact Hours/Week			Credit	Contact Hrs.	Evaluation Scheme (% of Total Marks)			Exam Duration (Hours)
Code	Title	L	T	P			Internal	External	Total	
Core Courses										
MB1101	Management Science & Organization Behaviour	3	-	-	3	3	40	60	100	3Hrs
MB 1102	Accounting for Management	3	2	-	4	5	40	60	100	3Hrs
MB 1103	Managerial Economics	4	-	-	4	4	40	60	100	3Hrs
MB 1104	Business Environment	3	-	-	3	3	40	60	100	3Hrs
Elective Course										
MB 1105	Mathematics for Business Decisions	3	2	-	4	5	40	60	100	3Hrs
Ability Enhancement Compulsory Courses										
MB 1106	Oral & Written Analysis of Case Studies	3	-	-	3	3	100	-	100	3Hrs
Skill Enhancement Compulsory Courses										
MB 1107	IT tools for Managers	2	-	2	3	4	40	60	100	3Hrs
Total		21	4	2	24	27			700	-

L-- Lecture

T-- Tutorial

P---Practical

The breakup for internal evaluation (40 marks) is as follows:

1. Mid Semester Exams: 20
2. Assignment: 10
3. Attendance: 5
4. Class Participation:5

Note: For Evaluation scheme see ordinance number 8 “Regulation for Academic Evaluation” RIMT University.

SECTION 6

Detailed Syllabus with Course Outcomes

SUBJECT TITLE: Management Science & Organizational Behavior
SUBJECT CODE: MB 1101
SEMESTER: I
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam: 3 Hrs
OBJECTIVES:

- The course aims at enriching students with the behavioral aspects of individuals in organizational settings.
- To understand how individual, groups and structure have impacts on organizational effectiveness and efficiency.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	What managers do, Definition of OB, contributing disciplines to OB. Challenges and opportunities for OB, Foundations of Individual Behavior: biographical characteristics. Learning, Theories of Learning, Attitudes, Values & Beliefs. Personality: Determinants of Personality; Perception, Attribution Theory, Person's Perception. Motivation: Definition & Process of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Application of Motivation Concept.	10
UNIT-II	Job Satisfaction: Nature & Significance of Job satisfaction, Leadership: Theories of Leadership. Leadership Effectiveness Model; Leadership in Indian Culture; Nature & Significance of Leadership; Leadership traits & Skills; Behavioral Styles in Leadership, Transactional Analysis, Life Position, Johari Window Model. Foundations of Group Behavior: Nature & Concept of Group Formation. Stages of Group Formation, Theories of Group Formation, Teams Difference between Group & Team, Group Decision Making: Meaning & Nature; Decision making in groups; Decision making process; Group Size & Decision Making; Consensus Decision Making in Groups.	10
UNIT-III	Conflict Management: Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict, Conflict Process; Individual & Group Level Conflict; Organization level Conflict, Negotiations- Meaning & definition; Negotiations Process; Issues in Negotiations.	5
UNIT-IV	Stress Management: Meaning and Concept of Stress Management of Stress. Power and Politics in Organization: Nature & Concepts, Sources &	

	Types of Power, Techniques of Politics. Organizational Change & Development: Meaning & Definition, Change Agents, Change Models, Resistance to Change. Learning Organization: Meaning & Definition, Creating a Learning Organization. Organizational Culture: Meaning & Concept, Cultural Differences & Business Ethics.	5
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COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1101.1	Explain the Role and Importance of Management in the Organizations.
CO2	MB1101.2	Evaluate the different issues relating to decision making and controlling process
CO3	MB1101.3	Analyze individual/group behavior dynamics in an organization.
CO4	MB1101.4	Evaluate the different issues relating to development and change in an organization and formulate a strategy for conflict and stress management.

Recommended Books:

- Robbins, Organization Behaviour, Pearson Education
- Luthans ,OrganizationBehaviour,Tata McGraw Hill
- Newstrom, Organizational Behaviour: Human Behaviour at work, Tata McGraw Hill
- Kalliath, Organization Behaviour, The McGraw –Hill
- Griffin& Moorhead, Introduction to OrganisationalBehaviour, Cengage Learning
- Hersey, Management of □ Organizational Behaviour, Prentice Hall India

SUBJECT TITLE: Accounting for Management

SUBJECT CODE: MB 1102

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
5	-	-	5

Internal Assessment: 40

End Term Exam: 60

Duration of Exam :3 Hrs

OBJECTIVES:

- To provide professional managers, not involved in accounting and finance, with an introduction to the concepts and issues in accounting and finance.
- To prepare future managers to understand need to acquire such knowledge for application in their day-to-day managerial decision making.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Importance & scope of accounting, Accounting concepts & conventions, Accounting Standards, IFRS, Accounting equations, Users of accounting statements. Preparation of Books of Original Records: Journals, Subsidiary books, Ledgers & Trial balance. Preparation of Final Accounts: Basic adjustments, Preparation of financial statements.	15
UNIT-II	Accounting for Issue of Shares i.e Par, Discount and Premium and Issue of Debentures. Financial Analysis -Concepts and objectives, Tools of Financial Analysis: trend analysis, common size statements, comparative statements, Introduction to ratio analysis, fund flow and cash flow	10

	statements.	
UNIT-III	Introduction to Cost Behavior: Cost Volume Relationships, Absorption and Marginal Costing, Distinction between Management accounting and cost accounting. New Developments in Management Accounting: Activity-Based Costing, Life-Cycle Costing, Target Costing, Kaizen Costing and Human Resource Accounting	10
UNIT-IV	Accounting for Planning and Control: Budgetary Control System, Budget Preparation, Master Budget, Flexible Budget, Zero based review, Behavioral aspects of budgeting, Standard Costing and variance analysis, Responsibility Accounting.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1102.1	Introduction to Accounting Concepts & Conventions, Accounting Standards, Preparation of Financial Statements.
CO2	MB1102.2	Develop Abilities to Analyse & Interpret Financial Statements to face the business situations.
CO3	MB1102.3	Apply the tools from accounting and cost accounting this would facilitate the decision making i.e. Cost – Volume – Profit Analysis, Budgetary Control & Standard Costing.
CO4	MB1102.4	Introduction to the new developments of in Management Accounting: Activity-Based Costing, Life-Cycle Costing, Target Costing, Kaizen Costing and Human Resource Accounting

Recommended Books:

- Maheshwari, Financial Accounting, Vikas Publishing
- Khan and Jain, Management Accounting, Tata McGraw
- Ramchandran, Financial Accounting for Management, Tata McGraw
- Jawahar Lal, *Accounting For Management*, Himalaya Publishing
- J.Madegowda, *Accounting For Managers*, Himalaya Publishing
- Gupta and Radhaswamy, Financial Accounting; Sultan Chand, New Delhi.

SUBJECT TITLE: Managerial Economics

SUBJECT CODE: MB 1103

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To familiarize the students with the concepts and tools of managerial Economics as applicable to decisions making in contemporary business environment.
- To enable the students to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making,	

	Marginal Analysis: Law of diminishing marginal utility, Law of equi-marginal utility, Indifference Curve Analysis: Meaning Assumptions Properties, Consumer Equilibrium, Uses. Demand Analysis: Law of Demand: Meaning, Determinants, Exceptions, Demand function, Application of demand analysis in managerial decision making.	10
UNIT-II	Elasticity of Demand: Meaning, Types & Degree of elasticity of demand, Methods of measuring price elasticity of demand, Factors determining the elasticity of demand, Demand Forecasting: Importance, Scope, Techniques of forecasting. Theory of Production: Production function, Short run and Long run production, Analysis, Iso quants, Optimal combination of inputs, Application in managerial decision making.	10
UNIT-III	Theory of Cost and Market Structure: Cost Analysis: Cost Concepts and Determinants of cost, Long run and Short run, Economy of scale, Revenue Curve, Market Structure: Price Output Decision under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making	10
UNIT-IV	Macro Economics: Concept of National Income: Conceptual Framework, Measure of National Income, Methods of Measurements, Classical Keynesian Theory, Investment Multiplier, Balanced Budget and Foreign Trade Multiplier, Business Cycle: Concepts, Causes, Measures to control through Fiscal and Monetary Policy, Inflation: Meaning, Types, Theories – Demand and Cost Push Inflation, Causes, Effects and Cures of Inflation Through Price, Demand and Income Policies	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1103.1	Familiarizing the students with the concepts relating to Microeconomics and the variables concerning it.
CO2	MB1103.2	Discover the fundamental concepts of Elasticity of Demand and forecasting of demand and their use in managerial decision making
CO3	MB1103.3	To facilitate an in-depth analysis of the cost and revenue curves along with the price-output decisions under various market structures.
CO4	MB1103.4	Emphasize upon the Concept of National Income, macroeconomic variables, inflation, and business cycles.

Recommended Books:

- David Begg, Stanley Fisher, RudigerDovrbusch, *Economics*, McGraw-Hill Book
- K.K .Dewett, *Modern Economic Theory*, S. Chand Publication
- D.M.Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, TataMcGraw Hills

SUBJECT TITLE: Business Environment

SUBJECT CODE: MB1104

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- Upon the satisfactory completion of this course the students will be able to: analyze different types of legal, political, economic systems influencing business.
- To develop introductory knowledge of Indian legal concepts; and see how these concepts apply in Business Environment.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Concept of business environment: techniques for environment analysis, Elements of environment: internal and external, societal environment: business and society, social responsibility of business, Political and government environment, Demographic environment, Technological environment. Economic Environment: types of economies, Economic policies-Industrial policy, Fiscal policy, monetary policy, privatization and disinvestment, liberalization and globalization.	10
UNIT-II	WTO and Intellectual Property Rights, Competition Act-2002, Information Technology Act-2000, FEMA-2000. EXIM policy. NGOs: Types and Role in Promoting Consumer Awareness. Consumer Protection Act, 1986-Rights and Remedies	10
UNIT-III	International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (Export Oriented Units), Dumping and Anti-Dumping measures. Legal Environment: Nature of Company, Types of Companies, Formation of Company, Memorandum of Association, Article of Association, Doctrines of Ultra Vires, Meetings, Functioning of Board of Directors, Winding up Capital Markets, Corporate Governance & Corporate Social Responsibility.	10
UNIT-IV	Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1104.1	Outline how an entity operates in a complex business environment drawing a relationship between business and the environment.
CO2	MB1104.2	Employ scenario planning to analyze trends occurring in the external environment in order to assess the significant threats and opportunities which emerge from a review of external business situations.
CO3	MB1104.3	Understand the Indian economy's nature and the different issues related to it, which may have a direct or indirect impact on the business environment.
CO4	MB1104.4	Highlight various business development strategies based on current and emerging business possibilities in India.

Recommended Books:

- K. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House, Delhi,
- S.K. Mishra, and V.K Puri, *Economic Environment of Business*, Himalaya Publishing
- Paul Justice, *Business Environment- Text and Cases*, TATA McGraw Hill

- Sengupta N.K., Government and Business, Vikas Publication, New Delhi
- Economic Environment of Business, H.L. Ahuja, S. Chand

SUBJECT TITLE: Mathematics for Business Decisions

SUBJECT CODE: MB1105

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam ;3 Hrs

OBJECTIVES:

- To have a general understanding of mathematical sciences and learn how to apply this knowledge in areas relevant to business and finance so that they can prove to be compact, consistent and powerful tools especially in the fields of Economics, Commerce and Industry. These quantitative methods not only guarantee a deeper insight into the subject but will also lead towards exact and analytical solutions to problems treated.
- This course is the foundation for business core courses, showing the students how to apply the language of mathematics to business.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to statistics: meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. Analysis of data: source of data, collection, classification, tabulation, depiction of data. Measures of Central tendency: Arithmetic, weighted, geometric mean, median and mode. Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of variation, Skewness and Kurtosis.	15
UNIT-II	Concepts of Matrices, Types, Adjoint and Inverse of a Matrix; Concepts of Determinants, and Cramer's Rule. Sampling and Sampling Distribution: Concept and definitions, census and sampling, probability samples and non-probability samples, relationship between sample size and errors, simple numerical only.	10
UNIT-III	Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test, techniques of association of attributes & testing. Test of significance for small sample	10
UNIT-IV	Correlation Analysis: Significance, types, Methods of correlation analysis: Scatter diagrams, Graphic method, Karl Pearson's correlation co-efficient, Rank correlation coefficient, Properties of Correlation. Regression analysis: meaning, application of regression analysis, difference between correlation & regression analysis, regression equations, standard error and Regression coefficients, Index Numbers-I, Index Numbers-II.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1105.1	Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis.
CO2	MB1105.2	To apply the knowledge in mathematics in solving real world problems with

		special emphasis on management applications like sampling and probability.
CO3	MB1105.3	To apply and demonstrate the mathematical competencies needed in fields like Economics, Research, and Business.
CO4	MB1105.4	To critically examine how correlation and regression analysis are employed in industry to make scientific decisions even in a complex business environment.

Recommended Books:

- Levins, Krehbiel, Business Statistics, Pearson Berenson
- Gupta & Gupta, An Introduction to Statistical Methods, Vikas Publications
- Levin & Rubin, Statistics for Management, Prentice Hall
- S P Gupta, Statistical Methods, Sultan Chand
- Beri, Business Statistics, Tata Mc Graw Hill
- Croucher, Statistics: Making Business Decisions, Tata McGraw Hill
- C.R. Reddy, Quantitative Techniques for Management Decisions, Himalaya Publishing
- Anderson Statistics for Business & Economics, Cengage Learning

SUBJECT TITLE: Oral & Written Analysis of Case Studies

SUBJECT CODE: MB 1106

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam :3 Hrs

OBJECTIVES:

- To provide students with foundational information and practice group activities simulating business environment.
- To help students to understand and participate in discussion and analysis of case studies with different business domains like, HR, OB and marketing.

Marketing.

Finance.

HRM.

O.R.

Strategic Mgt.

Organization Behavior.

Brand Mgt,

Entrepreneurships & start ups.

Digital Mkt,

Marketing Mgt,

Marketing Research.

Corporate social responsibility,

Banking & financial services,

Consumer Behavior.

Customer relationship mgt,

Business Ethics.

A.TO ANALYZE THE CASE

Before you begin writing, follow these guidelines to help you prepare and understand the case study:

1. Read and examine the case thoroughly

Take notes, highlight relevant facts, underline key problems

2.FOCUS YOUR ANALYSIS

Identify key area problems,

Why do they exist?

How do they impact the organization?

Who is responsible for them?

3.UNCOVER POSSIBLE SOLUTIONS

Review course readings, discussions, outside research, your experience

4.SELECT THE OPTIMUM SOLUTION

Consider strong supporting evidence, pros, and cons: is this solution

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 1106.1	Explain the role of communication in the formation of individual and cultural identities and how those identities influence communication
CO2	MB 1106.2	Display competence in oral, written, and visual communication
CO3	MB 1106.3	Develop students' critical reading and writing skills
CO4	MB 1106.4	Develop students' understanding of key communication skills necessary for leadership and participation in diverse communication settings

Grade Distribution:

Attendance 10 pts

Class Assignments (10 assignments, 5 points each) =50

- Student's will be assigned homework at the end of each class session. These will be short exercises that they will carry out prior to the next class session.

Case Study Analysis (20 points)

Use the case study examples provided, and reflect on class discussions, then address the following in a short paper (1-2 pages):

- Briefly describe about what the problem is or why the crises occurred (1 paragraph)
- Discuss any ethical and legal considerations if applicable
- Describe what type of referral(s) or interventions you would recommend

Case Presentation (20 points)

Using the materials and information covered in class, students will prepare a Power point and give an oral case presentation on the final day of class. You may choose one of the case studies provided in class, or you may find your own case study to use. These presentations should be prepared as if the student is going to speak to a multi-disciplinary team. Presentations should be approximately 5 minutes long, and include:

- 1 Slide that briefly describes the problem or crisis experienced
- 2 Slide that outlines the reasons behind the problem
- 3 Slides describing the recommended interventions or referrals.

SUBJECT TITLE: IT Tools For Managers
SUBJECT CODE: MB 1107
SEMESTER: I
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	-	-	2

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To prepare a ground where the students practice entry level software's for office operations.
- The subject seeks to build the necessary competencies and computer related skills for becoming familiar with basic computer programs.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Computers: Classification of computers, Components of Computer System, Introduction to High level and low level languages. Software: System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines.	10
UNIT-II	MS Word: Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, , Tables in the word, Merge Documents, Mail Merge Tool.	15
UNIT-III	MS Excel: Spreadsheets and their uses in business, Excel basics, Sort & Filter Option, Worksheets, Excel formatting techniques, using formulas and functions. Data Structures and Descriptive Statistics: Data Tables, Built-In Functions available from the AutoSum Tool, Additional Statistical Functions.	15
UNIT-IV	MS Power Point: Introduction to MS Power Point, Navigation, Views, Design Templates, Clip art, images, diagrams, Charts and Graphs, Drawing Tools, Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1107.1	Understanding the concept of input and output devices of Computers.
CO2	MB1107.2	Learn the functional units and classify types of computers, how they process information and how individual computers interact with other computing systems and devices.
CO3	MB1107.3	Understand an operating system and its working, and solve common problems related to operating systems.
CO4	MB1107.4	Learn basic word processing, Spreadsheet and Presentation Graphics Software skills.

Recommended Books:

- P.K.Sinha: Computer Fundamentals, BPB Publications.
- A. Leon & A. Leon: Internet for Everyone, Vikas Publishing House.
- Curtin, Foley, Sen & Morin: Information Technology, Breaking New Wave.
- Ron Mansfield: Compact guide to MS-Office, BPB Publication.
- V.K. Jain: Information Technology, Atlantis.

Second Semester:

Subject		Contact Hours/Week			Credit	Contact Hrs.	Evaluation Scheme (% of Total Marks)			Exam Duration (Hours)
		L	T	P			Internal	External	Total	
Code	Title									
Core Courses										
MB 1201	Applied Operations Research	3	2	-	4	5	40	60	100	3Hrs
MB1202	Financial Management	3	2	-	4	5	40	60	100	3Hrs
MB1203	Marketing Management	3	-	-	3	3	40	60	100	3Hrs
MB1204	People Management	3	-	-	3	3	40	60	100	3Hrs
Elective Course										
MB1205	Data Analysis & Interpretation	3	2	-	4	5	40	60	100	3Hrs
Ability Enhancement Compulsory Courses										
MB1206	Business Communication, Etiquettes & Grooming	3	-	-	3	3	40	60	100	3Hrs
Skill Enhancement Compulsory Courses										
MB 1207	Professional Ethics & Corporate Social Responsibility	3	-	-	3	3	40	60	100	3Hrs
Total		21	6	-	24	27			700	

L-- Lecture

T-- Tutorial

P---Practical

The breakup for internal evaluation (40 marks) is as follows:

1. Mid Semester Exams: 20
2. Assignment: 10
3. Attendance: 5
4. Class Participation: 5

Note: For Evaluation scheme see ordinance number 8 “Regulation for Academic Evaluation” RIMT University.

SUBJECT TITLE: Applied Operations Research

SUBJECT CODE: MB1201

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To acquaint the students with the knowledge of various tools and techniques which help in optimal utilization the scarce resources of an organization.
- To know the basics of dynamic programming and simulation for applied maths.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Operations Research: Introduction, Historical Background, Scope of Operations Research , Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools , Structure of the Mathematical Model, Limitations of Operations Research .	5
UNIT-II	Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Simplex Method: Introduction , Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP – Simplex Method	10
UNIT-III	Transportation Problem: Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality. Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm.	15
UNIT-IV	Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance & other methods.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 1201.1	Introduction to Operations Research & various tools & techniques. Students will learn how to formulate Linear Programming Problem.
CO2	MB 1201.2	Solving Linear Programming Problems with Graphic & Simplex Method.
CO3	MB 1201.3	Enabling Student to make optimum utilization of Resources with the Techniques of Assignment & Transportation Problems.
CO4	MB 1201.4	Enabling Student to face Business Competition with the technique of Game Theory and Network Analysis.

Recommended Books:

1. Operations Research – An introduction 6th Edition , Taha H.A., Hall of India
2. Operations Research Techniques for Management 7th Edition, Kapoor V.K., Sultan Chand & Sons
3. Operations Research 9th Edition, Kantiswarup, Gupta P.K. & Sultan Chand & Sons Manmohan
4. Operations Research 8th Edition, Sharma S.D., Kedarnath, Ramnath & Company
5. Operations Research 2nd Edition, Bronson R, Shaum’s Outline Series
6. Quantitative Techniques in Management 3rd Edition , Vora N.D., Tata McGraw Hill co.
7. Principles & Application 3rd Ed, Shreenath L.S., PERT & CPM, Affiliated East-West Press Pvt. Ltd.
8. Principles of Operations Research 2nd Edition, Wagener H.M., Prentice – Hall of India
9. Operations Research – Methods & Problems 1st Edition , Sasieni M, Yaspan A & John Wiley & Sons Friedman L
10. Operations Research, NatrajanBalasubramani, Tamilarasi, Pearson Education
11. Linear Programming, G. Hadley, Narosa Book Distributors Private Ltd
12. Quantitative Techniques (For Managerial Decisions VOL I), L.C. Jhamb, Everest Publishing House, Pune.
13. Linear Programming, Paul Loomba, Tata McGraw Hill Publishing Co. Ltd.
14. Operations Research Edition 2008, Aditham B. Rao, Jaico Publishing House, Mumbai,

SUBJECT TITLE: Financial Management

SUBJECT CODE: MB1202

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

Inter

Final Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To build an understanding of concepts, vital tools, and techniques applicable for financial decision making by a business firm.
- To enhance student’s ability in dealing short-term dealing with day-to-day working capital decision; and, longer-term dealing, which involves major capital investment decisions and raising long-term finance.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Financial Statement Analysis, Ratio Analysis, Time Series, Common Size Statements, Du Pont Analysis. Planning for Sources of Finance (Domestic and International)	10
UNIT-II	Capital Structure; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach, Cost of Capital; EBIT–EPS Analysis, Capital Gearing/Debt–Equity Ratio Generation of Internal Funds. Retained Earning Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach	10

UNIT-III	Lintner Model; Planning of Funds through Management of Assets - Fixed and Current: Sustainable Growth Rate. Working Capital Management; Management of Cash (Various Theoretical Models), Inventories (Including Risk Analysis) and Receivables; Operating Cycle.	10
UNIT-IV	Capital Budgeting - Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis, Basic International Capital Budgeting.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1202.1	Explain the basic concept of financial management including Time Value of Money and how to use the tools of financial management to take business decisions
CO2	MB1202.2	Explain the Factors affecting the capital structure and significant role of Cost of Capital.
CO3	MB1202.3	Estimate working capital Management of Business concern including Cash, Inventory & Receivables.
CO4	MB1202.4	Capital Budgeting Process along with its traditional & modern techniques.

Recommended Books:

- Khan, M. Y. and Jain P. K. Financial Management, Text, Problems & Cases, Tata McGraw Hill Company, New Delhi.
- Maheshwari, S.N., Financial Management – Principles & Practice, Sultan Chand & Sons.
- Van Horne, James. Principles of Financial Management, Pearson.
- Prasanna, Chandra Financial Management: Theory and Practice, Tata McGrawHill.
- Sheeba Kapil. Financial Management, Pearson Education..
- Bhalla.V.K.Financial Management and Policy: Text and Cases, Anmol Publications Pvt. Lt

SUBJECT TITLE: Marketing Management

SUBJECT CODE: MB1203

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To make students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.
- To understand the tools used by marketing managers in decision situations.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Marketing: Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect Of Liberalization and Globalization, Creating Customer Value. Analyzing Marketing Environment- Micro, Macro Corporate Strategic Planning: defining role marketing strategies, Marketing planning process.	10
UNIT-II	Creating and Managing Product: Market Segmentation & Targeting.	15

	Differentiation & Positioning, Competitors Analysis. Product Decisions: Product Mix, Packaging And Labelling Decisions, Branding & Brand Equity New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies. Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.	
UNIT-III	Delivering and Promoting Product: Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain. Promotion Decisions: Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing. Personal Selling: Personal Selling Process	10
UNIT-IV	Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, Customer Relationship Management (CRM), Customer Satisfaction, Loyalty, Retention, Global Marketing, Rural Marketing, E-Commerce: Marketing In The Digital Age	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 1203.1	Explain Creating Customer Value. Analyzing Marketing Environment.
CO2	MB 1203.2	Describing different stages of PLC & Explain New Product Development.
CO3	MB 1203.3	Explain Wholesaling, Retailing, Direct Selling and Online Marketing, Promotion Decisions.
CO4	MB 1203.4	Illustrate Green Marketing, Network Marketing, Event Marketing.

Recommended Books:

- Kotler, P., Keller, K.L. Koshy, A. and Jha, M. Marketing Management: A South Asian Perspective, Pearson Education, New Delhi.
- Etzel, M., Walker, B., Stanton, W. and Pandit, A. Marketing Management, Tata McGraw Hill, New Delhi
- Ramaswamy, V.S and Namakumari, S. Marketing Management: Global Perspective Indian Context, Macmillan Publishers India Ltd., New Delhi
- Saxena, Rajan, Marketing Management, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
- Louis E. Boone and David L. Kurtz. Principles of Marketing, Cengage Learning.
- Pride, William, M., and O.C. Ferrell. Marketing Planning, Implementation and Control, Cengage

SUBJECT TITLE: People Management

SUBJECT CODE: MB1204

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource of the business.
- To facilitate employing, maintaining and promoting a motivated force in an organization.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
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UNIT-I	People Management: Meaning and Concepts. Importance of People Management, Interactive Approach to Managing People; The Role of Human Resources, Individual and Interpersonal Behavior.	10
UNIT-II	Performance Appraisal: Essentials of effective Performance Appraisal System, Various components of Performance Appraisal. Methods and techniques of Performance Appraisal.	5
UNIT-III	Training and Development of Manpower Leadership: Types and Importance of Leadership, Role of Leadership in Creating a High - Performance Work Culture. Empowerment and Delegation; Interactive Problem - Solving and Leadership.	5
UNIT-IV	Creativity and Innovation; Knowledge Management: Meaning and Concept, Leadership and Knowledge Management, The Human factor of Knowledge Management.	5

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1204.1	To Enables the Students to Understand Nature of PM, Scope, Functions and Objectives, PM Policies and practices & Models of PM,
CO2	MB1204.2	To Help the Students Focus on Design Human Resource Planning and How to recruit and select the HR,
CO3	MB1204.1	To Enables the Students to Understand Make Career Planning, Undertake Training and Development programs at different levels,
CO4	MB1204.4	To Develop Relevant Skills Necessary for Application in PM Related Issues. And Measure Employee Appraisal & provide Compensation.

Recommended Texts

- Andrew J. DuBrin, Leadership Principles, Cengage Learning: India Edition 2009
- Haldar U. Kumar, Leadership and Team Building, Oxford University Press, 2011
- Lussier Achua, Effective Leadership , Cengage Learning , 5th Edition
- Daft Richard. L , Leadership , Cengage Learning , 5th Edition

SUBJECT TITLE: DATA ANALYSIS & INTERPRETATION

SUBJECT CODE: MB1205

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- The course aims at equipping students with an understanding of the research process, tools and techniques.
- To facilitate and enhance managerial decision-making skills.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	An Introduction To Research: Meaning, Definition, Objectives, And Process; Research Problem: Selection Of Problem, setting objectives;	10

	Review Of Literature. Research Design: Types – Descriptive, Diagnostic, Exploratory, And Experimental. Sources Of Data: Primary And Secondary; Data Collection Methods; Questionnaire Designing: Types, construction of a good Questionnaire. Sampling Design and Techniques, Research Proposal/Synopsis writing.	
UNIT-II	Scaling: Types of scale, scaling techniques. Data Processing Operations, Editing, Coding, Classification, Tabulation. Statistical Software - Use of SPSS / Systat and Excel: Windows Process, Basic Structure of Data File, Using Data Editor, Working With Multiple Data Sources, Graphs and Charts, Sorting And Selecting Data.	10
UNIT-III	Descriptive Statistics: Central Tendency and Dispersion, Correlation: Linear, Partial and Multiple, Simple and Multiple Regression, Discriminant Analysis, Conjoint Analysis, Multi Dimensional Scaling, Factor Analysis, Cluster Analysis, Time Series and Business Forecasting.	10
UNIT-IV	Applications Of Index Numbers; Sampling Distribution; Tests Of Significance: Z- Test, T- Test, Chi-Square Test, F -Test, And ANOVA; Use Of SPSS For T-Test, Chi-Square Test And ANOVA. Interpretation of Data, Report Preparation and Presentation.	10

Note: Each Student has to prepare Mini Research Project on Topic / Area of their Choice and Make Presentation. The report should consist of application of tests and techniques mentioned in above units. Relevant Case Studies should be discussed in class.

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1205.1	To make student understand various types of research and research methods thereby making student grasp the relevance & scope of research
CO2	MB1205.2	To impart the knowledge of statistics and various measures of central tendency
CO3	MB1205.3	To provide students information about sampling, sample design, sample size , various sampling techniques
CO4	MB1205.4	To make student aware about steps involved in preparation of questionnaire and various modes of data collection

Recommended Books:

- D R. Cooper, &P.S,Schindler, Business Research Methods, Tata McGraw Hill
- N. Malhotra, and S.,Dash, Marketing Research : An Applied Orientation, Pearson Education
- C.R,Kothari, Research Methodology: Methods & Techniques, New Age International Publishers Hiolton,BrownlowMcMurray,Cozens,SPSSExplained,TataMcGrawHill
- WillianG.Zikmund,BusinessResearchMethods,ThomsonSouth-WesternLearning
- Darren George & Paul Mallery, SPSS for Windows Step by Step, Pearson Education
- Churchill & Israel, Marketing Research, Cengage Learning
- Rajendra Nargundka Marketing Research : Text & Cases, Tata McGraw Hill
- Srivastava and Rego, Business Research Methodology, Tata McGraw Hill

SUBJECT TITLE: Business Communication, Etiquettes & Grooming
SUBJECT CODE: MB1206
SEMESTER: II
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam; 3 Hrs
OBJECTIVES:

- To introduce the concept and importance of business ethics and corporate governance and to know the facets of ethics management.
- To know the ethical values and Indian ethos in Management.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication; Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication.	10
UNIT-II	Business Etiquette: The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words Making Introductions and Greeting People: Greeting Components, The Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals Meeting and Board Room Protocol: Guidelines for Planning a Meeting, Before the Meeting, On the Day of the Meeting, Guidelines for Attending a Meeting - For the Chairperson, For Attendees, For Presenters Multi-cultural Etiquette: Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette. Business ethics: Meaning Definition Nature – Importance Ground Rules myths Methodology Characteristics of Managerial Ethics.	20
UNIT-III	ETHICS MANAGEMENT: Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management – Key roles and responsibilities – Ethics Management Programmers – Benefits of Managing Ethics in Work Place – Organization Ethics Development System (OEDS) – Organizational culture – Ethics Tools: Code of ethics – Guidelines for developing code of ethics – Value based leadership	20
UNIT-IV	ETHICAL VALUES: Work Ethics – Work Culture – Ethical Theories – Ethical Values- Environmental Ethics – Consumer Protection. CORPORATE GOVERNANCE: Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility – Changing Roles of Corporate Boards with changing times – Corporate Governance for Market capitalism	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1206.1	Explain business communication foundations.
CO2	MB1206.2	Demonstrate ethical values at workplace and review ethical dilemma.
CO3	MB1206.3	Thoroughly understand business etiquettes and its relevance in an organization.
CO4	MB1206.4	Adaption of appropriate mechanism required for corporate governance and corporate social responsibility in an organization.

Recommended Texts:

1. Chakraborty, S.K., Management by Values, Oxford Univ. Press.
2. Balasubramanian, R., Corporate Governance, IIM Bangalore.
3. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.
4. Business Communication Today , by Courtland L Bovee and John V. TThill

SUBJECT TITLE: Professional Ethics & Corporate Social Responsibility

SUBJECT CODE: MB1207

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions.
- To understand the significance of the concept of CSR and its implications on business.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics. Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalization and Business Ethics. Emerging issues of Business Ethics.	10
UNIT-II	Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process. Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics. Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.	10
UNIT-III	Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR. Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL). Corporate	10

	Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	
UNIT-IV	Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives. Corporate Governance: Introduction, Need, Models.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB1207.1	Integrating and applying Ethics and evaluating ethics in different domains of business organizations.
CO2	MB1207.2	To impart knowledge of the social context in which corporate social responsibility has emerged in business.
CO3	MB1207.3	To understand the ethical decision making and dilemma resolution process.
CO4	MB1207.4	To analyze and apply corporate governance in business practices.

Recommended Texts

- Andrew J. DuBrin, Leadership Principles, Cengage Learning: India Edition 2009
- Haldar U. Kumar, Leadership and Team Building, Oxford University Press, 2011
- Lussier Achua, Effective Leadership , Cengage Learning , 5th Edition
- Daft Richard. L , Leadership , Cengage Learning , 5th Edition

Third Semester:

Subject		Contact Hours/Week			Credit	Contact Hrs.	Evaluation Scheme (% of Total Marks)			Exam Duration (Hours)
Code	Title	L	T	P			Internal	External	Total	
Core Courses										
MB 2301	Strategic Management	3	-	-	3	3	40	60	100	3Hrs
MB 2302	Entrepreneurship & Managing Business	3	-	-	3	3	40	60	100	3Hrs
Ability Enhancement Compulsory Courses										
MB 2303	Productions & Operations Management	4	-	-	4	4	40	60	100	3Hrs
Elective Course										

MARKETING										
MB 2305	Services Marketing	3	-	-	3	3	40	60	100	3Hrs
MB 2306	Consumer Behavior	3	-	-	3	3	40	60	100	3Hrs
HUMAN RESOURCE										
MB 2307	Organization Change & Development	3	-	-	3	3	40	60	100	3Hrs
MB 2308	Talent & Performance Management	3	-	-	3	3	40	60	100	3Hrs
FINANCE										
MB 2309	Management of Financial Services	3	-	-	3	3	40	60	100	3Hrs
MB 2310	Investment Analysis & Portfolio Management	3	-	-	3	3	40	60	100	3Hrs
Digital Marketing										
MB 2311	Introduction to Digital Marketing	3	-	-	3	3	40	60	100	3Hrs
MB 2312	Technologies for Digital Marketing	3	-	-	3	3	40	60	100	3Hrs
INTERNATIONAL BUSINESS										

MB 2313	Foreign trade policy & management	3	-	-	3	3	40	60	100	3Hrs
MB 2314	International Business	3	-	-	3	3	40	60	100	3Hrs
AGRICULTURE										
MB 2315	Seed Production & Technology	3	-	-	3	3	40	60	100	3Hrs
MB 2316	Materials Management	3	-	-	3	3	40	60	100	3Hrs
HEALTH CARE										
MB 2317	Fundamentals of Hospital Administration	3	-	-	3	3	40	60	100	3Hrs
MB 2318	Hospital And Healthcare Services Marketing	3	-	-	3	3	40	60	100	3Hrs
INFORMATION TECHNOLOGY										
MB 2319	Programming in C	3	-	-	3	3	40	60	100	3Hrs
MB 2320	Programming in C++	3	-	-	3	3	40	60	100	3Hrs
HOTEL MANAGEMENT										
MB 2321	Hospitality Strategic Management	3	-	-	3	3	40	60	100	3Hrs
MB 2322	Front Office And Housekeeping Management	3	-	-	3	3	40	60	100	3Hrs
Total		25	-	-	25	25	-		-	-

L-- Lecture

T-- Tutorial

P---Practical

The breakup for internal evaluation (40 marks) is as follows:

1. Mid Semester Exams: 20
2. Assignment: 10
3. Attendance: 5
4. Class Participation:5

Note: For Evaluation scheme see ordinance number 8 “Regulation for Academic Evaluation” RIMT University.

SUBJECT TITLE: STRATEGIC MANAGEMENT

SUBJECT CODE: MB2301

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To enable students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid.
- To create strategies that aligns with the concept of the firm's business which provides a unifying theme for all its activities.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Definition, nature, scope, and importance of strategy; and strategic management (Businesspolicy). Strategic decision-making. Process of strategic management and levels at which strategyoperates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.Environmental Appraisal—Concept of environment, components of environment (Economic,legal, social, political and technological). Environmental scanning techniques- ETOP, QUESTand SWOT (TOWS)	10
UNIT-II	Internal Appraisal – The internal environment, organizational capabilities in various functionalareas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal(Value chain analysis, Financial and non financial analysis, historical analysis, Industrystandards and benchmarking, Balanced scorecard and key factor rating). Identification of CriticalSuccess Factors (CSF)..	15
UNIT-III	Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies.Corporate restructuring. Concept of Synergy. Mergers & Acquisitions. Corporate Restructuring. Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership. Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Buildingand use of Core Competence. Strategic Analysis and choice—Corporate level analysis (BCG,GE Ninecell, Hofer's product market evolution and Shell Directional policy Matrix)	15
UNIT-IV	Industry level analysis ; Porters' five forces model. Qualitative factors in strategic choice. Strategy implementation: Resource allocation, Projects and Procedural issues. Organizationstructure and systems in strategy implementation. Leadership and corporate culture, Values,Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organizational systemsand Techniques of strategic evaluation	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 2301.1	To elucidate the nature, significance, scope of Strategy & Strategic Management Process and Strategic Decision making.
CO2	MB 2301.2	Identify Critical Success Factors, Key Performance Indicators and Key Result Areas for organization & Methods and techniques of organizational appraisal
CO3	MB 2301.3	Demonstrate the importance Corporate level strategies, Business level strategies and need for building and use of Core Competence
CO4	MB 2301.4	Analysis of Strategy implementation concerns & Procedural issues. Integration of functional plans and various techniques of strategic evaluation

Recommended Books:

1. Kazmi A. 'Business Policy & Strategic Management' Tata McGraw Hill
2. Thomson & Strickland 'Strategic Management: Concept & Cases' Tata McGraw Hill
3. S. Reddy, Strategic Management by Himalaya Publication
4. Wheelen & Hungee 'Strategic Management & Business Policy' Addison- Wesley
5. Johnson & Scholes 'Exploring Corporate Strategy' Prentice Hall India
6. Jauch & Glueck 'Business Policy & Strategic Management' Tata McGraw Hill

SUBJECT TITLE: ENTREPRENEURSHIP & MANAGING BUSINESS

SUBJECT CODE: MB 2302

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To develop & prepare the students as entrepreneurs and view Entrepreneurship as a desirable career. The subject seeks to build the necessary competencies and motivation among students for Entrepreneurship.
- To enable the students to study the macro environment and how it directly or indirectly influences entrepreneurship and the establishment and growth of small businesses in India.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Foundations of Entrepreneurship: Concept , Need, Definition & role of Entrepreneurship, Definition, characteristics & scope of Entrepreneur, Innovation, Invention, Creativity, Opportunities . Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur-comparative study, Roles & Responsibilities. Role of entrepreneur in Indian economy, Entrepreneurship as a career, Sustaining Competitiveness - Maintaining competitive advantage, Entrepreneurial culture. Reasons for the failure of entrepreneurial ventures, various case studies successful, failed and turnaround ventures.	10
UNIT-II	Women entrepreneurs & Entrepreneurship Development:-Meaning, role,	15

	problems & reasons for less women entrepreneurs. Various institutes & Govt schemes to help & uplift women entrepreneurs. Case studies for successful women entrepreneurs. Concept, need & role of Entrepreneurship Development. Role of the following agencies in the Entrepreneurship Development DIC, SISI, EDII & NIESBUD.	
UNIT-III	Small & Medium Enterprises:- Small & Medium Industry: Meaning and importance - Definition of SME - role & importance in India Economy, Steps for Starting Small Industry: Decisions to become entrepreneur - Steps to be taken - Search for a business idea, source of ideas, idea processing, selection idea, input requirements, Nature and Components of SME Environment, SME Funding, Sources of Finance for SME's.	15
UNIT-IV	Project Management Technical, Financial, Marketing Personnel and Management feasibility Reports Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist. Role of Central Government and State Government in Promoting Entrepreneurship with various incentives, subsidies, grants	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 2302.1	Explain role and functions of entrepreneur in economic development.
CO2	MB 2302.2	Describing Family Business, Managing Business.
CO3	MB 2302.3	Explain External environment analysis, Economic, Social and Technological analysis.
CO4	MB 2302.4	Describing Need, Growth and development of women Entrepreneurship.

Recommended Books:

1. Vasant Desai Management of small scale industries, Himalaya Publishing
2. Angadi, Cheema, Das, Entrepreneurship, Growth, and Economic Integration, Himalaya Publication
3. Roy Entrepreneurship Oxford University Press
4. Dr. R.K Gupta & Lipikak. Guliani Fundamentals of entrepreneurship development & project management-Himalaya Publication.
5. Rizwana and Janakiran, Entrepreneurship Development, Excel Books
6. Murthy, Small Scale Industry and Entrepreneurial Development, Himalaya Publishing

SUBJECT TITLE: PRODUCTIONS & OPERATIONS MANAGEMENT

SUBJECT CODE: MB 2303

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
- To obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Operations management: concept, functions. Transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henry Ford, Deming, Crosby, Taguchi. Facility Location – importance, factors in location analysis, location analysis techniques. Product Design and development – product design and its characteristics, product development process (technical), product development techniques. Process selection- project, job, batch, mass and process types of production systems. Operations management in corporate profitability and competitiveness.	10
UNIT-II	Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. Production Planning & Control (PPC): – Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.	15
UNIT-III	Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. Acceptance Sampling – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with stated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.	15
UNIT-IV	JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. Purchasing Management – Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2303.1	Enable the students to Understand ever growing importance of Production and Operations management in uncertain business environment
CO2	MB2303.2	Explain the Gain an in-depth understanding of resource utilization of an organization
CO3	MB2303.3	Develop skills to operate competitively in the current business scenario.
CO4	MB2303.4	Understand the concepts of inventory and purchasing management

Recommended Books:

1. Mahadevan B, Operations Management: Theory And Practice, 2nd Edition, Pearson Education
2. Krajewski & Ritzman, Operations Management, 5th Pearson Education
3. Buffa & Sarin, Modern Production/Operations Management, 8th John Wiley
4. Chary, Production and Operations Management, Tata McGraw-Hill
5. Johnston R et al – Cases in Operations Management, Pitman
6. McGregor D – Operations Management, McGraw-Hill

SUBJECT TITLE: SERVICES MARKETING
SUBJECT CODE: MB2305
SEMESTER: III
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam; 3 Hrs
OBJECTIVES:

- To introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyze the problems dealt with by managers.
- To equip students with concepts and techniques that help in taking decisions relating to various services marketing situations.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	The Emergence of Service Economy, Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing, Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses,	10
UNIT-II	Relationship Marketing: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning. The Service Classification, Service Product Development, Consumer Behavior in Services, Customer Expectation of Services, Customer Perception of Services.	10
UNIT-III	Formulating Marketing Mix for Services Marketing, Internal Marketing, Employee Empowerment, Customer Involvement in Services. Quality Issues and Quality Models; Managing Productivity and Differentiation in Services Organizations; Demand-Supply Management; Advertising, Branding and Packaging of Services, Service Recovery Management.	10
UNIT-IV	Services Marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps, Applications of Services Marketing (Case Studies).	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2305.1	Understand the fundamental concepts of service marketing and its functions,
CO2	MB2305.2	Identify the role and significance of various elements of service marketing mix,
CO3	MB2305.3	Analyze customer requirement, measure service quality and design and deliver better service,
CO4	MB2305.4	Understand service marketing applications in different service sectors.

Recommended Books:

- Zeithmal A Valarie and Bitner Mary, 'Services Marketing', Tata McGraw Hill,
- Lovelock, Christopher H, 'Services Marketing', Pearson Education
- Shankar Ravi, Service Marketing, Excel Books, New Delhi, 2002.
- Hoffman, 'Marketing of services', Thomson South western

SUBJECT TITLE: CONSUMER BEHAVIOR
SUBJECT CODE: MB2306
SEMESTER: III
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam : 3 Hrs
OBJECTIVES:

- To enable students to demonstrate the ability to analyze the complexities of buying behavior and use the same to formulate successful strategies.
- To create an understanding of the group influences and consumer behavior in cultural and contextual environment.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Consumer Behavior: Introduction, Scope, importance and interdisciplinary nature, its strategic applications, Research in Consumer behavior: need, scope, types, research process, application of research in consumer behavior, Market Segmentation: meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies.	10
UNIT-II	Individual Determinants of Consumer Behavior: Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Personality: Theories, Product Personality, Self, Self image, Vanity, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioral and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tricomponent, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies, Designing persuasive communications.	10
UNIT-III	External Influences on Consumer Behavior: Group behavior: Meaning and types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and its affect on Consumer Behavior, Types of sub culture, Cross cultural consumer, Social Class: Categories, Measurement and Applications of Social Class.	10
UNIT-IV	Consumer Decision Making Process: Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's promotional Strategy, Diffusion of innovations: Diffusion Process, Adoption Process, Profile of Consumer Innovator, Introduction to Consumer Decision Making: levels, decision making process-pre purchase, purchase and post purchase process, Models of consumer decision-making. Note : Relevant Case Studies should be discussed in class.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2306.1	Analyze personal and environmental factors that influence consumer decisions,
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CO2	MB2306.2	Understand the processes used when individuals, group or organizations make buying decisions,
CO3	MB2306.3	Understand how and why marketers craft particular messages to appeal to consumers,
CO4	MB2306.4	Assess the process of opinion leadership and its relationship with firm's promotional strategy.

Recommended Books:

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education
2. Loudon, D. and Bitta, D., 'Consumer Behaviour', Tata McGraw Hill
3. Assael, H., 'Consumer Behaviour in Action', Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behaviour', Cengage Learning

SUBJECT TITLE: ORGANIZATION CHANGE & DEVELOPMENT

SUBJECT CODE: MB2307

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To make students understand interventions processes in the organization.
- To make students familiarize with various models of research for understanding change and decision making.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	OD; Introduction, Definitions & its distinguishing characteristics, Historical background: various stages, second- generation OD and extent of application, values, assumptions and beliefs in OD, Foundations of OD: Models and theories of planned change, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.	10
UNIT-II	Action Research and OD, Action Research: A Process and an Approach. Managing OD Process: Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, and Creating Parallel Learning Structures.	10
UNIT-III	OD Interventions: AN overview, Team Interventions, Intergroup and Third Party Peace Making Interventions, Comprehensive Interventions, Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors.	10

UNIT-IV	Power, politics and OD: Power defined and explored theories about the sources of Power, Organizational Politics in the practice of OD. Issue in Consultant- Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD-Now and Beyond. Relevant case studies related to the topics should be discussed.	10
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COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2307.1	Define the organization design & effectiveness,
CO2	MB2307.2	Define the organizational culture & ethics,
CO3	MB2307.3	Define the techno structural interventions & strategic change,
CO4	MB2307.4	Elaborate the organizational transformation.

Recommended Books:

- 1.WendeelL. French, Cecil H. Bell : Organization Development Prentice Hall
- 2.Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
- 3.Blake, Robert &Mouton : Building a Dynamic Corporate through Grid ODHomewood
- 4.Thomas H, Patten Organization Development through Team Building, Thomas Publication
- 5.Edgar F. Huse : Organization Development & Change, Thomas Publication

SUBJECT TITLE: TALENT & PERFORMANCE MANAGEMENT

SUBJECT CODE: MB2308

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam; 3 Hrs

OBJECTIVES:

- To make students understand interventions processes in the organization.
- To help future managers in understanding importance of talent management and acquisition for the organization.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.	10

UNIT-II	Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Key Elements of Talent Management System. Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Essentials & Stages of Talent Management.	10
UNIT-III	Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Post Recession Challenges of Talent Management. Talent Management and Organizational Environment: Introduction, Shaping Talent Planning and Developing Values, Promoting Ethical Behavior.	10
UNIT-IV	Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2308.1	Identify various methodologies organizations can use to accelerate and improve individual, team and organizational performance,
CO2	MB2308.2	Pinpoint the components of the performance management system to maximize people's potential and performance,
CO3	MB2308.3	Learn when it is appropriate to use assessment tools to enhance self-awareness and team performance,
CO4	MB2308.4	Learn how organizations are using employee engagement surveys to understand the drivers of their employees' satisfiers and dissatisfiers.

Recommended Reference Books:

1. Best practices in Talent Management: By Marshall Goldsmith.
2. Strategy-Driven Talent Management: By Rob Sizler

SUBJECT TITLE: MANAGEMENT OF FINANCIAL SERVICES

SUBJECT CODE: MB2309

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To familiarize students with various financial market services and system of trading at stock exchange.
- To examine the present status and Fintech development that are taking place in the financial services sector.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Financial Services - Meaning, types and importance of financial services. Depository System in India– Introduction to depository system, depository participants in India, functioning of depository, benefits of depository system and process of switching over depository, Concept of Dematerialization and Rematerialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.	10
UNIT-II	Mutual funds and AMCs: Origin and growth of mutual funds in India, Constitution of MFs: Sponsors, Trustees, Custodians and AMCs. Types of mutual fund schemes, advantages and disadvantages of mutual fund investment, Calculation of Net Asset Value and pricing of mutual funds. Recent trend in mutual fund investment in India. Credit rating: Concept and objective of credit rating, various credit rating agencies in India, factors affecting credit rating & process of credit rating. Introduction to International credit rating agencies.	10
UNIT-III	Leasing: concept and system of leasing, leasing & hire purchase system, advantages & disadvantages of leasing. Tax related aspect of leasing. Merchant Banking: Concept of merchant banking in India, Benefits of merchant banking to organizations. Venture capital: concepts of venture capital, guidelines for venture capital investment in India.	10
UNIT-IV	Debt Securitization: Meaning, Features, Scope and process of securitization. Concept of Factoring and its types. Plastic Money: Concept and different types of plastic money - credit and debit cards, advantages and disadvantages of plastic money. Factors affecting use of plastic money in India.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2309.1	To develop knowledge of areas of financial services in real world.
CO2	MB2309.2	Create an understanding of investment and portfolio schemes.
CO3	MB2309.3	Concepts of Plastic money and its relevance in economy.
CO4	MB2309.4	To understand the regulatory environment in which financial services are undertaken.

Recommended Books:

1. Vasant Desai ‘Financial Markets and Financial Services’ Himalaya Publications
2. Gordon & Natarajan ‘Financial Markets & Services’ Himalaya Publications
3. M Y Khan ‘Financial Services’ Tata McGraw-Hill
4. V. A. Avdhani ‘Financial Services in India’ Himalaya Publications
5. L M Bhole ‘Financial Institutions & Markets’ Tata McGraw- Hill
6. S Gurusamy ‘Financial Services & System’ Thomson Publications

SUBJECT TITLE: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

SUBJECT CODE: MB2310

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To establish a conceptual framework for the study of security analysis and portfolio management.

- To provide the student with ability to understand and utilise the skill of optimising returns. The focus at different places is to build models and discuss their validity and application to practical situations.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Investment- Meaning, Return and Risk, Asset Allocation decision, selecting investment in global market, Organization and Functioning of security market.	5
UNIT-II	Valuation model of equity shares, preference shares and debenture. Investment Analysis, Fundamental analysis : Economy Analysis, Industry Analysis & Company Analysis, Technical Analysis	10
UNIT-III	Portfolio Management- Concept, Objective & significance Portfolio Theories Markowitz model, Sharpe model, Arbitrage Pricing theory. Techniques of portfolio revision.	15
UNIT-IV	Financial Derivatives: Futures, Options, Portfolios of futures and options synthetics, Exotics and Financially engineered products. Case Studies in security analysis, portfolio construction and performance evaluation are required to be discussed.	15

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2310.1	To familiarize the students about the basic concepts, various investment avenues, process of investment and market microstructure of financial markets,
CO2	MB2310.2	To enable students to understand the need & significance of Valuation models of various types of securities & a deep knowledge about Fundamental, Economy Analysis, Industry Analysis and analytical skills about Technical Analysis
CO3	MB2310.3	To gain an insight about the concepts, process and techniques for portfolio construction, evaluation and revision
CO4	MB2310.4	To familiarize the students about the financial derivatives and financially engineered products

Recommended Books:

- Fischer E. Donald " Security Analysis & Portfolio Management" Prentice Hall.
- Bhatt Sudhindra " Security Analysis Portfolio Management" Excel Books
- Singh D.R., "Security Analysis" Kalyani Publication
- Bhalla V.K. "Investment Management" Sultan Chand

SUBJECT TITLE: INTRODUCTION TO DIGITAL MARKETING

SUBJECT CODE: MB 2311

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To help students in developing and writing 'content' for a highly significant marketing in digital world.
- To help in better product positioning in e-commerce and online websites.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to SEO: Search Engine Optimization (SEO), Introduction to SERP, Concept of search engines, Understanding working of search engines, Major functions of a search engine.	10
UNIT-II	Search Engine Traffic: Concept of internet traffic, Different types of traffic, Search keywords. Different types of keywords, Google keyword planner tool, Keyword research process.	10
UNIT-III	On-Page Optimization: Keyword optimization, Content optimization, adding social media plug-ins on Web pages, Internal linking, Meta tag creation, Creating Web page in HTML.	10
UNIT-IV	Off-Page Optimization: Concept of page rank. Process to increase page rank, back links, Types of back links, process of link building, Types of link building, Do's, and Don'ts of link building. Optimized Content Strategy: Understand to write optimized content, Monitoring SEO process, Preparing SEO reports.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2311.1	Understanding working of search engines, Major functions of a search engine.
CO2	MB2311.2	Different types of traffic, Search keywords. Different types of keywords,
CO3	MB2311.3	Understand Content optimization, Adding social media plug-ins on Web pages, Internal linking,
CO4	MB2311.4	Assess Off-Page Optimization: Concept of page rank. Process to increase page rank, back links.

Recommended Books:

1. Dan Zarrella, The Social Media Marketing Book, O'Reilly Media; 1 edition, 2009
2. Tim Kitchen, Tashmeem Mirza, Profitable Social Media Marketing: Growing your business using Facebook, Twitter, Google+, LinkedIn and more, Exposure Publishing; 1 edition, 2013
3. Liana Li Evans, Social Media Marketing : Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Press; First edition, 2010
4. Barker, Social Media Marketing: A Strategic Approach, Cengage; 01 edition, 2013

SUBJECT TITLE: TECHNOLOGIES FOR DIGITAL MARKETING

SUBJECT CODE: MB 2312

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- The concept of advertising and design will inspire students to creatively improve the way customers experience and interact with brands.
- To provide students an overview of the various current technologies those are used in advertising.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Online Advertising Technology: Development of advertising plans for digital media; List and applications of online advertising media tools; Creative writing& testing- Crafting selling messages for target customers and tools to optimize; Programmatic buying; Adservers, DSPs, Exchanges, Trading desks, Retargeting. Development of promotional strategies- advertising campaigns, media plans; Designing ads for website, email & mobile.	10
UNIT-II	Authoring of Content on the Web: Principles of Web design and website management; Website organization and structure-file formats, accessibility issues, homepage usability& responsive design; Basic HTML code, web graphics, web animation, interactivity, and cascading style sheets; Content curation – Storyboarding and scriptwriting; Skills for banner advertising and web marketing techniques; Design actual websites for local businesses and community organizations.	10
UNIT-III	Multimedia Content – Creation, Technology& Promotion -Concept of multimedia technology, multimedia files, formats and their use; Use of scanners, digital cameras, digital playback system, digital video and audio equipment, digital image editing, photo manipulation techniques; Industry-standard technology to create digital graphics for print, web pages, video and multimedia presentations. How to promote multimedia content online.	10
UNIT-IV	Introduction to Marketing Technology: Understanding business on internet, research online business services, development of internet business plan; Buyer journey & customer lifecycles; Customer relationship management, Components of CRM, ways of customer interaction, pre-implementation of CRM, Kick-off meeting, requirements gathering, prototyping and detailed proposal generation in sales. Tools of Marketing Technology: Sales force Automation (SFA): Definition, need, barriers to successful SFA, technological aspect of SFA, data synchronization in sales, reporting tools; Enterprise Marketing Automation (EMA: Components of EMA, marketing campaign, campaign planning and management, EMA components promotions, events loyalty and retention programs), response management. Application Service Provider (ASP) in marketing: Meaning, their role and function, advantages, and Disadvantages of implementing ASP.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2312.1	Understanding Development of advertising plans for digital media; List and applications of online advertising media tools
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CO2	MB2312.2	Principles of Web design and website management; Website organization and structure-file formats,
CO3	MB2312.3	Understand Concept of multimedia technology, multimedia files, formats and their use;
CO4	MB2312.4	Understanding business on internet, research online business services, development of internet business plan.

Recommended Books:

1. Eric Enge, The Art of SEO, Shroff/O'Reilly; Second edition, 2012
 2. Dr. Andy Williams, SEO 2015 & Beyond, Create Space Independent Publishing Platform; Fourth edition, 2014
- Reference Books:
3. E-Marketing -The essential guide to marketing in a digital world, Rob Stokes and the Minds of Quirk, Quirk Education Pty (Ltd). 5th Edition, 2012
 4. Bruce Clay, Search Engine Optimization All-in-One for Dummies, John Wiley & Sons, 2015.

SUBJECT TITLE: FOREIGN TRADE POLICY & MANAGEMENT

SUBJECT CODE: MB2313

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To build a solid foundation and understanding of global trade.
- To understand latest policy of the Indian government regarding international trade.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	The trends in the world trade direction and composition, India's foreign trade direction and composition. Foreign trade policies since independence. India's performance in Balance of Payment and Balance of Trade.	10
UNIT-II	India's trade with ASEAN goods and services. Instruments of export promotion, export assistance and measures, Import facilities, Duty draw back, Tax concession, Marketing assistance, Role of state trading house.	10
UNIT-III	Latest Foreign Trade Policy of the Government of India – General provisions regarding export and import, promotional measures, Duty	10

	exemption/remission schemes, EPCG etc. SEZ Act 2005, 100% export oriented units, Export house and trading house, EPZ's, STP, EHTP, BTP, Deemed export convertibility, Foreign collaborations and investments, Counter trade arrangements, Indian joint ventures abroad.	
UNIT-IV	Policy framework for FDI in India, Policy on counter trade arrangements, Indian joint venture, abroad project and consultancy exports, India's Double Tax Avoidance Agreements, Comprehensive Economic Co-operation Agreements.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2313.1	To explain the fundamental theories and concepts of international trade and finance and apply for the management decisions.
CO2	MB2313.2	Analyze the organizations allocate portfolio assets and take investment decisions. Students will be able to apply the different methods to mitigate the foreign trade and exchange rate risks in their respective organizations after they are recruited.
CO3	MB2313.3	To understand various Foreign Trade Policy of the Government of India. Duty exemption/remission schemes, EPCG etc. SEZ Act 2005, 100% export oriented units, Export house and trading house, EPZ's, STP, EHTP, BTP, Deemed export convertibility.
CO4	MB2313.4	Identify major recent developments in the FDI, and be able to critically analyze key issues of India's Double Tax Avoidance Agreements, Comprehensive Economic Co-operation Agreements and by the spread of regional trading arrangements.

Recommended Books:

- 1) Varshney and Bhattacharya, ' International Marketing Management', Sultan Chand & Sons Publication 2)
- K S Chatwal, ' Manual of Export Promotion' Export Marketing and Management Service
- 3) Deepak Nayyar, ' India's Export and Import Policies in 1960's' Cambridge University Press
- 4) World Development Report, World Bank, Washington DC
- 5) Economic Survey
- 6) Export and Import Policy of Ministry Of Commerce
- 7) Report of working group on Export Houses, Ministry of commerce

SUBJECT TITLE: INTERNATIONAL BUSINESS

SUBJECT CODE: MB2314

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To make students acquaint with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations with environment, procedural, institutional and decisional aspects of International Marketing.

- To make students learn to plan effectively for the marketing of consumer and business needs and wants on an international level.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Globalization - Globalization - Forces, Meaning, dimensions and stages in Globalization - Drivers and Barriers of Global Business - Kenchi Ohmae Model of borderless world - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Porter’s competitive advantage of nations - The Changing nature of global economy, Rise of new economies like Japan, South East Asia and China, BRICS, impact of globalization on Indian economy.	10
UNIT-II	National Differences in Political Economy: - Political, Economic and legal systems in the world – Determinants of the economic development of a nation – Foreign Exchange Market, The International Monetary System – International Trade - Tariff and Non-tariff Barriers - Regional Economic Integration, Trade blocks.	10
UNIT-III	Cross-Culture and dynamic market understanding - Differences in Culture: Meaning of the culture of a society, sources that lead to differences in social culture, Business and economic implications of differences in culture. Influence of social culture values in the work place, Economic and business implications of cultural change – - Ethics in International Business, ethical issues faced by international businesses.	10
UNIT-IV	The Strategy & Organization of International Business: - Entry Strategies and Strategic Alliances, Ethno centric, poly centric, geocentric and region centric approaches of MNE’s - Relevance between strategy and structure in the MNE – Introduction to Global Manufacturing, Materials Management and Marketing, Accounting & International Finance.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2314.1	To explore the students to understand deep current issues in International Trade
CO2	MB2314.2	To enable students to use economic tools to analyze diversity of issues in the international economy.
CO3	MB2314.3	To Explain the key legal issues related to businesses operating in other countries;
CO4	MB2314.4	The students are expected to enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.

Recommended Books:

1. Charles Hill, ‘International Business’ Tata Mc-graw Hill
2. John D. Daniels, Lee H. Radebaugh and Daniel P. Sullivan Pearson, ‘International Business – Environments and Operations’ Pearson Publications
3. Rakesh Mohan Joshi, ‘International Business’ Oxford Publications
4. Graham, Cator and Gilly, ‘International Marketing’ published by McGraw Hill.

SUBJECT TITLE: SEED PRODUCTION & TECHNOLOGY

SUBJECT CODE: MB2315

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
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SEMESTER: III
CONTACT HOURS/WEEK:

3	-	-	3
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Internal Assessment: 40
End Term Exam: 60
Duration of Exam: 3 Hrs

OBJECTIVES:

- This course emphasizes the knowledge and skills for seeding and related technological processes.
- To help students in understanding various seed storing and procurement techniques.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Importance of quality seeds in agriculture; principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops; principles of seed certification and certification agency, seed laws and seed law enforcement; seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds;	10
UNIT-II	Installation and management of seed processing plants- Seed storage; loss of seed viability during storage; seed packaging storing breeder, foundation and certified seeds; germplasm conservation;	10
UNIT-III	Construction and seed stores: seed development and germination; principles and methods moisture, viability, seed vigour, genetic purity and seed health- Seed industry in India-present status and future prospects; role of public,	10
UNIT-IV	Private and cooperative sectors; national policy and programmes seed demand and supply; forecasting seed demands; seed trade and export potential, organization of seed industry in India; Human resource development in seed industry, managing seed industry efficiently.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2315.1	To explore the students to understand the principles of seed production
CO2	MB2315.2	Explain the key issues related to Seed and seed technology
CO3	MB2315.3	To enable students to use processing equipment's for post-harvest handling of seeds
CO4	MB2315.4	Apply the framework for Seed Quality Control and Seed Testing

Recommended Books:

- Seed technology-R.L.Agarwal
- Principles of seed technology- G.M.Kulkarini
- Principles of seed science & technology-L.O.Copeland & M.B.KcDonald

SUBJECT TITLE: MATERIALS MANAGEMENT

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
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SUBJECT CODE: MB2316
SEMESTER: III
CONTACT HOURS/WEEK:

3	-	-	3
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Internal
Assessment: 40
End Term Exam: 60
Duration of Exam; 3 Hrs

OBJECTIVES:

- The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations.
- Help developing skills for cost reduction techniques in Pre-purchase, purchase and Post purchase systems.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Importance, objectives and functions of Material Management. Organizational structure for material management. Materials Planning: Determination and description of material quantity. Material planning in Pushand Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.	10
UNIT-II	Purchasing: Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions. PURCHASE MANAGEMENT: Meaning, Objectives & Functions, Purchase Parameters – 8 R's of Purchasing, KARDEX System. NEGOTIATION: Meaning of Negotiation, Objectives & Techniques, Qualities of Good Negotiator, Tactics /Strategies used in Negotiation	10
UNIT-III	Warehousing: Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification. Cost reduction methods: Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.	10
UNIT-IV	Inventory control: Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D. Logistics And Supply Chain Management: Recent Developments With Reference To Rural Economy.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2316.1	To ensure continuous uninterrupted production or operation or project work by maintaining a steady flow of materials
CO2	MB2316.2	To enable students the better understanding of the concept of effect economies in the cost of materials by purchasing materials of the right quality, in the right quantity, at the right time, from the right source, at the right price;
CO3	MB2316.3	To explore the students to understand the cooperation among all departments of the enterprise to meet materials management objectives both at the corporate and

		functional levels and to ensure proper coordination in respect of such activities;
CO4	MB2316.4	To conserve materials resources within enterprise, thereby contributing to the conservation of national resources.

Recommended Books:

- Materials Management System, Brown, R. B., John Wiley & Sons, New York.
- Materials Management: An Integrated Approach, Gopalakrishnan, P. & Sundaresan, M., Prentice-Hall of India.
- Purchasing and Materials Management, Lee, L.(Jr.) & Dobler, D. W., Tata McGraw-Hill Publishing Co.

SUBJECT TITLE: FUNDAMENTALS OF HOSPITAL ADMINISTRATION

SUBJECT CODE: MB 2317

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To enable Professional management practice in healthcare and understand the management process and integrated approach in management.
- To manage service organizations by accepting the inbuilt challenges and manage hospitals by understanding the complexity, levels and role of hospital administrator.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Management and Organizations - Management Role- Levels of Managers and Management Skills - Classical School- Behaviour School-Management Science School Management Functions and Process -Planning- Organizing -Staffing - Directing-Controlling	10
UNIT-II	Services, Health and Hospitals- Services- Classification of Service Organization- Characteristics- Challenges History of Medicine-Healthcare Revolution-Health- Dimensions of Health- Indicators of Health Types of Healthcare Organizations- Composition of Health Sector- Types of Care-Pyramidal Structure of Health Services- Hospitals- Types of Hospitals and Role of Hospital in Healthcare- Complexity of Hospital Organization.	10
UNIT-III	Hospital Management: Levels and Roles- Governing Board, Executive Board and Advisory Board - CEO, Medical Administration, Nursing Administration and Hospital Administration- Middle Level Managers in Hospital and their Responsibilities	10
UNIT-IV	Current Issues in Healthcare- Accreditation- Tele health-Health Tourism-Health Insurance and Managed Care -Disaster Management - Hospital Wastes Management	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2317.1	To enable students to better understand the responsibility of recruiting the hospital staff that includes the nurses, doctors, and interns working in the hospital
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CO2	MB2317.2	To explore the students regarding the supervision of the functions at the blood bank. They need to cater to the storage, receipt, and the delivery of the blood samples in the blood bank.
CO3	MB2317.3	Explore the development of quality standards, overseeing the quality policies, standards, programs, and ensuring the continuous improvement of services and products
CO4	MB2317.4	Ensuring all the programs are carried out as per the norms laid out.

Recommended Books:

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

SUBJECT TITLE: HOSPITAL AND HEALTHCARE SERVICES MARKETING

SUBJECT CODE: MB 2318

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- The aim of this course is to apply marketing skills in health care organizations without conflicting the professional ethics of the clinical professions and ultimately aiming customer satisfaction.
- To defining the Market, target and focus everything from customer point of view and be customer oriented through consumer analysis and awareness creation.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to healthcare sector and Services- Trends in Health care sector-Concept of Services -Importance of Hospital services Marketing-Service characteristics-Service Triangle-Challenges in Practicing Marketing in Healthcare Industry - Marketing Intelligence, Information and Research. Holistic Marketing- Holistic Marketing-Interactive marketing-External Marketing-Internal marketing – Scope- Objectives – strategies-Roles of a service employee.	10
UNIT-II	Market analysis and design of health care service products- Defining Market- Forecasting Demand -Market Segmentation and Targeting - Target Marketing-Positioning-Designing health care service products -New service development process-PLC-Physical evidence-Marketing Organization for Hospitals. Consumer Analysis -Consumer Buying Process-Buyer Behavior-Consumer Adoption Process Service Quality Management— GAP model, SERVQUAL model – Service recovery strategies	10

UNIT-III	Strategic Marketing Mix Decisions- Product (Service) Decisions - Marketing Approaches to New Services Development- Service Mix Decision - Service Item Decision -Service Life Cycle Decision-physical evidence Pricing Decisions- Pricing Objectives in Healthcare- Pricing Strategy Place Decisions- Major Distribution Decisions- Strengthening Referral System Promotion Decisions-Sales Force in Healthcare Organizations- Advertising in Healthcare Industry Sales Promotion Practices in Healthcare Organizations-Publicity Practices-Service Portfolio Strategy - Market Expansion Strategy-Target Market Strategy- Competitive Positioning Strategy.	10
UNIT-IV	Public Relations- Introduction to Public Relations -Meaning of Public Relations- Classification of Public from Healthcare Marketing Perspective- Evaluation of Public Relations - Public Relations Process- Identifying the Relevant Publics- Measuring Images and Attitude of the Relevant Public-Establishing Image and Attitude Goals for the Key Publics- Developing Cost Effective Public Relations Strategies-Implementing Actions and Evaluating Results-Community Opinion Surveys to Assess the Image of an Organization -Public Relations Tools - Materials: Written and Audiovisual - Media : News, Events, Speeches and Information Services-Social Marketing	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2318.1	To explore the students to understand the Demography & Vital Statistics
CO2	MB2318.2	To familiarize the students with the Health scenario of India
CO3	MB2318.3	To have a deeper and rigorous understanding of National Health Policy & Population policy
CO4	MB2318.4	To explore the students to understand the Healthcare of the Community

Recommended Books:

1. Eric N.Berkonitz, 'Essentials of Health care Marketing' 4th edition, JB learning,2017.
2. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations ,Prentice Hall Publication,2012
3. John F. O"Malley, Healthcare Marketing Sales and Services: An Executive Companion,Health Administration Press ISBN 1-56793-150-2
4. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy,Prism Books Pvt. Ltd., Bangalore, 2000

SUBJECT TITLE: PROGRAMMING IN C

SUBJECT CODE: MB2319

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- The objective of the C programming language is to make user familiar with the programming approach. The C programming offers a new powerful way to cope with the complexity of a program.
- To familiarize students with the software development environment.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Programming process and Problem Solving: Problem Identification, Analysis, Flowcharts and algorithms. Program Coding and Execution. C Character set, Identifiers and keywords, Datatypes, Declarations, Expressions, Statements and Symbolic Constants.	10
UNIT-II	Input-Output functions. Pre processor Program structure. Operators and their procedure, Various Expressions and Statements.	10
UNIT-III	Control statements: Branching, looping using for, while and do-while Statements, Nested control structures, switch, break, continue statements. Functions: Definition, Call, prototypes, and passing arguments to functions. Storage classes, automatic, external and static variables. Pointers: The basics of Pointer, Pointer Expressions and arithmetic.	10
UNIT-IV	Arrays: Single and Multidimensional Arrays, Initializing the arrays Memory Representation, Accessing array elements. Introduction to String and String Manipulation Functions. Structures: initialization, accessing members, Arrays of structures, structures containing arrays, Unions File handling: Introduction, Defining & Opening a File Closing a File, Input/Output Operations on Files.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2319.1	Develop basic understanding of computers, the concept of algorithm and algorithmic thinking.
CO2	MB2319.2	Develops the ability to analyze a problem, develop an algorithm to solve it.
CO3	MB2319.3	Understand the fundamentals of C programming.
CO4	MB2319.4	Choose the right control statement based on the requirements of the problem.

Recommended Books:

1. Herbert Schildt, C: The Complete Reference, McGraw-Hill Osborne Media
2. Y.P. Kanetkar, Let us C Solutions: BPB Publications
3. Brian W. Kernighan and Dennis M. Ritchie, The C Programming Language: PHI Learning
4. Ashok Kamthane, Programming with ANSI and Turbo C : Pearson Education
5. Gottfried, B, Theory and Problems of Programming in C: Tata Mcgraw-. Hill Ltd

SUBJECT TITLE: PROGRAMMING IN C++
SUBJECT CODE: MB2320

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To learn programming from real world examples and understanding object oriented approach for finding solutions to various problems with the help of C++ language.
- Students will learn to create computer based solutions to various real-world problems using C++ and will learn various concepts of object oriented approach towards problem solving.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Object Oriented Programming: Objects, Classes, Data abstraction, Data Encapsulation, Inheritance, Polymorphism, Introduction to C++, Identifier and keywords, constants, C++ operators, Variable declaration, statements, expressions, Conditional expression loop statements, breaking control statements.	10
UNIT-II	Defining function, types of functions, Parameter Passing: by value, by address and by reference.	10
UNIT-III	Arrays, Pointers: Pointer Operations, Pointer Arithmetic, Pointers and Arrays, Pointer to functions. Classes, member functions, objects, nested classes, inline member functions, static class member, Friend functions and Friend classes.	10
UNIT-IV	Constructors: properties, types of constructors, Default, parameterized and copy, Destructors, Inheritance, single inheritance, types of base classes, types of derivations, multiple inheritance. Polymorphism: Function, operator and constructor overloading. Operator overloading: Rules for operator overloading, unary, binary operator overloading, abstract base classes. Files and streams: Classes for file stream operations, opening and closing of files.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2320.1	Understand THE basics of C++ and how C++ improves C with object-oriented features.
CO2	MB2320.2	Understand and Apply the concepts of Classes & Objects, friend function , constructors & destructors in program design.
CO3	MB2320.3	Create functions, Static Members & Functions inside and outside the class with the use of scope resolution operator.
CO4	MB2320.4	To implement code reusability using inheritance, runtime polymorphism and compile time polymorphism.

Recommended Books:

1. D. Ravichandran, Programming with C++, Tata McGraw-Hill
2. Herbert Schildt, The Complete Reference C++, McGraw-Hill Osborne Media
3. Robert Lafore, Object Oriented Programming in C++, Pearson Education
4. Deitel and Deitel, C++ How to Program, Prentice Hall
5. Bjarne Stroustrup, The C++ programming language, Addison-Wesley Professional

Fourth Semester:

Subject		Contact Hours/Week			Credit	Evaluation Scheme (% of Total Marks)			Exam Duration (Hours)
Code	Title	L	T	P		Internal	External	Total	
Core Courses									
MB 2401	Research Project	-	-	10	5	--	---	100	3Hrs
Elective Course									
MARKETING									
MB 2402	Brand Management	3	-	-	3	40	60	100	3Hrs
MB 2403	E- Commerce	3	-	-	3	40	60	100	3Hrs
HUMAN RESOURCE									
MB 2404	Industrial Relation & Labor Laws	3	-	-	3	40	60	100	3Hrs
MB 2405	Leadership & Team Dynamics	3	-	-	3	40	60	100	3Hrs
FINANCE									
MB 2406	Mergers & Acquisitions	3	-	-	3	40	60	100	3Hrs
MB 2407	Banking & Insurance Operations	3	-	-	3	40	60	100	3Hrs
Digital Marketing									
MB 2408	Introduction To Web Content Writing	3	-	-	3	40	60	100	3Hrs
MB 2409	Social Media Marketing	3	-	-	3	40	60	100	3Hrs
INTERNATIONAL BUSINESS									
MB 2410	International Management	3	-	-	3	40	60	100	3Hrs
MB 2411	International Marketing	3	-	-	3	40	60	100	3Hrs
AGRICULTURE									
MB 2412	Food Technology & Processing Management	3	-	-	3	40	60	100	3Hrs
MB 2413	Fruit Production & Post	3	-	-	3	40	60	100	3Hrs

	Harvest Management								
HEALTH CARE									
MB 2414	Hospital Information System	3	-	-	3	40	60	100	3Hrs
MB 2415	Risk Management And Health Insurance	3	-	-	3	40	60	100	3Hrs
INFORMATION TECHNOLOGY									
MB 2416	E-Commerce & Cyber Securities	3	-	-	3	40	60	100	3Hrs
MB 2417	Relational DBMS	3	-	-	3	40	60	100	3Hrs
MB 2420	Presentation on Training Report	-	-	2	1	40	60	100	3Hrs
Total		12	-	12	18	-	-	-	-

L-- Lecture

T-- Tutorial

P---Practical

The breakup for internal evaluation (40 marks) is as follows:

1. Mid Semester Exams: 20
2. Assignment: 10
3. Attendance: 5
4. Class Participation:5

Note: For Evaluation scheme see ordinance number 8 “Regulation for Academic Evaluation” RIMT University.

SUBJECT TITLE: RESEARCH PROJECT
SUBJECT CODE: MB2401
SEMESTER: IV
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
-	-	10	10

Internal Assessment: 100

A team of two examiners will evaluate the Research Project. There will be one external and one internal examiner, each evaluating out of 100 marks. The institute will select and invite an external examiner for the evaluation.

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2401.1	Demonstrate their capacity to improve achievement, engagement, retention and manage change through collaboration with others.
CO2	MB2401.2	Get in-depth understanding of academic theory and preparation of high-quality research projects pertinent to the field of study.
CO3	MB2401.3	Develop Research aptitude.
CO4	MB2401.4	Ability to support and participate in academic, government, and industrial research at an internationally competitive level.

SUBJECT TITLE: BRAND MANAGEMENT
SUBJECT CODE: MB2402
SEMESTER: IV
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam; 3 Hrs

OBJECTIVES:

- To help future managers in building and effectively maintaining brand equity is among the top priorities of high performing companies.
- To provide students with insights into how profitable brand strategies can be created and the implications for brand management professionals. The course also provides an understanding of the key issues in building and maintaining brands and brand equity.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction : Basic Understanding of Brands- Definitions- Branding Concepts- Functions of Brand- Significance of Brands- Different Types of Brands, Commodities Vs Brands. Brand and Brand Management- Role of Brand Manager, Strategic Brand Management process- Building strong brand, How it has evolved over time, Branding Challenges and Opportunities.	8
UNIT-II	Brand Strategies: Strategic Brand Management Process- Building a strong Brand- Brand	12

	<p>Positioning- Establishing Brand Values- Brand Vision – Brand Elements- Branding for Global Markets- Competing with Foreign Brands, Brand Portfolios and Market Segmentation.</p> <p>Brand Extension : Brand Adoption practices- Different types of Brand Extension- Factors influencing Decision for Brand Extension- Re-Branding and Re -Launching</p>	
UNIT-III	<p>Brand Communications & Brand Awareness: Brand Image Building- Brand Loyalty Programmes- Brand Promotion Models- Role of Brand Ambassadors, Celebrities- Online Brand Promotions. Factors Influencing Brand Awareness. Define Public Relations, Identify the difference among Advertising and PR (Public Relations).</p>	8
UNIT-IV	<p>Brand Equity Concept: Brand Equity Models- Brand Asset Valuation Model, Aaker’s brand Equity Model, BRANDZ model, Keller’s Customer Based Brand Equity Model, Building Brand Equity, Brand Identity and Brand Image, Brand Vision & Objective.</p> <p>Measuring Brand Performance- Measuring Brand Equity, Establishing Brand Equity Management System,</p>	12

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2402.1	Understand what a product is, the various levels which make it up, and different types of products.
CO2	MB2402.2	Recognize the features and importance of a brand and conduct branding research.
CO3	MB2402.3	Understand the concept of brand loyalty and measuring brand performance.
CO4	MB2402.4	Describe the role of various branding strategies in brand equity management

Recommended Books:

- 1.Aaker, D. A. (1996). Building strong brands: Building, measuring, and managing brand equity.
- 2.Kumar, S. R. (2002). Managing Indian Brands. Vikas Publication, India.
- 3.Sagar, M. (2009). Brand management. Ane Books Pvt Ltd
- 4.Economic Times (<https://economictimes.indiatimes.com>) For latest Case Studies

SUBJECT TITLE: E-COMMERCE

SUBJECT CODE: MB 2403

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam: 3 Hrs

OBJECTIVES:

- To familiarize the students with the basic of E Commerce and E Business and give insights about developing E Commerce website.
- To help students in understanding various types of e-commerce models and optimizations for e business.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	E Commerce, E-Business, E-Marketing and their features. Difference between E Commerce and E-Business and E-Marketing, Types of E Commerce - B2B, B2C, B2G, C2B, C2C, C2G, Evolution of E Commerce, Key elements of a business	15

	model, B2B and B2C business models.	
UNIT-II	Building an E-Commerce website, World Wide Web, Security Threats in E Commerce, Technological Solutions, E-Commerce payment systems: Traditional payment systems and latest systems-Digital Wallets, Digital Cash, Online store systems, Digital payment systems, Digital checking payment systems, Virtual Currency, Pay Pal.	15
UNIT-III	Search engine optimization (SEO), Ecommerce marketing concept, Content Marketing, B2C and B2B marketing and branding strategies, Net pricing strategies, Marketing communications: Online advertising, Email, Online catalogs, Ethical, Social and Political issues in E Commerce, E Governance, Online retailing and services, Use of Social Networks in E-Commerce.	10
UNIT-IV	Intellectual property rights in Cyber Space, Patents for Digital Technologies, Copyrights in Digital Space, Copyright (Amendment) Act, 2001, Information Technology Act, 2005, Domain names.	10

Relevant Case studies should be discussed

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2403.1	Explain introduction meaning, nature and scope channels of e - commerce
CO2	MB2403.2	Elaborate on business to consumer e-commerce applications
CO3	MB2403.3	Elaborate electronic payment systems and order fulfillment.
CO4	MB2403.4	Explain security issues in e-commerce & explain regulatory environment of e-commerce.

Recommended Books:

1. Kenneth C. Laudon and Carol Guercio Traver , „E Commerce Business Technology Society” Pearson Publisher
2. Henry Chan,E-Commerce Fundamentals and Application”, Wiley publication
3. Gary Schneider, Electronics Commerce” Thomson Course technology
4. Vinod V Sople, Managing Intellectual Property” PHI Learning Private Limited

SUBJECT TITLE: INDUSTRIAL RELATIONS & LABOR LAWS

SUBJECT CODE: MB2404

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- The aim of this course is to help students to understand basics of industrial relations applicable in various business houses.
- To provide students basic understanding of laws governing various aspects of the industries.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Industrial Relations-Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade UNIONSIM, The Trade unions Act ,1926 {with amendments}	10
UNIT-II	Grievance Handling, Tripartite and bipartite bodies, Anatomy of Industrial disputes, Conciliation, arbitration and adjudication, Sexual Harassment	10
UNIT-III	Collective bargaining: Nature and legal framework of collective bargaining, levels of bargaining and agreements, The Role of Government in Industrial Relations: the means of state intervention, role of state in industrial relations at the state level, industrial conflict, and reference of disputes to boards, courts, or tribunals.	15
UNIT-IV	The Industrial Disputes Act, 1947: Scope and Extent of the act, Definitions [Industry, Industrial dispute, Individual and collective dispute, Average Pay, Employer, Independent person, lay – off, Lock Out, Retrenchment, Strike, Unfair Labor Practices, Wage and Workmen], Procedure for settlement of industrial dispute, Prohibition of strikes and lockouts. Industrial relations in U, K & USA, Japan & Russia.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2404.1	Understand the conceptual framework of Industrial Relations.
CO2	MB2404.2	Identify the heated issues which might take the form of disputes in the workplace.
CO3	MB2404.3	Elaborate the Concept, evolution, implementation & Challenges of Worker's Participation in Management
CO4	MB2404.4	Explain the concept, evolution and implementation of Collective Bargaining

Recommended Books:

1. Arun Monappa& J.T., Dunlop Industrial System, TATA McGraw Hill
2. C.N.Patil, Collective Bargaining, University press
3. Pramod verma, Industrial Relations, Tata McGraw Hill
4. S.C.Srivastava, Industrial Relation& Labor Laws, Vikas Publications
- 5.Singh and Sinha, Labour Laws in Brief, Excel Books.

SUBJECT TITLE: LEADERSHIP & TEAM DYNAMICS
SUBJECT CODE: MB 2405
SEMESTER: IV
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam: 3 Hrs
OBJECTIVES:

- The course will let the student understand the impact and importance of becoming a leader, effective leadership behavior and styles.
- To create understanding about various theories of leadership and their importance in becoming successful leader.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Leadership: Defining leadership. Nature and significance of leadership, developments of effective leadership behavior. Leadership Styles: Autocratic, democratic, benevolent, parent, task nurturant Leadership. Distinguishing Leadership and Management. Leadership Fundamentals: Individual Factors and Situational factors.	10
UNIT-II	Theories of leadership: Training, goal, attribution, life cycle theory, path goal theory. Models of leadership: Victor, Vroom, Fiedler, Yelton. Approaches to defining leaders and leadership: Trait, Behavioral Approach, Skills approach. Approaches to defining leaders and leadership: Contingency Theories, Path Goal Theory.	20
UNIT-III	Developing leadership Skills: Leading a meeting, group discussions, listening, initiating personal change, sensitivity training, Johari Window, TR-group theory, Laboratory method.	20
UNIT-IV	Team Dynamics: Interpersonal and intra-personal processes of behavior, emotional expressions, Transactional Analysis, Team Building – Makings of effective interpersonal relationship. Effective organization – Survey of climate and motivation levels.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2405.1	Describe how effective leadership is influenced by global leadership competencies.
CO2	MB2405.2	Explain and recognize the function of the leader in teams.
CO3	MB2405.3	Understand & recognize the function of the good team development.
CO4	MB2405.4	Understand how situational and contingent leadership might benefit from evidence-based leadership.

Recommended Texts

1. Guest R, Hersey P & Blanchard K : Organizational change this Effective Leadership, Prentice Hall, New Jersey, 1977.
2. Yukl GA : Leadership in Organization, Prentice-Hall, New Jersey, 1981.
3. E;ezmol A : The Dynamics of Inter-personnel Behaviour, John Wiley & Sons., Inc., New York, 1969.
4. Adair John : Effective Leadership, Rupa & co.
5. Davar, Rustom S : Creative Leadership, UBS Publishers Distributors Ltd

SUBJECT TITLE: MERGERS AND ACQUISITIONS

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
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SUBJECT CODE: MB 2406

3	0	0	3
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SEMESTER: IV
CONTACT HOURS/WEEK:
Internal Assessment: 40
End Term Exam: 60
Duration of Exam: 3 Hrs
OBJECTIVES:

- To familiarize students with mergers process and significance of corporate restructuring.
- To make students understand about various financing options used for mergers and acquisitions.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Mergers- types of mergers– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders. M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix.	15
UNIT-II	Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A. Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance- buyback of shares.	15
UNIT-III	Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in merger and amalgamation in purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956.	10
UNIT-IV	Takeovers, types, takeover strategies, - Takeover defenses – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills, Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code.	10

Relevant Case studies should be discussed
COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2406.1	Understand various types of mergers and its theories and explain the relevance of merger and acquisition strategies in firms competing in the global economy
CO2	MB2406.2	To gain an insight about process of mergers, methods of financing mergers, challenges in mergers & Acquisition where student will understand various organizational and human aspects and managerial challenges of M & A.
CO3	MB2406.3	To impart knowledge about corporate restructuring and Mergers, amalgamations and acquisitions, takeovers and explaining the different Synergies arising from M&A.
CO4	MB2406.4	To explain the regulatory aspects of mergers, acquisitions, and corporate restructuring. To gain insight about Takeovers, anti-takeover amendments and methods of resistance.

Recommended Books:

1. Kenneth C. Laudon and Carol Guercio Traver ,E Commerce Business Technology Society“ Pearson Publisher.
2. Henry Chan,E-Commerce Fundamentals and Application“, Wiley publication
3. Gary Schneider, Electronics Commerce“ Thomson Course technology
4. Vinod V Sople, Managing Intellectual Property“ PHI Learning Private Limited

SUBJECT TITLE: BANKING & INSURANCE OPERATIONS

SUBJECT CODE: MB2407

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To make students understand the applications of Banking and Insurance Operations in Business.
- To make them aware of various banking innovations after nationalization and to give them an overview about insurance industry.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Banking Systems and structure in India. Types of Banks. Role of Reserve Banks as regulator of banking System. Provisions of banking Regulations Act and Reserve Bank of India Act. The terms Banking and Customer, Types of Relationship between Banker and customer, bankers’ obligations to customers, Right of Lien and set off appropriations, Provisions of negotiable instrument Act, 1881- Bankers Legal Duty of disclosure and related matters.	10
UNIT-II	Customers Account With Banks, Opening Operations, KYC Norms and Operation, Types of accounts and customers, Nomination, settlement of death claims, banking Technology, Home Banking, ATM, Mobile Banking, Core Banking solutions, Debit, credit, and smart cards, EFD, RTGS International Banking, Exchange Rates , Documentary letter of credit, Financing Exporters and importers, ECGC Policies and guarantees.	10
UNIT-III	Introduction to Insurance, Elements of Insurance, Risk players in Life and Non –Life Insurance Sector, Insurance Documents, Role and Responsibilities of IRDA, Provisions of Insurance Act 1938 Insurance Ombudsman,	10
UNIT-IV	Types of Insurance. Life Insurance and General Insurance products including unit linked Plans Insurance and Indian scenario, future prospects, Insurance accounting, financial Analysis and valuations, solvency and performance Measures.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2407.1	To highlight the fundamentals of banking along with various legal and regulatory aspects of banking operations with special focus on Banking Regulation Act, Negotiable Instruments Act etc.
CO2	MB2407.2	To provide an overview of emerging trends in banking, facilitating a creative approach towards the banking products and services.
CO3	MB2407.3	To emphasize on the concept of insurance and the regulatory framework concerned inculcating a deeper view for risk management in the minds of student.
CO4	MB2407.4	To introduce various insurance plans and to present the students with technical elements of insurance, such as financial analysis and valuation.

Recommended Books:

1. L.M. Bhole Financial institutions and Markets. Tata McGraw Hill.
2. Sunderaram and Varshney (Theory , law and Practice).banking Theory, law and Practice .Sultan chandnad Sons. New Delhi
3. Koch W, Timothy, and S.Scott, bank management, Thomson , New delhi
4. Gordon and natrajan, Banking (theory law and Practice) Himalaya , Publishing.
5. Agrawal, O.P Banking and Insurance , Himalaya Publishing.

SUBJECT TITLE: INTRODUCTION TO WEB CONTENT WRITING
SUBJECT CODE: MB 2408
SEMESTER: IV
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam:3 Hrs
OBJECTIVES:

- To understand the concept and psychology of customer to develop relevant content.
- To learn the methods and techniques and know practice to develop web content by writing.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	The Art of Writing: Essentials of writing & storytelling - what is storytelling - why is it important - what makes a good story and a bad one - basic rules of grammar and language - understanding 'tone of voice'.	10
UNIT-II	Understanding The Reader & Applying Psychology to Writing: The psychology of writing - basic concepts of psychology (with regards to writing) - understanding how the mind reacts to writing - how to use this knowledge to influence the reader - what readers like to read (or see/hear).	10
UNIT-III	Writing For the Digital Medium: How to write for digital - what makes writing for digital different - copywriting for the digital medium - Technical Writing - Creative Writing.	10
UNIT-IV	Different Types Of Writing: Writing for websites - writing for blogs (reviews/UGC etc.) - writing for social media (Facebook / twitter etc. - Writing for search engines - Web Copy writing - writing for banners/stamp ads. After You Write Proof Reading – Editing – Rewriting - Content based Marketing - Customer Targeting and Demographics - Content based Analytics and Quality Check.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2408.1	Explain Essentials of writing & storytelling - what is storytelling - why is it important
CO2	MB2408.2	Elaborate the psychology of writing - basic concepts of psychology (with regards to writing)
CO3	MB2408.3	Elaborate how to write for digital - what makes writing for digital different - copywriting for the digital medium
CO4	MB2408.4	Explain Writing for websites - writing for blogs (reviews/UGC etc.) - writing for social media

Recommended Books:

1. Lynda Felder, "Writing for the Web: Creating Compelling Web Content Using Words, Pictures, and Sound" New Riders, 2012
2. Nicole Fenton, Kate Kiefer Lee, "Nicely Said: Writing for the Web with Style and Purpose Voices That Matter" New Riders, 2014
3. Janice Redish, Janice (Ginny) Redish, "Letting Go of the Words: Writing Web Content That Works" Elsevier, 2012

SUBJECT TITLE: SOCIAL MEDIA MARKETING
SUBJECT CODE: MB 2409
SEMESTER: IV
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40
End Term Exam: 60
Duration of Exam; 3 Hrs
OBJECTIVES:

- To make students understand and plan content for online marketing; Learn how to use social media to meet organization's acquisition and brand objectives.
- Learn to incorporate best social media practices into marketing campaign.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Concept of Social Media Marketing, Big Brands and Social Media, Small Business and Social Media, Social Media and You Blogging, History, Platforms, Content Strategies, Building an Audience, Takeaway Tips.	15
UNIT-II	Twitter and Microblogging, Introduction, History, Protocol.	5
UNIT-III	Social Networking, Introduction, History, Facebook, LinkedIn Media Sharing, YouTube, Flickr, Slide Share.	10
UNIT-IV	Social News and Bookmarking, Introduction, Digg, Reddit, Stumble Upon Ratings and Reviews, Introduction, Yelp, Other Sites. Strategy, Tactics, and Practice, Monitoring, Research. Campaigns Versus Ongoing Strategy, Integration, Calls to Action Measurement, Metrics, Goal Setting, Software.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2409.1	Explain Concept of Social Media Marketing, Big Brands and Social Media, Small Business and Social Media,
CO2	MB2409.2	Elaborate Twitter and Microblogging, Introduction, History, Protocol
CO3	MB2409.3	Elaborate Social Networking, Introduction, History, Facebook, LinkedIn Media Sharing, YouTube, Flickr, Slide Share
CO4	MB2409.4	Explain Social News and Bookmarking, Introduction, Digg, Reddit, Stumble Upon Ratings and Reviews, Introduction, Yelp, Other Sites.

Recommended Books:

1. Dan Zarrella, The Social Media Marketing Book, O'Reilly Media; 1 edition, 2009
2. Tim Kitchen, Tashmeem Mirza, Profitable Social Media Marketing: Growing your business using Facebook, Twitter, Google+, LinkedIn and more, Exposure Publishing; 1 edition, 2013
3. Liana Li Evans, Social Media Marketing : Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Press; First edition, 2010
4. Barker, Social Media Marketing: A Strategic Approach, Cengage; 01 edition, 2013

SUBJECT TITLE: INTERNATIONAL MANAGEMENT
SUBJECT CODE: MB 2410
SEMESTER: IV
CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40
End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To develop capabilities to understand the intricacies involved in International Trade.
- To develop cross-cultural intelligence and sensitivity to interact with people from different cultures.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Global Business Environment: Business organizations and management decisions and actions exist in a complex, dynamic, and often turbulent environment. Understanding of the dimensions and layers of global business environment. To recognize and understand the challenges and opportunities which the business environment presents to organizations. Businesses and managers operating in an international context.	10
UNIT-II	Global Logistics Management: Global Supply Chain Management, Global Demand Chain Management. Centralized Logistics Management, Decentralized Logistics Management, Outsourcing of Logistics services. International Transportation issues, Terms of Shipment and Sale. International Inventory issues, International Packaging issues.	15
UNIT-III	Managing Across Cultures: Develop awareness, skills and knowledge required by managers seeking to work abroad as international executives. 'Soft skills' of management, particularly as concerns cross-cultural variations and their impact on the practices and processes of management. Complexity presented to managers in their process of managing people across national and cultural borders, addressing the issues of the impact of culture on management structures and processes.	10
UNIT-IV	Managing a Firm Across Borders: Key issues in international recruitment and selection, Issues on expatriate and repatriate Design of international compensation packages, Implications of culture on international HRM, Essential skills for international	10

	assignments in multinational companies. Explore the broad themes - global strategic analysis, global strategies, international expansion and global organization. Building strategic Alliances, franchise, Joint Ventures, etc. Negotiations and strategies applied.	
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Relevant Case studies should be discussed

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2410.1	To Explain the Concept, Dimensions and Approaches of International Management.
CO2	MB2410.2	To Elaborate the Challenges of Global Planning in International Management including Economical, political, and strategic.
CO3	MB2410.3	To Elaborate the Management of Personnel with Different Social and Cultural Backgrounds including Selection, training and development of people for global assignments.
CO4	MB2410.4	To Explain Political risk assessment and protection techniques for multinational corporations in International Management.

Recommended Books:

- Martin J Gannon , ‘Cultural Metaphors’ Sage Publications
- Edwin Flippo, ‘Personnel management’ Tata Mcgraw Hill Publications
- Richard M. Steers and LucianaNardon, ‘Managing in the Global Economy’ PHI Learning Private Limited Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffett, ‘International Business’ South Western Cengage Learning.

SUBJECT TITLE: INTERNATIONAL MARKETING

SUBJECT CODE: MB 2411

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

OBJECTIVES:

- To make students acquaint with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations with environment, procedural, institutional and decisional aspects of International Marketing.
- To make students learn to plan effectively for the marketing of consumer and business needs and wants on an international level.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Nature & Scope of International Marketing, its differentiation from domestic marketing. Economic environment in International Marketing. Emergence of trading blocs like E. U. and steps/stages involved in their formation (Customs union to common currency).	10
UNIT-II	Constraints in International marketing, i.e., Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers. Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements. Institutional infrastructural framework for export promotion in India, i.e., EPCs, ECGC, Commodity Boards etc. Registration, Production, and clearance of goods	15

	for exports. Shipping and Transportation. Documentation for Exports.	
UNIT-III	International Marketing mix- identification of markets, International Product Life-Cycle, Promotion and Pricing in International marketing. Various forms of international business- Joint-ventures. Processing of an export order, organization and structure of export and import houses. International product policy: Product standardization & adaptation, international, product mix, international product life cycle, new product development, exports packaging,	10
UNIT-IV	International pricing policy: Factors influencing selection of pricing policies, international pricing strategies, international distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution	10

Relevant Case studies should be discussed.

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2411.1	To Explain Nature, importance and scope of international marketing
CO2	MB2411.2	To Analyzes International Market Segmentation and Positioning
CO3	MB2411.3	Explain product decisions, Pricing for International Markets, and promotion strategies
CO4	MB2411.4	To understand and define the structure of international distribution systems; Distribution channel strategy-International distribution

Recommended Books:

1. Subash C. Jain, International Marketing, Thomson Learning, Mumbai, 6th Edition.
2. Philip R. Cateora and John L. Graham, International Marketing, McGraw Hill Company, 12th Edition, 2004.
3. Onkvisit S. & Shaw, J., International Marketing: Analysis & Strategy, Pearson Education
4. CzinkotaM, Ronkaine I, Sutton Brady, C. and Beal, T. International Marketing,
5. CengageLearning.
6. Cherunilam F, International Trade & Export Management, Himalaya Publishing.
7. Cateora& Graham, International Marketing, McGraw Hill.

SUBJECT TITLE: FOOD TECHNOLOGY & PROCESSING MANAGEMENT

SUBJECT CODE: MB2412

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To introduce students with the basics of production of ornamental crops, maps and landscaping.
- To familiarize students with quality management in food industry-quality standards and ISO standards.

Contents of Syllabus:

Sr. No	Contents	Contact

		Hours
UNIT-I	Present status of food industry in India; organisational structure of agro industry; major dimensions of agro based industries; risk management; unit operations of food industry; deteriorative factors and their control; laws and regulation related to food industry.	10
UNIT-II	Quality management in food industry-quality standards and ISO: principles of food preservation and processing; preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and hydrogenation; processing of dairy products; cereals milling; pulse milling; oil seeds crushing; processing of fruits and vegetable; confectionery; tea and coffee processing; food additive and toxicology; protection of food during storage, and transportation; packaging distribution of food products; case studies on project formulation-dairy products, oil industry, fruit and vegetables processing, milling-pulse, cereals etc.	15
UNIT-III	Production technologies for the cultivation of major fruits- litchi, papaya, sapota, apple, pear, peach, walnut, almond.	10
UNIT-IV	Production technologies for the cultivation of minor fruits- date, ber, pineapple, pomegranate, jackfruit, strawberry, plantation crops-coconut, arecanut, cashew, tea, coffee & rubber.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 2412.1	Develop an appreciation about need of different emerging techniques used in food processing and preservation
CO2	MB 2412.2	Apply their knowledge on high pressure processing, pulsed electric processing, irradiation, and hurdle technology in various food industries
CO3	MB 2412.3	Understand the concepts related to membrane technology, supercritical fluid extraction and quality assessment of food using ultrasonic technique
CO4	MB 2412.4	Get an overview on principles, mechanism, and application of nanotechnology in food.

Suggested Readings

1. Srivastava, R.P. and Kumar, S Fruits and Vegetable Preservation. Principle and Practices. International Book Distributing Comp., Lucknow
2. Lal, G., Siddapa, G.S. and Tandon, G.L. Fruit and vegetable Preservation in India. ICAR, New Delhi
3. Nair, S.S. And Sharma, H.C. Phal Tarkari Parikshan Praydhogiki. Rajasthan Hindhi Granth Academy, Jaipur
4. Verma L.R. and Joshi V.K. Postharvest Technology of Fruits and Vegetables: Handling, Processing, Fermentation and Waste Management. Indus Publishing Company, New Delhi.

SUBJECT TITLE: FRUIT PRODUCTION & POST HARVEST MANAGEMENT

SUBJECT CODE: MB2413

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- The course aims at teaching about the post-harvest management and value addition of fruits and vegetables.
- To help students in understanding current status of food industry in India and emerging opportunities for business.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post-harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post-harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives domestic and global trade.	15
UNIT-II	Importance and scope of fruit and plantation crop industry in India; Importance of rootstocks; Production technologies for the cultivation of major fruits-mango, banana, citrus, grape, guava,	10
UNIT-III	Importance of fruits and vegetables, extent, and possible causes of post-harvest losses; Pre-harvest factors affecting postharvest quality, maturity, ripening and changes occurring during ripening; Respiration and factors affecting respiration rate;	10
UNIT-IV	Role of ethylene; Post harvest disease and disorders; Heat, chilling, and freezing injury; Harvesting and field handling; Storage (ZECC, cold storage, CA, MA, and hypobaric); Value addition concept; Principles and methods of preservation.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 2413.1	Identify important economic fruit crops and their production region.
CO2	MB 2413.2	Describe significant morphological characteristics related to production and management of fruit crops.
CO3	MB 2413.3	Describe production and management system of fruits crops including soil adaptability, crop nutrition, irrigation, frost management, stress management, pollination, planting and trellising systems and cropping.
CO4	MB 2413.4	Study a system of handling, storing and transporting agricultural commodities after harvest

Suggested Readings

1. Lal, G., Siddapa, G.S. and Tandon, G.L. Fruit and vegetable Preservation in India. ICAR, New Delhi
2. Srivastava, R.P. and Kumar, S Fruits and Vegetable Preservation. Principle and Practices. International Book Distributing Comp., Lucknow
3. Bose. T.K., Kabir.J., Das.P. &Joy.P.P., Tropical Horticulture. Naya Prokash. Calcutta
4. Bal. J.S., Fruit Growing. Kalyani Publisher, New Delhi
5. Singh. S.P., Commercial Fruits. Kalyani Publishers, New Delhi

SUBJECT TITLE: HOSPITAL INFORMATION SYSTEM

SUBJECT CODE: MB 2414

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- The course will help to identify and appreciate areas of Computer and IT Applications in Hospitals and Healthcare Programs. Understand Hospital / Health Information System – HIS.
- To perform systematic study from analysis phase to implementation phase of software development in hospital information system.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	<p>Basics of Computers and Management Information System</p> <p>Computers and its Parts IT: Appropriateness and as focus of Organizational Change Software and Hardware Selection : Factors to be Considered, Methods of Selecting and Optimize the Selection Procedures</p> <p>Networking : Importance, Types, Methods of Networking, Network Planning and Management LAN Security : Protecting Health Care Information, Internal Vs External Threats. Data Processing (DP): Importance, Data Flow; DP Requirements and File Concepts: How to Process Data, Suitable Methods of Processing, Meaning of Files, Types and Importance of Files; Database Design, Interface Design, Reports Design and Advance Topics in Data Management.</p> <p>MIS : How to Process Information, Information and Records, Importance of Planning; Training and Educating Staff, Testing MIS -Role of IT in Office Automation -Communication Technology for Automation; Retrieval and Storage System; Integrated Office Automation; Portable Office; Future Edge of Information Technology.</p>	10
UNIT-II	<p>Systems Management, Software Applications and Developmental Process</p> <p>System – SSAD Approach : Meaning, System Analysis, Design, Development, Testing, Implementation, Maintenance; Computer Systems Control and Auditing; Approaches to Conversion of a New System</p> <p>Managing System Personnel – Difference in Managing System Personnel; Types; Users, Data Operators, Programmers / Software Engineers, Hardware Engineers, Maintenance Team, In-charge / Department Head, External Consultants; Orientation, Training, Retaining Need Analysis</p> <p>System Analysis Feasibility Test : Economic, Technical, Political & Socio-cultural Factors Tender Procedure : Bid Documentation Preparation, Tender, Technical Document Analysis, Financial Document Analysis and Contract</p> <p>Software Development Procedure : Detail System Analysis, System Design, Database Design, Software Development, Testing and Implementation. After Development Procedure: Maintenance, Updates, Modules Addition Features of Software in Hospitals and Health Care</p>	10
UNIT-III	<p>Hospital / Health Information System – HIS- Objectives, Characteristics,</p>	10

	Elements, Categories -HIS for Various Levels of Management (Top / Middle / Operational) Integrated HIS (IHMS) Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi-hospitals MIS (CMHS), Business Office Multi-hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS).	
UNIT-IV	Application of Computers in Hospitals and Health Programs- Need and Importance of IT in Health Care Centralized Vs Decentralized Integrated Online HIS Computerizing Medical Records, OPD, Ward, Admission and Discharge, OT, Clinical Laboratory, Blood Bank, Eye Bank, Clinical Quality Assurance, Pharmacy Community Outreach, Reception / Front Office, Materials Management, Financial Accounting, HRM, Training and Development, Medical Research, Library and Literature Search, Housekeeping Implementing wireless computerized patient records Complexity in computerizing Hospitals Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 2414.1	Learn the basics of hospital information system and how it can be expedite efficiency and productivity in the hospital
CO2	MB 2414.2	How to select survey design, how to collect data, data management and clinical data management
CO3	MB 2414.3	How to use information for effective management and in decision making
CO4	MB 2414.4	The easier and quicker health providers can access information about the patients, the more effectively they can determine the care to be given

Recommended Books:

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

SUBJECT TITLE: RISK MANAGEMENT AND HEALTH INSURANCE

SUBJECT CODE: MB 2415

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To understand the basics of health insurance. Develop skills in managing risks and costing thereby design benefit package and set premium.

- To understand provider payment mechanism design and plan community health insurance system.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	<p>Health Insurance, Market Failure and Risks- Concept of Health Insurance- Types, origin, evolution and importance: Private Health Insurance for profit ,Private Health Insurance not-for-profit : Community Health Insurance (CHI), Employer Based Insurance, Health Micro Insurance (MHI) and Reinsurance Public Health Insurance : National Health Insurance, Social Health Insurance Fundamental difference among various Health Insurance Schemes Various models of CHI and MHI tested / implemented in developing countries Health Insurance in Indian Context</p> <p>Social security: A fundamental concept- Risk and Insurance- Demand and Supply for Health Insurance -Economics of Scale- Welfare Loss from Health Insurance- Actuarially Fair Premium, Expected Loss, Load Factors -Market failure and role of Government Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skimming</p> <p>Risk Management Tools Moral Hazard: Co-payment / coinsurance, deductibles, indemnity payment, mandatory referral system Adverse Selection: Collective membership, group policies Cost Escalation : Treatment Protocol, fixed fee per illness Fraud and Abuse (free rider): Insurance cared with photograph</p>	10
UNIT-II	<p>Designing Benefit Package and Premium setting- Designing Benefit Package: Introduction Issues to be considered : Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand Costing the Benefit Package : Cost of pharmaceuticals, consultations, diagnostic support services, ;hospitalization, additional services and operating costs Premium Setting : Calculation and determining Premium</p>	10
UNIT-III	<p>Provider Payment Mechanism-Introduction-fee for services-case payment- daily charge-bonus payment- flat rate payment- capitation-salary-global budget- DRG- Comparison of different payment systems.</p> <p>Designing and Planning of Community Health Insurance- Pre-Feasibility Study: Establish contact with community, test preconditions (social cohesion, priority for health, trust to the initiator, quality services. Economic situation), information, education and communication, working groups, planning data collection- Data collection and analysis: household survey questionnaire design, production of information- Feasibility Study : Basis of choice (benefit package and premium), scenario, major risks and its management, payment mechanism and fund management- Preparing for</p>	10

	Implementation: Practical and logistics Implementation : Launching, enrolment, premium collection, waiting period Monitoring and Evaluation.	
UNIT-IV	Managed Care -Origin, Growth and Development of Managed Care - Importance -Management Functions of Managed Care -System of Managed Care- Health Maintenance Organization (HMO)- Preferred Provider Organization (PPO) -Exclusive Provider Organization (EPO)- Physician Hospital Organization (PHO) -Independent Practitioner Organization (IPO)- Components of Managed Care System Contractor Provider Network Patient Access Systems Utilization Management Claims Payment Customer Service Quality Management.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2415.1	Understand the concept of Risk and risk management.
CO2	MB2415.2	Study the types of risk and various risk control measures.
CO3	MB2415.3	Familiarize with fundamental legal principles of insurance.
CO4	MB2415.4	Choose appropriate insurance policies related to life and health insurance and how to apply insurance mechanism in risk management.

Recommended Books:

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

SUBJECT TITLE: E- COMMERCE & CYBER SECURITIES

SUBJECT CODE: MB 2416

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To create understanding among the students with E-business in competing international markets.
- To understand various security systems involved in online transaction and payment system for e-commerce.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to E-Commerce and E- Business: Definition and competing in the digital economy – Forces Fueling E-commerce and E- Business Models – B2B, B2C, C2C. Social impact of E- Business, opportunities and Challenges. Industry framework and types, Structure and organization of E-Business, Communications – Internet Service Providers, Internet access provider, Concept of WWW, Internet Technology. EDI, EFT, Electronic Payment Systems, Online applications for banking and other business services.	15
UNIT-II	Electronic Payment Technology, Digital Cash, Electronic check, On-line Credit Card; Electronic Commerce and Banking; Changing dynamics in the banking Industry, Home banking Implementation approaches, Management issues in online banking. sales force, online customer service and support.	15
UNIT-III	Supply chain management: Importance of supply chain management, objective and methodology of supply chain management, CRM - online Technology and Marketing Strategy: Intranets and manufacturing integrated logistics, Internet Marketing. Intranet based manufacturing logistics Management.	15
UNIT-IV	Security Issues in e-business: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 2416.1	Understand the framework and anatomy of ecommerce applications and analyze ecommerce consumer, organizational applications.
CO2	MB 2416.2	Understand the implementation of Electronic Data Interchange (EDI) in day-to-day life.
CO3	MB 2416.3	Study all the aspects of Intra-Organizational electronic commerce including supply chain management.
CO4	MB 2416.4	Analyze different security mechanism related to e-commerce.

Recommended Books:

1. Cady, G H and Part McGreger, The Internet, BPB Pub.
2. Carpenter Phil e Brands, HBS Press, Boston, 2000
3. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw-Hill ,

SUBJECT TITLE: RELATIONAL DBMS

SUBJECT CODE: MB 2417

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

OBJECTIVES:

- To create understanding among the students with database management in for various business needs.
- To understand various languages and protocols used to manage different database.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	An Overview of DBMS and DB Systems Architecture: Introduction to Database Management systems; Data Models; Database System Architecture; Relational Database Management systems; Candidate Key and Primary Key in a Relation; Foreign Keys; Relational Operators; Set Operations on Relations; Attribute domains and their Implementation. The Normalization Process: Introduction; first Normal Form; data Anomalies in 1NF Relations; Partial Dependencies; Second Normal Form; data Anomalies in 2NF Relations; Transitive Dependencies; Third Normal Form; data Anomalies in 3NF Relations. The Entity Relation Ship Model: The Entity Relationship Model; Entities and Attributes; Relationships; One-One Relationships; Many-to-one Relationships; Normalizing the Model; Table instance charts.	20
UNIT-II	Interactive SQL : SQL commands ; Data Definition Language Commands; Data Manipulation Language Commands; The Data types a cell can hold; insertion of data into the tables; Viewing of data into the tables; Deletion operations; updating the contents of the table; modifying the structure of the table; renaming table; destroying tables; Data Constraints; Type of Data Constraint; Column Level Constraint; Table Level Constraint; Null value Concepts; The UNIQUE Constraint; The PRIMARY constraint; The FOREIGN key constraint; The CHECK Constraint; Viewing the User Constraints. Viewing The Data: Computations on Table Data; Arithmetic Operators; Logical Operators; Comparison Operators; Range Searching; Pattern Searching; ORACLE FUNCTIONS; Number Functions; Group Functions; Scalar Functions; Data Conversion Functions; Manipulating Dates in SQL; Character Functions.	20

UNIT-III	Sub queries and Joins: Joins; Equi Joins; Non Equi Joins; Self Joins; Outer Joins; Subqueries; Correlated Queries; Using Set Operators: - Union, Intersect; Minus ;Views and Indexes : Definition and Advantages Views; Creating and Altering Views; Using Views; Indexed Views; Partitioned views; Definition and Advantages of Indexes; Composite Index and Unique Indexes; Accessing Data With and without Indexes; Creating Indexes and Statistics.	10
UNIT-IV	Introduction to PL/SQL: Advantage of PL/SQL; The Generic PL/SQL Block; The Declaration Section; The Begin Section; The End Section; The Character set; Literals; PL/SQL Data types; Variables; Constants; Logical Comparison; Conditional Control in PL/SQL; Iterative Control; Advanced PL/SQL: Types of Cursors; Implicit Cursor; Explicit Cursor; Explicit Cursor attributes. Cursor For Loop: Parameterized Cursor; Error Handling in PL/SQL; Internal Exceptions; User Defined Exceptions.	10

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB 2417.1	Discuss basic concepts of relational database management systems, relational data model, entity-relationship model.
CO2	MB 2417.2	To familiar with the database design by normalization.
CO3	MB 2417.3	To learn and understand the concepts of the SQL commands.
CO4	MB 2417.4	To enhance programming techniques using PL/SQL.

Recommended Books:

1. Ullman, Principles of Database Systems
2. Oracle –Developer –2000 by Ivan Bayross.
3. Database System concepts & Oracle (SQL/PLSQ) –AP Publishers.

SUBJECT TITLE: PRESENTATION ON TRAINING REPORT

SUBJECT CODE: MB2420

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
-	-	2	1

Internal Assessment: 100

Between the second and the third semester the students of MBA are required to undergo summer training in any organization.

- The training is aimed at exposing the students to the practical aspects of management and the application of theories of management.
- Students are required to carry out a project and submit a report to the institution at the end of training.

This training report is required to be presented to the class and evaluated by a teacher/teacher of the college.

COURSE OUTCOMES: On completion of this course, the students will be able to

CO1	MB2420.1	Get exposure to a specific job, Profession, or industry by integrating theory and
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		practice.
CO2	MB2420.2	Explore career alternatives; develop work habits, attitudes, communication, interpersonal and other critical skills pre-requisite in a job.
CO3	MB2420.3	Demonstrate practical knowledge and skills, which in turn will motivate, develop and build their confidence.
CO4	MB2420.4	Get some practical work experience in a specific field and a real insight into what is working in a particular job or career field.