

MBA

Dual

III Semester

2016-2018

Core subject		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-301	Business Ethics & Ethos	70	30	100
MBA -302	Summer Training Project Report	70	30	100

LISTS OF OPTIONAL SUBJECTS FOR THIRD SEMESTER

MARKETING		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-306	Sales and Distribution Management	70	30	100
MBA-307	Marketing Of Services	70	30	100
MBA-308	Consumer Behaviour & Marketing Research	70	30	100
Total				300

FINANCE		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-311	Security Analysis and Portfolio Management	70	30	100
MBA-312	Banking and Insurance	70	30	100
MBA-313	International Financial Management	70	30	100
Total				300

HUMAN RESOURCE MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-316	Training and Development	70	30	100
MBA-317	Leadership Skills and Change Management	70	30	100
MBA-318	Human Resource Planning & Development	70	30	100
Total				300

OPERATION & PRODUCTION		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-321	Operations Research	70	30	100
MBA-322	Logistics Management	70	30	100
MBA-323	Supply Chain Management	70	30	100
Total				300

INFORMATION TECHNOLOGY		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-326	Enterprise Resource Planning	70	30	100
MBA-327	E-Business	70	30	100
MBA-328	Business Process Re-engineering	70	30	100
Total				300

INTERNATIONAL BUSINESS		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-331	International Marketing	70	30	100
MBA-332	International Finance	70	30	100
MBA-333	International Business	70	30	100
Total				300

SUPPLY CHAIN		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-336	Strategic Supply Chain Management	70	30	100
MBA-337	Physical Distribution & Logistics Services	70	30	100
MBA-338	Supply Chain Practices & Procedures	70	30	100
Total				300

AGRI-BUSINESS & RURAL DEVELOPMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-341	Agricultural Marketing Management	70	30	100
MBA-342	Agricultural Input Marketing	70	30	100
MBA-343	Rural Marketing	70	30	100
Total				300

RETAIL		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-346	Retail Management	70	30	100
MBA-347	Retail Techniques and Skills	70	30	100
MBA-348	Retail Logistics and Information System	70	30	100
Total				300

TOURISM & HOTEL MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-351	Tourism: Principles and Practice	70	30	100
MBA-352	Customer Relationship and Services Management	70	30	100
MBA-353	Hotel Management	70	30	100
Total				300

INFRASTRUCTURE MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-356	Introduction to Infrastructural Management	70	30	100
MBA-357	Regulatory Framework of Infrastructural Management	70	30	100
MBA-358	Infrastructure Project Delivery, Managing Contracts and Negotiations	70	30	100
Total				300

PROJECT MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-361	Project Management	70	30	100
MBA-362	Materials Management	70	30	100
MBA-363	Production Planning & Control	70	30	100
Total				300

ENVIRONMENTAL MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-366	Introduction Environment Management	70	30	100
MBA-367	Environment Economics	70	30	100
MBA-368	Natural Resource Management	70	30	100
Total				300

HOSPITAL HEALTH CARE MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-371	Basic Life Sciences and Hospital Management	70	30	100
MBA-372	Quality Management in hospitals and Accreditation	70	30	100
MBA-373	Basics of Epidemiology and Health Systems in India	70	30	100
Total				300

ACCOUNTING & FINANCE		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-376	Corporate Accounting	70	30	100
MBA-377	Advances Cost Accounting	70	30	100
MBA-378	Direct Taxation	70	30	100
Total				300

INSURANCE		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-381	Principles of Insurance	70	30	100
MBA-382	Practice of Life Insurance	70	30	100
MBA-383	Practice of General Insurance	70	30	100
Total				300

INDUSTRIAL SAFETY AND HOMELAND SECURITY		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-386	Safety management In Industry	70	30	100
MBA-387	Disaster Management	70	30	100
MBA-388	Regional Security & Internal Security	70	30	100
	Total			300

TECHNOLOGY MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-391	Technology Forecasting and Assessment	70	30	100
MBA-392	Research and Development Management	70	30	100
MBA-393	Technology Commercialization and Transfer	70	30	100
	Total			300

Core subject		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-301	Business Ethics & Ethos	70	30	100
MBA -302	Summer Training Project Report	70	30	100

BUSINESS ETHICS & ETHOS (MBA-301)

Course/Paper: MBA-301	MBA Semester-III
No. of Lecture Hrs/Week:05	Internal Marks:30
Total No. of Lectures Hrs:75	External Marks:70

Section-A

UNIT-I

Introduction to Ethics-: Nature, Scope and Purpose of Ethics, Ethos, Values and Ethics, Ethical dilemma, Business Ethics- Concept, Nature, Scope and Purpose & Significance of Ethics in business, ethical dilemma in business, Causes and Consequences of unethical business.

UNIT-II

Relevance of Values: Concept of Value, Value and Skills, Characteristics of values, Types of values, Process of formation of values, Purpose and Significance of values in business management by values , Current issues in values in business. Ethics and moral decision making, Holistic decision making v/s rational decision making.

UNIT-III

Corporate Social Responsibility: Concept of CSR, Four faces of CSR, Evolution of the concept, Consequences of social responsibility of business, why should business accept social responsibility? Barriers in CSR implementation, Managing CSR in a company, CSR accounting and audit, Emerging trends in India (Sustainability, inclusive growth, Shared social responsibility), Cases on CSR and Corporate social irresponsibility.

Corporate Governance: Concept, Purpose, International practices or models, Best CG practices (various committee recommendations), Benefits and Barriers, Ethics in select areas of management: Ethics in advertising, Finance, Investment Technology management and Human Resource.

UNIT-IV

Indian Ethos: Concept ,Purpose, Relevance and Sources of India Ethos, Salient features of Indian Ethos which make Indian management better than western management, Self- management total quality mind, Intuition, Holistic brain, Sanskaras, karma and its types Nishkam Karma, Theory of Gunas and Trigunas (SRT), Relevance of Sri Bhagavad Gita for management.

Section-B

Case Study: Sufficient number of cases should be discussed.

SUMMER TRAINING PROJECT REPORT (MBA-302)

Course/Paper: MBA-302	MBA Semester-III
No. of Lecture Hrs/Week:1	Internal Marks:30
Total No. of Lectures Hrs:15	External Marks:70

The Student has to undergo summer training for 6-7 weeks' from the third week of May 2017. The summer training project report will be evaluated on external basis. Evaluation and presentation of the report will be done by internal and external examiners.

MARKETING		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-306	Sales and Distribution Management	70	30	100
MBA-307	Marketing Of Services	70	30	100
MBA-308	Consumer Behaviour & Marketing Research	70	30	100
	Total			300

SALES AND DISTRIBUTION MANAGEMENT (MBA-306)

Course/Paper: MBA-306	MBA Semester-III
No. of Lecture Hrs/Week: 6	Internal Marks:30
Total No. of Lectures Hrs: 75	External Marks:70

Section A

UNIT-I

Introduction: Selling as a part of marketing, Sales management process, Role of sales manager, Concept of personal selling, Sales management and Salesmanship, Process of personal selling, Qualities of a successful salesman, Goals in sales management: Goal setting process in sales management, Analyzing market demand and sales potential, Techniques of sales forecasting, Preparation of sales budget, Formulating selling strategies, Designing sales territories and Sales quota.

UNIT-II

Sales Force Management: Organizing the sales force, Designing the structure and Size of sales force, Recruitment and Selection of sales force, Leading and motivating the sales force, Training and Compensating the sales force, Sales contests, Evaluation and Analysis.

UNIT-III

Introduction to Distribution Management: Concept of distribution channel, Importance of a channel, Types of channels, Primary distributors, specialized distributors and participants, Distributors: Policies and Strategies.

UNIT-IV

Channel Management: Forces of distributing systems, Distributors selection and appointment, Channel conflicts and their resolutions, Training the Distributors sales team.

Section B:

Case study: Sufficient numbers of cases should be discussed.

MARKETING OF SERVICES (MBA-307)

Course/Paper: MBA-307	MBA Semester-III
No. of Lecture Hrs/Week: 6	Internal Marks:30
Total No. of Lectures Hrs: 75	External Marks:70

Section A

UNIT-I

Introduction: Difference between product and Services marketing, Characteristics of services Classification of services, Paradigms in services marketing, Importance of Customer Relationship Management, Four I's of service, Intangibility, Inconsistency, Inseparability, Inventory, Seven P's of services-Product,Price,Place,Promotion, People, Process, Physical evidence, Service Quality, Understanding Customer Expectations and Zone of tolerance, Segmentation, Targeting and positioning of services

UNIT-II

Services Marketing Mix : Augmented marketing mix , Developing the Service product/Intangible product , service product planning , Service pricing strategy , Service promotions , Services distributions, service delivery.

Physical Evidence: Role of communications in service marketing, People and internal communication, Process of operation and Delivery of service, Role of technology in services marketing. SERVQUAL & GAP Model

UNIT-III

Marketing of Financial Service: Understanding the customer expectations, Segmenting, Targeting and Positioning of financial services, Devising financial services, Marketing Mix strategies with special references to credit cards, Home Loans, Insurance and Banking.

UNIT-IV

Services in Global Perspective: International marketing of services recent trends, driving force in global marketing of services, Key decisions in global marketing, Services strategy for global marketing.

Section B:

Case study: sufficient numbers of cases should be discussed.

CONSUMER BEHAVIOUR & MARKETING RESEARCH (MBA-308)

Course/Paper: MBA-308	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT-I

Consumer Behavior : Introduction & concept, Key determinants of buyer behavior & framework of buyer.

Behavior: attitudes, innovation & perception. Family & Reference group influence on buying behavior.

UNIT-II

Individual Determinants of Buyer Behaviour : personality, motivation, learning, self concept.

Formation & modification of consumer attitudes.

UNIT-III

Introduction of Marketing Research: Types of Marketing Research, Role of Marketing Research Process, Problem formulation & Designs, Limitations of Marketing Research.

UNIT-IV

Various Methods and Techniques of Marketing Research: reliability & validity generation, New development in the field of Research, Applications of Market Research ,sales Research, Product Research, Motivational Research, Advt. Research, Product distribution Research, Pricing Research, report writing, characteristics of a good report.

Section B

Case Study: Sufficient numbers of case should be discussed.

FINANCE		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-311	Security Analysis and Portfolio Management	70	30	100
MBA-312	Banking and Insurance	70	30	100
MBA-313	International Financial Management	70	30	100
	Total			300

Security Analysis and Portfolio Management (MBA-311)

Course/Paper: MBA-311	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Introduction: Concepts of investment, Financial and Non-financial forms of investment , Objectives of financial investment, Investment methods, Security and non-security forms of investment, Sources of investment information, Investment instruments.

UNIT II

Primary and Secondary Markets: Capital Market, Introduction to Primary Market, Forms of marketability of securities, Functioning of stock exchanges, Trading and settlement procedures at NSE and BSE, SEBI: Its role, importance, guidelines on Primary and Secondary Market, Concept and Components of total risk-security returns: Types of Risk, Risk measurement.

UNIT III

Fundamental and Technical Analysis of equity stock, Concept of intrinsic value, Objectives and beliefs of fundamental analysts, Economy-Industry-Company framework, Economic analysis and forecasting, Theory of technical analysis, Points and figures chart, Bar chart etc.

UNIT IV

Portfolio Analysis: Diversification, Portfolio risk and return, Markowitz risk return optimization, Single index model, The Sharpe index model, Portfolio beta, Capital market line and Capital assets pricing model and Arbitrage pricing theories, Sharp and Treynor and Jensen's measure, Portfolio revision: Active and passive strategies and formula plans in portfolio revision.

Section-B

Case Study: Sufficient number of cases should be discussed.

Banking and Insurance (MBA-312)

Course/Paper: MBA-312	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

Unit I

Banking System: Banks; meaning & definition, origin, functions of commercial banks,

Structure of Indian banking system- Reserve Bank of India: origin and functions, Public sector banks, Nationalized banks, Regional Rural banks, Private Sector Banks, Co-operative banking structure in India.

Unit II

Retail Banking: Basics of Retail banking, forms of retail banking and emerging issues.

Corporate banking, nature of corporate banking, consortium finance, multiple banking, arrangements and loan syndication.

Fee based services; letter of credit, bank guarantee, subsidiary services, off balance sheet activities.

Unit III

Payment & Settlement NEFT and RTGS: concept and functioning, Bankassurance; meaning, concept, scope and forms , Introduction to Basel norms.

UNIT IV

Practice of Insurance: meaning, definition, need & importance, principles of Insurance, classification: Life and general insurance (introduction), Overview of the Indian Insurance Market, IRDA- Objectives & Role in the insurance sector.

Section-B

Case Study: Sufficient number of cases should be discussed.

INTERNATIONAL FINANCIAL MANAGEMENT (MBA-313)

Course/Paper: MBA-313	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

Unit I

International monetary system: Meaning and evolution of international monetary system, Bretton woods system (1944-1971), International monetary fund- functions, resources and activities, World Bank Exchange- role, resources, affiliated institutions role i.e international finance corporation and international development association. Rate regimes i.e fixed and floating exchange rate system

Unit II

Balance of payment: meaning, presentation i.e. composition of BOP-current account, long term capital account and official reserves. Importance, limitation

FOREIGN DIRECT INVESTMENT: Evaluation & Explanation of foreign direct investment. The growth & special problem of Multinational Corporation. Exchange rate determination , Rate Theories,Purchasing Power, Parity ,Interest rate.

UNIT III

Short Term And Long Term Borrowings In International Markets: short term funding and investment- centralized vs. decentralized cash management- pooling-exposure management. The costs and risks of foreign currency borrowing syndicated loans. Exchange rate Mechanism , Exchange rate quotations, Effective exchange rates, determinants of exchange rate in spot market.

UNIT IV

Foreign Exchange market: Meaning, participants quoting in Foreign Exchange i.e. spot and forward Rate, currency conversions, Cross Rate settlements, Arbitrage in spot market and Arbitrage in forward market, FEMA Regulations : Framework Objectives.

Section-B

Case Study: Sufficient number of cases should be discussed.

HUMAN RESOURCE MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-316	Training and Development	70	30	100
MBA-317	Leadership Skills and Change Management	70	30	100
MBA-318	Human Resource Planning & Development	70	30	100
	Total			300

TRAINING AND DEVELOPMENT (MBA-316)

Course/Paper: MBA-302	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section – A

UNIT I

The Foundation of Training and Development: Meaning & Definition of Training, Objectives of Training, Functions & Benefits of Training, Training & Education, Training & Development, Training needs assessment, Competency mapping.

UNIT II

Training Programme Design: Training Strategy, Training Methods & Techniques, Trainer and Training Styles, Training administration, Developing Training Modules, Training climate, Training aids.

UNIT III

Effectiveness of Training & Development: Training Evaluation & ROI, Training & Development Effectiveness, Action Research for Training, Skills of an Effective Trainer Dilemmas of a Trainer, Challenges before a Trainer.

UNIT IV

Management Development Program: Definition of Management Development, Concept & Significance process, Program, Methods of Management Development, Programs & Executive Development Programs, Evaluating Management Development, Programs- Pre requisites to effective Management Development Program.

Section – B

Case study: Sufficient number of cases should be discussed.

LEADERSHIP SKILLS AND CHANGE MANAGEMENT (MBA-317)

Course/Paper: MBA-317	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

The Nature and Importance of leadership: The meaning of leadership, Leadership as a Partnership, Leadership vs. Management, The impact of leadership on organizational performance, Leadership roles, The satisfactions and frustrations of being a leader, Traits, Motives and characteristics of leaders

, Personality traits of effective leaders, leadership motives, Cognitive factors and leadership.

UNIT II

Effective leadership Behaviour and Attitudes: Task-related attitudes and behaviours, Relationship-oriented attitudes and behaviours, Super leadership: leading others to lead themselves, 360-degree feedback for fine-tuning leadership approach, Leadership styles: The leadership continuum: Classical leadership styles, The boss-centered vs. employee-centered leadership continuum, The autocratic participative free rein continuum, The leadership grid styles, The entrepreneurial leadership style, Gender differences in leadership style , Selecting the best leadership style.

UNIT III

Developing Teamwork: Team leadership vs. Solo leadership, Advantages and Disadvantages of group work and team work, The leader's role in the team-based organization, Leader behaviour and attitude the foster teamwork, Leadership development, Succession and the future, Development through self-awareness and self-discipline, Leadership development programmes.

UNIT IV

Understanding Change: Nature of change, Forces of change, Types of change: Continuous change, Discontinuous change, Participative change, Directive change, Implementing change: Assemble a change management team, Establish a new direction for change, Prepare the organization for change, Set up change teams to implement change, Align structure, Systems and Resources to support change, Identify and to remove road blocks to change, Absorb change into the culture of the organization.

Section – B

Case study: Sufficient number of cases should be discussed.

HUMAN RESOURCE PLANNING & DEVELOPMENT (MBA-318)

Course/Paper: MBA-318	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Human Resource Planning & Corporate Strategies: HRP-Introduction, Definition, Objectives, Importance, Functions, Process, Problems, Guidelines for making HRP more effective, Corporate strategy & HRP, HR Planning as a strategic process, Benefits & Challenges of SHRP, Linking HR Process to strategy, Involvement in strategic planning process, Strategic Human Resource Planning Model

UNIT II

HR Forecasting: Forecasting Manpower needs Demand & Supply, Forecasting Process, Inventorying available talent, Projecting future talent supply, Forecasting staffing requirements, Index analysis- Expert forecasts-Delphi technique, nominal group technique, HR budget & staffing table, Scenario forecasting, Regression analysis.

UNIT III

Career Planning Development & Succession Management: Definition, Concepts, Stages of career development process and organizational HR policies, career anchors, Stage of growth & career, career process, Succession planning, Meaning & steps.

UNIT IV

Human Resource Development: Definition & concepts, need for HRD in the Indian context, HRD methods, Process and outcomes, Difference between HRM & HRD, Strategic HRD, Organizing the HRD system, Tasks of HRD Department, Attributes of HRD manager, Steps involved in introducing HRD system, Suggestions to make HRD effective in Indian organization.

Section B

Case Study: Sufficient numbers of cases should be discussed.

OPERATION & PRODUCTION		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-321	Operations Research	70	30	100
MBA-322	Logistics Management	70	30	100
MBA-323	Supply Chain Management	70	30	100
	Total			300

OPERATIONS RESEARCH (MBA-321)

Course/Paper: MBA-321	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Linear Programming Problems (LPP): An overview and Scope of Operations Research, Introduction to linear programming (LP), Illustration of LP problems and Formulation exercises on LP Problems.

UNIT II

Graphical method of solving LPP, Simplex method, Unboundedness, Multiple optimum solutions, Degeneracy and Cycling problems, Artificial variables: Big-M method, Sensitivity analysis, Duality problem, Economic interpretation of simplex tableau, Computer software for solving LPP.

UNIT III

Special Types of LPP: Formulation of Transportation problems, Sensitivity analysis in transportation problems, Assignment problem, Integer and Goal programming problems, Formulation, Cutting plane method, Branch and bound method, Applications, Single and Multiple goal programming problems.

UNIT IV

Markov chains, Queuing theory, Concepts, Transition probabilities, Steady-State Probabilities, Applications dynamic programming problems

Section – B

Case study: Sufficient number of cases should be discussed.

LOGISTICS MANAGEMENT (MBA-322)

Course/Paper: MBA-322	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Logistics Management: Introduction, Nature and Concepts, Evolution, Supply chain management, Logistical mission and objectives, Components and functions of logistics management, Related issues, Challenges and Strategic logistics management, Total cost analysis and Trade-off.

UNIT II

Customer Service: Introduction, Nature, Concept and Components, Customer service cost, Strategic customer service management and measurement, Impediments to an effective customer service strategy.

UNIT III

Inventory Management: Introduction, Concept, Types, Functions, Elements of inventory costs, Inventory management under certainty, Managing finished products inventory under uncertainty, Strategic inventory management tools and techniques, Distribution requirement planning.

UNIT IV

Transportation: Introduction, Functions, Elements of transportations cost, Modes of transport, Multi-Model transport, Containerization, Selection of transportation mode.

Section-B

Case study: Sufficient number of cases should be discussed.

SUPPLY CHAIN MANAGEMENT (MBA-323)

Course/Paper: MBA-323	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Supply chain management: Introduction, Definition, Global optimization, Managing uncertainty, Importance of Chain Management, Key issues in supply chain management, and Achieving strategic fit.

Logistics Network Configuration: Introduction, Data aggregation, Warehouse costs, Potential warehouse location, Service level requirements, Future demand, Model and data validation, Solution techniques, Heuristics and the need for exact algorithm.

UNIT II

Role of Inventory & SSCM: Introduction, Single warehouse inventory, The economic lot size model, The effect of demand uncertainty, Supply contracts, Continuous review policy, Variable lead times, Periodic review policy, Risk pooling, Managing inventory in the supply chain, Forecasting methods, Drivers and Metrics.

UNIT III

Supply Chain integration and Strategic SCM: Introduction, Push, Pull and Push-pull systems, Identifying the appropriate supply chain strategy, Implementing a push pull strategy, Demand driven strategies, The impact of the internet on supply chain strategies, Centralized V/s Decentralized control, Central v/s local facilities, Risk management, Bullwhip effect and coordination, Obstacles in coordination.

UNIT IV

Customer value and Supply chain management: Introduction, The dimension of customer value, Conformance to requirements, Product selection, Price and Brand, Value added services, Relationships and Experiences, Strategic pricing, Revenue management, Customer value measures, iFuture of SCM-TQM, Lean management.

Section-B

Case study: Sufficient number of cases should be discussed.

INFORMATION TECHNOLOGY		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-326	Enterprise Resource Planning	70	30	100
MBA-327	E-Business	70	30	100
MBA-328	Business Process Re-engineering	70	30	100
	Total			300

ENTERPRISE RESOURCE PLANNING (MBA-326)

Course/Paper: MBA-326	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70
No. of Tutorials Hrs/Weeks:	Exam Time:

Section-A

UNIT I

Introduction to ERP: Evolution of ERP, Concept of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, key Modules of ERP, Advantage of ERP.

UNIT II

ERP and Related Technologies: Business process reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision Support System (DSS), Supply Chain Management (SCM), OLAP, ERP Modules, (Finance, Production/plant maintenance, HR, Material Management, CRM, Quality management, sales and distribution).

UNIT III

ERP implementation lifecycle: ERP packages, Pre-evaluation screening, Package evaluation, issues in implementation ,Project planning phase, Gap analysis, Reengineering, configuration, Implementation, Team training, Testing, Going live, End-user training, Post implementation, of review of packages in manufacturing.

Unit-IV

ERP vendors: A Comparative assessment and Selection of ERP packages and modules, Vendors, Consultants and users, In house implementation-pros and cons, Vendors, Consultants, End user future directions in ERP, New markets, New channels, BAPIs, Convergence on windows NT, Application platform, New business segments, More features, Web enabling, Market snapshot.

Section-B

Case Study: Sufficient number of cases should be discussed

E-BUSINESS (MBA-327)

Course/Paper: MBA-327	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70
No. of Tutorials Hrs/Weeks:	Exam Time:

Section-A

UNIT I

Digital Economy, Origin, Need and electronic business, definitions of E-Business , Features of electronic business, Principles of E-Business, Electronic business framework, Growth of the internet and the web with respect to E-Business Spotting e-business trends, M-Business, Regulations of professional practices governing the internet (copyright, patent, trade secret)

UNIT II

Categories of E-Business : - Business to Consumer (B2C) business models, Types of B2C, Business to Business (B2B) business models, Types of B2B, Consumer to Consumer (C2C) business models, Types of C2C, Peer to Peer business models, Electronic payment systems (Cash, Check, Credit card, Stored value, Accumulating balance), Working of online credit card, Transaction security. Understanding ethical, Social , Political & Technical issues in e-business.

UNIT III

E-Business Designs: Planning the systems development life cycle, Systems analysis / planning identify business objectives, System functionality and Information requirements, System design: Hardware and Software platforms, Building your own versus outsourcing.

E-Business Technologies: The internet key technology concepts: Packet switching, Transmission control protocol (TCP/IP), IP addresses, Domain names, DNS and URLs, Client/Server computing the internet today: The internet backbone, Internet exchange points, Campus Area Networks (CANs), Internet service providers, Intranets and Extranets, e-governance.

UNIT IV

M-Commerce: Introduction to mobile commerce challenges emerging in mobile commerce, Application areas of mobile commerce, Electronic data interchange: Introduction to Whiteley's model, Transmission methods, E-Business security, Threats and Challenges, Business implications.

Section-B

Case Study: Sufficient number of cases should be discussed

BUSINESS PROCESS RE-ENGINEERING (MBA-328)

Course/Paper: MBA-328	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Overview of BPR: Definition, Nature, Significance & Fundamentals of BPR, Need and Benefits of Business process re-engineering (BPR), BPR and information technology: Relationship between BPR and Information technology, Role of information technology (IT), Major issues in process redesign.

UNIT II

Business vision and process objectives: Processes to be redesigned, Measuring existing processes, BPR Success & Failure factors and critiques, Role of the leader and the manager, Human Re-engineering.

UNIT III

BPR implementation methodology: Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different BPR methodologies, Different phases of BPR, Relationship between BPR phases, BPR model, Performance measurement of BPR.

UNIT IV

Typical BPR Activities within Phases: Change management, Performance management, Lean manufacturing and environment, Enterprise Recourse planning: Need, Characteristics and Benefits of ERP. Functional information system: Marketing, Production, Material management, Accounting and Finance, HRM.

Section-B

Case Study: Sufficient number of cases should be discussed

INTERNATIONAL BUSINESS		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-331	International Marketing	70	30	100
MBA-332	International Finance	70	30	100
MBA-333	International Business	70	30	100
	Total			300

INTERNATIONAL MARKETING (MBA-331)

Course/Paper: MBA-331	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

International Marketing: Orientation EPRG International Marketing environment, Market Segmentation & Positioning, International Marketing entry strategies- exporting, licensing contract manufacture, J.V, M&A.

UNIT II

International Product & Pricing Strategies- Product designing, Standardization, Adoption, Managing product Line International Trade Product Life Cycle.

Product Development, Pricing for International Markets: Factors Affecting International Price determination.

UNIT III

Managing International Distribution & Promotion: Distribution channel strategy, International channels- Roles, function, selection & Management of Overseas Agent, Distribution Logistics, Planning for Trade fairs & Exhibition.

International Promotion Mix- Advertisement & Other Modes of Communication

UNIT IV

Emerging Trends in International Marketing, Regionalism v/s Multilateralism, Trade Blocks, Legal Dimension in International Marketing, Marketing research for Identifying operating International Market.

Section B:

Case study: sufficient numbers of case should be discussed.

INTERNATIONAL FINANCE (MBA-332)

Course/Paper: MBA-332	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Overview of International Business, Globalization and its impact, WTO and its impact, Role of World Bank, IMF, SDR, Nature, Scope and Significance of international finance, Use of IT in international finance.

UNIT II

Forex Market: Definition of foreign currency and foreign transaction, Trade and Non trade, Forex Markets: Spot forward, Future, Options & Swaps, Role of participants of forex market, Exchange rate determination: Mathematical models, Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar, Emerging importance of Indian rupee.

UNIT III

Regulatory Framework of International Finance in Indian Perspective: FEMA, Foreign trade policy, Role of RBI, Rupee convertibility, EOU/STP, SEZ, EPZ, International perspective: Federal bank, European central bank, ICC guidelines.

Sources of international finance trade settlement methods, Export finance, Buyers' credit and suppliers' credit, International receivables and cash management, ECB, ADR, GDR, FDI, Syndication.

UNIT IV

Forex Risk Management, Risk definition and measurement, Hedging tools and techniques: Internal and External, International accounting standards on foreign transactions.

Section-B

Case Study: Sufficient number of cases should be discussed.

INTERNATIONAL BUSINESS (MBA-333)

Course/Paper: MBA-333	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT-I

Introduction and overview: Globalization, Country factors. Theories of International Trade, Basis of International Trade.

UNIT-II

The Global Trade and Investment Environment: Global Business Environment, The political economy of international trade, Foreign direct investment, Regional economic integration, Multi National Corporations, International Economic Institutions.

UNIT-III

India's Foreign Trade, Direction & Composition of India's Foreign Trade, New Foreign Trade Policy, Institutional Infrastructure – for export promotion in India, Balance of payment and balance of trade, Foreign Trade and Economic growth.

UNIT-IV

Export Documentation: Export documents to bank for purchase / Collection/ Negotiation under L/C, Processing of an Export order, Manufacturing goods for export and their inspection by government authorities, Compulsory quality control and Pre-shipment inspection, Excise clearance, Preparing export document for shipping and customs clearance of the goods, Marine insurance, ECGC.

Section –B

Case study: Sufficient Numbers of Case Study Should be discussed.

SUPPLY CHAIN		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-336	Strategic Supply Chain Management	70	30	100
MBA-337	Physical Distribution & Logistics Services	70	30	100
MBA-338	Supply Chain Practices & Procedures	70	30	100
	Total			300

STRATEGIC SUPPLY CHAIN MANAGEMENT (MBA-336)

Course/Paper: MBA-336	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Supply chain management: Introduction, Definition, Global optimization, Managing uncertainty, Importance of Supply Chain Management, Key issues in supply chain management, and Achieving strategic fit.

Logistics Network Configuration: Introduction, Data collection, Data aggregation, Warehouse costs, Warehouse capacities, Potential warehouse location, Service level requirements, Future demand, Model and data validation, Solution techniques, Heuristics and the need for exact algorithm, Simulation models and Optimization techniques.

UNIT II

Role of Inventory & SSCM: Introduction, Single warehouse inventory, The economic lot size model, The effect of demand uncertainty, Supply contracts, Continuous review policy, Variable lead times, Periodic review policy, Risk pooling, Managing inventory in the supply chain, Practical issues, Forecasting methods, Drivers and Metrics.

UNIT III

Supply Chain integration and Strategic SCM: Introduction, Push, Pull and Push-pull systems, Identifying the appropriate supply chain strategy, Implementing a push pull strategy, Demand driven strategies, The impact of the internet on supply chain strategies, Distribution strategies, Centralized V/s Decentralized control, Central v/s local facilities, Risk management, Bullwhip effect and coordination, Obstacles in coordination, Achieving coordination.

UNIT IV

Customer value and Supply chain management: Introduction, The dimension of customer value, Conformance to requirements, Product selection, Price and Brand, Value added services, Relationships and Experiences, Strategic pricing, Revenue management, Customer value measures, Information technology and customer value, Future of SCM-TQM, Lean management.

Section-B

Case study: Sufficient number of cases should be discussed.

PHYSICAL DISTRIBUTION & LOGISTICS MANAGEMENT (MBA-337)

Course/Paper: MBA-337	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Logistics Management- Introduction, Nature and Concepts, Evolution, Supply chain management, Logistical mission and objectives, Components and functions of logistics management, Integrated logistics management, Key Distribution, Related issues and challenges and strategic logistics management, Total cost analysis and Trade-off.

UNIT II

Customer Service: Introduction, Nature, Concept and components, Customer service cost, Strategic customer service management and measurement, Impediments to an effective customer service strategy.

UNIT III

Inventory Management: Introduction, Concept, Types, Functions, Elements of inventory Costs, Inventory management under certainty, Managing finished products inventory under uncertainty, Strategic inventory management tools and techniques, Distribution requirement planning.

UNIT IV

Transportation: Introduction, Functions, Elements of transportations cost, Modes of transport, Multi-Model transport, Containerization, Selection of transportation mode.

Section-B

Case study: Sufficient number of cases should be discussed.

SUPPLY CHAIN PRACTICE & PROCEDURES (MBA-338)

Course/Paper: MBA-338	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Concept: Concept of supply chain, Integrated supply chain, Growth of supply chain, Strategic decision in supply chain, Definition of supply chain management, Scope and Function of SCM, Evolution of SCM and Practices.

UNIT II

Supply chain management: Supply chain management as a management philosophy, Why supply chain management? and Value chain for supply chain management, Customer focus in supply chain management, Buyers perspective, Suppliers perspective.

UNIT III

Stages of development: Stages of development in supplier relations, Supply chain strategies: (i) Cycle View, (ii) Push & Pull View, Achievement of strategic fit through different steps, Obstacles to achieving strategic fit.

UNIT IV

Role of forecasting: Role of forecasting in a supply chain, Factors of demand forecast, Basic approach to demand forecasting, Role of aggregate planning in a supply chain, Problems, Planning Strategies.

Section – B

Case study: Sufficient number of cases should be discussed.

AGRI-BUSINESS & RURAL DEVELOPMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-341	Agricultural Marketing Management	70	30	100
MBA-342	Agricultural Input Marketing	70	30	100
MBA-343	Rural Marketing	70	30	100
	Total			300

AGRICULTURAL MARKETING MANAGEMENT (MBA-341)

Course/Paper: MBA-341	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Agricultural Marketing : Meaning and Scope, Economic development, Agricultural market structure: Meaning, Components and Dynamics of market structure, Marketing strategy: Meaning & significances , Formulation of marketing strategy, Agribusiness marketing environment , Design of marketing mix, Market segmentation and targeting , Determinants of consumer's behaviour.

UNIT II

Product Management: Product management process and decision, New product development, Significance and Classification of new product, Stages and estimation of demand of new product, Product life cycle.

UNIT III

Pricing Policies and Practice for Agribusiness: Determination of price, Objectives of pricing policing and pricing methods.

UNIT IV

Promotional Management: Advertising planning and execution, Sales promotion, Grading and Standardization

Distribution Management: Storage and Warehousing and transportation management for agricultural products, Marketing agencies/ Intermediaries: Role and Functions, Distribution channel involved in agribusiness.

Section B

Case study: Sufficient no of case should discussed

AGRICULTURAL INPUT MARKETING (MBA-342)

Course/Paper: MBA-342	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Agricultural Input Marketing: Meaning and importance, Management of distribution channels for agricultural input marketing, Marketing input and their types- Farm and non-farm ,Role of cooperative, Public and private sectors in agri input marketing.

UNIT II

Seed: Importance of seed input, Types of seeds: Hybrid, High yielding and quality seeds, Demand and supply of seeds, Seed marketing channel, pricing export-import of seeds, Role of NSC and state seed Corporation.

UNIT III

Chemical Fertilizer: Production, Export- Import, Supply of chemical fertilizers, Demand/Consumption, Prices and pricing policy, Subsidy on fertilizers, Marketing system, Marketing channels, Problems in distribution, Role of IFFCO and KRIBCO in fertilizer marketing.

UNIT IV

Plant Protection Chemical: Production, Export/import, Consumption system, and Marketing channels electricity / Diesel oil- marketing and distribution system, Pricing of electricity for agriculture use, Subsidy on electricity.

Farm Machinery: Production supply, Demand marketing and distribution system, Pricing of electricity for agriculture use, Subsidy on electricity.

Farm Machinery- Production, Supply, Demand, Marketing and distribution channels of farm machines: Agro- Industries Corporation and marketing of farm machines/ implements/ equipments.

Section B

Case study: Sufficient no of case should discussed

RURAL MARKETING (MBA-343)

Course/Paper: MBA-343	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Rural Marketing: Concept and Scope of rural marketing, Nature and Characteristics of rural markets, Potential of rural markets in India, Rural communication and Distribution.

UNIT II

Environmental Factors: Socio-cultural, Economic, Demographic, Technological and other environmental factors affecting rural marketing.

UNIT III

Rural Consumer's Behaviour: Behaviour of rural consumers and farmers, Buyer characteristics and buying behavior, Rural v/s Urban markets, Customer relationship management, Rural market research.

Unit IV

Rural Marketing Strategy: Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning, Product mix, Pricing Course objective, Pricing policy and Pricing strategy, Distribution strategy.

Promotion and Communication strategy: Media planning, planning of distribution channels, and Organizing personal selling in rural market in India, Innovation in rural marketing.

Section B

Case study: Sufficient no of case should discussed

RETAIL		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-346	Retail Management	70	30	100
MBA-347	Retail Techniques and Skills	70	30	100
MBA-348	Retail Logistics and Information System	70	30	100
	Total			300

RETAIL MANAGEMENT (MBA-346)

Course/Paper: MBA-346	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Overview of Retailing Management: Introduction to retailing: Concept, Nature, Scope, Functions of retailing, Retail organization structure, Retail management process Types of Retail Outlets, Market structure and control, Planning and development.

UNIT II

Retail Management Situational Analysis: Retail institutions by ownership, Retail institutions by store-based strategy mix, Web, Non store-based and Other forms of nontraditional retailing, Targeting customers and gathering information, Communicating with customers, Market/ competitors, Promotional strategies choosing a store location: Trading-area analysis, Site selection, Store design and layout, Display.

UNIT III

Managing Retail Business: Retail organization and HRM, Operations management, Financial and operations dimensions, Managing retail services, Service characteristics, Branding -Perceptions of service quality, Sales force management. Retail Information Systems, Merchandise management and pricing: Merchandise plan, Merchandise buying and handling, People in retailing.

UNIT IV

International Retailing: Internationalization and Globalization, Shopping at world stores, Going international, The internationalization process, Culture, Business and international management.

Section B

Case Study: Sufficient number of case studies should be discussed

RETAIL TECHNIQUES AND SKILLS (MBA-347)

Course/Paper: MBA-347	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Introduction: Retailing as a part of marketing, Retail selling process, Concept of personal Selling, Goals setting process in retail management, Analyzing market demand and sales.

UNIT II

Retail Location and Site Selection: City or town locations, Freestanding sites, Factors affecting the site selection, factors affecting the demand for a region or trade area. Estimating demand for a new location, Promotional activities in Retail: ATL and BTL, Loss prevention techniques.

UNIT III

Visual Merchandising: Concept of retailing, Criteria of organized and unorganized retail chain of stores, Socializing and training new store employees, Legal environment, Homogenous environment, Bin management, Display of schemes, Utilization of space and profitability, Types of display: Classification on the basis of size, MRP, Fashion, Season, Theme, Brand, Pattern.

UNIT IV

Retail Salesman: Duties responsibilities, Qualities, Product knowledge, managing the store: Reducing inventory loss, Store manager responsibilities, Space planning, in store and out store management, Merchandise management retail pricing, People in retailing, Conflicts and their resolutions, Training the distributors sales team.

Section B

Case Study: Sufficient number of case studies should be discussed

RETAIL LOGISTICS AND INFORMATION SYSTEM (MBA-348)

Course/Paper: MBA-348	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Logistics Overview, Retail distribution system: Process, Stages, Trends in supply chain management.

UNIT II

Physical Distribution, Inventory management, Ware house management, Analyzing logistics problems, Trading: Area analysis, Store management.

UNIT III

Information system: Overview, Information flow in a retail distribution channel, Retail Information System Process, based on inadequate information, Unique needs of technology in retail, The importance of information technology in retail, Factors affecting the use of technology, Applications of technology: E-Commerce, E- tailing.

UNIT IV

The Retail Information System: Building and Using a Retail information system, Data base management, Data warehousing, Data Mining, Gathering information through the UPC and EDI, RFID: Radio Frequency Identification, Efficiency stocking of merchandise, Collecting of data, Efficiency in operations, Scenario in India.

Section B

Case Study: Sufficient number of case studies should be discussed

TOURISM & HOTEL MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-351	Tourism: Principles and Practice	70	30	100
MBA-352	Customer Relationship and Services Management	70	30	100
MBA-353	Hotel Management	70	30	100
	Total			300

TOURISM: PRINCIPLES AND PRACTICE (MBA-351)

Course/Paper: MBA-351	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section - A

UNIT-I

Introduction: Concepts, Definitions, Origin and development, Types of tourism, Forms of tourism: Domestic, International, Regional, Inbound, and Outbound, Tourism net work and components of tourism, Interdisciplinary approaches to tourism.

UNIT-II

Tourism Industry and Its Structure: Attractions, Accommodation, Transportation, F&B, Shopping, Entertainment, Infrastructure hospitality, Presents trends in domestic and global tourism.

UNIT-III

Assessment of Tourism Impact on Destinations: Economic, Socio- cultural and ecological, Concept of carrying capacity, Sustainable tourism development, Emerging areas of tourism: Rural, Eco, Medical, Pilgrimage, Bollywood, Golf etc.

UNIT-IV

Tourism Organizations: World Tourism Organization (WTO), Pacific Area Travel Association (PATA), World Tourism & Travel Council (WTTC), Role and Function of ministry of tourism, Govt. of India ITDC, Department of Pondicherry tourism, PT&TC, FHRAI, IHA,IATA.

Section - B

Case Study: Sufficient number of case should be discussed.

Customer Relationship and Services Management (MBA-352)

Course/Paper: MBA-352	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section - A

UNIT-I

CRM (Customer Relationship Management) in Tourism: Customer Acquisition and Retention, Customer Loyalty, Customer Profitability and value Modeling, Customer Satisfaction Measurement Customer Feedback and Service recovery.

UNIT-II

Managing and Sharing Customer Data: Customer information database, Ethics and legalities of data use, Data warehousing and data mining, Data Analysis, Market basket analysis (MBA), Click stream analysis, Personalization and collaborative filtering.

UNIT-III

Marketing of Services: Tourism as a service, Characteristics of services, Classification of services, Building services aspiration consumer behaviour on service encounters.

UNIT-IV

Marketing Mix in Services: The SEVEN Ps- Product, Price, Place, Promotion, People, Process, Physical evidence, Balancing demand and Capacity, Popular strategies.

Section - B

Case Study: Sufficient number of case should be discussed.

HOTEL MANAGEMENT (MBA-353)

Course/Paper: MBA-353	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section - A

UNIT-I

Introduction to Accommodation Industry: Type of accommodation and their grouping, Classification, Categorization and form of ownership, Activities in accommodation management, Front office, Housekeeping, Bar and Restaurant, Supporting services.

UNIT-II

The Room Division: The food and beverage division, The engineering and maintenance division, The marketing and sales division, The A/C division, The HR division and Security division.

Managerial Issues: Trends, Problems, Success, Factors, Study of the working of selected Hotel / Motels / Restaurant etc.

UNIT-III

Seven Ps Of Marketing In Hospitality Marketing: (Product, Price, Place, Promotion, People, Process, and Physical evidence)

Introduction to hospitality industry and Its distinctive characteristics, Inflexibility, Perishability, Fixed location relatively large financial investment.

UNIT-IV

Restaurant Management: Introduction, Eating by drinking Places, Hotel operation: Food services for the transportation market, Food services for the leisure market, Retail food services, Business/ Industrial food services, Health care food services, Club food services, Trends in lodging and food services.

Section - B

Case Study: Sufficient number of case should be discussed.

INFRASTRUCTURE MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-356	Introduction to Infrastructural Management	70	30	100
MBA-357	Regulatory Framework of Infrastructural Management	70	30	100
MBA-358	Infrastructure Project Delivery, Managing Contracts and Negotiations	70	30	100
	Total			300

INTRODUCTION TO INFRASTRUCTURAL MANAGEMENT (MBA-356)

Course/Paper: MBA-356	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

SECTION A

UNIT I

Introduction: Definition by various committees, nature, importance and scope of infrastructure sector, Business models of infrastructure sector, Infrastructure and constructed environment, SWOT-infrastructure industry, economic, legal and political; Basic Indicators of Growth, GDP, capital markets for financing infrastructure sectors, Economic Reforms and implication on Infrastructure.

UNIT II

Transportation Sector and Urban & Rural Infrastructure Sector: Sector Structure and Size, Components- Roads and Highways, Mass Transit Systems, Rail Systems, Airports, Ports, Inland Waterways, Water, Wastewater management, Sector Issues and Outlook.

UNIT III

Energy and Telecommunication Sector: Sector Structure and Size, Components-Electric Power Industry-Electricity Act 2003, Energy Conservation Act 2001, Captive Power Generation. thermal, hydropower, nuclear power, Oil and Natural Gas Industry, Renewable energy, Telecommunication Industry, Sector Issues and Outlook; Rural Electrification Programmes in India; Promotion Policies for Renewable Power Sources.

UNIT IV

Infrastructure and the Construction Industry: Government initiatives, Modes/ Frames of PPP, Private Sector Participation Delivery mechanisms, constraints and challenges, Infrastructure as a Policy Sector, FDI Policy and Framework, Foreign Investment Facilitation agencies, FDI caps for various infrastructure sectors; Projected Eleventh (11th) Plan sector share (per cent); Process of FIPB approval; Entry options for foreign investors in various infrastructure sectors.

Section - B

Case Study: Sufficient number of case should be discussed.

REGULATORY FRAMEWORK OF INFRASTRUCTURAL MANAGEMENT (MBA-357)

Course/Paper: MBA-357	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

SECTION – A

UNIT I

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

UNIT II

Energy Sector: Oil and Gas Exploration, Conventional and Non Conventional Resources of Energy; Recent Government Initiatives and Policies in Allowing Private Sector Participation in Exploration and Refining of Oil and Gas; Deregulation of Oil Retail Markets; Initiatives and Policies in Energy Sector Such as Private Sector Participation.

UNIT III

Telecommunication Sector: Government telecommunication policy, launching of 2G and 3G services and connected issues with respect to allocation of Spectrum etc.

UNIT IV

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

Section - B

Case Study: Sufficient number of case should be discussed.

**INFRASTRUCTURE PROJECT DELIVERY, MANAGING CONTRACTS AND NEGOTIATIONS
(MBA-358)**

Course/Paper: MBA-358	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

SECTION – A

UNIT I

Project Delivery Methods: Contracting Methods employed in Infrastructure Projects, Construction Management; Build-Operate-Transfer; Design-Build-Operate-Transfer; Turnkey etc.

UNIT II

Project Contracts: Project Agreement - Off take contract, Concession Agreement, Term of Project Agreement, Force Majeure, Termination of Project Agreement, Ancillary Contracts, Operation and Maintenance Contracts, Government Support Agreements, Insurance.

UNIT III

Risks: Revenue Risks- Off take Contracts, Concession Agreements, Hedging Contracts, Price & Volume Risk, Usage Risks, Operating Risks - General Project Operation, General Operating Cost Overrun, Maintenance, Degradation, Completion Risks - Site Acquisition, Access, Cost Overrun, Completion Delay, Third Party Risks.

UNIT IV

Negotiations: Basic Negotiation tools would be discussed such as types of negotiations, Preparation Barriers to Agreement, Negotiation Skills, Principles of Game Theory such as Nash Equilibrium etc.

Section - B

Case Study: Sufficient number of case should be discussed.

PROJECT MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-361	Project Management	70	30	100
MBA-362	Materials Management	70	30	100
MBA-363	Production Planning & Control	70	30	100
	Total			300

PROJECT MANAGEMENT (MBA-361)

Course/Paper: MBA-361	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Introduction: Definitions, Classification, Project risk-scope, Project management: Definitions, Overview, Project plan, Management principles applied to project management, Project management life cycles and uncertainty.

UNIT III

Project Planning: Scope, Problem statement, Project goals, Objectives, Success criteria assumptions, Risks, Obstacles, Approval process, Projects and strategic planning, Project implementation, Project resource requirements, Types of resources: Men, Materials, Finance.

UNIT III

Project Monitoring: Evaluation, Control, Project network technique, Planning for monitoring and evaluation, Project audits, Project management information system, Project scheduling, PERT & CPM-Project communication, Post project reviews, Project team management, Recruitment, Organizing-human resources, Team operating rules, Project organization, Various forms of Project organizations, Project organization charting, Project contracts, Principles, Compilation of contracts, Practical aspects, Legal aspects, Global tender, Negotiations, Insurance.

UNIT III

Closing the Project: Types of project termination, Strategic implications, Project in trouble, Termination strategies, Evaluation of termination possibilities, Termination procedures, Project inventory management, Nature of project inventory, Supply and transportation of materials, Use of PERT & CPM techniques

Section – B

Case study: Sufficient number of cases should be discussed.

MATERIAL MANAGEMENT (MBA-362)

Course/Paper: MBA-362	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Introduction: Scope of materials management, Primary and Secondary, Objectives, Integrated materials management, Relation with other functional, Areas of organization, Organizing for materials management- Basis for forming organization, Conventional and modern approaches to organizing materials management. Materials Identification- Classifying of materials-Codification of materials, Standardization, Simplification and variety reduction of materials.

UNIT II

Inventory Control: Techniques: FSN, VED, ABC, Working capital management with reference to inventory. Management of Stores, Location, Different types of stores- methods of storing, Safety and security of materials, Stores equipment, Materials handling equipment, Factors affecting materials handling.

UNIT III

Stores Issues and Receipt- Procedures, Forms and policies in stores transactions, Stores accounting, Stores organization, Materials safety and security, Management of surplus obsolete and scrap materials, Reasons for accumulation of surplus obsolete and scarp materials, Methods of disposal, Regulations and procedures.

UNIT IV

Purchasing- Planning Purchasing Materials- Norms of Vendor Rating: CEI methodology, Japanese industry, Selection and development, Purchasing procedures and methods, Legal aspects, Insurance of materials, Supply management, Sources of supply, Out sourcing, Sub contracting, Reasons for subcontracting, Criteria for selecting sub contractors, Rating, Factors affecting subcontract rate fixing, Internal and external subcontract.

Section – B

Case study: Sufficient number of cases should be discussed

PRODUCTION, PLANNING AND CONTROL (MBA-363)

Course/Paper: MBA-363	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Forecasting: Definitions, Methods, Characteristics of forecasting problems, Subjective forecasting methods, Objective forecasting methods, Time series analysis, Simple and moving averages, Exponential smoothing methods, Correction for trend, Linear and non linear regression techniques, Analysis of seasonal demand, Seasonal demand with growth pattern- problems.

UNIT II

Inventory Control with Known Demand: Inventory costs, EOQ models Quantity discount models, Instantaneous and gradual, Supply and demand cases- problems.

UNIT III

Operations Scheduling: Production scheduling, Job shop scheduling problems, Sequencing problems: Scheduling tools and techniques, Problems, Supply chain management, Make or buy decisions, JIT purchasing.

UNIT IV

Global Sourcing: Information flow-problems, Synchronous manufacturing and theory of constraints, Performance Measurement, capacity constraints, Implementing a synchronous, Operating system.

Section – B

Case study: Sufficient number of cases should be discussed.

ENVIRONMENTAL MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-366	Introduction Environment Management	70	30	100
MBA-367	Environment Economics	70	30	100
MBA-368	Natural Resource Management	70	30	100
	Total			300

INTRODUCTION TO ENVIRONMENTAL MANAGEMENT (MBA- 366)

Course/Paper: MBA-366	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Environment Impact on Business: Social, Economic, Political, Cultural, Legal and constitutional sub-systems of environment and their impact on Business. Constitution of India: Fundamental rights and duties, Directive Principles of State Policy, 74th Amendment of the Constitution pertaining to local Governments.

UNIT II

Introduction to Environmental Legislation: How the Parliament functions- Bill to Act to Rules. How a Bill is issued in parliament and how it becomes an Act, How a rule is notified/Gazetted. Difference between Regulation, Law and Notification Bills. Introduction to Environmental Acts, Factory Act, Safety Related rules. Environmental Policy of the Government of India for Industrial Location with respect to Ecology. The Command & Control Regime and The Economics Instruments Regime.

UNIT III

Public Policy for Industry and Business: Environmental Policy of the Government of India and the working of the Ministry of Environment and Forests, Central Pollution Control Board, State Pollution Control Boards. Annual Report of the Ministry of Environment and Forests (current year)

UNIT IV

Internet and Environmental Management: Use of internet as a tool, Specific websites related to environmental management, Extracting latest updated information from related sites. Introduction to software packages for GIS and MIS

Section B

Case Study: Sufficient number of cases should be discussed in each unit

ENVIRONMENTAL ECONOMICS & INDIAN SCENARIO (MBA-367)

Course/Paper: MBA-367	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Environmental Economics: Introduction to WTO and International Trade, Environmental Trade Barriers, Green GDP, Natural Resource Accounting, Green Accounting, Environmental Communication, GRI reports

UNIT II

State of Environment in India: State of India's Environment Report by CSE and MOEF. Survey of the Environment by Hindu, State Government Environmental Status Reports. Environmental, Compliance Status of Industries, State of the Environment in major cities of India, Air and Water Quality Standards of CPCB, State Governments and WHO.

UNIT III

Major Environmental Organizations and events: Green Peace Movement, WWF, UNEP, UNCED – 1992 (Stockholm Conference, Earth Summit, Rio Declaration, Action Plan and Agenda 21), WBCSD, WRI, GRI, World Bank.

UNIT IV

Environmental Movements in India: Case Studies- Silent Valley, Tehri Dam, Chipko Movement, Sardar Sarovar Dam Controversy, Enron Power Project controversy, Thapar Dupont Nylon Project, ENVIS

Green Marketing: Emergence of new Environmental market, Green marketing, Environmental strategy and Competitive advantage, Green supply Chain Management, Eco Designing, Eco- Labeling.

Section B

Case Study: Sufficient number of cases should be discussed in each unit

NATURAL RESOURCE MANAGEMENT (MBA-368)

Course/Paper: MBA-368	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Forest: Forest types, role of forest, Forest products- demand and supply, Tribal and forest, Forest management. Classification of forest land, Administrative classification of forests, Classification of forests for management, social forestry, community forestry. Indian forest policy and Forest conservation. National Forestry Action Plan- 1999: An Overview.

UNIT II

Wildlife: Importance of wildlife, abuse and depletion of wildlife, Wildlife conservation- classification of scarce wildlife, Methods of wildlife conservation, Endangered species of India, Wildlife conservation in India, Legislation: WLPA – 1972 and 2002 Amendment, development and Impact of wildlife, National Parks and Sanctuaries, GO's and NGO's in wildlife conservation, Eco-tourism.

UNIT III

Energy: Energy requirement. Impact of energy utilization on the environment. Conventional sources of energy: Coal, Oil and Natural gas, Thermal power, Firewood, Hydropower, Nuclear power. Non Conventional Sources of Energy: Solar energy, Wind energy, Ocean/ Tidal energy, Geothermal energy, Biomass based energy, Dendrothermal energy, Energy from urban waste, Bagasse based energy.

UNIT IV

Land/ Soil: Landforms- types and significance, Degradation of land- causes and effects, Desertification. Soil: Basic Natural Resource, Formation and Composition, Soil erosion, Soil conservation.

Water: Surface and groundwater, Water management, Rain water harvesting, Water shed management. Aquaculture- Inland water resources and their economic potential with respect to fisheries. Fresh water fish culture, Establishment and management of fish farm. Fishery – as self employment avenue (small scale industry), Govt. schemes, Training and incentives.

Section B

Case Study: Sufficient number of cases should be discussed in each unit

HOSPITAL HEALTH CARE MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-371	Basic Life Sciences and Hospital Management	70	30	100
MBA-372	Quality Management in hospitals and Accreditation	70	30	100
MBA-373	Basics of Epidemiology and Health Systems in India	70	30	100
	Total			300

BASIC LIFE SCIENCES AND HOSPITAL MANAGEMENT (MBA-371)

Course/Paper: MBA-371	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

Unit-I

Elementary Human Anatomy and Physiology-Brief introduction about cell and tissues in human body. Preliminary knowledge of Digestive system, Respiratory system, Circulatory system, Central Nervous system, Musculo-skeletal system, Reproductive system, Excretory system, Endocrine glands, & Special senses.

Unit-II

Illness-Defining Health and Illness. Indicators of health, Level of health care, Classification and description of Disease, Modes of Intervention, Basic Measurements in Epidemiology.

Unit-III

Infection Control-Nosocomial Infection, Asepsis, Reservoir, Carrier and mode of transmission of Communicable Diseases, Infection Control Measures, Disinfection, Sterilization and Aseptic technique.

Unit-IV

Departmentation in Hospitals-Objectives, introduction, function -Clinical (OPD, IPD, Emergency, Laboratory, Radiology, Pathology, Medicine, Surgical, Maternity, Physical medicine & Rehabilitation, Physical Therapy, Occupational Therapy, Pulmonary Medicine, Nursing, Psychiatric Dept, Critical care, Cardiology, Dental, Ophthalmic, Paediatric dept., Gynaecology, Gastroenterology, Haematology, Nephrology, Oncology, Dietetics, Otolaryngology, Urology, Micrology); Non-clinical (Pharmacy, Medical records, CSSD, general Stores, Food Service, Laundry & Linen dept., Housekeeping, Maintenance, Engineering, Health Information management, Emergency management,), Administrative (Front Office, Back Office, HRD, material management/purchase Dept., Accounts, Safety & Security, Training & administration, Marketing, Legal Dept, IT, Medical Communications, Insurance, Public relations, Quality mang.), Research Dept.

Section-B

Case Study: Sufficient number of cases should be discussed in each unit

QUALITY MANAGEMENT IN HOSPITAL AND ACCREDITATION (MBA-372)

Course/Paper: MBA-372	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

Unit I

Fundamentals of Quality management: Introduction – Objectives – Historical Background – Evolution of concept, defining quality, present international scenario, Indian scenario.

Organization wide Quality Improvement in Health Care :A Quality Improvement model of daily Patient Care – Quality Assurance and Quality Improvement.

Unit II

Assessing Quality Health Care:The measurement of Quality – Procedure for formulating explicit Criteria and standards – Determinates of Quality-Structure – Process – Outcome – PDCA cycle- Improving Hospital Performance –Patient Participation – Quality Health Care through Patience satisfaction- Quality Tools – Background of Quality outcome – What is Quality outcome – and what is outcome management?

Unit III

Total Quality Management:Concept of TQM – Kaizen – 5S

Improvement of quality of services in hospitals :Essentials of Quality improvement in health care services – how to improve the Quality of services in hospital, improvement of Quality in health care implementation.

Unit IV

Certification & Accreditation of hospitals:NABH Accreditation –Brief overview about : ISO certification – JCAHO – JCI Accreditation-Six Sigma –Ideal approach to Quality- Benefits

Section-B

Case Study: Sufficient number of cases should be discussed in each unit

BASICS OF EPIDEMIOLOGY AND HEALTH SYSTEMS IN INDIA (MBA-373)

Course/Paper: MBA-373	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Essentials of Demography and Population Sciences:-Basic concepts and methods of Epidemiology, health for all and primary health care – clinical trials, immunization and isolation system , emergency epidemic management system.

UNIT II

HEALTH PROGRAMMES

- A) National health programmes related to communicable diseases – Tuberculosis , AIDS , STD , Leprosy,Malaria.
- B) National health programmes related to noncommunicable diseases-Cancer, Diabetes
- C) Alcoholism & Rehabilitation, Reproductive and child health programmes.

UNIT III

Health Care Waste Management:-

- A)Definition and classification of Health Care Waste, Risks associated with Health care Waste.
- B)Specific management of Health Care Waste, Development of protective measures of Health care waste management Staff and Environment.

UNIT IV

Health care in India, Health Planning and management, Health care issues, Health care Infrastructure, health Planning in India and their Management.

Section B

Case Study: Sufficient number of cases should be discussed in each unit

ACCOUNTING & FINANCE		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-376	Corporate Accounting	70	30	100
MBA-377	Advances Cost Accounting	70	30	100
MBA-378	Direct Taxation	70	30	100
	Total			300

CORPORATE ACCOUNTING – (MBA-376)

Course/Paper: MBA-376	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT – I

Issue, Forfeiture and Re-issue of Shares, Redemption of Preference Shares, Issue and Redemption of Debentures.

UNIT – II

Preparation of Project & Loss Account, Profit & Loss Account, Balance Sheet, in accordance With the Provision of the exiting Companies Act (excluding Managerial Remuneration)

UNIT – III

Valuation of goodwill and shares, Accounting for amalgamation of companies as per Indian Accounting standard 14 (excluding inter-company holdings & transaction).

UNIT –IV

Accounting for internal reconstruction schemes (including preparation of Scheme for Internal Reconstruction)

Section-B

Case Study: Practical Problems & cases should be discussed in each unit.

ADVANCED COST ACCOUNTING (MBA-377)

Course/Paper: MBA-377	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT I

Cost Accounting: Nature and scope of cost accounting, objectives of cost accounting, Elements of cost, cost sheet or Statement, Installing a costing System

Operating costing: Transport costing. Hospital Costing, Hotel costing

UNIT II

Reconciliation :Reconciliation of cost and financial Accounts, Job, Batch and contract costing.

UNIT III

Unit costing; collection of costs, tenders or quotations, Treatment of scrap, Production Account.

Accounting for joint product and by product, Responsibility accounting including transfer pricing.

UNIT IV

Standard Costing : Meaning of standard cost, Variances Analysis: Overhead variances, Sales variances, Decision making through Break-even analysis, Decision making areas - products mix, make / Buy pricing decisions, Key factor problems, Export and domestic market.

Section-B

Case Study: Practical Problems cases should be discussed in each unit.

DIRECT TAXATION (MBA-378)

Course/Paper: MBA-378	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

UNIT – I

Income Tax: Definitions, Residential Status and incidence of Tax Exempted Incomes.

UNIT – II

Computation of income : Computation of income under the head salaries and income from house property.

UNIT – III

Computation of taxable income: Computation of taxable income under the head income from business and profession, Depreciation, capital gains, Income from other sources.

UNIT – IV

Set-off and carry forward of Losses: Deductions from GTI, Computation of total income and tax liability of individuals and firms.

Section-B

Case Study: Practical Problems cases should be discussed in each unit.

INSURANCE		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-381	Principles of Insurance	70	30	100
MBA-382	Practice of Life Insurance	70	30	100
MBA-383	Practice of General Insurance	70	30	100
	Total			300

PRINCIPLES OF INSURANCE (MBA-381)

Course/Paper: MBA-381	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

Unit I

The Conceptual Framework – What Is Insurance – Brief History Of Insurance – Perils And Risks – Classification Of Risks- Hazards – How Insurance Works – Classes Of Insurance – Assumptions – Importance Of Insurance Industry. The Business Of Insurance – Managing Risk Retention – Life Insurance – Managing Insurance – Funds Of An Insurer – Trustee-Reinsurance – Role Of Insurance In Economic Development – Insurance And Social Security. The Insurance Contract – Utmost Good Faith Or Uberrima Fides – Insurable Interest – Insurer’s Insurable Interest – Criminal Acts – Indemnity – Subrogation And Contribution – Proximate Cause – Personal And Non-Personal Contracts

Unit II

Insurance Products – Life Insurance – Survival – Term Assurance – Pure Endowment – Whole Life – Double Endowment Money Back Or Anticiapted Supplementary Benefits – Riders – Linked Policies – Annuities – Immediate Annuities – Deferred Annuities – Group Policies – Master Policy – Non-Life Insurance – Fire – Loss Of Profits – Marine – Marine Cargo – Marine Hull – Motor – Miscellaneous – Personal Accident – Fidelity Guarantee – Health – Mediclaim – Overseas Medical – Liability – Workmens’ Compensation – Engineering – Boiler And Pressure Plant Policies – Aviation – Industrial All Risks – Oil And Gas – Satellite Other Miscellaneous Insurances – Burgelary – Loss Of Baggage During Travel – Householder Effects Shopkeeper’s Business – Bankers’ Imdemnity – Horses – Bees – Cattle – Plantations Etc.

Unit III

Insurance Terminology – Common For Both Life And Non-Life Insurance – Insurance – Insurer – Proposal – Underwriter – Premium – Policy – Endorsement – Subject Matter Of Insurance – Sum Assured – Term – Conditions – Precedent And Subsequent – Claim – Policyholder – Premium – Reserve – Ceded – Accepted – Expense Ratios – Loss Ratios – Mortality – Lloyd’s Protection And Indemnity Associations – Warranties – Representation – Ex-Gratia – Life Insurance – First Premium – Renewal – Mode – Limited Payment – Policies – Single Premium – Convertible – Days Of Grace – Lapse – Paid Up Policy – Revival – Deferred – Deermnt Period – Nomination – Assignment – Assignee – Bonus – With Profit – Participating – Non-Participating Or Without Profit – Surrender Value – Non-Life Insurance – Market Aggrements – Cover Notes – Certificates Of Insurance – Open Policy – Floater – Excess – Franchise – Claims – Salvage – Coinsurance – Loss – Total Loss – Actual Or Constructive Loss – Abandoned – Particular – General – No-Claim Bonus – Malus – Replacement – Valued Policy – Agreed Value – Full Value – First Loss – Incresed Value – Insurance Time Or Institute Cargo Clauses – Solatium Fund – Hit And Run Cases – Arbitration

The Insurance Market – Life And Non-Life Insurers – Reinsurers – Individual And Corporate Agents – Brokers – Surveyors – Medical Examiners – Third Party Administrators – Regulator Irda – Insurance Councils – Ombudsmen – Educational Institutes – Councils – Tariff Advisory Committee.

Unit IV

Regulations – The Insurance Act, 1938 – Insurance Regulatory And Development Act, 1999 – Life Insurance Corporation Act, 1956 – General Insurance Business (Nationalisation) Act, 1972 – Consumer Protection Act, 1986 (Copa) – Income Tax Act – Other Laws

The Insurance Customer – Customers Are Different – Different Mind Sets, Their Satisfactions – Ethical Behaviour.

Risk Management – Avoidance Or Prevention – Reduction – Retention – Transfer – The Techniques, Separation – Duplication Diversification – Retention And The Individual.

Section B

Case Study: Sufficient number of cases should be discussed in each unit

PRACTICE OF LIFE INSURANCE (MBA-382)

Course/Paper: MBA-382	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Life Insurance Organisation – Introduction – Organising – Important Activities – The Indian Context – Internal Organisation – The Distribution System – Appointment Of Agent-Fuctions Of The Agent – Continuance Of Agency – Remuneration To Agents – Trends In Life Insurance – Distribution Channles – Premiums And Bonuses – What Is Premium – Risk – Net And Pure Premium – Loadings – Level Premium – Office Premium – Extra Premiums – Calculation Of Age – Premium Calculation – Life Fund – Actuarial Valuation – Bonus – Simple Reversionary Bonus – Compound Reversionary Bonus – Interim Bonus.

Plans Of Life Insurance – Death Cover – Survival Benefit – Term Assurance – Pure Endowmnet – Linked – Some Popular Plans- Common Variations – With Profit And Without Profit Policies – Joint Life Policies – Childrens Plans – Variable Insurance Plans – Riders – Postal Life Insurance

Annuities – The Nature Of Annuity – Immediate Annuity – Deferred Annuity.

Group Insurance – Introduction – Meaning Of Group Insurance – Essential Features Of Group Insurance Schemes – Types Of Group Insurance Schemes – Group Gratuity Schemes – Ways To Meeting Gratuity Liability – Group Superannuation Scheme – Group Leave Encashment Scheme (Gles) – Other Group Schemes – Social Security Schemes.

Other Special Need Plans – Industrial Life Insurance– Married Women’s Property (Mwp) Act Policies – Key Man Insurance – Plans Covering Handicapped.

UNIT II

Health Products – Types Of Products – Indemnity, Fixed Benefits, Ulips, Pure Health Covers, Disease Specific Covers Etc. Types Of Benefits Offered – Daily Cash Benefit, Hospitalization Benefit And Domiciliary Expenses.

Linked Insurance Plans – What Is Linked Policy – Equity Funds – Debt Funds – Money Market Funds – Liquid Funds – Balanced Funds – Flexibility – Top-Up-Premium Holiday – Net Assets Value Or Nav – Lock In – Riders – Differences – Annuities And Pensions – Irda Guidelines.

Application And Acceptance – Principle Of Utmost Good Faith – Insurable Interest – Prospectus – Proposal Forms And Other Related Documents – Medical Examination – Special Reports – Age Proof- Underwriting – Underwriting Standards – Annexures – Proposal Form – Personal Statement – Medical Report

Policy Document – Need And Format – Policy Preamble – Schedule – Attestation – Conditions And Privileges – Conditions Which Add To The Benefits Of The Insurance And Privileges – Conditions, Which Provide Extended Benefits Or Supplementary Benefits – Alterations – Duplicate Policy.

UNIT III

Premium Payment – Lapse And Revival – Age – Premium – Where To Pay – Surrender Values – Non-Forfeiture Option – Revival – Special Revival Scheme – Instalment Revival Scheme – Loan – Cum – Revival Scheme.

Assignment, Nomination, Loans, Surrenders, Foreclosure –Assignment - Nomination – Nomination Vs. Assignment – Loans And Surrenders – Foreclosure.

Policy Claims – Maturity Claims – Survival Benefit Payments – Death Claims – Waiver Of Evidence Of Title – Early Claims – Claims Concession – Presumption Of Death – Accident Benefit And Disability Benefit – Permanent Disability Benefit – Post Maturity Options – Settlement Options – Precautions.

UNIT IV

Miscellaneous – Reinsurance – Exchange Control Regulations – Payment Of Premiums – Payment Of Claims Etc. – Assignment In Favour Of Non-Residents – Deposits – Export Of Policies – Information Technology – Intranet And Internet - Benefits To Agents – Benefits To Policy Holders / Prospects – Kiosks – It In The Rural Areas – Internal Processing – Irda Regulations.

Annexures – Financial Market – Capital Market – Stock Technicals – Authorised Capital – Issued Capital – Float Outstanding – Shares Market – Capitalisation – Eps Or Earnings Per Share – Pe (Price Earning Ratio) – Beta.

Simple Economics – Risk Premium – Relationship Between Interest Rates And Stock Prices – Relationship Between Inflation Rates And Stock Prices – Income Schemes -Growth Schemes – Balanced Schemes – Open Ended Schemes – Close Ended Schemes – Interval Schemes – Tax Saving Schemes – Sectoral Schemes – Index Schemes – Evaluating Unit Linked Policies – Policy Fund.

Section B

Case Study: Sufficient number of cases should be discussed in each unit

PRACTICE OF GENERAL INSURANCE (MBA-383)

Course/Paper: MBA-383	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

Unit I

Insurance Legislation – The Insurance Act, 1938 – Registration – Accounts And Returns – Investments – Limitation On Expenses Of Management – Prohibition Of Rebates – Powers Of Investigation – Other Provisions – Insurance Regulatory And Development Authority Act, 1999- General Insurance Council – Amendement Of Insurance Act – Amendments Of The Life Insurance Coporation Act, 1956 – Amendments Of General Insurance Business (Nationalisation) Act, 1972- The Insurance (Amendment) Act, 2002 - Insurance Co-Operative Society – Motor Vehicles Act, 1988 – No Fault Liability – Hit And Run Accidents – Solatium Fund – Structured Formula For Compensation – The Inland Steam–Vessels (Amendment) Act 1977 – Marine Insurance Act, 1963 – The Carriage Fo Goods By Sea Act, 1925 – The Merchant Shipping Act, 1958 – The Bill Of Lading Act, 1855 – The Indian Ports (Major Ports) Act, 1963 – Indian Railways Act, 1989 – The Carriers Act, 1865- The Indian Post Office Act, 1898 – The Carriage By Air Act, 1972- Multi Modal Transportation Act, 1993 – Workmen’s Compensation Act, 1923 – Employee’s State Insurance Act, 1948- Public Liability Insurance Act, 1991 – The Indian Stamp Act, 1899- Exchange Control Regulations – The Consumer Protection Act 1986 – Insurance Ombudsman.The Insurance Market – The Insurance Market – Historical – Present Scenario – The Agents – Corporate Agents – Brokers Remuneration – Functions Of Reinsurance Broker – The Limits Of Indemnity – Third Party Administrators – Health Services – Surveyors / Loss Assessors – Code Of Conduct – Tariff Advisory Committee – Bombay Salvage Corps – Overseas Market – United Kingdom – U.S.A. Insurance Forms – Proposal Forms – Cover Notes – Certificate Of Insurance – Limitations As To Use – Policy Forms – Endorsements – Interpretation Of Policies –Co-Insurance – Renewal Notice Irda Regulations 2002 (Protection Of Policy Holders’ Interests).

UNIT II

Fire And Marine Coverages – Standard Policies – Specified Perils Vs. All Risks – Fire Insurance Coverages – Reinstatement Value Polcies – Declaration Policy – Floating Policies – Long Term Policies – Consequential Loss (Fire) Insurance – Marine Insurance Coverages – Hull Insurance – Marine (Cargo) Insurance – Institute Cargo Clauses (C) - Institute Cargo Clauses (B) – Institute Cargo Clauses (A) – General Exclusions Clause – Inland Vessels And Sailing Vessels – Postal Consignmenet – Air Consignment – Types Of Losses – Types Of Marine Policies – Specific Policy – Open Cover – Open Policy – Special Declaration Policy – Annual Policy – Duty And Increased Value Insurance.

Miscellaneous Coverages – Motor Insurance – Third Party Liability Insurance For Mechanised Vessels Operating In Inland Waters – Personal Accident Insurances – Group Policies – Mediclaim Insurance – Jan Arogya Bima Policy – Cancer Insurance – Universal Health Insurance Policy – Overseas Medical Policy – Burglary (Business Premises) Policy – All Risks Insurance Policy - Money Policy – Baggage Insurance – Legal Liability Insurance – Fidelity Guarantee Insurance – Other Minor Classes Of Miscellaneous Insurance – Banker’s Indemnity Policy – Carrier’s Legal Liability Policy – Jeweller’s Block Insurance – Composite Policies – Aviation Insurance – Engineering Insurance – Rural Insurance – Cattle Insurance – Agriculture Pump Sets Insurance – Poultry Insurance – Sheep & Goat Insurance – Micro-Insurance.

Specialised Insurances – Industrial All Risks Insurance – Advance Loss Of Profit Cover (Alop) – Oil And Ennergy Risks Insurance – Satellite Insurance.

UNIT III

Underwriting – Underwriting Policy – Class Rated Products – Individual Rated Products – Filing Of Products – Rolf Of Actuary – Compliance Officer – Underwriting Practice – Physical Hazard – Underwriting Of Physical Hazard – Underwriting Of Moral Hazard – Acceptance Of Risks Subject To Underwriting Safeguards – Declined Risks - Fire – Marine – Miscellaneous – Risk–Inspection – Re-Insurance - Facultative – Treaty – Quota Share – Surplus Treaty – Pool – Non – Proportional Treaty - Excess Of Loss Treaty – Stop Loss Treaty – Risk Management – Insurer’s Role In Risk Managemet – Documentation Procedure – Renewal Procedure – Customer Service .

Rating And Premium – Classification Of Risk – Discrimination – Bonus / Malus- Past Loss Experience – Claims Costs – Acquisition Costs – Management Expenses – Margin For Flucuation In Claims Experience And Reasonable Profit – Classification Of Products – Premium – Premium Computation – Short Period Scales – Return Of Premium – Failure Of Consideration – Agreement In The Policy – Advance Payment Of Premium – Policies Relating To Co-Insurance - Policies Of Reinsurance.

UNIT IV

Claims – Claims Forms – Investigation And Assessment – Surveyors And Loss Assessors – Claims Documents – Arbiration – Limitation - Settlement – Discharge Vouchers – Post Settlement Action – Revcoveries – Salvage – Loss Minimisation And Salvage –In House Settlements – Practice In The U.K. – Practice In The U.S.

Investment & Accounting – Accounting - Reserves For Outstanding Claims – Unexpired Risk Reserves – Other Reserves – General Ledger – The Trial Balance – Revenue Account – Profit And Loss Account – The Balance Sheet – Statutory Returns – Returns For Management Control – Claims And Underwriting And General Administration – Database On Computer – Irda (Investment) Regulations.

Section-B

Case Study: Practical Problems cases should be discussed in each unit.

INDUSTRIAL SAFETY AND HOMELAND SECURITY		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-386	Safety management In Industry	70	30	100
MBA-387	Disaster Management	70	30	100
MBA-388	Regional Security & Internal Security	70	30	100
	Total			300

SAFETY MANAGEMENT IN INDUSTRY (MBA-386)

Course/Paper: MBA-386	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section-A

Unit I

Introduction to Safety Management in Industry: Introduction to Safety Management, Safety policies, Constitution of safety committee and workers participation in Safety management, Total loss control Management: Total loss control in Industry, Evolution of loss control, Establishing Total Loss Control programme, product Liability and Loss Control, Insurance and Loss Control Check list, Training and Awareness. Safety Inspections, Safety surveys, Safety contract, Safety Audit, Role of Trade union in safety, Appointment of Safety officer, duties and responsibility of safety officer, Case study and exercise.

Unit II

Machines & Machine Guards: Safety in Machine Guards, Types of Machine Guards, Fencing of Machines, Safety in Pressure vessels, Revolving Machines, Circular saw benches, Safe Working Practices. Safety in the use of abrasive wheels, Safety in wood working machines, Casing of new machinery. Safety in lifting machines, Types of machines. Case study and Exercise.

Unit III

Safety in Building & Construction: Safety in building construction – General, Stability test of Building Floors, stairs and Means of Access, Scaffolding and design in construction of building. Construction safety, Sire safety planning, Lay out of the site, Design and Management Regulation, Black Spot Construction, Material handling at site Risk assessment of site, Briefing of erection and commissioning of equipment and safety Checklist. Confined Spaces, Permit to Work. Case study and Exercise.

Unit IV

Safety Engineering: Introduction to Safety Engineering, Evaluation of Safety, Safety Organization, Safety Functions, Safety in material handling, Team lifting, Mechanical handling, Manual Handling, Kinetic principles, Fork lift and lifting machines, Lifting tackles, Mechanical handling, Electrical handling, Material handling, General awareness of ergonomics, Safety engineering techniques, Safety in design. Theory of mechanical operations and safety. Structural details of cranes and safety features. Safe working load and its importance in operation. Safety in Sand blasting and shot penning, Safety in burning and furnace application, Safety in Casting and foundry practices, Case study and Exercise.

Section-B

Case Study: Practical Problems cases should be discussed in each unit.

DISASTER MANAGEMENT (MBA-387)

Course/Paper: MBA-387	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT-I

Understanding Disaster Management: Natural Disasters, Understanding Man-Made Disasters, Nuclear Disasters, Chemical Disasters, Biological Disasters, Building Fire, Coal Fire, Forest Fire, Oil Fire, Air Pollution, Water Pollution, Deforestation, Industrial Pollution, Road Accidents, Rail Accidents, Air Accidents, Sea Accidents.

UNIT-II

Risk Assessment and Vulnerability Analysis: Hazard Risk and Vulnerability, Understanding Risk Concept and Elements, Risk Reduction, Risk Analysis and Risk Assessment Participatory Risk, assessment, Vulnerability Identification, Observation and Perception of Vulnerability, Vulnerability Identification, Vulnerability Social Factors, Vulnerability Economic Factors, Vulnerability to Shanty Settlement, Strategies for Survival, Vulnerability and Development : The Role of Development, Resource Analyses and Mobilization, Strategic Developments for Vulnerability Reduction.

UNIT-III

Disaster Preparedness: Disaster Management – Prevention, Preparedness and Mitigation, Conception and Nature, Plan, Role of Information Education, Communication, and Training, Use and Applications of Emerging Technologies in Disaster Preparedness, Disaster Mitigation Strategies, Emerging Trends in Disaster Mitigation, Disaster Response Plan.

UNIT-IV

Rehabilitation, Reconstruction and Recovery: Reconstruction and Rehabilitation as a Means of Development and Resource Generation, Damaged Assessment, Role of Various Agencies in Development Activities, Information Management, Development of Physical and Economic Infrastructure, Creation of Long-term Job Opportunities and Livelihood Option, Funding Arrangement for Reconstruction, Disaster Resistant House Construction with Special Reference to Engineered and Non-engineered Structures., Monitoring and Evaluation of Rehabilitation Work, Constraints in Monitoring and Evaluation, Long-term Recovery, Long-term Counter-Disaster Planning.

Section-B

Case Study: Practical Problems cases should be discussed in each unit.

REGIONAL SECURITY & INTERNAL SECURITY (MBA-388)

Course/Paper: MBA-388	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT-I

Theoretical dimensions of `Region' in International Relations: Regional Security; Regional Cooperation; and Military Alliances: Conceptual Dimensions

UNIT-II

International Organizations: North Atlantic Treaty Organization –(NATO): Aim, Organization and Working.

Association of South-East Asian Nations- (ASEAN): Concept, Objectives, Features, Problems & Achievements.

South Asian Association for Regional Cooperation-(SAARC): Concept, Objectives, Features, Problems & Achievements.

UNIT-III

Internal Security: Understanding the nature of internal security , Dimensions of the Problem: Political, Economic and Socio-cultural. Militancy in Jammu & Kashmir,. Insurgency in North eastern states, Civil Defense Organization in India: - Structure objectives, role and problems.

UNIT-IV

Approaches to the problem of Internal Security: Role of Force, Role of Political Institutions, Role of Civil Society, Role of the Media.

Section B

Case Study: Sufficient number of cases should be discussed in each unit

TECHNOLOGY MANAGEMENT		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MBA-391	Technology Forecasting and Assessment	70	30	100
MBA-392	Technology Commercialization and Transfer	70	30	100
MBA-393	Research and Development Management	70	30	100
	Total			300

TECHNOLOGY FORECASTING AND ASSESSMENT (MBA-391)

Course/Paper: MBA-391	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

INTRODUCTION - Technology origin and evolution – Tailoring technology to fit Specific industry requirements – Organization redesign – Organizational re-engineering – Financial considerations for technology Planning.

UNIT II

TECHNOLOGY CYCLE - Technology cycle and understanding technologies change - Responding to technological changes - Adoption of technology - Overcoming resistance - different approaches.

UNIT III

TECHNOLOGY FORECASTING - Technology Forecasting – Need – Methodologies: - Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC).

UNIT IV

TECHNOLOGY ASSESSMENT - Dissemination of technology information and strategic planning - Technology choice and evaluation methods – Analysis of alternative technologies - Implementing technology programmes.

TECHNOLOGICAL COMPETITIVENESS IN COUNTRIES - Factory and office automation - Business Process Reengineering - Quality Management –Use of Transferred Technology - Collaborative innovation environment - Collaborative knowledge-intensive industry environment – Business and government relations – Technological competitiveness in some of the developing and developed countries.

Section B

Case Study: Sufficient number of cases should be discussed in each unit

TECHNOLOGY COMMERCIALIZATION AND TRANSFER (MBA-392)

Course/Paper: MBA-392	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Introduction - Technology as asset - Competitive technology strategic options - Types of commercialization – Commercialization Process. Technology opportunities - Technology scale up - Transfer decision making - Choice of technology – Technology, Transfer Categories: - International - Cross industry – Inter-firm – Intra-firm.

UNIT II

Technology Negotiation And Diffusion - Technology Negotiation - Preparation and conduct of negotiations - Technology outsourcing - Socio, economic, political, legal and cultural considerations. Technology diffusion - Technology transfer modes - Technology up-gradation - Technology modernization - Adoption of new technologies - Absorption of new technologies - Absorption process - Relocation issues.

UNIT III

Transfer Mechanisms - Technology Transfer Services - Matching and pre- selection of prospective business partners - Commercializing innovations –Technology transfer negotiations - Technology transfer Offices: - databank - periodicals – web based services - technology transfer agreements - Material Transfer Agreements (MTA s) - Business meets, workshops, training programmes, press release.

UNIT IV

Technology Licensing And Partnering - In-house development - Partnerships with intermediaries - Sponsored development - Joint development - Collaborative development - International networks of technology brokers. Technology Licensing - Rights of license holders- Financial terms – documentation - cross licenses- Collaboration and public policy

Support Services - Assistance in implementing technologies - Intellectual property related issues: – rights - litigations – royalty audits- auctions- Market/feasibility studies- Product marketing- Technology valuation: methods - Contract negotiation – Subcontracting – sublicense - Technology investment practices - Arranging financial assistance: – sources - option fund – angel investment-Finance syndication – loan - venture capital and debts– grants – incentives.

Section B

Case Study: Sufficient number of cases should be discussed in each unit

RESEARCH AND DEVELOPMENT MANAGEMENT (MBA-393)

Course/Paper: MBA-393	MBA Semester-III
No. of Lecture Hrs/Week:	Internal Marks:30
Total No. of Lectures Hrs:	External Marks:70

Section A

UNIT I

Introduction - Introduction, historical perspective, validation and evaluation, basic research, applied research, technology in R&D, successful R&D management, basic condition, Elements, vision, mission, strategy, Deming cycle (PDCA), hypothetic deductive approach, competency matrices, thematic clustering

UNIT II

Innovative Environment - Structural Components, Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity Tools , Climate, MBTI Creativity Index. Innovation, Pathways, sources, business analysis techniques

UNIT III

R & D Quality Management - Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking.

UNIT IV

People And R&D - Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people, Performance management , reviewing and monitoring, appraisal schemes, T & D, Career Management & Development, Succession planning. R & D team Manager, Leadership, Creative groups.

R & D Support - Support Services – Analytical, Manufacturing, and Library service, IT& Telecommunication, legal. Laboratory Automation – Synthesis Lab – Microscale Experimentation. Intellectual property – patents – types, procedure. Publications – categories – Science Citation Index – impact factor – citation metrics. Intellectual property –patents- types, procedure. Financial Control – Budgets, Plans, Costs, research grants & funding, project proposal writing. Risk Assessment – Performance standards and indicators – Audit & review

Section B

Case Study: Sufficient number of cases should be discussed in each unit