

M.B.A. 3 <sup>rd</sup> semester Course Structure–Faculty of Management											
Sl. No.	Paper Code	Paper Title	Credits	Marks Distribution				Total Marks(CCE+UE)			
				L	T	P	CCE (Max)		CCE (Min)	UE (Min)	UE (Max)
1.	MENTRMG-201	Entrepreneurship Development	3	3	0	0	30	15	70	35	100
2.	MINTEMG-202	International Business Management	3	3	0	0	30	15	70	35	100
3.	MRURAMG-203	Rural Development	3	3	0	0	30	15	70	35	100
4.	MPROJMG-204	Project Management	3	3	0	0	30	15	70	35	100
5.	MHUMAMG-205	Human Values & Professional Ethics (Audit Course)	3	3	0	0	25	13	50	25	75
6.	MSUMMMG-206	Summer Training Project Report	3				-	-	-	-	100
		<b>Dual Specializations (Major &amp; Minor)</b>									
		HR (A) / Marketing (B) / Finance (C) / Information Technology (D) / Agribusiness Marketing (E) / Livestock Products (F) / Hospital Management (G) / Healthcare Management (H)									
7.	Ex-: (C) MSECUMG211	<b>Ex-: Financial Management (Major) -</b> 1-Security Analysis & Investment Management 2- Management of Financial Institution & Services	3	3	0	0	30	15	70	35	100
8.	MMANAMG212		3	3	0	0	30	15	70	35	100
9.	Ex-: (H) MHEALMG211	<b>Ex-: Healthcare Management (Minor)</b> 1- Healthcare Laws, Ethics and Medical Technology	3	3	0	0	30	15	70	35	100

Total Credits and Max Marks										27									875
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**Specialization Group (Elective –A) - Human Resources Management**

S.No.	Paper Code	Paper Title	Credits	L	T	P	CCF: Max	CCE: Min	UE Max	UE Min	Total Marks
1.	MLEADMG-207	Leadership & Personality Development	3	3	0	0	30	15	70	35	100
2.	MINDUMG-208	Industrial Relations & Labor Enactment	3	3	0	0	30	15	70	35	100

**Specialization Group (Elective –B) – Marketing Management**

1.	MCONSMG-209	Consumer Behavior & Customer Loyalty	3	3	0	0	30	15	70	35	100
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2.	MINTMG210	Integrated Marketing Communication	3	3	0	0	30	15	70	35	100
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**Specialization Group (Elective-C) - Financial Management**

S.No.	Paper Code	Paper Title	Credits	L	T	P	CCE Max	CCE Min	UE Max	UE Min	Total Marks
1.	MSECUMG211	Security Analysis & Investment Management	3	3	0	0	30	15	70	35	100
2.	MMANAMG-212	Management of Financial Institution & Services	3	3	0	0	30	15	70	35	100

**Specialization Group (Elective-D) - Information Technology Management**

1.	MDATAMG213	Database Management System	3	3	0	0	30	15	70	35	100
2.	MSYSTEMG214	System Analysis & Design	3	3	0	0	30	15	70	35	100

**Specialization Group (Elective-E) - Agribusiness Marketing**

S.No.	Paper Code	Paper Title	Credits	L	T	P	CCE Max	CCE Min	UE Max	UE Min	Total Marks
1.	MRURAMG215	Rural Marketing	3	3	0	0	30	15	70	35	100
2.	MAGRIMG216	Agricultural Marketing Management	3	3	0	0	30	15	70	35	100

**Specialization Group (Elective-F) - Livestock Products**

1.	MTECHMG217	Technology Management for Livestock Products	3	3	0	0	30	15	70	35	100
2.	MFEEDMG218	Feed Business Management	3	3	0	0	30	15	70	35	100

## Semester-III

### MENTRMG201

### ENTREPRENEURSHIP DEVELOPMENT

**Course Objective:** The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur. Specific topics to be covered in the section are as follows:

#### **Unit I (8 Sessions)**

Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

#### **Unit II (6 Sessions)**

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

#### **Unit III (10 Sessions)**

Role of Government in promoting Entrepreneurship, MSME policy in India, *Agencies for Policy Formulation and Implementation:* District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), *Financial Support System:* Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

#### **Unit IV (8 Sessions)**

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

#### **Unit V (8 Sessions)**

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

#### **Suggested Readings:**

Lall&Sahai: Entrepreneurship (Excel Books 2 edition)

Couger, C- Creativity and Innovation (IPP, 1999)

Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)

A.K.Rai – Entrepreneurship Development, (Vikas Publishing)

Sehgal&Chaturvedi-Entrepreneurship Development (UDH Publishing edition 2013)

R.V. Badi&N.V. Badi - Entrepreneurship (Vrinda Publications, 2<sup>nd</sup> Edition)

Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.

Barringer M J - Entrepreneurship (Prentice-Hall, 1999)

Nina Jacob, - Creativity in Organisations (Wheeler, 1998)

**Semester-III**

**MINTEMG202**

**International Business Management**

**Course Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I (6 sessions)**

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

**Unit II (10 sessions)**

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

### **Unit III (08) sessions)**

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

### **Unit IV (10 Sessions)**

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

### **Unit V (06 Sessions)**

Strategic Functions of International HRM, Staffing Policy – Ethnocentric, Polycentric and Geocentric Approach, Expatriate Preparation and development, Expatriate Repatriation, International Labor Relations

### **SUGGESTED READINGS**

Agarwal Raj - International Trade (Excel, 1st Ed.)

AlbaumDuerr - International Marketing and Export management (Pearson, 7th Ed.)

Cherunilam F - International Trade and Export Management (Himalaya, 2007)

Hill C.W. - International Business (TMH, 5th Ed.)

Daniels - International Business (Pearson, 1st Ed.)

Kumar R and Goel, International Business, (UDH Publications, edition 2013)

Jaiswal- International Business (Himalya Publication)

VarshneyR.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

**Semester-III**  
**MRURAMG203**  
**Rural Development**

**Course Objective**

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing and development practices in Indian context.

**Unit I (08 Sessions)**

Rural Business and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period.

**Unit II (10 Sessions)**

Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, sericulture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agro climate and natural resources, production system and livelihood of rural people.

**Unit III (08 Sessions)**

Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in co-operatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; Anand pattern of co-operative-federal structure, causes of sickness, leadership issues and managing boards.

**Unit IV (06 Sessions)**

Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives.

### **Unit V (08 Sessions)**

Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth vs equity oriented approach; area vs group based approach; top down vs participatory and people oriented approach to development planning; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-PRIs, NGOs etc; success and sustainability of rural development interventions, MNREGA

### **Suggested Reading**

Jonathan Reuvid, Guide to Rural Business (Kogan Page)

Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)

Brown Ben, Practical Accounting for Farm and Rural Business (Lavoisier) 2003.

Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)

Prag P A - Rural Diversification (EG Books)

Thorner Daniel and Morner Alice - Land and Labour in India (Asia Publishing House)

## **Semester-III**

### **MPROJMG204**

#### **Project Management**

**Course Objective :** The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

#### **Unit 1(6 Sessions)**

**Concept of project:** Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

#### **Unit II (08 Sessions)**

**Project identification:** Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

**Market & Demand Analysis:** Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

#### **Unit III (08 Sessions)**

**Technical Analysis:** selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. **Financial Estimation:** Project cost, source of finance, cost of production.

#### **Unit IV (08 Sessions)**

**Financial Analysis:** Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

**Investment Evaluation:** Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

### **Unit V (10 Sessions)**

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach, Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

### **SUGGESTED READINGS**

Marwah-Project Management(Wiley Dreamtech)

Chaturvedi&Jauhari-Project Management(Himalaya Publishing)

Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)

Mishra - Project Management (Excel Books)

Goyal BB – Project Management : A Development Perspective (Deep & Deep)

Gopalan- Project Management Core Text Book (Wiley)

## **Semester-III**

### **MHUMAMG205**

#### **Human Values and Professional Ethics**

**Foundation course in Universal Human Values and Professional Ethics Universal  
Human Values and Professional Ethics [L-T-P: 3-0-0]**

**Course Objectives-** This introductory course input is intended to help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings

To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way

To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behavior and mutually enriching interaction with Nature

Thus, this course is intended to provide a much needed orientation input in value education to the young enquiring minds.

#### **Course Methodology**

The methodology of this course is explorational and thus universally adaptable. It involves a systematic and rational study of the human being vis-à-vis the rest of existence.

It is free from any dogma or value prescriptions.

It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as a proposal and the students are facilitated to verify it in their own right, based on their Natural Acceptance and subsequent Experiential Validation.

This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and then to continue within the student leading to continuous self-evolution.

This self-exploration also enables them to critically evaluate their pre-conditionings and present beliefs.

## **Course Syllabus: Universal Human Values and Professional Ethics [L-T-P: 3-0-0]**

The whole course is divided into 5 modules.

After every two lectures of one hour each, there is a 2 hour practice session.

The teachers are oriented to the inputs through an eight to ten day workshop (Teachers' Orientation Program).

The Teacher's Manual provides them the lecture outline. The outline has also been elaborated into presentations and provided in a DVD with this book to facilitate sharing. The teacher is expected to present the issues to be discussed as propositions and encourage the students to have a dialogue. The process of dialogue is enriching for both, the teacher as well as the students.

The syllabus for the lectures is given below:

### **UNIT 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education**

Understanding the need, basic guidelines, content and process for Value Education  
Self Exploration—what is it?—its content and process; 'Natural Acceptance' and Experiential Validation—as the mechanism for self exploration  
Continuous Happiness and Prosperity—A look at basic Human Aspirations  
Right understanding, Relationship and Physical Facilities— the basic requirements for fulfillment of aspirations of every human being with their correct priority  
Understanding Happiness and Prosperity correctly—  
A critical appraisal of the current scenario  
Method to fulfill the above human aspirations: understanding and living in harmony at various levels

## UNIT 2: Understanding Harmony in the Human Being- Harmony in Myself!

Understanding human being as a co-existence of the sentient 'I' and the material 'Body' Understanding the needs of Self ('I') and 'Body'-*Sukh* and *Suvidha* Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer) Understanding the characteristics and activities of 'I' and harmony in 'I' Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail Programs to ensure *Sanyam* and *Swasthya* Practice Exercises and Case Studies will be taken up in Practice Sessions.

## UNIT 3: Understanding Harmony in the Family and Society-Harmony in Human-Human Relationship

Understanding Harmony in the family—the basic unit of human interaction Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay- tripti*; Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship Understanding the meaning of *Vishwas*; Difference between intention and competence Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva* as comprehensive Human Goals Visualizing a universal harmonious order in society- Undivided Society (*AkhandSamaj*), Universal Order (*Sarvabhāum Vyawastha*)- from family to world family! Practice Exercises and Case Studies will be taken up in Practice Sessions.

## UNIT 4: Understanding Harmony in the Nature and Existence-Whole existence as Co-existence

Understanding the harmony in the Nature Interconnectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulation in nature Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space Holistic perception of harmony at all levels of existence Practice Exercises and Case Studies will be taken up in Practice Sessions.

## UNIT5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

Natural acceptance of human values Definitiveness of Ethical Human Conduct Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order Competence in professional ethics: Ability to utilize the professional competence for augmenting universal human order Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, Ability to identify and develop appropriate technologies and management patterns for above production systems. Case studies of typical holistic technologies, management models and production systems Strategy for transition from the present state to Universal Human Order: At the level of individual: as socially and ecologically responsible engineers, technologists and managers At the level of society: as mutually enriching institutions and organizations

### Guidelines and Content for Practice Sessions (PS)

#### UNIT1: Course Introduction-Need, Basic Guidelines, Content and Process for Value Education

PS 1: Introduce yourself in detail. What are the goals in your life? How do you set your goals in your life? How do you differentiate between right and wrong? What have been your achievements and short coming in your life? Observe and analyze them.

Expected outcome: the students start exploring themselves; get comfortable to each other and to the teacher and start finding the need and relevance for the course.

PS 2: Now-a-days, there is a lot of voice about many techno-genic maladies such as energy and natural resource depletion, environmental pollution, global warming, ozonedepletion, deforestation, soil degradation, etc.—all these seem to be man-made problems threatening the survival of life on Earth – What is the root cause of these maladies & what is the way out in your opinion?

On the other hand, there is rapidly growing danger because of nuclear proliferation, arms race, terrorism, criminalization of politics, large scale corruption, scams, breakdown of relationships, generation gap, depression & suicidal attempts, etc— what do you think, is the root cause of these threats to human happiness and peace – what could be the way out in your opinion?

Expected outcome: the students start finding that technical education without study of human values can generate more problems than solutions. They also start feeling that lack of understanding of human values is the root cause of all problems and the sustained

Solution could emerge only through understanding of human values and value based living. Any solution brought out through fear, temptation or dogma will not be sustainable.

**PS3:**

Observe that each one of us has Natural Acceptance, based on which one can verify right or not right for him. Verify this in case of what is Naturally Acceptable to you in relationship-Feeling of respect or disrespect?  
What is Naturally Acceptable to you—to nurture or to exploit others? Is your living the same as your natural acceptance or different?

Out of the three basic requirements for fulfillment of your aspirations—right understanding, relationship and physical facilities, observe how the problems in your family are related to each. Also observe how much time & effort you devote for each in your daily routine.

**Expected outcome:**

The students are able to see that verification on the basis of natural acceptance and experiential validation through living is the only way to verify right or wrong, and referring to any external source like text or instrument or any other person cannot enable them to verify with authenticity; it will only develop assumptions.

The students are able to see that their practice in living is not in harmony with their natural acceptance most of the time, and all they need to do is to refer to their natural acceptance to remove this disharmony.

The students are able to see that lack of right understanding leading to lack of relationship is the major cause of problems in their family and not the lack of physical facilities in most of the cases, while they have given higher priority to earning of physical facilities in their life ignoring relationships and not being aware that right understanding is the most important requirement for any human being.

**UNIT 2: Understanding Harmony in the Human Being-Harmony in Myself!**

**PS4:** List down all your desires. Observe whether the desire is related to Self (I) or Body. If it appears to be related to both, see which part of it is related to Self (I) and which part is related to Body.

**Expected outcome:** the students are able to see that they can enlist their desires and the desires are not vague. Also they are able to relate their desires to 'I' and 'Body' distinctly. If any desire appears related to both, they are able to see that the feeling is related to I while the physical facility is related to the body. They are also able to see that 'I' and 'Body' are two realities, and most of their desires are related to 'I' and not body, while their efforts are mostly centered on the fulfillment of the needs of the body assuming that it will meet the need of 'I' too.

**PS5:**

a. Observe that any physical facility you use, follows the given sequence with time: Necessary & tasteful → unnecessary & tasteful → unnecessary & tasteless → intolerable

b. In contrast, observe that any feeling in you is either naturally acceptable or not acceptable at all. If naturally acceptable, you want it continuously and if not acceptable, you do not want it any moment!

List down all your activities. Observe whether the activity is of 'I' or of Body or with the participation of both 'I' and Body. Observe the activities within 'I'. Identify the object of your attention for different moments (over a period of say 5 to 10 minutes) and draw a line diagram connecting these points. Try to observe the link between any two nodes.

#### Expected outcome:

The students are able to see that all physical facilities they use are required for a limited time in a limited quantity. Also they are able to see that in case of feelings, they want continuity of the naturally acceptable feelings and they do not want feelings which are not naturally acceptable even for a single moment.

the students are able to see that activities like understanding, desire, thought and selection are the activities of 'I' only, the activities like breathing, palpitation of different parts of the body are fully the activities of the body with the acceptance of 'I' while the activities they do with their sense organs like hearing through ears, seeing through eyes, sensing through touch, tasting through tongue and smelling through nose or the activities they do with their work organs like hands, legs etc. are such activities that require the participation of both 'I' and body.

The students become aware of their activities of 'I' and start finding their focus of attention at different moments. Also they are able to see that most of their desires are coming from outside (through preconditioning or sensation) and are not based on their natural acceptance.

#### PS6:

Chalkout programstoensurethatyouareresponsibletoyourbody-forthenurturing,protection and right utilization of the body.

Find out the plants and shrubs growing in and around your campus. Find out their use for curing different diseases.

Expected outcome: The students are able to list down activities related to proper up keep of the body and practice them in their daily routine. They are also able to appreciate the plants wildly growing in and around the campus which can be beneficial in curing different diseases.

### UNIT3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

PS 7: Form small groups in the class and in that group initiate dialogue and ask the eight questions related to trust. The eight questions are:

1a. Do I want to make myself happy?

2a. Do I want to make the other happy?

3a. Does the other wants to make him happy?

4a. Does the other wants to make me happy?

What is the answer?

1b. Am I able to make myself always happy?

2b. Am I able to make the other always happy?

3b. is the other able to make him always happy?

4b. is the other able to make me always happy?

Intention (Natural Acceptance)

What is the answer?

#### Competence

Let each student answer the questions for himself and everyone else. Discuss the difference between intention and competence. Observe whether you evaluate your intention & competence as well as the others' intention & competence.

Expected outcome: The students are able to see that the first four questions are related to our Natural Acceptance i.e. Intention and the next four to our Competence. They are able to note that the intention is always correct, only competence is lacking! We generally evaluate ourselves on the basis of our intention and others on the basis of their competence! We seldom look at our competence and others' intention as a result we conclude that I am a good person and other is a bad person.

#### PS8:

Observe on how many occasions you are respecting your related ones (by doing the right evaluation) and on how many occasions you are disrespecting by way of under-evaluation, over-evaluation or otherwise evaluation.

Also observe whether you're feeling of respect is based on treating the other as yourself or on differentiations based on body, physical facilities or beliefs.

Expected outcome: The students are able to see that respect is right evaluation, and only right evaluation leads to fulfillment in relationship. Many present problems in the society are an outcome of differentiation (lack of understanding of respect), like gender biasness, generation gap, caste conflicts, class struggle, dominations through power play, communal violence, clash of isms, and so on so forth. All these problems can be solved by realizing that the other is like me as he has the same natural acceptance, potential and program to ensure a happy and prosperous life for him and for others though he may have different body, physical facilities or beliefs.

#### PS9:

Write a note in the form of story, poem, skit, essay, narration, dialogue to educate a child. Evaluate it in a group.

Develop three chapters to introduce 'social science- its need, scope and content' in the primary education of children

Expected outcome: The students are able to use their creativity for educating children. The students are able to see that they can play a role in providing value education for children. They are able to put in simple words the issues that are essential to understand for children and comprehensible to them. The students are able to develop an outline of holistic model for social science and compare it with the existing model.

#### Module4: Understanding Harmony in the Nature and Existence-Whole existences Co-existence

PS 10: List down units (things) around you. Classify them in four orders. Observe and explain the mutual fulfillment of each unit with other orders.

Expected outcome: The students are able to differentiate between the characteristics

and activities of different orders and study the mutual fulfillment among them. They are also able to see that human beings are not fulfilling to other orders today and need to take appropriate steps to ensure right participation (in terms of nurturing, protection and right utilization) in the nature.

**PS11:**

Make a chart for the whole existence. List down different courses of studies and relate them to different units or levels in the existence.

Choose any one subject

beingtaughttoday.Evaluateditandsuggestsuitablemodificationstomakeitappropriateandholistic.

Expected outcome: The students feel confident that they can understand the whole existence; nothing is a mystery in this existence. They are also able to see the interconnectedness in the nature, and point out how different courses of study relate to the different units and levels. Also they are able to make out how these courses can be made appropriate and holistic.

**UNIT5:ImplicationsoftheaboveHolisticUnderstandingofHarmonyataIllLevelsofExistence**

**PS 12:** Choose any two current problems of different kind in the society and suggest how they can be solved on the basis of natural acceptance of human values. Suggest steps you will take in present conditions.

Expected outcome: The students are able to present sustainable solutions to the problems in society and nature. They are also able to see that these solutions are practicable and draw road maps to achieve them.

**PS13:**

SuggestwaysinwhichyoucanuseyourknowledgeofTechnology/Engineering/Managementforuniversal human order, from your family to the world family.

Suggest one format of humanistic constitution at the level of nation from your side.

Expected outcome: The students are able to grasp the right utilization of the knowledge in their streams of Technology/Engineering/ Management to ensure mutually enriching and recyclable productions systems.

**PS14:**Thecourseisgoingtobeovernow.Evaluateyourstatebeforeandafterthecourseinterms of a. Thought b. Behavior and c. Work d. Realization

Do you have any plan to participate in the transition of the society after graduating from the institute? Write a brief note on it.

Expected outcome: The students are able to sincerely evaluate the course and share withtheirfriends.Theyarealsoabletosuggestmeasures tomakethecoursemoreeffectiveand relevant. They are also able to make use of their understanding in the course for a happy and prosperous society.

## Reference Material

The primary resource material for teaching this course consists of

### The textbook

R.R.Gaur, R.Sangal, G.P.Bagaria, A foundation course in Human Values and professional Ethics, Excel books, New Delhi, 2010, ISBN 978-8-174-46781-2

### The teacher's manual

R.R.Gaur, R.Sangal, G.P.Bagaria, A foundation course in Human Values and professional Ethics— Teachers Manual, Excel books, New Delhi, 2010

A set of DVDs containing  
Video of Teachers' Orientation Program  
PPTs of Lectures and Practice Sessions  
Audio-visual material for use in the practice sessions

In addition, the following reference books may be found useful for supplementary reading in connection with different parts of the course:

BL Bajpai, 2004, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow. Reprinted 2008.

PL Dhar, R.R.Gaur, 1990, *Science and Humanism*, Commonwealth Publishers.

Susan George, 1976, *How the Other Half Dies*, Penguin Press. Reprinted 1986, 1991

Ivan Illich, 1974, *Energy & Equity*, The Trinity Press, Worcester, and Harper Collins, USA

Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, *Limits to Growth*, Club of Rome's Report, Universe Books.

Subhas Palekar, 2000, *How to practice Natural Farming*, Pracheen (Vaidik) Krishi Tantra Shodh, Amravati.

A. Nagraj, 1998, *Jeevan Vidya ek Parichay*, Divya Path Sansthan, Amarkantak.

E.F. Schumacher, 1973, *Small is Beautiful: a study of economics as if people mattered*, Blond & Briggs, Britain.

A.N. Tripathy, 2003, *Human Values*, New Age International Publishers.

## Relevant websites, movies and documentaries

Value Education websites, <http://uhv.ac.in>, <http://www.uptu.ac.in>

Story of Stuff, <http://www.storyofstuff.com>

Al Gore, *An Inconvenient Truth*, Paramount Classics, USA

Charlie Chaplin, *Modern Times*, United Artists, USA

IIT Delhi, *Modern Technology— the Untold Story*

Gandhi A., *Right Here Right Now*, Cyclewala Productions

## **HUMAN RESOURCES MANAGEMENT- (SPECIALIZATION)**

### **MLEADMG207: LEADERSHIP & PERSONALITY DEVELOPMENT**

**Objectives:** This course focuses on helping students develop an ongoing, flexible portfolio of information about them and work in order to prepare them self for satisfying and productive lives in an ever-changing world. The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs

#### **UNIT I (08 Sessions)**

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change. Personality & Personal Effectiveness: Psychometric Theories – Cattelle and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

#### **UNIT II (06 Sessions)**

Personality Determinants : An overview of Personality determinants. Evaluation of Personality: Sick Personalities and Healthy Personalities.

#### **UNIT III (10 Sessions)**

Training : Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme. Training Need Assessment

#### **UNIT IV (8 Sessions)**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

#### **UNIT V (08 Sessions)**

Assessing Leadership & Measuring Its effects. Groups, Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnets Team Effectiveness Leadership Model.

#### **Suggested Readings :**

Yukl G - Leadership in Organisations (Prentice hall, 7th Ed.)

Lall & Sharma – Personal Growth Training & Development (Excel Books)

Janakiraman- Training & Development (Biztantra)

Yukl G - Leadership in Organisations (Pearson, 6th Ed.)

Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)

Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)

Sahu R. K. - Training for Development (Excel Books, 1st Ed.)

## **HUMAN RESOURCES MANAGEMENT- (SPECIALIZATION)**

### **MINDUMG208: INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS**

**COURSE OBJECTIVE:** The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings. To gain knowledge of concepts, issues and legal framework of Industrial Relations.

#### **UNIT I (6 Sessions)**

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

#### **UNIT II (8 Sessions)**

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.

#### **UNIT III (6 Sessions)**

Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

#### **UNIT IV (8 Sessions)**

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

#### **UNIT V (12 Sessions)**

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

#### **Suggested Readings :**

- Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
- Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
- Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)
- Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
- VenkataRatnam - Industrial Relations (Oxford, 2006, 2nd Ed.)

## **MARKETING MANAGEMENT (SPECIALIZATION)**

### **MCONSMG209: CONSUMER BEHAVIOUR AND CUSTOMER LOYALTY**

#### **Course Objective:**

Objective of this course on Consumer Behavior and Customer Loyalty is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be focusing on real life case-studies from Indian environment.

#### **UNIT I (08 Sessions)**

Overview of Consumer Behaviour

Understanding Consumer Behavior- Meaning and Concept of Consumer and Customer, Consumer Learning, Different Models in Consumer Behavior, Consumer Decision making process-Concept of Consumer Decision; Levels of Consumer Decision Making; Consumer Decision Making Model, Changing Indian Consumer Behavior-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patterns, Organisational Buying Behaviour

#### **UNIT II (10 Sessions)**

Factors Influencing Consumer Buying Decision

Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets, Values, Lifestyles, and Psychographics- Impact of Values, Lifestyles and Psychographics on buying behavior; Demographics, Lifestyles and Psychographics; Values and Value Systems, Group Influence on Consumption- Role of reference groups; Effect of reference groups on consumer decision making; Celebrity endorsements

#### **UNIT III (8 Sessions)**

## Customer Loyalty Comprehension

Meaning and definition of customer loyalty, Significance of Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Customer Loyalty and its relationship with customer satisfaction, Customer retention and Brand Loyalty, Factors affecting customer loyalty formation, Rai-Srivastava model of customer loyalty formation, Drivers of Customer Loyalty.

## **UNIT IV (8 Sessions)**

### Customer Loyalty Outcomes

Characteristic Features of Behavioral Loyalty, Attitudinal Loyalty and Cognitive Loyalty, Role of Customer Loyalty outcomes in business decisions, Significance of Customer Loyalty for Marketers, Relationship Influencers of Customer Loyalty including factors mediating customer loyalty relationship with other relationship influencers, Customer Affinity, Customer Engagement.

## **UNIT V (06 Sessions)**

### Customer Loyalty Measurement and Application

Measuring Customer Loyalty, Customer Loyalty measurement models and scales, Influence of Service Quality on Customer Loyalty, Customer Loyalty in Retail Industry, Customer Loyalty in Banking and Insurance Industry, Customer Loyalty Application in Aviation Industry

## **Suggested Readings**

D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited

L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc.

RaiAlok K., Srivastava M., "The Character of Customer Loyalty", TATA MCGraw Hill

Kazmi&Batra- Consumer Behaviour (ExcelBooks)

Henry A.: Consumer Behavior and Marketing Action, Thomson Asia Pte Ltd.

M. Evans, A. Jamal, & G. Foxall : Consumer Behavior, John Wiley & Sons LTD.

M. Khan: Consumer Behavior, New Age International Publishers.

## **MARKETING MANAGEMENT- (SPECIALIZATION)**

### **MINTEMG207: INTEGRATED MARKETING COMMUNICATIONS**

#### **Course Objective:**

To familiarize the students with the different elements of Integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

#### **UNIT I (6 Sessions)**

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC,

#### **UNIT II (10 Sessions)**

Advertising Management: Meaning, Nature and Scope of Advertising, Advertising – Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc. Management of Advertising Agencies, Role of Advertising in Natural Development, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising

#### **UNIT III (08 Sessions):**

Message Design-The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting

#### **UNIT IV (06 Sessions)**

Media Management - Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research.

#### **UNIT V (10 Sessions)**

Emerging Concepts and Issues in Marketing Communications

Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication. Corporate Communication, Public Relations – Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management

#### **Suggested Readings:**

6. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning

2. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications,

Pearson Education, Limited

Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.

Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House

Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth-Heinemann Publication

Duncon : Integrated Marketing Communications, Tata McGraw Hills

## **FINANCIAL MANAGEMENT- (SPECIALIZATION)**

### **MSECUMG211: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

**COURSE OBJECTIVE:** The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

#### **Unit I (08 Sessions)**

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature,

structure, functioning and limitations; Trading of securities: equity and debentures/ bonds.

Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation.

Type of investors, Aim & Approaches of security analysis.

#### **Unit II (08 Sessions)**

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk.

Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis.

#### **Unit III (08 Sessions)**

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision.

Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation:

Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates,

Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

#### **Unit IV (08 Sessions)**

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

**Unit V (08Sessions)**

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

**SUGGESTED READINGS:**

Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)

Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 2008)

Bhatt - Security Analysis and Portfolio Management (Excel Books)

Bhatt- Security Analysis and Portfolio Management (Wiley Dreamtech)

Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)

Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.).

## **FINANCIAL MANAGEMENT- (SPECIALIZATION)**

### **MMANAMG212- MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES**

#### **COURSE OBJECTIVE:**

The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

#### **Unit I: (08 Sessions)**

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

#### **Unit II : (08 Sessions)**

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

#### **Unit III : (10 Sessions)**

Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance organisations- Their status, types, working and strategies for commercial viability.

#### **Unit IV : (10 Sessions)**

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re-Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

### **Unit V(06 Sessions)**

Concept, Types, Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

#### **SUGGESTED READINGS:**

Fabozzi - Foundations of Financial Markets and Institutions (Prentice Hall, 3rd Ed.)  
7) Parameswaran - Fundamentals of Financial Instruments (Wiley India)

Khan M Y - Financial Services (Tata McGraw Hill, 1998)

Machiraju H R - Indian Financial System (Vikas, 2004)

Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)

Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)

Gurusamy R - Financial Services & Markets (Thomson, 1st Ed.)

## **INFORMATION TECHNOLOGY MANAGEMENT- (SPECIALIZATION)**

### **MDATAMG213: DATABASE MANAGEMENT SYSTEM**

#### **Course Objective**

The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment.

#### **Unit I (8 Sessions)**

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

#### **Unit II (6 Sessions)**

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

#### **Unit III (6 Sessions)**

Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

#### **Unit IV (12 Sessions)**

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

#### **Unit V (8 Sessions)**

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

#### **SUGGESTED READINGS:**

- Chakrabarti- Advance Database Management System (Wiley Dreamtech)
- Beynon -Davies P- Database Systems (Palgrave, 2003)
- Karthikeyan Understanding Database Management System (Acme Learning)
- 4)Hoffer - Modern Database Management (Pearson Education, 6th edition)
- Alexis and Leon - Database Management System (Vikas, 2003.)
- Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill, 1996).
- Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

## **INFORMATION TECHNOLOGY MANAGEMENT- (SPECIALIZATION)**

### **MSYSTEMG214: SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING**

#### **Course Objective**

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

#### **UNIT-I (08 Session)**

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

#### **UNIT-II (06 Session)**

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification.

#### **UNIT-III (06 Session)**

Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

#### **UNIT-IV (10 Session)**

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

#### **UNIT-V (10 Session)**

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

#### **Suggested Readings:**

Shah-Software Engineering & SAD(Wiley Dreamtech)  
Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)  
Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)  
AnkitFadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)  
Singh B –Network Security (PHI Publication, 1st Ed.)

## **AGRIBUSINESS MARKETING- (SPECIALIZATION)**

### **MRURAMG215: RURAL MARKETING**

#### **Objective**

The objective of this course is to develop understanding regarding issues in rural markets like marketing environment, consumer behavior, distribution channels, marketing strategies, etc.

#### **Contents**

##### **UNIT- I**

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 - behavior of rural consumers and farmers; buyer characteristics and buying behaviour; 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.

##### **UNIT- V**

Promotion and communication strategy - Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing.

#### **Suggested Readings**

- Krishnamacharyulu C & Ramakrishan L. 2002. *Rural Marketing*. Pearson Edu.
- Ramaswamy VS & Nanakumari S. 2006. *Marketing Management*. 3rd Ed. MacMillan Publ.
- Singh AK & Pandey S. 2005. *Rural Marketing*. New Age.
- Singh Sukhpal. 2004. *Rural Marketing*. Vikas Publ. House.

## **AGRIBUSINESS MARKETING- (SPECIALIZATION)**

### **MAGRIMG216: AGRICULTURAL MARKETING MANAGEMENT**

#### **Objective**

The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

#### **Contents**

##### **UNIT -I**

Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, 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 decisions, 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 - determinants of price, objectives of pricing policies and pricing methods.

##### **UNIT IV**

Promotional management - advertising planning and execution; sales promotion; grading and standardization.

##### **UNIT V**

Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.

### **Suggested Readings**

- Acharya SS & Agarwal NL. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford & IBH.
- Kohls RL & Uhj JN. 2005. *Marketing of Agricultural Products*. 9th Ed. Prentice Hall.
- Kotler P. 2002. *Marketing Management – Analysis, Planning, Implementation and Control*. Pearson Edu.
- Krishnamacharyulu C & Ramakrishan L. 2002. *Rural Marketing*. Pearson Edu.
- Ramaswamy VS & Nanakumari S. 2002. *Marketing Management*. 2nd Ed. Mac Millan India

## LIVESTOCK PRODUCTS- (SPECIALIZATION)

### MTECHMG217-TECHNOLOGY MANAGEMENT FOR LIVESTOCK PRODUCTS

#### Objective

To impart knowledge about management of livestock products, product development, quality control, preservation and marketing strategies for livestock products.

#### Contents

##### UNIT- I

Present status of livestock products industry in India – dairy, meat poultry, skin, hides, wool, etc; Dairy Products- Manufacturing technologies of various dairy products and by- product utilization.

##### UNIT- II

Meat and Poultry Products- Manufacturing technologies of meat and meat products, egg and poultry products; production processing and utilization of wool and animal by- products.

##### UNIT- III

Plant Management- Production planning and control needs and techniques of production control, packaging, preservation and storage system for livestock products; transportation system for domestic markets and international markets.

##### UNIT- IV

Quality control measures during storage and transit; extent of losses during storage and transport, management measures to minimize the loss.

##### UNIT- V

Marketing and distribution of animal products; quality standard for various products; environmental and legal issues involved.

#### Suggested Readings

- Forrest JC. 1975. *Principles of Meat Science*. Freeman Publ.
- Gracey 1999. *Thorntons Meat Hygiene*. WB Saunders.
- Mounthey GJ. *Poultry Products Technology*. 2nd Ed. AVI Publ.
- Ockerman & Hansen. 2002. *Animal Byproducts Processing and Utilization*. CRC Publ.
- Pearson AM & Gillett TA. 1996. *Processed Meat*. 3rd Ed. Chapman & Hall.
- Robertson GL. 1993. *Food Packaging Principles and Practices*. Marcel Dekker.
- Stadelman W & Cotterill OJ. 2002. *Eggs Science and Technology*. 4th Ed. CBS.
- Sukumar De 1980. *Outlines of Dairy Technology*. Oxford Univ. Press.
- Walstra et al. 2006. *Dairy Science and Technology*. 2nd Ed. Taylor & Francis.
- Yadav 1993. *Comprehensive Dairy Microbiology*. Metropolitan Publ.

## **LIVESTOCK PRODUCTS- (SPECIALIZATION)**

### **MFEE DMG218- FEED BUSINESS MANAGEMENT**

#### **Contents**

##### **UNIT- I**

Present status of feed resources; gap between demand and availability of nutrients; status of feed industry in India and world, constraints in the development of Indian feed industry.

##### **UNIT- II**

Nutrients requirements of livestock and poultry; feed stuff and their origin; scientific storage of feeds and feed ingredients; protection of protein and fat.

##### **UNIT- III**

Processing of feeds, layout and design of feed plants, feed plant management; feed preparation for fish and pet animals, specialty feeds.

##### **UNIT- IV**

Importance and preparation of mineral mixture; feed additives and supplements, feed mixing; principles of mixing and compounding of feeds; improving the feeding value of poor quality roughages.

##### **UNIT- V**

Distribution channels, regulations relating to manufacture and sale of feed stuffs.

#### **Suggested Readings-**

Gohl BO. 1981. Tropical Feeds. FAO.

Mc Ellihner Robert R. 1994. Feed Manufacturing Technology.

American Feed Industry Assoc.

Pfost Harry B. 1976. Feed Manufacturing Technology. American Feed Industry Assoc.

Rajgopalan K. Feed Industry Red Book. ZMAG Publication.

Rajgopalan K. 1989. Storage Structures. Oxford & IBH.

**HOSPITAL MANAGEMENT- (SPECIALIZATION)**  
**MTOTAMG119- TOTAL QUALITY MANAGEMENT & HOSPITAL ACCREDITATION**

**Course Objectives**

To create an awareness about the Quality accreditations Govern by the Indian Medical Association.

To Aware the Services of the Quality Management in Hospital.

To develop the basic understanding of Quality Management Tools and its assessments.

To provide the basic information of the Organization roles in quality and obstacles faced in Hospital.

To provide the Knowledge of Regulatory Authorities and their Roles.

**Unit - I**

Evolution of Quality Management; Introduction, concept, definition, origin & growth of Quality Management; Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.

**Unit – II**

Quality Management in Hospital: Front Office; OPD; Casualty; Labs; OT; CSSD; IP; Nursing services; Emergency and Trauma care; Dietary; House Keeping; ICU; CCU; MRD; Laundry; Canteen; Hospital stores.

**Unit - III**

Team work and Tools in TQM: TQM team work; Employee involvement; Key result areas; Leadership; TQM Tools; Quality Function Deployment (QFD); Concurrent engineering; FMEA; P-C-D-A Cycle; JIT (Just in Time); Kaizan; 'O' defect programme; Statistical Tools in TQM; Flow diagram; Pareto Analysis; Cause and effect diagram; Control Charts; Bench Marking; Business Process Reengineering; Six Sigma; Assessing Quality; Patient satisfaction survey; TQM practices in Indian Hospitals.

**Unit – IV**

Organisation and Roles in Quality: Quality Policy; Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Obstacles to the practice of Quality in Hospitals.

#### **Unit - V**

Hospital Accreditation: Concept of Hospital Accreditation; ISO 2000 & 14000; NABL, NABH, JCI & JCAHO; Accreditations Scenario in India and abroad; Organisations and authorities for accreditations in India; Accreditation process; Role of the government in developing an accreditation system.

#### **Reference Books**

1. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by :Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010
2. Sridhar Bhat, TOTAL QUALITY MANAGEMENT, Himalaya House pub., Mumbai,2002
3. Sundara Raju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, Tata McGraw Hill
4. D.D. Sharma, Text book of Quality Management
5. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of HospitalAdministration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd

## **HOSPITAL MANAGEMENT- (SPECIALIZATION)**

### **MHOPSMG220- HOSPITAL ARCHITECTURE - PLANNING AND DESIGNING**

**Unit - I** Introduction to Hospital Planning: Aim, guiding Principles in Hospital Planning; Regionalization of Hospital Services (Area wide planning); Stages in Hospital Planning; Hospital Utilization Statistics; Assessment of the extent of need for Hospital Services.

**Unit - II** Surveying the community: Planning for general hospital services; Determining hospital location, size and kind of hospital service, area to be served, bed occupancy and bed ratios, quality of facilities and services; Evaluation of human resource; Hospital Constitution.

**Unit - III** Hospital Construction: Role of Organisation, Governing Board, Hospital Administration; Role of Hospital Architect; Architect's brief, Choosing a site, site survey; Process of Hospital Planning; Hospital Design –Guiding Principles in Planning and Designing; Long range plans and facility master plan; Circulation pattern planning of different types of hospitals; Operations and future planning; Equipment planning; Hospital Building - Space requirements; Hospital project management; Hospitals for tomorrow.

**Unit - IV** Functional Hospital Organization: Hospital code of ethics, medical ethics Indian Boilers Act 1923; Safety of Centralized Gas and Vacuum Supply Services: Petroleum Rules 2002; Fire Safety Regulations; Registration of Hospital, Nursing Homes.

Medical specialties- Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services.

**Unit - V** Supportive services: Clinical laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, mortuary services.

#### **Reference Books**

1. Kunders G.D., Gopinath S., and Katakam A. Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi, 1999
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 2, Response Books, NewDelhi, 2000.
3. Sakharkar, B. M.(2009). Principles o/ hospital administration and planning. JaypeeBrothers Medical Publication

**HEALTHCARE MANAGEMENT- (SPECIALIZATION)**  
**MHEALMG221- HEALTH CARE LAWS, ETHICS & COUNSELING SKILLS**

**COURSE OBJECTIVES**

To promote awareness of health care among all sections of the Indian people, To promote awareness among functionaries involved in Healthcare Management. To promote research in the field of Health.

**Unit - I**

Establishment: Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct.

**Unit – II**

Hospital Services and Law: Contractual obligations in Hospital Services; Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI.

**Unit – III**

Hospitals and Labour Enactments: Hospital as an Industry; Unrest in Hospitals; Dispute Settlement Mechanisms; Role of Trade Unions; Unfair Labour Practices and Victimization; Disciplinary Actions – Requisitions of a valid disciplinary enquiry; Service Conditions; Retiral benefits; Social Security and Insurance

**Unit – IV**

Legal frame work: Patient right's and responsibility; Medical malpractice; Medico legal aspects of: impotence, sterility, sterilization and artificial insemination; Medico legal aspects of psychiatric & mental health; Toxicology - laws related to toxicology; Giving evidence in police investigation; Organ transplantation; Euthanasia (mercy killing); Diagnosis, prescriptions and administration of drugs; Anaesthesia and Surgery.

## **Unit - V**

Counseling skills: Introduction, growth of Counseling Services; Approaches to counseling; Process of Counseling; Attitudes of Counselors; Skill of Counseling; Problems in Counseling; Assessing and diagnosing clients' problems; Selecting counselling strategies & interventions; Changing behavior through counseling; Application of Counseling to Hospital Situations with a Focus on Performance Improvement.

### **Reference Books**

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010
2. Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: HealthAdministration Press
3. Kapoor, N. D. (1983). Elements of mercantile law: Including company law and industrial law. New Delhi: Sultan Chand & Sons.
4. Kavita Singh, Counseling skills for Managers' PHI Publishing House.

## HEALTHCARE MANAGEMENT- (SPECIALIZATION)

### MHEALMG222-HEALTHCARE ENVIRONMENT AND MANAGEMENT

#### COURSE OBJECTIVE

- To familiarize with the healthcare environment
- To understand the concepts of management with relevance to hospitals

#### UNIT I

Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

#### UNIT II

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Setting - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services – Neuro – Surgery service – Neurology services.

#### UNIT III

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

#### UNIT IV

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

#### UNIT V

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods – Uses

#### REFERENCES

Seth, M.L. MACROECONOMICS, *Lakshminarayana Agrawal, Edu, Pub. Agra. 1996* Peter, Z & Fredrick, B. HEALTH ECONOMICS, *Oxford Pub., New York, 1997* Shanmugansundaram, Y., HEALTH ECONOMICS, *Oxford Pub. New York, 1997*

## ELECTIVE PAPERS

### Specialization Group (Elective- A): Human Resource Management (Major)

Course Code

1. MLEADM207- Leadership & Personality Development..... (III Semester)
2. MINDUMG208- Industrial Relations & Labor Enactments..... (III Semester)
3. MNEGOMG230- Negotiation & Counseling ..... (IV Semester)

### Specialization Group: Human Resource- Minor

1. MLEADM207- Leadership & Personality Development..... (III Semester)
2. MINDUMG208- Industrial Relations & Labor Enactments..... (IV Semester)

### Specialization Group (Elective- B): Marketing (Major)

Course Code

1. MCONSMG 209- Consumer Behavior& Customer Loyalty..... (III Semester)
2. MINTEMG210- Integrated Marketing Communications ..... (III Semester)
3. MRETAMG231- Retailing& Distribution Management ..... (IV Semester)

### Specialization Group: Marketing- Minor

1. MCONSMG 209- Consumer Behavior& Customer Loyalty..... (III Semester)
2. MINTEMG210- Integrated Marketing Communications ..... (IV Semester)

### Specialization Group (Elective- C): Financial Management- (Major)

Course Code

1. MSECUMG211- Security Analysis & Investment Management.....(III Semester).
2. MMANAMG212- Management of Financial Institutions & Services.... (III Semester).
3. MTAXPMG232- Tax Planning and Management ..... (IV Semester)

### Specialization Group: Financial Management (Minor)

1. MSECUMG211- Security Analysis & Investment Management..... (III Semester).
2. MMANAMG212- Management of Financial Institutions & Services.... (IV Semester).

**Specialization Group (Elective-D): Information Technology Management (Major)**

Course Code

1. **MDATAMG213**- Database Management System ..... (III Semester)
2. **MSYSTEMG214**- System Analysis & Design..... (III Semester)
3. **MDATAMG233**- Data Communication & Network ..... (IV Semester)

**Specialization Group: Information Technology Management (Minor)**

1. **MDATAMG206**- Database Management System ..... (III Semester)
2. **MSYSTEMG207**- System Analysis & Design..... (IV Semester)

**Specialization Group (Elective-E): Agribusiness Marketing (Major)**

Course Code

1. **MRURAMG215**- Rural Marketing ..... (III Semester)
2. **MAGRIMG216**- Agricultural Marketing Management..... (III Semester)
3. **MMANAMG234**- Management of Agribusiness Cooperatives ..... (IV Semester)

**Specialization Group: Agribusiness Marketing (Minor)**

1. **MRURAMG215**- Rural Marketing ..... (III Semester)
2. **MAGRIMG216**- Agricultural Marketing Management..... (IV Semester)

**Specialization Group (Elective-F): Livestock Management (Major)**

Course Code

1. **MTECHMG217**- Technology Management for Livestock Products ..... (III Semester)
2. **MFEEDMG218**- Feed Business Management..... (III Semester)
3. **MDAIRMG235**- Dairy Product Management..... (IV Semester)

**Specialization Group: Livestock Management (Minor)**

1. **MTECHMG217**- Technology Management for Livestock Products ..... (III Semester)
2. **MFEEDMG218**- Feed Business Management..... (IV Semester)

**Specialization Group (Elective-G): Hospital Management (Major)**

Course Code

1. **MADMIMG219**- Administration of Hospital Support Services ..... (III Semester)
2. **MHOSPMG220**- Hospital Architecture, Planning and Maintenance..... (III Semester)
3. **MHOSPMG236**- Hospital Waste Management..... (IV Semester)

**Specialization Group: Hospital Management (Minor)**

1. **MADMIMG219**- Administration of Hospital Support Services ..... (III Semester)
2. **MHOSPMG220**- Hospital Architecture, Planning and Maintenance..... (III Semester)

**Specialization Group (Elective-H): Healthcare Management (Major)**

Course Code

1. **MHEALMG221**- Healthcare Law, Ethics and Medical Terminology ..... (III Semester)
2. **MHEALMG222**- Healthcare Environment and Management ..... (III Semester)
3. **MCOMMMG237**- Community Healthcare Management..... (IV Semester)

**Specialization Group: Healthcare Management (Minor)**

1. **MHEALMG221**- Healthcare Law, Ethics and Medical Terminology ..... (III Semester)
2. **MHEALMG222**- Healthcare Environment and Management ..... (III Semester)