

Circulars file

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DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY**CIRCULAR NO.SU/ MGT./C.B.C.& G.S./P.G. Syll./03/2018**

It is hereby informed to all concerned that, the syllabi prepared by the Board of Studies & recommended by the Dean, Faculty of Commerce & Management the **Academic Council at its meeting held on 30 June & 02 July 2018** has decided that to adopt the Choice Based Credit and Grading System which are already run in University Campus from the Academic Year 2011-12 to 2018-2019 & onwards that the same Curriculum should be implement to the affiliated colleges at Post Graduate level from the academic Year 2018-2019 Under the Faculty of Commerce & Management.

Sr. No.	Name of the Course	Semester
1]	M.B.A.	I & II
2]	M.C.A.	I & II
3]	M.C.A. (Lateral Entry for Direct II year)	I & II
4]	M. Phil	Annual

This is effective from the Academic Year 2018-2019 & onwards as appended herewith.

All concerned are requested to note the contents of this circular and bring the notice to the students, teachers and staff for their information and necessary action.

University Campus,
Aurangabad-431 004.

REF.NO. SU/ MGT/2018-19/15698-16098

Pro. Vice-Chancellor.

Date:- 19-07-2018.

Copy forwarded with compliments to :-

- 1] **The Principals, affiliated concerned Colleges, Dr. Babasaheb Ambedkar Marathwada University.**
- 2] **The Director, University Network & Information Centre, UNIC, with a request to upload this Circular on University Website.**

Copy to :-

- 1] The Director, Board of Examination & Evaluation,
- 2] **The Section Officer, [Commerce Unit] Examination Branch,**
- 3] The Section officer, [Eligibility Unit],
- 4] **The Programmer [Computer Unit-1] Examinations,**
- 5] **The Programmer [Computer Unit-2] Examinations,**
- 6] The In-charge, [E-Suvidha Kendra], Rajarshi Shahu Maharaj Pariksha Bhavan, Dr. Babasaheb Ambekar Marathwada University.
- 7] The Public Relation Officer,
- 8] The Record Keeper.

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**DR. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



Curriculum of

MASTER OF BUSINESS ADMINISTRATION

(MBA)

1ST YEAR

under Choice Based Credit & Grading System

SEMESTER FIRST & SECOND

RUN AT COLLEGE LEVEL

[Effective from the Academic Year 2018-19 & onwards]

REGULATIONS SPECIFIC TO M.B.A. PROGRAMME



**Dr. Babasaheb Ambedkar Marathwada University,
Aurangabad.**

(With Effect from Academic Year 2018-19)

REGULATIONS
Specific to
M.B.A. Programme (Full Time)

1. ELIGIBILITY FOR ADMISSION:

Master of Business Administration

- a) Candidate with a Bachelor's Degree from recognized University with not less than 50% (45% for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities.
- b) The admissions will be on the basis of CAP (Centralized Admission Process) as per Norms laid down by DTE.
- c) If, at any time after admission, it is found that candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., the institute shall take cognizance and accordingly revoke the admission of set candidate.
- d) The institute reserves the right to cancel the admission of any student and ask them to discontinue their studies at any stage of their career on the grounds of unsatisfactory academic performance, indiscipline or any misconduct.

2. DURATION

The duration of Course shall be a minimum of 2 years and maximum of 4 years.

3. ADMISSION/PROMOTION CRITERIA

If candidate gets selected for MBA course through DTE admission process, he/she has to apply on the application form of the Institute provided with the prospectus. Once the candidate is admitted to the MBA course, the Student will be promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. Dropout student will be allowed to register for respective semester as and when the concerned courses are offered by the Institute subject to the condition that his/her tenure should not exceed more than twice the duration of MBA course from the date of first registration. The admission of respective student will automatically get cancelled if he/she fails to complete the course in maximum period. (Four years/Eight Semesters)

4. MEDIUM OF INSTRUCTION:

The medium of instruction shall be in English.

5. CREDITS AND DEGREES

- i. A candidate who has successfully completed all the Foundation Course, Core courses, Elective courses and Project Work as prescribed for the MBA Programme and Service courses as approved by the University with prescribed CGPA shall be eligible to receive the degree.
- ii. One Credit shall mean 15 contact hours for one semester (of 15 weeks) for theory courses.

6. COURSES

The MBA programme comprises of

- i. Foundation Course: It may be of two kinds Compulsory Foundation Course for Knowledge Enhancement and Elective Foundation Course for value based education.
- ii. Core Course: A core course is course that a candidate admitted to particular P.G. programme must successfully complete to receive the degree.
- iii. Service Course: The service courses will be offered in third and fourth semesters only.
- iv. Each course shall include lectures/tutorials/laboratory work/field work/seminar/practical training/assignments /mid-term and term end examinations/research paper/report writing or review of literature and any other innovative practices etc, to meet effective teaching and learning needs.
- v. Each course shall have a unique alphanumerical code. For eg.
MANB402 Statistical Methods
Here,
 MAN means Management
 Science **B** means MBA course
 402 means Subject Code
- vi. The University shall design the course structure including the detailed syllabus for this MBA programme offered by the Institute. The University shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.
- vii. **Attendance:** A student must have 75% of mandatory attendance in each Course for appearing in the examination. In the event of Non-Compliance of Attendance criteria(75%), students will have to seek admission next year so as to complete the course. However Student having 65% attendances with medical certificate can apply to the H.O.D./ Director for condonation of attendance.

7. REGISTRATION FOR SERVICE COURSE

- i. The student will register for the service course of his interest either in III Semester or IV Semester in the respective institute on official registration form. The faculty in charge of the respective course will keep the record of the students registered. Maximum 15 days period will be given from the date of admission for completion of registration procedure. (s)
- ii. No student shall be permitted to register for more than one service course in a semester.
- iii. Institute shall prescribe the maximum number of students in each course taking into account the teachers and physical facilities available in the department.
- iv. The Institute may make available to all students a listing of all the courses offered in every semester specifying the credits, the prerequisites, a brief description or list of topics the course intends to cover, the instructor who is giving the courses, the time and place of the classes for the course. This information shall be made available on the Institute Website.
- v. Normally no service course shall be offered unless a minimum of 10 students are registered.
- vi. The Student shall have to pay the prescribed fee per course per semester/year for the registration as decided by the Institute.

8. GRIEVANCE REDRESSAL SCHEME

Grievance related to Evaluation / assessment would be in accordance with the regulation as laid down by the University from time to time.

9. GRADE AWARDS

- i. In order to pass the examination following Choice Based Credit and Grading System (CBC&GS) will be followed. Ten point rating scale shall be used for evaluation of performance of the student to provide Letter Grade for each course and overall grade for this course. Grade points are based on the total number of marks obtained by him / her in all the heads of the examination of the course. These grade points and their equivalent range of the marks are shown separately in following:

Table I: Ten Point grades and grade description

Sr. No.	Equivalent Percentage	Grade points for SGPA and CGPA	Grade	Grade Description
1.	90 – 100	9.00 – 10	O	Outstanding
2.	80 – 89.99	8.00 – 8.99	A++	Excellent
3.	70 – 79.99	7.00 – 7.99	A+	Exceptional
4.	60 – 69.99	6.00 – 6.99	A	Very Good
5.	55 – 59.99	5.50 – 5.99	B+	Good
6.	50 – 54.99	5.00 – 5.49	B	Fair
7.	45 – 49.99	4.50 – 4.99	C+	Average
8.	40.01 – 44.99	4.01 – 4.49	C	Below Average
9.	40	4.00	D	Pass
10.		0.00	F	Fail

- ii. **Table – II: Classification for the degree is given as follows**

Classification	Overall letter grade
First Class with distinction	<i>A+ and above</i>
First Class	<i>A</i>
Higher Second Class	<i>B+</i>
Second Class	<i>B</i>
Pass	<i>C+ to D</i>
Fail	<i>F</i>

- iii. In the event of student registered for the examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce), non-appearance shall be treated as the student deemed to be absent in the respective course.
- iv. Minimum D grade shall be the limit to clear /pass the course/subject. A student with F in the course shall clear the same by reappearing in the next successive semester examinations.
- v. Using table I, Semester Grade Point Average (SGPA) and then Cumulative Grade Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and Cumulative Grade Card with CGPA will be given on completion of the course.

10. COMPUTATION OF SGPA (SEMESTER GRADE POINT AVERAGE) & CGPA (CUMULATIVE GRADE POINT AVERAGE)

The computation of SGPA and CGPA will be as below:

- i. Semester Grade Point Average (SGPA) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$\text{SGPA} = \frac{\text{Sum}(\text{Course Credit} * \text{Number of Points in concern course gained by the student})}{\text{Sum (Course Credit)}}$$

The SGPA for all the six semesters will be mentioned at the end of every semester.

- ii. The Cumulative Grade Point Average (CGPA) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$\text{CGPA} = \frac{\text{Sum(All Six semester SGPA)}}{\text{Total number of semesters}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal.

11. EVALUATION SCHEME

- Each 4 Credit theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 20 Marks and Semester End Examination of 80 Marks. (ie. 20+80=100).
- Each 2 Credit theory course will be of 50 Marks and be divided in to Internal Examination (Sessional) of 10 Marks and Semester End Examination of 40 Marks. (ie. 10+40=50).
- The Internal Evaluation shall be done on the basis of weekly exams, assignments, fieldwork, seminars, review writing etc.

A. Semester End Examination Evaluation Scheme

- English shall be the medium of instruction and examination.
- Examination shall be conducted at the end of each semester as per the academic calendar notified by University.
- The Semester End Examination theory question paper will have two parts (20 + 60 = 80) Marks for 4 Credit/100 marks course and (10 + 30 = 40) Marks for 2Credit/ 50 marks paper.

B. For Community Services, Mini Project, Inplant Training and Project Work:

- During the first semester, students would undertake "Community Services (MANB-451)" where leading to sensitivity towards issues of social relevance. Further a mini project (MANB-452), a group activity would develop amongst students skills viz Team Building, leadership, communication etc. these activities need monitored and evaluated by the mentor/ guide of the respective institution
- At the end of second semester, all students will have to undergo Summer Training (MANB-551) of 6-8 weeks with an industrial, business or service organization. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organization as approved by the Institution /Faculty from time to time. Each student will be required to submit the implant training report to the Institutions/faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

- The final project study (MANB-553) shall commence from third semester and the report should be submitted towards the end of the fourth semester. The project report should cover the theoretical background, field study and comparative analysis. Alternatively the students may take up the problems from the industry and construct a case study. The case studies can also be submitted as project reports.
- Students, who have opted for Media Management / Hospital Administration as Specialization, should undertake their Final Project (MANB-553) in the respective specialization only.
- The project topic should be in the area of specialization and should necessarily include field work and library work.
- The student will be expected to make a presentation/viva-voce of the project work towards the end of the fourth semester which will be evaluated by the external examiner.
- Two typed copies of Project Report shall be submitted by the candidate to the concerned teacher for Evaluation.

12. RULE FOR OFFERING ELECTIVES

- The number of students required for offering an Elective /Specialization shall be a batch of minimum of 10 students.
- Only students who have completed their In Plant training in Media and Health care Sectors are eligible for Media Management and Hospital Administration Specialization respectively subject to a batch of minimum of 10 students.

13. GRADE CARD

The University shall issue a Grade Card for the student, containing the grades obtained by the student in the previous semester and his Semester Grade Point Average (SGPA)

The grade card shall list:

- (a) The title of the courses along with code
- (b) The credits associated with the course,
- (c) The grade and grade points secured by the student,
- (d) The total credits earned by the student in that semester.
- (e) The SGPA of the student,
- (f) The total credits earned by the students till that semester and
- (g) The CGPA of the student (On Successful Completion of Programme).

(h) Cumulative Grade Card

The grade card issued on completion of the programme shall contain the name of the programme, the department / school offered the programme, the titles of the courses taken, the credits associated with each course, grades awarded, the total credits earned by the student, the CGPA and the class in which the student is placed.

14. GENERAL CLAUSE

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Dr. Babasaheb Ambedkar Marathwada University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

15. Structure of MBA Programme under CBC&GS

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
		IC 001	Constitution of India	2	30 -02	1.5	10	40	50
		MANB401	Management Practices and Organizational Behavior	4	60 -02	3	20	80	100
I	Generic Foundation Course	MANB402	Statistical Methods	4	60 -02	3	20	80	100
		MANB403	Managerial Economics	4	60 -02	3	20	80	100
		MANB404	Research Methodology	4	60 -02	3	20	80	100
		MANB405	Accounting for Managers	4	60 -02	3	20	80	100
		MANB406	Environment Management	2	30 -02	1.5	10	40	50
	Skill Based Foundation Course	MANB407	IT for Managers	2	30 -02	1.5	10	40	50
		MANB408	Yoga	2	30 -02	--	50	--	50
		MANB451	Community Service	2	30 - 02	--	50	--	50
	Core Course	MANB452	Mini Project	2	30 - 02	--	50	--	50
			Total	32	480		280	520	800

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
II	Generic Foundation Course	MANB409	Optimization Techniques	4	60 -02	3	20	80	100
		MANB410	Human Resource Management	4	60 -02	3	20	80	100
		MANB411	Financial Management	4	60 -02	3	20	80	100
		MANB412	Marketing Management	4	60 -02	3	20	80	100
		MANB413	Production and Operation Management	4	60 -02	3	20	80	100
		MANB414	Business Laws	4	60 -02	3	20	80	100
		MANB415	Indian Ethos & Values	2	30-02	1.5	10	40	50
		MANB416	International Business Environment	2	30 -02	1.5	10	40	50
	Skill Based Foundation Course	MANB417	Creativity and Innovations	2	30 -02	1.5	10	40	50
			Total	30	450		150	600	750

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Specialization- Finance/Marketing/Human Resource Mgmt/Production and Operations/IT/Media Mgt/Hosp.Admin.								
	Core Course as per specialization	*Given in following table	Subject I	4	60 -02	3	20	80	100
			Subject II	4	60 -02	3	20	80	100
			Subject III	4	60 -02	3	20	80	100
			Subject IV	4	60 -02	3	20	80	100
			Subject V	4	60 -02	3	20	80	100
			Subject VI	4	60 -02	3	20	80	100
		MANB551	Inplant Training Report	4	60	--	--	100	100
				Total	28	420		120	580

*Table showing Electives as per specialization.

Specialization- Finance

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Finance)	MANB501F	Money & Banking	4	60 -02	3	20	80	100
		MANB502F	Working Capital Management	4	60 -02	3	20	80	100
		MANB503F	Corporate Taxation	4	60 -02	3	20	80	100
		MANB504F	Investment Management	4	60 -02	3	20	80	100
		MANB505F	Financial Decision Analysis	4	60 -02	3	20	80	100
		MANB506F	Financial Services	4	60 -02	3	20	80	100

Specialization- Marketing

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Marketing)	MANB501M	Consumer Behavior	4	60 -02	3	20	80	100
		MANB502M	Advertising Management	4	60 -02	3	20	80	100
		MANB503M	Retail Management	4	60 -02	3	20	80	100
		MANB504M	Brand Management	4	60 -02	3	20	80	100
		MANB505M	Sales & CRM	4	60 -02	3	20	80	100
		MANB506M	Digital Marketing	4	60 -02	3	20	80	100

Specialization- Human Resource Management

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
		MANB501H	Law's Governing HR	4	60 -02	3	20	80	100
		MANB502H	Human Resource Planning and Development	4	60 -02	3	20	80	100
		MANB503H	Training and Development	4	60 -02	3	20	80	100
III	Core Course (HRM)	MANB504H	Performance & Compensation Management	4	60 -02	3	20	80	100
		MANB505H	HRD – Strategies and Systems	4	60 -02	3	20	80	100
		MANB506H	Cross Culture and Global HRM	4	60 -02	3	20	80	100

Specialization- Production & Operations

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
		MANB501P	Production Planning & Control	4	60 -02	3	20	80	100
		MANB502P	Purchasing and Materials Management	4	60 -02	3	20	80	100
		MANB503P	Service Operations Management	4	60 -02	3	20	80	100
		MANB504P	Applied Operation Research	4	60 -02	3	20	80	100
		MANB505P	Logistics Management	4	60 -02	3	20	80	100
		MANB506P	World Class Manufacturing	4	60 -02	3	20	80	100

Specialization- Information Technology

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
		MANB501I	Strategic Management & IT	4	60 -02	3	20	80	100
		MANB502I	System Analysis and Design	4	60 -02	3	20	80	100
		MANB503I	Database Management System	4	60 -02	3	20	80	100
		MANB504I	Internet Programming for E-Commerce	4	60 -02	3	20	80	100
		MANB505I	RDBMS and SQL Concepts	4	60 -02	3	20	80	100
		MANB506I	Application Development Using Oracle	4	60 -02	3	20	80	100

Specialization- Media Management

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
		MANB501E	Media Management & Media Planning	4	60 -02	3	20	80	100
		MANB502E	Media Law, ethics & Governance	4	60 -02	3	20	80	100
III	Core Course (ME)	MANB503E	Media Economics	4	60 -02	3	20	80	100
		MANB504E	Entertainment Marketing	4	60 -02	3	20	80	100
		MANB505E	Social Media	4	60 -02	3	20	80	100
		MANB506E	Public Relations & Corporate Communications	4	60 -02	3	20	80	100

Specialization- Hospital Administration

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (HA)	MANB501A	MANAGEMENT PROCESS IN HOSPITALS	4	60 -02	3	20	80	100
		MANB502A	FINANCIAL MANAGEMENT AND ACCOUNTING	4	60 -02	3	20	80	100
		MANB503A	HUMAN RESOURCE MANAGEMENT IN HEALTH ORGANIZATIONS	4	60 -02	3	20	80	100
		MANB504A	MARKETING MANAGEMENT IN HOSPITALS	4	60 -02	3	20	80	100
		MANB505A	OPERATIONS MANAGEMENT IN HOSPITALS	4	60 -02	3	20	80	100
		MANB506A	LEGAL ASPECTS GOVERNING HOSPITALS	4	60 -02	3	20	80	100

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
IV	Core Course	MANB507	Business Policies and Strategic Management	4	60 -02	3	20	80	100
		MANB508	DSS and MIS	2	30 -02	1.5	10	40	50
		MANB509	Entrepreneurship Development	4	60 -02	3	20	80	100
		MANB510	Quality Management	4	60 -02	3	20	80	100
		MANB511	Indian Economy	4	60 -02	3	20	80	100
		MANB553	Major Project	8	120	--	--	200	200
			Total	26	390		90	560	650

			Course Total	116	1740		640	2260	2900
			Service Course	4	60		20	80	100
			GRAND TOTAL	120	1830		660	2340	3000

MBA First Semester

Subject Title	: Management Practices & Organizational Behavior		
Subject Ref. No.	: MANB401	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80
Course Objective	: The Subject intends to empower the students to understand the nuances of Organizational Functioning with special reference to Human Behavior, Group Dynamics, Organizational Learning & thereon; thereby making them capable of working in an organizational set-up.		
Pre Requisite	: The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.		
Unit – I	: Genesis of Management Thought & Conceptualization: Understanding of Management Concepts, Evolution of Management Thought, Systems and Contingency Approach for understanding organizations, Managerial Processes, Functions, Skills & roles of a Manager in an organization; Management by Objectives (MBO).		
Unit – II	: Management of Individual Behavior in Organization - I: Personality, Perceptions, Values, Attitudes, Learning.		
Unit – III	: Management of Individual Behavior in Organization - II: Work motivation & Employee Engagement, Individual decision making & problem solving		
Unit – IV	: Group Dynamics: Corporate Leadership, Emotional Intelligence, Understanding & managing group processes-Interpersonal and Group Dynamics - Communication, Group Decision-making, Organizational Design & Structure, Recreation & Work Stress		
Unit – V	: Society vis-à-vis Organization: Corporate Social Responsibility; Corporate Global Citizenship in the wake of Globalization		
Text Books	: <ol style="list-style-type: none"> 1. Luthans, F. <i>Organizational Behaviour</i>, 7th ed., New York, McGraw Hill, 1995. 2. Robbins, S.P. <i>Management</i>, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996. Robbins, S.P. <i>Organizational Behaviour</i>, 7th ed., New Delhi, Prentice hall of India, 1996 		
Additional Reference Books	: <ol style="list-style-type: none"> 1. Koonz, H. and Weachirch, H. <i>Management</i>. 10th ed., New York, McGraw Hill, 1995. 2. Goleman, Daniel <i>Emotional Intelligence</i>, 3. Harvard Business Review's Leadership Manual www.hbpr.com		
Subject Title	: Statistical Methods		
Subject Ref. No.	: MANB402	No. of Credits	: 4

No. of Periods / Week	:	4
Assignments / Sessional	:	20
Semester Examination	:	80

Course Objective : The objective of the course is to make student familiar with statistical techniques relevant to management science and focus on applied aspects of subject.

Pre Requisite : Basic knowledge of mathematics.

Unit – I : Measures of central tendency, mean-median-mode, measures of dispersion, means and standard deviation.

Unit – II : Correlation analysis and regression analysis.

Unit – III : Time series analysis: components, methods of measurement moving averages and methods of Least Squares.

Unit – IV : Probability and probability distribution, Business Forecasting

Unit – V : Statistical Reference: Test of Hypothesis, Chi square test, F-test and Analysis of variance.

Text Books :

1. Gupta S P, *Statistical Methods*, New Delhi S Chand and Co Ltd 2008
2. Elhans D N, VeenaAgrawal, B M Fundamental of Statistics New Delhi, KitabMahal, 2002.
3. Sharma S D, Operation's Research, KedarNath and Ram Nath and Co., Meerut, 2000

Additional Reference Books :

1. C Satyadevi, *Quantitative*, New Delhi S Chand and Co Ltd 2009
2. Shrivastava V K, Shenoy G V, Sharma S C, *Quantitative Techniques and Managerial Decisions*, New Delhi, New Age International Ltd, 2005
3. Shrivastav, *Statistics for Management*, Tata McGraw Hill, 2000
4. Levin Richard I and Rubin David S Statistics for Management, New Prentice Hall Inc. 1995.

Subject Title : Managerial Economics

Subject Ref. No.	:	MANB403	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessional	:	20
			Semester Examination	:	80

Course Objective : The objective of the course is to acquaint the students with concepts and technologies needed in economics and to enable them to apply this knowledge in business decision making at firm level.

Pre Requisite : Basic understanding of concepts, theories of economics.

Unit – I : **Introduction:**

- i. Basic concepts and Principles
- ii. Theory of firm

Unit – II : **Theory of Demand:**

- i. Demand and supply analysis
- ii. Consumer preference and choice
- iii. Elasticity of demand
- iv. Demand forecasting

Unit – III : **Theory of Production and Cost:**

- i. Production Theory
- ii. Cost concepts

Unit – IV : **Market Structure:**

- i. Perfect Competition
- ii. Monopoly
- iii. Oligopoly

Unit – V : **Macro-Economic Aspects:**

- i. National Income
- ii. Money Supply and Inflation
- iii. Business cycles

Subject Title : Research Methodology
Subject Ref. No. : MANB404

No. of Credits : 4
No. of Periods / Week : 4
Assignments /Sessional : 20
Semester Examination : 80

Course Objective : To equip the students with the basic understanding of the Research Methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Pre Requisite : NA.

Unit – I : **Introduction to Research:** Scope, Objectives, Motivation, significance, Types, Research Applications, Research Methodology.

Unit – II : **Research Problem:** Components of a Problem, Conditions for selecting Problem , Research Problem identification; Problem Formulation and Statement of Research Objectives; Techniques of defining research Problem

Unit – III : **Research designs & Sample Design:** Features, Significance, Introduction to Types- exploratory, descriptive & experimental research designs; Sample Design: Steps in sample design, types- Probability & Non Probability sample design.

Unit – IV : **Data collection:** Methods –Primary Data & Secondary Data, Survey methods, selection of an appropriate data collection method, conditions before using secondary data, Questionnaire design.

Unit – V : **Data Processing:** Editing, Coding, classification, Tabulation, Analysis of Data; Introduction to SPSS, ANOVA, Research Proposal; Research process

Text Books :

1. Research methodology methods & techniques by C.R. Kothari
2. Statistical methods: Dr. S.P. Gupta-sultan Chand & sons New Delhi.
3. Research methodology by Gupta
4. Research methodology in social science by Giridhari
5. Management Research Methodology by K.N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan.
6. Management Research by Andrews, F.M. and S.B. Withey Social Indicators of Well Being. Plenum Press. NY, Bennet, Roger
7. Survey Methods by Fowler, Floyd J. Jr.,
8. Exploring Research by Salkind, Neil J.,

Subject Title	: Accounting for Managers		
Subject Ref. No.	: MANB405	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: 1. The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting. 2. To plan the work & take decisions on the basis of accounting information.		
Unit – I	: Financial Accounting – Concepts, Importance and Scope, Generally Accepted Accounting Principles of Double Entry System of Book-Keeping, Ledger Posting, Preparation of Trial Balance sheet, Preparation of Final Accounts with simple Adjustments		
Unit – II	: Management Accounting – Meaning, Aims, Objectives, Functions, Advantages and Limitations of Management Accounting Difference between Management Accounting and Financial Accounting; Financial Analysis Fund Flow and Cash Flow Statements.		
Unit – III	: Cost Accounting: - Meaning, Concept, Relationship Between Cost Accounting and Financial Accounting, Cost Elements – Material Labour and Overheads, Preparation of Cost Sheet		
Unit – IV	: Marginal Costing , Absorption Costing and Breakeven Analysis, Standards Costing and Variance Analysis.		
Text Books	: 1) 'Advanced Accountancy' by Shukla and Grewal. 2) 'Advanced Financial Accounting' by R.L.Gupta 3) 'Advanced Accounting' by Jain and Naranmg. 4) 'Advanced Accounting' by Khan and Jain. 5) 'Advanced Accountancy' by S.N.Maheswari.		
Note	: Every week there will be compulsory class test.		
Outcome	: The students will have better understanding of Accounting data & will be able to take decisions of the firm on the basis of Financial Statements.		

Subject Title : Environment Management

Subject Ref. No. : MANB406

No. of Credits : 2

No. of Periods / Week : 2

Assignments / : 10

Sessional

Semester : 40

Examination

Course Objective : UNs Resolution for 2010 & the World Millennium Goals have Environment & Sustainable Development as the core objective. The course is designed to make the budding managers sensitized to Environment along with developing an understanding of inclusive & sustainable growth; thereby creating Managers that cater to the societal demands along with the organizational priorities.

Unit – I : Environment Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools.

Unit – II : Energy Management-Fossil Fuels use, Nuclear – Wind – Hydro Energy, Bio-fuel; Recycling Industry; Ecosystem Concepts; Ecology: Industrial Ecology, Agro-ecology.

Unit – III : Environment Management System; EMS Standards; Audit Scheme; Clearance/Permissions for establishing industry; Carbon Credit.

Unit – IV : Environmental Management and Valuation: Environmental Accounting, Green Funding, Green Banking; Environment Ethics; Environmental Health & Protection; GATT/ WTO Provisions; Environmental Law.

Unit – V : Pollution and Waste Management- Air, Water, Noise & Land Pollution; Waste Management; Biodiversity Management; forest products and Trade; Global-warming; Bharat Stage – II & Euro – II; Role of NGO's.

Subject Title :		IT for Managers		
Subject Ref. No.	MANB407	No. of Credits	:	02
		No. of Periods/Week	:	02
		Assignments/Sessional	:	10
		Semester Exam.	:	40
Course Objective	Keen stress on the Advanced concepts of Information Systems in Organization along with advanced concepts in MS-Excel is rendered.			
Prerequisite :	NA			
Unit -I :	Information Systems: Information System concept, types and usage. Information System, Organizations and strategy, Economics of Information System, Foundations of E-Business, Foundations of Data Management, Information systems and its impact in Organization and People.			
Unit -II :	Advanced Excel: Filtering Data, AutoFilter , Advanced Filters , Formulas and Functions, Totals and Subtotals Total, Row ,Subtotals ,Creating charts and Graphs, Managing Windows, Multiple Windows, Splitting Windows, What-if analysis, Analysis by goal seek, Analysis by pivot tables			
Text Books :	<ol style="list-style-type: none"> 1. Advanced Excel Essentials – 2014, Jordan Goldmeier 2. Fundamentals of Information Systems –2014, Ralph Stairs 			

Subject Title	: Yoga	No. of Credits	: 2
Subject Ref. No.	: MANB408	No. of Periods / Week	: 2
		Assignments / Sessional	: 50

Course Objective : The objective of this course is to promote holistic development of the students.
The course should be undertaken and assessed by Qualified Yoga Teacher

Masters of Business Administration (M.B.A.)

Syllabus for 2 credit

Yoga and Health Management

Unit I : Yoga and Health Management :-

Health Management – meaning, Significance, factors affecting health of human being,

Yoga – meaning, definition, origin of yoga, system of yoga, benefits of yoga, eight limbs of yoga.

Unit II : Asanas And Pranayama

Asanas : Meaning, Definition, Benefits of Asanas and Pranayamas, cautions during pranayama, Practical

Unit III : Dhyana

Meaning, definitions, advantages of Dhyana, Types of Dhyana

Unit IV : Diet and Nutrition

Meaning, Importance, benefits, Balance Diet : meaning and importance.

Recommended Books

1. Aasana, Pranayama, Mudra, Bandha, - Swami Satyanand Saraswati
Yoga Publication, Mungher
 2. Prana, Pranayama, Pranvidya – Swami Satyanand Saraswati, yoga
-

Publication, Mungher.

3. A Systematic Course in the Ancient Tantric Techniques of Yoga and Kriya – Swami Satyanand Saraswati, Yoga publication, Mungher
4. Light on Yoga – BKS Iyengar
5. Dietetics : B. Srilaxmi, New Age International Publication, New Delhi.



Dean
Faculty of Commerce and Management Science.

MBA- II Semester

Subject Title	: Optimization Techniques		
Subject Ref. No.	: MANB409	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80
Course Objective	: The objective of the course is to develop in understanding a basic optimization techniques and their role in Managerial Decision Making.		
Pre Requisite	: Students are required to revise knowledge of statistical methods.		
Unit – I	: Basics of Operation Research, Applications in Managerial decision making.		
Unit – II	: Linear Programming, Basic Concepts and methods of solution.		
Unit – III	: Assignment and transportation models, replacement theory.		
Unit – IV	: Queuing theory, game theory and simulation.		
Unit – V	: Decision theory, inventory management techniques, project management by PERT/CPM.		
Text Books	: 1. Taha, H A Operations Research- An Introduction, New york, Mc-Miillan, 1989 2. Narag A S, Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995. 3. Sharma S D, Operation's Research, KedarNath and Ram Nath and Co., Meerut, 2000		
Additional Reference Books	: 1. KantiSwarup Gupta, P. K. Manmohan, Operations Research, Sultan Chand and Sons Edu, Publishers, New Delhi 2003 2. Gupta, Prem Kumar and Hira, D S Operations Research, New Delhi, S Chand and Co Ltd 2000		

Subject Title: Human Resource Management

Subject Code: MANB-410

No. of credits: 04

No of periods / week: 04

Assignments/sessions: 20

Semester Exam: 80

Course Objectives: In a complex world of industry and business organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the policies and practices of human resource management.

Pre-requisites: Evolution of Human Resource Management, basic Functions and impact on Human Resource Management.

Unit-I Conceptualization & fundamentals: Introduction to HRM, corporate objectives & HRM, Concepts & functions of HRM, comparison between Personnel Management & HRM, corporate level strategies & its effect on HRM, Role of Human Resources Manager.

Unit-II Employment: Job Design, Job Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction.

Unit-III Human Resource Development: Training & Development, career planning & succession Planning, Performance Appraisal, Potential Appraisal, Promotion, Transfer & Demotion, Retention & Retrenchment, Exit Interviews

Unit-IV Compensation : Job Evaluation, Wage & salary Administration

Unit-V Employee Engagement Practices: Employee welfare, Industrial Relations, fringe Benefits, social Security measures.

Text Books:

1. Dessler, Gary Human Resource Management, Prentice Hall
2. Aswathappa K. Human Resources and Personnel Management Tata McGraw Hill New Delhi, 1997.
3. P. Subba Rao; Personnel And Human Resource Management” Text & Cases, Himalaya Publishing House. 2009.
4. Sarma A.M., Performance Management systems, Himalaya Publication House, 2008.
5. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.

Subject Title : Financial Management

Subject Ref. No. : MANB411

No. of Credits : 4

No. of Periods / Week : 4

Assignments / Sessional : 20

Semester Examination : 80

Course Objective : The purpose of this course is in creating awareness and understanding of three core areas of Financial Management- Investment Decisions, Financing Decisions and Dividend Decisions

Pre Requisite : Elementary Understanding of concepts related to Finance.

Unit – I : **Foundations of Finance:**

Overview, Time value of money and Valuation of Bonds and Shares

Unit – II : **Analysis and Control:**

Cash flow statement, Financial Statement Analysis, Cost-Volume-Profit Analysis, Budgeting and Profitability.

Unit – III : **Long Term Investment Decision:**

Capital Budgeting, Cost of Capital, and Risk Analysis.

Unit – IV : **Current Asset Management:**

Working Capital Management, Management of Cash, Receivables and Inventory, Working Capital Financing.

Unit – V : **Leverage Decisions, Capital Structure Decisions, Long-term Financing and Dividend Policies and Its Determinants**

- Text Books** :
1. *Financial Management*- Khan and Jain Sixth Ed- Tata McGraw Hill.
 2. *Financial Management*-Prasanna Chandra – Seventh Ed, Tata McGraw Hill.
 3. *Financial Management- Principles and Practice*- G Sudarshana Reddy, Himalaya Publications
 4. *Financial Management*- R. M Shrivastav Himalaya Publications
 5. *Financial Management*-I M Pandey, Vikas Publications 10th Ed

Additional Reference Books :

Subject Title	: Marketing Management	No. of Credits	: 4
Subject Ref. No.	: MANB412	No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80
Course Objective	: The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.		
Pre Requisite	: The student should have basic knowledge of Management.		
Unit – I	: Nature and scope of marketing, corporate orientations towards the marketplace. The marketing environment and Environment scanning, Integrating Marketing with other Functions, Marketing information system and Marketing research,		
Unit – II	: Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packaging decisions,		
Unit – III	: Pricing methods and strategies, Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling;		
Unit – IV	: Channel management-selection co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts;		
Unit – V	: New issues in marketing-Globalization Consumerism, Green marketing, Internet Marketing, Rural Marketing – Rural Marketing Environment & Strategy. Customer Relationship Management – Components of CRM, Measuring Customer Satisfaction, Marketing of Services – Growth of Services in India, social networking, Bluetooth marketing and Retailing – Nature & Scope.		
Text Books	: 1. Kotler, Philip, <i>Marketing Management, Analysis, Planning, Implementation and Control</i> , New Delhi, Prentice Hall of India. 2. Ramaswamy, V S and Namakumari, S. <i>Marketing Management; Planning Control</i> , New Delhi, Macmillan.		
Additional Reference Books	: 1. Enis, B M <i>Marketing Classics: A Selection of Influential Articles</i> , New York, McGraw Hill. 2. Station William, J. <i>Fundamentals of Marketing</i> , New York, McGraw Hill. 3. Nelamegham, S. <i>Marketing In India: Cases and Readings</i> , New Delhi, Vikas. Shah “Advertising and Promotion”, Tata McGraw Hill.		

Subject Title	: Production and Operations Management		
Subject Ref. No.	: MANB413	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80
Course Objective	: The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation function in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of material with reference to both manufacturing and services organizations.		
Pre Requisite	: NA		
Unit – I	: Nature and Scope of Production and Operations Management; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Make-or-Buy Analysis		
Unit – II	: Facility Location; factors influencing facility location; Capacity Planning; Types of capacity;		
Unit – III	: Materials Management – Overview of Materials Management, Materials planning, Budgeting, Inventory control, JIT, MRP, Purchase Mgt., Stores Mgt; Vendor Evaluation; Materials Handling- Principles ;Equipment's; 5-S. Kaizen; Kanban; Poka-Yoke; Toyota Production Systems; Line Balancing-Problems;		
Unit – IV	: Scheduling; Production Planning and Control-In Mass Production-In Batch/ Job Order Manufacturing; Work Design- Work study, method study, work measurement- work sampling		
Unit – V	: Quality Management System- Quality Assurance- statistical process control - acceptance sampling; TQM-ISO 9000; Maintenance Mgt concepts- Maintenance Mgt; Work environment; Safety management;		
Text Books	: 1. Production and operations Management by Kaniska Bedi 2. Production and operations Management by K. Ashwathappa and K. Shridhara Bhat 3. Operations Management by E. Buffa 4. Production and Operations Management 6 th ed., by Adam, E E & Ebert, RJ.;		

Subject Title : Business Legislation

Subject Ref. No. : MANB414

No. of Credits : 4

No. of Periods / Week : 4

Assignments / Sessional : 20

Semester Examination : 80

Course Objective : The Course bears the onus of developing technical insights in students about the legislative framework of Indian Business Scene.

Pre Requisite : The students are required to refer Bare Acts, Law Codes & Supreme Court Precedents on the topics to be discussed in the lecture beforehand.

Unit – I : **The Indian Contract Act, 1872 (Section 1 – 100)**

Fundamentals & Conceptualization, Essentials of a Valid Contract, Void-Voidable Contracts, Performance & Breach of Contracts, Remedies on Breach of Contract & Quasi Contracts.

Unit – II : **The Company Act, 1956**

Concept, Nature & Types of Companies, Formation of Company, Memorandum of Association & Articles of Association, Prospectus, Allotment of Shares, Director & its Qualifications, Shares & Share Capital, Membership, Borrowing Powers, Management & Meetings, Winding-up of a Company.

Unit – III : **The Sale of Goods Act, 1930**

Concept, Definitions, Solemnization of a Sale of Goods Contract, Paid & Unpaid Seller, Rights of an Unpaid Seller, Remedies on breach of Contract,

Unit – IV : **The Negotiable Instruments Act, 1881**

Types & Nature of Instruments, Negotiation & Assignment, Holder-in-due Course, Dishonor & Discharge of Negotiable Instruments, Arbitration.

& Consumer Protection Act

Unit – V : **Information Technology Act & Cyber Laws**

Text Books : Bare Acts & Code Books

Additional :
Supreme Court Journals, Supreme Court Reports & other Reference Journals

Reference Books

Subject Title : Indian Ethos & Values
Subject Ref. No. : MANB415

No. of Credits : 2

No. of Periods / Week : 2

Assignments / Sessionals : 10

Semester Examination : 40

Unit I

Fundamentals & Conceptualization: Morals – Ethics – Values, Indian Heritage on Ethics, Fundamental principles of Ethics-Values in Business, Need for values in Global change,

Unit II

Professional Ethics of a Manager, Indian Leaders on Business Ethics.

Societal Aspect of Ethics & Corporate Governance: Corporate Social Responsibility & corporate Governance, Corporate Global Citizenship.

Reference Books

1. Mishra "Business Ethics", Tata McGraw Hill
2. Chakraborty, S.K.: Foundation of Managerial work-Contribution from Indian Thought, Himalaya Publishing House Delhi 1998.
3. Biswanath Ghose, Indian Ethos & Values, Vikas Publishing, 2008.
4. S.A. Sherlekar, Global Dharimic Management, Himalaya Publication House, 2nd Edition 2005.
5. CVS Murthy, Business Ethics, Himalaya Publishing House, 2006
6. N.M. Khandelwal, Indian Ethnos & values for Manager, Himalaya

Subject Title : International Business Environment

Subject Ref. No. : MANB416

No. of Credits : 2

No. of Periods / Week : 2

Assignments / Sessional : 10

Semester Examination : 40

Course Objective : The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Pre Requisite : NA

Unit – I : International business – An overview of international business, International business environment – Economic, Socio – cultural, Political, Natural environment. Theories of International Business, Strategies of International Business, Modes of entering International Business, Advantages and Disadvantages of International Business,

Unit – II : Globalization – Introduction, Meaning, and Definition, Features, Stages of Globalization, Globalization of Markets, Globalization of Production, Globalization of Investments and Technology. Advantages and Disadvantages of Globalizations

Unit – III : World Trade Organization(WTO), Tariff and non-Tariff barriers, General Agreement on Trade and Tariff(GATT), Establishment of World Trade Organization., Uruguay round Package., Organization structure of the WTO, WTO –Anti Dumping Measures.

Unit – IV : Regional Economic Integration, Global monetary system, Foreign Exchange Market, Global Capital Market.

Unit – V : International Marketing, Global HRM, Global Production, Corporate Social Responsibility.

Text Books : Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, 2007.

- K.A swathappa, Essentials of Business Environment, 9/e Himalaya, 2007.

- P. Subbarao : International Business, Himalaya Publishing.

- Charles Hill, International Business – Tata Mc. Graw Hill,

Subject Title : Creativity and Innovations

Subject Ref. No. : MANB417

No. of Credits : 2

No. of Periods / Week : 2

Assignments / Sessionals : 10

Semester Examination : 40

Unit I Basic concepts of Thinking, Creativity and Innovations

Unit II Lateral Thinking

Unit III Mind Mapping

Unit IV Innovations

Unit V Case Studies

- Reference Books**
1. "Lateral Thinking" by Edward de Bono
 2. "Mind Mapping" by Tony Buzan
 3. "Innovation Engine" by Tina Seelig



Course Code: MANAGEMENT PROCESS IN HOSPITALS

Objective: *The Objective of the course is to introduce management concepts and process with a focus on leadership and human behaviour in organizations.*

UNIT - 1**INTRODUCTION TO MANAGEMENT FUNCTIONS**

Introduction to management - An art or science - Functions of the manager – Corporate Strategic Planning – Mission and Vision of organization – Development, maintenance and role of a Leader – Strategic Management in India – Family-run Corporates.

UNIT - 2**PLANNING**

Introduction to planning - Characteristics of Planning - Participants in planning - Planning constraints or boundaries - Characteristics of effective plans - Philosophy or underlying purpose - Functional objectives - Policies and procedures - methods and rules - Space and renovation planning - Management By Objectives (MBO) - Introduction to MBO & SO concepts - MBO - Historical development & advantages of MBO.

UNIT - 3**DECISION MAKING**

Introduction to decision making – participants in decision making – Evaluating a decision's importance – Steps in decision making – Barriers to rational choice – Bases for decision making – Decision making tools & techniques – Health care practitioners as decision makers – Case studies & clinical reason capability analysis tools – control charts – models - clinical reasoning

ORGANIZING

Introduction to organizing concepts – the process of organizing – fundamental principles and span of management – Line & staff relationships – the dual pyramid form of organization in health care – Basic department & flexibility in organizational structure – the organizational char – job description – Concept of Re – engineering – the Organization as a total system – formal V/s informal organization - classification of health care organization – classic bureaucracy – Consequences of organizational form – the Nature and purpose of Strategic and Policies – the strategic planning process – the TOWS Matrix. A Modern Tool for Analysis of the situation - (I) the portfolio matrix: A Tool for Allocating Resources – Major kinds of Strategies and Policies – three Genetic Competitive Strategies by Porter – Effective Implementation of Strategies – Premising and Forecasting.

UNIT - 4**STAFFING**

Definition of Staffing - Defining the Managerial Job - The Systems Approach to Human Resource Management - Situational factors affecting staffing - Selection: Matching the person with the job - system Approach to Selection - Position requirement and Job Design - skills and Personal Characteristics Needed by Managers - Matching qualification with Position Requirements - Orienting and Socializing New Employees.

UNIT - 5

CONTROLLING

The Basic Control Process - Critical Control Points and Standards - Control as a Feedback Systems - Real - Time Information and control - Feed forward Control - Requirements or Effective Control - Control Techniques: The Budget - Traditional Non budgetary control Devices - time Event Network Analysis -

Organizational Behaviour – Emergence of OB – Personality, Values and attitudes – Learning and Perception – Individual and Group Behaviour – Elton Mayo theory – Behavioural characteristics – Theories of Motivation – Personality Types – Leadership & Grup Development – Organizational Change and Development – Change Process – OD interventions – Organizational Conflicts – Organizational Culture – Organizational Effectiveness.

SUGGESTED READINGS:

1. Management Principles for Health Professionals 2nd edition (1992) - Joan Grantor Liebley, Ruth Eller Louvine, Jeffrey Rothman, Aspex Publication, Gaithersburg. Maryland
2. Principles of Management - G.Venkatesan (1994) J.J.Publisher, (Madurai).
3. Management in Health Care - A Theoretical and Experiential approach (1997) - Elaine Lynnela Monica and Philip Ian Morgan. Macmillan Publishers.
4. Essentials of Management - Harold Konntz wehrich - Tata cGraw Hil - Fifth Edition.
5. Mirza, S. Saiyadain, "Organizational Behaviour", Tata McGraw Hill Publishing Company Ltd., New Delhi, 2003.
6. Fied Luthans, "Organizational Behaviour", McGraw Hill Education (Asia), 2005.
7. Steven L McShane and Mary Ann Vouglinow, "Organizational Behaviour" TataMcGraw Hill Publishing Company Ltd., New Delhi, 2005.
8. Angelo Kinichi and Robert Kreitner "Organizational Behaviour – Concepts Skills and Practices", Tata McGraw Hill Company Ltd., New Delhi, 2006.

Course Code: FINANCIAL MANAGEMENT AND ACCOUNTING

Objective : *The objective of the course is to introduce the concepts, tools and techniques of financial management to the learners.*

UNIT –1

Introduction to Financial Management : Meaning, Nature and Scope of Finance Function – Objectives of Financial Management – Profit Maximization Vs Wealth Maximization – Role of a Finance Manager – Methods and sources of Short-term and Long-term Finance.

UNIT –2

Financial Statement Analysis: Understanding Basic Financial Statements - Ratio Analysis – Funds Flow Analysis – Cash Flow Analysis – BEP – Construction of Balance Sheets.

Financial Accounting – Definition – Principles, Concepts and conventions, Trial Balance - Final Accounts – Depreciation Methods – Cost Accounting - Budgets

UNIT –3

Investment Decisions – Cost of Capital – Computation of WACC – Capital Budgeting Process – Techniques of Capital Budgeting – Traditional and DCF Techniques of Investment Appraisal – C/B under Risk and Uncertainty.

UNIT –4

Managerial Economics: Meaning, nature and scope – Demand Analysis.

Financing Decision – Financial leverage – Operating leverage – EBIT – EPS Analysis – Capital Structure Planning – Theories of Capital Structure – Dividend policy – Models of Dividend Policy – Practice – Bonus shares – Rights Issue.

UNIT –5

Working Capital Management – Concepts and Approaches of Working Capital - Determinants of Working Capital – Management of Current Assets – Cash – Receivables – Inventory – Case Studies – Profit managing and nature – Profit Policies – Profit planning and forecasting.

SUGGESTED READINGS :

1. Vyuptakesh Sharan, "Fundamentals of Financial Management", Pearson Education (Singapore) Pte. Ltd., 2005.
2. M.Y.Khan and P.K. Jain, "Financial Management Text, Problems and Cases", Tata McGraw Hill Publishing company Limited, New Delhi, 2006.
3. I.M. Pandey, "Financial Management", Vikas Publishing House Pvt. Ltd., 9th ed., 2008
4. Prasanna Chandra, "Financial Management Theory and Practice", Tata McGraw Hill Publishing Company Limited, New Delhi, 6th ed., 2004.
1. James C. Van Horne, Financial Management and Policy – 2007
5. Prasanna Chandra, Financial Management : Theory and Practices – 2009
6. Solomon, Ezra, The Theory of Financial Management – 2009
7. I.M. Pandey, Financial Management – 2008
8. M.Y. Khan & Jain, Cases in Financial Management – 2008

Course Code: HUMAN RESOURCE MANAGEMENT IN HEALTH ORGANIZATIONS

Objective : The Objective of the Course is to acquaint the learner with various Concepts, Principles of HRM in Hospitals

UNIT- 1 :

Definition of Hospital HRM, Importance of HRM in Hospitals – Nature of HR in Hospitals – Objective of HR in Hospital, Functions of HRM, Principles of HRM – Functions and role of HR Manager

UNIT – 2 :

HR Planning and Development – Significance – Importance of HR Planning – Factors influencing HR Planning Process – Job Analysis – Recruitment – Selection – Induction & Orientation Programs

UNIT – 3 :

Training and Development – Training Need Identification - Methods of Training – Executive Development – Evaluation of Training Effectiveness - Performance Appraisal – Techniques, Traditional Vs. Modern Methods – Limitations of Appraisal.

UNIT – 4 :

Compensation and Benefits – Wage Concepts – Principles of Wage Administration – Wage Fixation – Employee incentives and Benefits – ESOPs – Role of Monetary and Non-monetary Benefits.

UNIT – 5 :

Industrial Relations – Factors affecting Industrial Relations – Role of State in IR – Trade Unions – Blue Collar Vs. White Collar Unions – Association of Doctors, Nursing Staff, Paramedical – Industrial Disputes, Causes, Consequences, Preventive and Settlement Machinery – (Case Studies Compulsory)

SUGGESTED READINGS:

1. Goyal, R.C Hospital Administration and Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2010
2. K. Aswathappa, "Human Resource and Personnel Management – Text and Cases", Tata McGraw Hill Publishing Company Limited, New Delhi, 3rd Ed., 2009
3. Ian Beardwell and Len Holden, Human Resource Management, MacMillan, New Delhi.
4. Venkata Ratnam, C.S. and Srivastava B.K., Personnel/Human Resource Management, Tata McGraw Hill, New Delhi.
5. Satya Raju, R., Human Resource Response to New Corporate Initiatives, National Institute of Personnel Management, Calcutta.

Course Code: MARKETING MANAGEMENT IN HOSPITALS

Objective: *The objective of this course is to enhance the marketing skills of the student with special reference to Hospital Services marketing.*

UNIT – 1

Core concepts of Marketing – Marketing Environment Analysis – Competition Analysis – The scope of Hospital Services Marketing – Changing marketing practices.

UNIT – 2

Service Characteristics and their strategic implications, Service Consumer Behavior – Service Marketing strategy – Market segmentation – targeting and positioning – Service Marketing Mix – Service Triangle – Branding of Hospitals – Strategic Marketing Planning

UNIT – 3

Designing health care service products – New Service Development process – PLC – Physical evidence – Pricing Strategies, Channel management in Hospitals, Franchisee management. Identifying and analyzing competitors, Designing competitive strategies.

UNIT – 4

Internal marketing – Importance and Objectives – Roles of a service employee – Internal marketing strategies ; External marketing – Promotional mix – Promotional campaign design ; Interactive marketing. Global Target Market Selection – Medical Tourism.

UNIT – 5

Service distribution; Service Demand and Capacity Management; Service Quality Management – GAP model, SERVQUAL model – Service recovery strategies – Telemarketing.

SUGGESTED READINGS:

- Ramamohana Rao, K., Services Marketing, Pearson Education (Asia),
- Kotler Philip, Marketing Management (Millennium Edition), PH1, New Delhi, 2006.
- Zeithaml bitner, Yalarie A., Service Marketing – Cases in Marketing Management, MC Graw Hill, New York, 2007
- Srinivasan, R., Services Marketing (The Indian Context), Prentice Hall India, New Delhi, 2006
- Bhattacharya. C., Services Marketing, Excel Books, New Delhi, 2006.
- Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi, 2004.
- Christopher Lovelock & Jochen Wirtz, Services Marketing (People, Technology and Strategy), Pearson Education, New Delhi, 2004.
- Saxena, Rajan, Marketing Management, Tata McGraw Hill, New Delhi, 2008
- Still, Richard R, Edward W. Cundiff and Norman A.P. Govani, Sales Management PH1, New Delhi, 2007.
- Milica Z. Bookman, Karla R. Bookman ; Medical Tourism in Developing Countries, Palgrave Macmilan, 2007.

Course Code: OPERATIONS MANAGEMENT IN HOSPITALS

Objective : *The objective of the course is to equip the learners with decision making skills in planning, scheduling and control of production and operation functions in hospitals.*

UNIT -I

Introduction to Concepts – Product vs. Service Operations – Front office – Admission – Billing – Medical Records – Ambulatory Care. Maintenance and Repairs Bio Medical Equipment.

UNIT -2

Clinical Services – Clinical Departments – Out patient Department (OPD) – Introduction – Location – Types of patients of OPD – Facilities – Flow Pattern of patients – Training and Coordination; Radiology – Location – Layout – X-ray Rooms – Types of X-ray machines – Staff – USG – CT – MRI – ECG, PET Scan
Supporting Services: House-keeping, Linen and Laundry, Food Services, Central Sterilization and gas-distribution system.

UNIT -3

Need for Information system, IT as tool for competitive advances, Input technology trends, Database Analysis, Output Technology, Website Management, Electronic-medical records, networking Hospital Information System, data processing, Tele-communication, Satellite clinics, Changing patterns of patient records – Softwares, electronic communication, knowledge management, security and security measures in telecommunication.

UNIT -4

Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of layouts – techniques of work measurement, time and motion study. Productivity measures, value addition, capacity utilization.

UNIT -5

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing management – Inventory Management; Valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; value management, value engineering, value analysis.

SUGGESTED READINGS:

1. Maduri Sarma, Essentials for Hospital Support Services and Physical Infrastructure, Jaypee Brothers Publications – 2008
2. Prabhu KM, Sood SK, Hospital Laboratory Services Organization and Management, Journal of Academy of Hospital Administration – 2010
3. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009
4. Schoedev, Roger G., Operations Management – Decision Making in Operations Function, McGraw Hill, New Delhi, 2007

Course Code: MANB-506A LEGAL ASPECTS GOVERNING HOSPITALS

Objective: *The Hospital being a part of the larger socio-political set up the student will be exposed to the legal and ethical issues pertaining to the Hospitals.*

UNIT-1:

Introduction: Legal Process and Procedure, Legal terminology, Basic understanding of Criminal Law, Civil Law (Law of Torts), Law of evidence, Establishment, Registration of Health-care organization, Typology of Healthcare organizations.

UNIT-2:

Medico-legal issues: Consumer Protection Act and issues arising from it. Indemnity insurance and Police investigations, Section 304-A, Death in Hospitals, Brought-dead in Hospital, Court Evidence. Medico-legal records, vicarious liability of hospital and staff, Biomedical Waste Registration.

UNIT-3:

Law relating to health organization – Trust Law, Law of Contract, Corporate Law, Commercial Law, Indian Medical Degree Act, 1916; Medical termination of Pregnancy Act, 1994; Transplantation of Human organs Act, 1994; Bombay Nursing Home Registration Act, 1949; Registration of Birth and Death Act, Maharashtra Medical Practitioners Act, 1961; Clinical Establishment Bill, 2010.

UNIT-4:

Unrest in hospitals, Dispute settlement mechanism, Arbitration, Role of Trade Unions, Unfair Labor Practices and Victimization, Disciplinary enquiry and action. Social Security and insurance.

UNIT-5:

Outsourcing of Activities and disputes arising out of it. Doctor-Patients relation. Duties towards patients of medical and para-medical staff and conflicts arising out of it. Women safety committee.

SUGGESTED READINGS:

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
3. Encyclopedia of Bio-medical Ethics – Two Volumes.

REFERENCES

1. A.A.Deshpande, Legal Aspects in Ophthalmology, All Indian Ophthalmological Society.

Subject Title	BUSINESS POLICY & STRATEGIC MANAGEMENT		
Subject Ref. No.	MANB 507	No. of Credits	4
Subject Title	MIS and DSS	No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessional	20%
		Semester Exams	80%

Course	The course is designed to make the budding managers sensitized to develop
Objectives	holistic perspective in strategic management and business policy understanding of strategies; thereby creating Managers that cater to the societal demands along with the organizational priorities.
Pre-requisite	The students are expected to come prepared with the basic conceptualization & searching through the web / reference books for cases & instances of Operational / Manufacturing Excellence.
Unit – I	Strategy and the Quest for Competitive Advantage: Military origins of Strategy – Evolution - Concept and Characteristics of strategic management– Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.
Unit – II	Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals.
Unit – III	Analyzing Company’s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile(ETOP) – Industry Analysis - Porter’s Five Forces Model of competition..
Unit – IV	Corporate Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model - Generic Competitive Strategies: Low cost, Differentiation, Focus..
Unit – V	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment. Strategy implementation – Project implementation – Procedural implementation – Resource Allocation

Text Books	<ol style="list-style-type: none"> 1. A.A. Thompson A.J. Shrikland J.E. Gamble, Crafting and Executing Strategy – Atest for competitive advantage, Tata Mc Graw Hill, 4th Edition 2005 2. Ranjan Das, Crafting the strategy : concept and cases in strategic management, TataMc Graw Hill, 2004 3. Kazmi Azher , Business Policy and Strategic Management , Tata Mc Graw Hill2nd Edition 2003, 4. Subha Rao P, Business Policy and Strategic Management , Himalaya PublishingHouse 1st Edition reprint 2004 5. Pitts, Rober A & Lei David, Strategic Management Thomson , 3rd Edition 2003
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Subject ref. No.	:	MANB 508
		No. of credits : 2
		No. of periods per week : 2
		Assignment/Sessional : 10%
		Semester Exam : 40%
Course Objectives	:	The course objective is to bring home a systemic knowledge of the MIS so that it is appreciated and understood for its wide application in business and industry.
Unit-I	:	MIS, Decision Making: An overview Concept, definition , characteristics, objectives , Role and impact of MIS, Management as a control system, MIS: A support to the management, application of MIS to e- business, organization effectiveness, Decision making concept, decision making process, organizational decision making, MIS and decision making.
Unit-II	:	Information, Knowledge, Business Intelligence Information: A quality product, IT enabled services, e business, wireless technologies etc. information system in business, Computer based information system, limitation and disadvantages of IS, Human as an information processor, knowledge and knowledge management system, business intelligence.
Unit-III	:	System Engineering: Analysis and design, BPR System: concept and control, types of system, general model of MIS, need of system Analysis, System Development Life cycle, development process of MIS, Strategic design of MIS, Business process, Process model of an organization, MIS and BPR
Unit-IV	:	DSS, ESS, OAS DSS: concept and philosophy, objectives and characteristics of DSS, major functions of DSS, Components of DSS, DSS generators and tools, limitations of DSS, GDSS, components of GDSS, MIS and benefits of DSS, ESS and components of ESS, OAS, off- line and online data processing.
Unit-V	:	Knowledge system , artificial intelligence and ERP Knowledge system, Expert system, application of ES, benefits and Limitations of ES, ERP, ERP models and modules, benefits of ERP, ERP implementation, SCM, CRM.
Text Books	:	<ol style="list-style-type: none"> 1. Decision Support & Expert System, Efraim Turban 2. W.S.Jawadekar, Management Information System 3. Dr. A.K.Gupta, Management Information System, S.Chand 4. C.S.V. Murthy, Management Information System, Himalaya publishing house, millennium edition
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Spargue, Ralph H. <i>Decision Support for Management</i>, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995. 2. Turban, E. <i>Decision Support & Expert Systems</i>, 2nd ed., New York, MacMillan, 1990. 3. Ken Laudon, Jane Laudon, Rajanish Dass, <i>Management Information System</i>, Pearson, Eleventh edition

Syllabus of

**Master of Business Administration
(MBA)
(MEDIA MANAGEMENT)**

Being conducted at Department of Management Science,
Dr. Babasaheb Ambedkar Marathwada University, Aurangabad

Document from

Dr. Walmik Sarwade

(Dean-Faculty of Management Science & Director-Department of Management Science)



Dr. Babasaheb Ambedkar Marathwada University, Aurangabad

Master of Business Administration (MBA) (MEDIA MANAGEMENT)

Course Structure

Third Semester – Group F – Media Management

Subject Code	Title of the Subjects	Total Credit	Internal (20)	External (80)	Total (100)
MANB-501	Business Policies and Strategic Management	4	20	80	100
MANB-502	Decision Support System and Management Information System	4	20	80	100
MANB-521MD	Media Management & Media Planning	4	20	80	100
MANB-522MD	Media Law, Ethics and Governance	4	20	80	100
MANB-523MD	Media Economics	4	20	80	100
MANB-524MD	Entertainment Marketing	4	20	80	100
MANB-525MD	Social Media	4	20	80	100
MANB-526MD	Public Relations and Corporate Communications	4	20	80	100
MANB-551	Inplant Training Report	4	--	--	100
		36	180	720	900

Subject Title	: Media Management & Media Planning	No. of Credits	: 4
Subject Ref. No.	: MANB- 521MD	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The Subject intends to introduce the nuances of management specific to field of Media		
Unit – I	: Principles of media management and their significance – media as an industry and profession - Ownership patterns of mass-media in India – sole proprietorship, partnership, private limited companies, public limited companies, trusts, co-operatives, religious institutions (societies) and franchisees (chains) - Hierarchy, functions and organizational structure of different departments - DAVP, INS, ABC and etc. Changing roles of editorial staff and other media persons An overview of newspaper organisations – Forms of ownership – Basic Principles of Management - Functions and responsibilities of Management – Accounts – Human Resource - Organisational structure – Registrar of Newspapers for India; Newspaper income and expenditure: Advertising – Types of Advertising – Advertising agencies - Circulation – Audit Bureau of Circulation – other incomes.		
Unit – II	: Expenditure: newsprint, newsprint policy, machinery and human resources, other expenses, infrastructure and government. Editorial policy – National Readership Survey (NRS), Indian Reader Survey (IRS) - Space buying and selling, reach, cost per thousand (CPT) copies.		
Unit – III	: Newspaper as a product – Advertorials – Sponsorships – Freebies – Analysis advertising and circulation data. etc. Radio and FM ownership patterns - Television ownership patterns – management – functions – accounts – cost centres – income and expenses – licensing authorities.		
Unit – IV	: Media Industry overview, consumption across media platforms, what is media planning, basic concepts & definitions, general procedure in media planning, problems in media planning, SWOT of various media platforms. Basic Measurements and Calculations How different media's are measured, general uses of vehicle audience measurements, various concepts of audience measurements, measurements of message weight, measures of cost efficiency; What is reach – in the different platforms specifically broadcast media, what is reach in print media, frequency in broadcast and print media, weighting reach / frequency, and continuity, geographical weighting, continuity, flighting & pulsing What a media planner needs to know, the marketing strategy plan, competitive media expenditure analysis, sources of marketing data. Using index numbers to analyse markets, selecting advertising TG, using psychographic analysis, where to advertise, when to advertise		
Unit – V	: Review of consumer media, inter-media comparison for non-measured media, the media mix evaluating and selecting media vehicles, determine media values, target reach and cost efficiency, strategic impressions, other media values, the qualitative values of media, ad positions within media Putting a Media Plan Together: The Mechanics & An Annotated Media Plan Organizing the plan of action, determining media objectives, determining media strategies, considerations in strategy planning, assembling elements of a plan. Brand a media plan, marketing and copy background, marketing objective / rationale, media strategy / rationale, description of media plan, recommended plan, gross impression analysis, media rationale, comparison of plan with strategy, spot television: market selection methodology, spot television: buying strategy. Response Functions. Frequency effects as the ultimate response function, reach as a response function, other kinds of response functions, considerations in planning and buying, media costs –		

discussed view, media buying problems

Understanding the competitive space, building an investment culture, setting organizational objectives, building an ideal model for investment, investors dilemma, ideal mix, brand objective, sales objective. Setting the Budget, allocating the advertising budget, BDI, CDI and GPI analysis, Building able CRM with Media Avenue

Testing, Experimenting and Media Planning

Tests and experiments, what a media planner should know about test marketing, media testing, media translations

Reference Books

- :
1. Vanita Kohli, 'The Indian Media Business',
 2. Gulab Kothari, 'Newspaper Management in India', Intercultural Open University, The Netherlands .
 3. Peter K Pringle / Michael F Starr / William E McCavitt, 'Electronic Media Management', Focal Press, Boston.
 4. George Sylvie, Jan Wicks, LeBlanc, C. Ann Hollifield, Stephen Lacy, Ardyth Sohn, & Broadrick, 'Media Management: A Casebook Approach', Routledge Communication Series, 2007.
 5. Joan Van Tassel, Lisa Poe-Howfield, 'Managing Electronic Media: Making, Marketing, and Moving Digital Content', Focal Press, 2010.
 6. Jack Z. Sissors and Roger Baron (2002). Advertising Media Planning, 6th edition. New York: McGraw-Hill. (5th edition)
 7. Media Planning & Buying by Arpita Menon

Subject Title	: Media Law, Ethics and Governance	No. of Credits	: 4
Subject Ref. No.	: MANB-522MD	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: To introduce Legal and Ethical issues in the Media.		
Unit – I	: Constitution of India: fundamental rights, / Freedom of speech and expression / Right to information act 2006 / Press and books registration act 1867 / Copy right act 1957 / Official secrets act 1923 / Law of defamation / Contempt of court and legislature		
Unit – II	: Press commissions / Press council – structure and functions / Prasar bharti act 1990 / Cable TV networks regulation act 1995 / Cinematograph act 1952 / Information technology Act 2000 / Convergence bill, cyber laws		
Unit – III	: Code of ethics by editor's guild of India, / Code of conduct for journalists by press council and media houses / Reports of various committees & commissions dealing with media in India Chanda committee, Varghese committee, Joshi committee, Vardhan committee, Sengupta committee, / Mac Bride Commission		
Unit – IV	: ASCI code of ethics for advertising / DAVP'S code of advertising / IPRA code of ethics for PR practitioners / PRSI code for PR practitioners		
Unit – V	: Good governance: social reforms — economic reforms — political reforms — mass communication- Functions of media: watchdog function — informative function — persuasive function — educative function — entertainment function-Media & society: Theories — media determinism — agenda-setting model — play theory. E-governance: e-choupals — computer literacy — surveys — national e-governance plan — promotion of e-governance; Case studies: government projects — government websites — Press Information Bureau — AIR and DD.		
Reference Books	: <ol style="list-style-type: none"> 1. Bakshi, P.M, 'The constitution of India', 2009. 2. Arun bhatia, 'Media and communication ethics', Akansha, 2005. 3. G. Noorani, 'Constitutional questions and citizen's rights', oxford university press 2006. 4. Venkat Iyer, 'Mass media laws and regulations in India', India research press 2000 5. P. P. Singh et al, 'Media ethics and laws', Anmol publications, 1998 . 6. Sorabjee, Soli; Law of Censorship in India 7. Media Law and Ethics: Readings in Communication regulation by Kiran Prasad (VOL 1 & 2) 		

Subject Title	: Media Economics	No. of Credits	: 4
Subject Ref. No.	: MANB- 523MD	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The subject will offer a concise view of the Media Industries operating in the present Indian economic scenario.		
Unit – I	: Macroeconomics and microeconomics, economics of scale, economics of scope, Market structure, Key economics characteristics of the media, Economics of Advertising, Media Economics and Public Policy, economic methodologies, Decision making, demand and supply.		
Unit – II	: Introduction to media: Overview of media/ the media industry in India/ Types of Media/ role of each medium/ advantages and disadvantages of each medium. Role of PR in the success of a product or service. The relationship between marketing, Advertising and PR - The relationship between sales and PR/ how sales benefits from PR.		
Unit – III	: Economic characters of news paper and broadcasting, Ownership Structure, Publicly funded broadcasting, vertical supply chain for television, Impact of new distribution technologies. Television programme production-Economics of programme supply, International trade in audio visual contents		
Unit – IV	: Internet and E-commerce, Digitalized media contents, increasing economics of scale and scope interactivity, internet and mobile communication and possibilities; leveraging new media; Understanding value added services; understanding streaming video net and mobile; using Short Message Service		
Unit – V	: Free market Vs interventions, support measures for media contents, concentrated media ownerships, Monopolies and technological change: Events and sponsorships; overview of how events are marketed; certain sponsorship proposals; structuring sponsorship deals, Understanding of common terminology and jargon in media.		
Reference Books	1. Gillean Doyle, Understanding Media Economics, Sage Publication, 2004. 2. C.R.ColinHoskins, Media Economics-Appling Economics New and traditional Media, Sage, 2003. 3. Newman, Bruce I, The Mass Marketing of Politics, Sage Publication, 1999 Philip Kotler, Marketing Management, Prentice Hall, 2003.		

Subject Title	: Entertainment Marketing	No. of Credits	: 4
Subject Ref. No.	: MANB-524MD	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: To give an overview of entertainment marketing scenario prevailing in the media industry & to show how advertising can be put to best use for promoting Entertainment Industry.		
Unit - I	: Principles of Marketing - Characteristics of Entertainment Marketing - How it is organized - Entertainment Vs Product Vs Service Marketing - GAPS Model of Service Quality - Elements of Entertainment Service marketing - Convergence Marketing Strategies - Changing Landscape of Audience - Cultural Dimensions & Global Paradigms - Madison & Vine approach to Entertainment Marketing.		
Unit - II	: Entertainment Industry Environment - TV, Radio, Film, Music, Advertisement, New Media, Print Media, Traditional Folk Art & Out-Door Media Industries - TV Cable Network Industry - Entertainment Venues - Venue Marketer - Entertainment Venue Economics.		
Unit - III	: Who is audience? - What motivates the audience? - Audience attitude - Audience Research - Fan Subculture - Segmenting entertainment audience - Criteria - Traditional segmentation - Global Lifestyle segments - Generic segmentation - Approach to entertainment focused research.		
Unit - IV	: 4 Ps of Entertainment Marketing Mix - Brand Positioning & Equity - Communication the marketing Objective & Message Development - Communication Strategies & Tactics - Brand Positioning - Event Marketing - Integrated Marketing Communications Campaign.		
Unit - V	: Theatre & Stage Performance - Destination & Tourist Service - Attractions & Themed Spaces - Mediated Entertainment - Stars & Celebrities.		
Additional Reference Books	: <ol style="list-style-type: none"> 1. Entertainment Marketing & Communication, Shay Sayre, Pearson Education 2008 2. Entertainment Marketing Revolution: Prentice Hall, Al Lieberman, 2002 3. Marketing Management, Philip Kotler, Pearson Education India 4. Social Media Marketing, An hour a day, Second edition, Dave Evans, 2011. 		

Subject Title	: Social Media	No. of Credits	: 4
Subject Ref. No.	: MANB-525MD	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: To expose the students to one of the evolving areas in marketing namely, Social Media.		
Unit – I	: Marketing Fundamentals-Fundamentals of Social Media marketing- RSS Feeds and Social Bookmarking- Conversational Marketing- Word of mouth communication and Social media marketing- Viral marketing-Measuring the viral marketing networks-Identifying Friends, fans and followers and their importance to Social media marketing- Blogs and Websites- Case Studies Twitter techniques and tactics -Using Twitter as a research tool, LinkedIn + Brand-You -Ethics, Security, Privacy, and Policy- Video / Photo / Audio Sharing (YouTube, Flickr, Podcasting)- Social Networking - Facebook, White Label, Color, Other, Facebook for Business - Case Studies		
Unit – II	: Public Relations - The Social Media Release- Reputation Monitoring- Crisis Management-- Advertising in and with Social Media: Measuring ROI, the financial implications of advertising over social media - Customer satisfaction- Awareness-Measuring customer satisfaction over social media-measuring awareness over social media- Coupon Sites – Group on- Living Social-Benefits to Marketing-Case Studies Other Location Based Services – Foursquare, Other , Pinterest- Mobile Social – Social Gaming- Virtual Currency- MeetUps- Wikis- Alternate Realities- Forums-Communities Strategic Integration of Social Media into Marketing Plan- Final Social Media Marketing Promotion Presentations-Case Studies		
Unit – III	: Introduction to new media – History of old media applications - Definition of Blogs – Purposes of blogs – Creation of blogs – Contents; Introduction to photography – Black and white – Color – Full spectrum – Ultraviolet – Infra red – Digital photography – Modes of Production –Image forming techniques.		
Unit – IV	: Introduction to Pod casting – Definition and resources of pod casting - Audio pod casting – Video/pod casting – Windows movie maker – I movie; Television and Radio – Introduction to public service and commercial television – Satellite television Internet Basics – Advantages and disadvantages of Internet – Working procedure – Authentication – Hacking – Wired and wireless protocols; Web page planning and design. Online advertisements, Email marketing, SMS marketing, Face book, twitter etc,		
Unit – V	: Design technologies – Digital technologies, Computer graphics, 2D image building, Photoshop, Animations, Page designing in Print media, Content design in AV media. Delivery mode: The course is taught through a combination of Lectures - Case Studies-Presentations; Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships		
Additional Reference Books	: <ol style="list-style-type: none"> 1. Beverly Macy and Teri Thompson, 'The Power of Real-Time Social Media Marketing', McGraw-Hill, 2010 2. Melissa S. Barker , Donald I. Barker , Nicholas F. Bormann, Krista E. Neher, ' Social Media Marketing: A Strategic Approach, 1st Edition, Paperback,2013 3. Neal Schaffer, Maximizing LinkedIn for Sales and Social Media Marketing: An Unofficial, Practical Guide to Selling & Developing B2B Business on LinkedIn, Create Space, 2011 4. Chrish Treadaway & Mari Smith, Facebook Marketing: An Hour a Day-2nd ed., Sybex, 2012 		

5. Olivier Blanchard Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization, Que Publishing, 2011
6. Erik Qualman, Socialnomics: How Social Media Transforms the Way We Live and Do Business, 2nd ed. , Wiley 2012
7. James Gordon Bennett, 'Design Fundamentals for New Media' Paperback, 2012.
8. Richard Gay, Alan Charlesworth & Rita Esen 'Online marketing-a customer led approach, oxford university press, 2011
9. Michael Miller, 'The Ultimate web marketing Guide', Pearson, 2012.
10. Charles Warner ,Joseph Buchman, 'Media Selling: Broadcast, Cable, Print, and Interactive' [Paperback] ,2003.
11. David Meerman Scott, 'The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly, Paperback, 2013.
12. Jon Prosser, 'The Basix to Internet Success: Start your website/webpage/blog, maintain it and promote it without buying a single piece of equipment or software', Paperback, 2010

Subject Title	: Public Relations and Corporate Communications		
Subject Ref. No.	: MANB- 526MD	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: To thrive in a dynamic world by equipping with the skills needed to respond ethically and confidently to any communications challenge on a global perspective		
Unit - I	: Origins: growth of PR in India – PR in America - evolution of the concept — the concept in practice; Functions: publicity — advertising — press gentry — public affairs — issues management — lobbying — investor relations — development.		
Unit - II	: Media relations: working with the media — media for external public — organizational publications — guidelines for good media relations.		
Unit - III	: Introduction: communication system — corporate citizenship — core functions of a corporate — four media (advertising, sales promotion, direct mail, promotional literature); Corporate communication: definitions — management communication — marketing communication — organizational communication — tools — 3Es (education, experience, expertise)		
Unit - IV	: Functions: creating identity — building brand image — maintaining brand reputation — 3Cs (clarity, consistency, credibility) — re-branding — creating corporate stories; Communication process: testing corporate story — prioritising stakeholders identifying communication objectives — creating a brief — developing a creative concept — selecting the media — pre-testing — IMPACT model.		
Unit - V	: Promotional literature: literature strategy — types of promotional literature — good literary techniques — concept, text and layout — production and distribution. Delivery mode: The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments- Mini Projects-Experiential Learning through Internships.		
Reference Books	: <ol style="list-style-type: none"> 1. Cees B.M. van Riel & Charles J. Fombrun, 'Essentials of Corporate Communication' New York: Routledge, 2007. 2. Joseph Fernandez, 'Corporate Communications', Response Books New Delhi, 2004. 3. Cameron S. Foote, 'The Fourth Medium', Dow-Jones Irwin, Illinois: 1986. 4. David E. Henderson, 'Making News in the Digital Era', Paperback, 2009. 5. George Sylvie, Jan Wicks, LeBlanc, C. Ann Hollifield, Stephen Lacy, Ardyth Sohn, & Broadrick, 'Media Management: A Casebook Approach', Routledge Communication Series, 2007. 		