



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Faculty of Law and Governance Department of Management and Commerce

SYLLABUS

MASTER OF BUSINESS ADMINISTRATION (MBA)

- BANKING & FINANCE (B & F)
- HUMAN RESOURCE (HR) , AND
- HOSPITAL ADMINISTRATION AND HEALTH CARE (HAHC)

SESSION – 2022-23

DURATION – 2 YEARS

SEMESTERS – I – IV SEMESTERS



PROGRAM DETAIL

Name of Program	-	Master's in Business Administration (MBA -B&F , HR , HAHC)
Program Code	-	MBA
Mode of Program	-	Semester
Duration of Program	-	4 Semesters (2 Years)
Curriculum Type and Medium Choice	-	English

Note:-

In all the streams of MBA (B &F, HR, HA&HC) first and second semesters are compulsory in first year and third & fourth semesters are given as per the specialization in second year.



SYLLABUS DETAIL
I Year
I SEMESTER

S. No.	Credit	Name of Course
1	4	Principles & Practices of Management
2	5	Quantitative Technique
3	4	Economics for Manager
4	4	Business Environment
5	5	Accounting for Managers
6	4	Fundamentals & Workshop on IT for Managers
7	4	Marketing Management I
8	4	Organizational Behavior
9	5	Operations Research
10	1	Extra-Curricular Activities
	1	Community Development Activities
	2	English Communication
11	-	Professional Activities
Total	43	



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II SEMESTER

S. No.	Credit	Name Of Course
1	5	Production And Operations Management
2	5	Human Resource Management
3	5	Strategic Management
4	4	Entrepreneurial Management
5	5	Cost Accounting
6	5	Research Methodology
7	4	Financial Management
8	5	Marketing Management II
9	4	Application of SPSS in Operations Research (Lab)
10	1	Industrial Visit
11	15	45 Days Training
12	1	Extra-Curricular Activities
	1	Community Development Activities
	-	Professional Activities
Total	60	



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III SEMESTER MBA (B & F) Optional

S. No.	Credit	Name Of Course
1	5	Accounting & Finance for Bankers
2		Indian Banking & Financial System
3	4.5	Management of Banking and Financial Institutions
4	6	Financial Derivatives
5	6	Merger, Acquisition and Corporate Restructuring
6	6	Project Management
7	5	Business Ethics & Corporate Social Responsibility
8	1	Cyber Security : Introduction to Network & Computer Technology
9	1	Extra-Curricular Activities
	1	Community Development Activities
	-	Professional Activities
Total	40	



**IV SEMESTER
MBA (B & F) Optional**

S. No.	Credit	Name Of Course
1	5	Legal & Regulatory Aspects of Banking
2	5.5	Banking Technology Management
3	5	IT Infrastructure Management of Banks
4	6.5	Security Analysis & Portfolio Management
5	6	Strategic Financial Management
6	6	Capital Market Analysis
7	6	Taxation
	10	Certified Project
	1	Extra-Curricular Activities
	1	Community Development Activities
	-	Professional Activities
Total	52	



**Program Structure – I Year
I, II Semesters
MBA (B&F, HR & HAHC)
(Compulsory)**

I – SEMESTER

Objective: To equip the students with the basic understanding of management, accounting, economics and information technology.

Nature of Course	Course Name	C	T	D&T	P
Core Management	Principles & Practices of Management: nature, purpose and scope of management;	1	0.7	0.3	0
	Principles & Practices of Management :- Organizational Structure –	1.5	1.5	0	0
	Principles & Practices of Management :- Planning: Types of plans	1	0.8	0	0.2
	Practice session of 3 group discussion and 2 cases in the GD Room	0.5	0	0	5 sessions
Core Applied Mathematics	Quantitative Techniques: Classification of data and construction of Frequency Distribution	2	2	0	0
	Quantitative Techniques: Correlation Analysis:	2	2	0	0
	Quantitative Techniques: Regression Analysis:	1	1	0	0
Core Economics	Economics for Managers- Introduction & Demand and Production Analysis :	1.5	1	0.2	0.3
	Economics for Managers- Cost & Pricing Analysis	1	1	0	0
	Economics for Managers- Macro Economic Analysis of Managerial Decisions	1.5	1.3	0	0.2
Core Management	Business Environment - An Overview of Business Environment	1.5	1.3	0.2	0
	Business Environment - Economic Environment:	1.2	1	0	0
	Business Environment - Political Environment	1	1	0	0
	Practice session of 2 group discussion and 1 cases in the GD Room	0.3	0	0	2+1 sessions
Core	Accounting for Managers- Accounting and its functions,	2	1.8	0.2	0



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Accounting	Accounting for Managers - Preparation of Final Accounts	2	1.5	0	0.5
	Accounting for Managers: Financial Statement Analysis, Introduction of cost Accounting :Cost concept, Cost structure, functions, classifications, cost sheets, difference between b/w cost accounting, financial accounting, management accounting.	1	1	0	0
Core Information Technology	Fundamentals & Workshop on IT for Managers:- Classification, Components of Computer System	2	0.5	0.5	1
	Fundamentals & Workshop on IT for Managers:- IT Applications in Accounting for Business Decisions	1	0	0	1
	10 Practice sessions of MS-Office: Word, PowerPoint, Excel & Internet : E-mailing, Advance Searching, Surfing etc.	1	0	0	10 Sessions
Core Marketing	Marketing Management I: Marketing Concepts and Tasks	1.5	1	0.3	0.2
	Marketing Management I: Marketing channel system	1.3	1	0	0.3
	Marketing ManagementI: Identifying and analyzing competitors	1	1	0	0
	Practice Session and group discussion Practice Sessions for case studies & role play	0.2	0	0	0
Core Management	Organizational Behavior –Focus & Purpose	1.3	1.1	0.2	0
	Organizational Behavior –Group Behavior	1.3	1.1	0	0.2
	Organizational Behavior – Dynamics of Organizational Behavior	1	1	0	0
	Practice session of 2 group discussion and 2 cases in the GD Room	0.4	0	0	2+2 sessions
Core Management	Operations Research :- Introduction to OR	2	2	0	0
	Operations Research -Matrices:	1	1	0	0



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	Operation Research :- Linear Programming;	1.8	2	0	0
	2 Practice Sessions for case studies & role play	0.2	0	0	2 Sessions
University Compulsory Course	Extra-Curricular Activities	1	0	0	1
	Community Development Activities	1	0	0	1
	English Communication : Reading and Listening: Vocabulary Building, Passages, Audio and Videos	1	0.5	0	0.5
	English Communication : Writing and Speaking: Grammar, Phonology, Writing Formats	1	0.5	0	0.5
University Optional Course	Professional Activities	-	-	-	-
Total Credits:		43			

Note:

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- P represents Practical & Practice
- PS represents no of practice session



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

MBA (B&F, HR & HAHC) (Compulsory)

II – SEMESTER

Objective: To equip the students with the basic understanding of management, accounting, economics and information technology.

Nature Of Course	Course Name	C	T	D&T	P
Core Management	Production and Operations Management- Functions,	2	2	0	0
	Production and Operations Management- Work Measurement techniques	2	2	0	0
	Production and Operations Management- Simulation technique	1	1	0	0
Core Management	Human Resource Management : Environment of HRM	1.5	1		0
	Human Resource Management : Job analysis, description, specification & job evaluation;	2	2	0	0
	Human Resource Management : Performance Management	1	0.5	0.3	0.2
	Practice session of 3 group discussion and 2 cases in the GD Room	0.5	0	0	3+2 sessions
Core Management	Strategic Management- Concept of Strategy	1.5	1.3	0.2	0
	Strategic Management- Strategy Implementation	1.5	1.4	0.1	0
	Strategic Management- Strategy Evaluation	1	0.8	0	0.2
	Practice session of 3 group discussion and 2 cases in the GD Room	0.5	0	0	3+2 sessions
Core Management	Entrepreneurial Management- Meaning & Nature of entrepreneurship	1.7	1.6	0.1	0
	Entrepreneurial Management- Identifying and evaluating business opportunities	1	1	0	0
	Entrepreneurial Management- Creating top management teams	1	0.9	0	0.1
	Practice session of 2 group discussion and 1 cases in the GD Room	0.3	0	0	2+1 sessions
Core Accounting	Cost Accounting-- objectives of costing system	2	2	0	0
	Cost Accounting-- Labor cost	2	2	0	0



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	Cost Accounting - Methods of costing	1	1	0	0
Core Management	Research Methodology - types of Research	1.5	1.5	0	0
	Research Methodology - Measurement and Scaling:	1	0.5	0.3	0.2
	Research Methodology - Data Collection	1.6	1.5	0	0.1
	Practice session of 5 group discussion and 4 cases in the GD Room	0.9	0	0	5+4 sessions
Core Finance	Financial Management - Meaning, Scope, Function; and Goals	2	1.8	0.2	0
	Financial Management - Capital Structure:	1	1	0	0
	Financial Management - Capital Budgeting	1	0	0	10 sessions
Core Marketing	Marketing Management II :Adapting marketing to new liberalized economy - Digitalization, Customization, Changing marketing practices, e-business	1.5	1.1	0.2	0
	Marketing Management II : Introduction to Retailing: Definition, Scope and Importance of Retailing; Retail Formats; Theories of Retail Development	1.5	1.1	0	0.2
	Marketing Management II : Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies; Basic Model of Consumer Behavior	2	1	0	20 sessions
Core Information Technology	Application of SPSS in Operations Research	2	1.5	0.5	0
	Application of SPSS in Operations Research	2	0	0	2
Professional Development Activities	45 Days Training	15	0	0	15
University Compulsory Course	Extra-Curricular Activities	1	0	0	1
	Community Development Activities	1	0	0	1
University Optional Course	Professional Activities	-	-	-	-



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Total Credits:		59
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**Program Structure – 2Year
2 year consists of III and IV Semester
MBA (Banking and Finance)
III - Semester**

2nd Year Motive: The aim of second year- MBA (F.M.) is to acquaint the students with the fundamental knowledge of finance and strategic management, which helps to develop decision making skills in students in the current competition scenario.

III – SEMESTER					
Objective: To give the students an insight in to field of finance, strategic management concept that helps in developing new strategies for the business and problem solving.					
Nature Of Course	Course Name	C	T	D&T	P
Banking	Accounting & Finance for Bankers -Basics of Business Mathematics	2	1.8	0.2	0
	Accounting & Finance for Bankers -Accounting in Banks / Branches, Bank Accounting and Balance Sheet	1.9	1.7	0	0.2
	Accounting & Finance for Bankers -Partnership accounts, Computerized Accounting	1	1	0	0
	<i>Practice Sessions of 1 G.D.</i>	0.1	0	0	1 Session
Banking	Indian Banking & Financial System -Meaning of Banking, Branch Banking, Unit Banking.	1	1	0	0
	Indian Banking & Financial System -Structure of Indian Financial System, Foreign Exchange Market.	1.3	1	0.3	0
	Indian Banking & Financial System -Capital Market, Non Banking Financial Intermediaries.	2	1.5	0.2	0.3
	<i>Practice Sessions of 1 G.D. & 1 Case study in G.D. Room</i>	0.2	0	0	2 Sessions
Banking	Management of Banking and Financial Institutions - Financial System in India, Functions of RBI & Commercial Bank.	1.5	1.3	0.2	0
	Management of Banking and Financial Institutions - Risk Management in Banks, Insurance Regulations.	1.5	1	0.3	0.2
	Management of Banking and Financial Institutions - Financial Institutions and Development Banking, New Financial Instruments and Institutions.	1.3	1.2	0	0.1
	<i>Practice Sessions of 1 G.D. & 1 Case study in G.D. Room</i>	0.2	0	0	2 Sessions
Finance	Financial Derivatives (FM) -Derivative Market in India,	2	2	0	0



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

	Financial Derivatives -Hedging Strategies using Futures:	2	2	0	0
	Financial Derivatives - Financial Swaps, Interest Rate Swap.	1.9	1.2	0.5	0.2
	<i>Practice Sessions of 1 Case study in G.D. Room</i>	0.1	0	0	1 Sessions
Finance	Merger, Acquisition and Corporate Restructuring - nature of acquisitions and amalgamations	2	2	0	0
	Merger, Acquisition and Corporate Restructuring - Methods of financing mergers	2	2	0	0
	Merger, Acquisition and Corporate Restructuring - Legal and regulatory frame work of M & A:	1.9	1.2	0.5	0.2
	Practice Sessions of 1 Case study in G.D. Room	0.1	0	0	1 Practice Sessions
Core Management	Project Management - Project Identification Analysis, Infrastructure Projects, Investment Opportunities.	2	1.8	0.2	0
	Project Management -Market and Demand Analysis, Technical Analysis, Project Costing & Finance.	2	2	0	0
	Project Management - Project Appraisal, Social Cost Benefit Analysis, Risk Analysis.	2	1.5	0	0.5
Core Management	Business Ethics Corporate Social Responsibility: Values & Ethical Decision Making	2	1.6	0.2	0.2
	Business Ethics Corporate Social Responsibility: Knowledge and Wisdom, Stress & Dharma & Karma Yoga	2	2	0	0
	Business Ethics Corporate Social Responsibility: Success, Corporate Social Responsibility & Corporate Governance	0.9	0.9	0	0
	1 Practice Session of Case Studies	0.1	0	0	1 Session
University Compulsory Course	Cyber Security : Introduction to network & Computer technology	0.5	0.5	0	0
	Cyber Security : The Information Technology Act, 2000	0.5	0.5	0	0
	Extra-Curricular Activities	1	0	0	1
	Community Development Activities	1	0	0	1
University Optional Course	Professional Activities	-	-	-	-
Total Credit		40			



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- P represents Practical & Practice
- PS represents no of practice session

**MBA (Banking and Finance)
IV - Semester**

IV – SEMESTER						
Objective: To give the students an insight in to field of finance, strategic management concept that helps in developing new strategies for the business and problem solving.						
Nature Of Course	Course Name	C	T	D&T	P	
Banking	Legal & Regulatory Aspects of Banking-Regulation & Compliance	2	1.8	0.2	0	
	Legal & Regulatory Aspects of Banking-Legal Aspects of Banking Regulations, Banking Related Laws	1	1	0	0	
	Legal & Regulatory Aspects of Banking-Commercial Laws with reference to banking operations	2	1.7	0.1	0.2	
Banking	Banking Technology Management-Branch Operation and Core Banking, Delivery Channels	2	1.5	0.3	0.2	
	Banking Technology Management-Back office Operations, Interbank Payment System	2	2	0	0	
	Banking Technology Management-Contemporary Issues in Banking Techniques	1.5	1	0.2	0.3	
Banking	IT Infrastructure Management of Banks-Introduction to IT Governance	2	1.8	0.2	0	
	IT Infrastructure Management of Banks-Risk Management, Service Delivery	1	1	0	0	
	IT Infrastructure Management of Banks-Introduction to COBIT Framework	2	1.7	0.1	0.2	
Finance	Security Analysis & Portfolio Management - Risk and Return	2	1.5	0.5	0	
	Security Analysis & Portfolio Management -Portfolio Theory	1.5	1.5	0	0	
	Security Analysis & Portfolio Management -Portfolio Selection-	2	1.5	0	0.5	
	Practice Sessions of Risk Measurement	1	0	0		10 Sessions



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Finance	Strategic Financial Management - Conceptual Framework of Strategic Financial Management	2	1	0.5	0.5
	Strategic Financial Management - Overview of Financial Engineering	2	2	0	0
	Strategic Financial Management - Mergers and Acquisitions:	1	1	0	0
	Practice Sessions of 5 G.D. & 2 Case study in G.D. Room	1	0	0	10 Practi ce Sessio ns
Core Finance	Capital Market Analysis - Securities Markets, Primary Market, Secondary Market.	2	1.8	0.2	0
	Capital Market Analysis - Derivatives Market, Fundamental Analysis.	1.5	1.5	0	0
	Capital Market Analysis - Capital Market and Economic Development, SEBI.	1.5	1	0	0.5
	<i>Practice Sessions of Stock Market & Share Trading</i>	1	0	0	10 Practi ce Sessio ns
Core Taxation	Taxation: Introduction & Definition, Residential Status and incidence of tax, Income from Salaries, Income from House Property	2	2	0	0
	Taxation: , Profit and Gains from Business and Profession, Capital Gain and Other Source.	2	2	0	0
	Taxation: Deemed Income, Exempted Income, Set off and carry forward of losses, Deductions, TDS and Assessment of Individual.	2	2	0	0
Professional Development Activities	Certified Project	10	1	0	9
University Compulsory Course	Extra-Curricular Activities	1	0	0	1
	Community Development Activities	1	0	0	1
University Optional Course	Professional Activities	-	-	-	-
Total Credit		52			

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**MBA 1st Year
Semester I**

Principles and Practices of Management

(Crédits 4)

Objective: The objective of the paper is to acquaint student with the importance of management in our day to day life, help student to trace the evolution of Management Thought and appreciate the various functions of management.

UNIT I

- An introduction of Management – nature, purpose and scope of management; Functions and roles of a management; Ethics and social responsibility of manager; Organizational Environment.
- Evolution of management thought—System and contingency approach for understanding organization, Management Thought-Classical perspective, Scientific Management, Administrative management, Bureaucratic management and Behavioral perspective.
- Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Likert, McGregor, Peter F. Drucker, M.E. Porter.

(Credits 1)

UNIT II

- Organizational Structure – definition; work specialization; departmentalization; Chain of Command; Span of control; Centralization and Decentralization; Delegation and why managers hesitate to delegate;
- Organizational Designs – simple structure; functional departments; Divisional structures -- geographical divisions; product and process divisions; client-based divisions; Matrix Structure; Project Structure.
- Modern Design Options – Strategic Business Units; Team Structure; Virtual Organizations; Boundaryless Organization; Empowered organization.
- Organic and inorganic organizations – differences in strategy and management practices
- Why do Structures differ – strategy, organization size, technology, environment,

(Credits 1.5)

UNIT III

- Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.
- Decision-Making: Importance and steps in Decision Making; Decision making under certainty -- programmed decisions; decision-making under uncertainty - non-programmed decisions; decision tree; group aided decisions; Brain storming.
- Line and Staff functions and relationships.
- Coordination- need; factors which make coordination difficult; techniques to ensure effective coordination.
- Control: planning-control relationship; process and techniques of control; Human response to control; Types of Control- (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control.

(Credits 1)

Recommended Practice Session : Practice session of 3 group discussion and 2 cases in the GD Room

(Credit 0.5)

Recommended Text Book:

- Principles & Practices of Management: Dr. L. M. Prasad - Sultan Chand & Sons

Suggested Readings:

- N Kumar: Principles of Management: Anmol Publications
- Mukherjee: Principles of Management: TMH
- Tripathi, P C: Principles Of Management: McGraw-Hill Education India Ltd.



Quantitative Techniques

(Credits 5)

Objective: The objective of this paper is to train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems.

UNIT I

- Introduction to quantitative technique:- Concept model building for business decision. Role and scope model in business and industry.
- Classification of data and construction of Frequency Distribution.
- Introduction of Descriptive Statistics: Measures of Central Tendency;
- Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, and Standard Deviation,
- Index Numbers: Definition and Methods of Construction of Index Numbers, Importance of Index Numbers in Managerial Decision Making.

(Credits 2)

UNIT II

- Skewness & Kurtosis,
- Correlation Analysis: Rank Method, Karl Pearson's Coefficient of Correlation and Concurrent deviation method.
- Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Theoretical Distributions: Binomial, Poisson and Normal Distribution.

(Credits 2)

UNIT III

- Regression Analysis: Simple Linear Regression Model, Least Square method, Mean Based Method, Coefficient of Determination and Interpretation of Coefficients.
- Time Series Analysis: Components, Measurement of Trend by Least Squares Method, Simple Average and Moving Averages; Importance of Time Series Analysis in Managerial Decision Making.

(Credits 1)

Recommended Text Book:

- S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.

Suggested Readings:

- J.K. Sharma: Business Statistics, Pearson Publication, New Delhi.
- P.N. Arora & S. Arora: Statistics for Management, S. Chand & Co., New Delhi.
- M.P. Gupta & S.P. Gupta: Business Statistics, Sultan Chand & Sons, New Delhi.
- R.S. Bhardwaj: Business Statistics, Excel Publishers.
- L. Maheshwari: Managerial Economics, S. Chand & Sons, New Delhi



Economics for Manager

(Credits 4)

Unit I

Introduction & Demand and Production Analysis:

Introduction to Managerial Economics-Definition, scope nature and significance in decision making and fundamental concept. Reading of graph

Demand Meaning, type, determinate and function .Analysis for decision making, Demand Schedule and demand function, Elasticity of Demand: meaning, types and measurements ((Simple numerical problems be solved) , Demand forecasting, Production Analysis, production Function, One Variable input Production function and two variable Input production function. (Simple numerical problems be solved)

(Credits 1.5)

Unit II

Cost & Pricing Analysis

Various Cost concepts, Cost Functions – Short run Cost Functions and its Empirical Estimation, Long run Cost Function((Simple numerical problems be solved) , Economies of scale and economies of scope. Price and Output decision under perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Descriptive pricing approaches: full cost pricing, product pricing. Pricing strategies: price skimming, penetration pricing and loss leader pricing. (Simple numerical problems be solved)

(Credits 1)

Unit III

Macro-Economic Analysis of Managerial Decisions

Meaning and Nature of Macro Economics; Circular Flow of income, the concept of GDP, GNP, Concepts of Consumptions, Savings and Investment. Business Cycles: Consequences and Measures to solve the Problems of Business Cycles, Inflation: meaning types, causes and effectiveness of fiscal and monetary policy to control inflation

(Credits 1.5)

Recommended Text Book:

- Managerial Economics by Dr. D.M. Mithani, Himalaya Publishing House.

Suggested Readings:

- Managerial Economics, Keat, Young, Banarjee, Pearson.
- Managerial Economics, Theory & Applications, D.M. Mithani, HPH.
- Managerial Economics, An Integrative Approach, Mark Hirschey, Cengage.
- Managerial Economics, Salvatre/Srivastava, Oxford.
- Managerial Economics, analysis of managerial decisionmaking, H.L. Ahuja, S. Chand.
- Managerial Economics, D.N. Dwivedi, Vikas.
- Managerial Economics, PLMehta, Sultan Chand and Sons
- Managerial Economics, Geetika Ghosh, Roy Choudhury, (2nd Edition)TMH



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Business Environment

(Credits 4)

Objective: The basic objective of this course is to familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions.

UNIT I

- An Overview of Business Environment: Type of Environment-Internal, External, Micro and Macro Environment,
- Political Environment: Functions of State, Economic Roles of Government, Government and Legal Environment
- Socio-Cultural Environment: Nature and Impact of Culture on Business, Culture and Globalization, Social Responsibilities of Business, Business and Society, **(Credits 1.5)**

UNIT II

- Economic Environment: Economic, Nature and Structure of the Economy, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy.
- Monetary and Fiscal Policies, Exim Policy
- An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business
- Impact of liberalization and privatization on Indian economy.

(Credits 1.2)

UNIT III

- Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.
- Natural and Technological Environment: Innovation, Technological Leadership and Followership,
- Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy
- Case Study & Seminar Related to unit topics

(Credits 1)

Recommended Practice Session: Practice session of 2 group discussion and 1 case in the GD Room

(Credit 0.3)

Recommended Text Book

- Business Environment - Text and Cases: Cherunilam, Francis, Himalaya Publishing House.

Suggested Readings:

- Aswathappa, K., (2000), Essentials of Business Environment, 7th edition, Himalaya Publishing House.
- Gupta C. B., (2008), Business Environment, 4th edition, Sultan Chand.
- Bedi, Suresh, ((2004)), Business Environment Excel Book.
- Ian Worthington, Chris Britton, (2009), Business Environment, Pearson Education.
- Cases Shaikh, Saleem, (2010), Business Environment, 2nd edition, Pearson Education.
- Cherunilam, Francis, (2007), Business Environment - Text and Cases, Himalaya Publishing House.
- Cherunilam, Francis, (2007), Business Environment - Text and Cases, Himalaya Publishing House.

Accounting for Managers

(Credits 5)



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Objective: To develop understanding of accounting tool and information and their uses in managerial decision taking.

UNIT I

- Accounting and its functions,
 - Need for Accounting Standards,
 - Accounting Principles concepts and conventions
 - Introduction to Indian Accounting standards,
 - Understanding financial Statement; Journal, Ledger, Trial Balance, Cash Book Income Statement, and Balance Sheet (Vertical and Horizontal Performa),
- (Credits 2)**

UNIT II

- Preparation of Final Accounts (With and Without Adjustment),
 - Techniques of financial statement analysis-Ratio analysis
 - Depreciation: Methods of Depreciation: Straight Line and Written Down Value Method
 - Introduction of Cost Accounting: Cost concept, cost structure, cost functions, classification, cost sheets, Difference between cost accounting, functional accounting and management accounting.
 - Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.
- (Credits 2)**

UNIT- III

- Statement of changes in financial position Cash basis(Cash Flow)
 - Fund Flow analysis
 - Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.
- (Credits 1)**

Recommended Text Book:

- Khan, Jain: Management Accounting 5e, McGraw-Hill Education (India) Pvt. Ltd.

Suggested Readings:

- Management Accounting, 5/e: Pearson, Anthony A Atkinson, Robert S Kaplan, S Mark Young, Ella Mae Matsumura, G Arunkumar.
- Fundamentals Of Accounting For CPT: Vikas Publishing House S K Maheshwari, S N Maheshwari
- Fundamentals of Accounting for CA Common proficiency Test(CPT) : Tata McGraw-Hill:Tulsian, Tulsian

Fundamentals & Work shop on IT for Managers

(Credits 4)



Objective: This course offers a good understanding of basics of Information Technology.

UNIT I

- Introduction to Computers: Classification, Components of Computer System, Introduction to High level and low level languages.
- Software: Application Software and System Software, Applications Basic concepts of operating systems, Flow charts and data flow diagrams.
- Networking concepts, Internet and intranet, sending and reading e-mails.
- Practical on Internet using emails, Use of search engines,
- End User computing using MS-Office: Word processing: MS-Word, formatting text and documents, working with header and footer, tables and sorting, graphics and mail merge.
- MS Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions, chart features and working with graphics in Excel

(Credits 2)

UNIT II

- Power Point: Basics, working with texts and graphics in Power Point, Creating and delivering presentations
- Computer Security: Introduction, Malicious programs, cryptography, digital signature, firewall, Users Identification and Authentication, Security Awareness Issues
- **IT Applications for Business Decisions**
Use of Softwares in various Management Functions
Introduction of Software: Tally, ERP, SAP, Oracle, CRM Express Professional

(Credit 1)

Recommended Practice Session: 10 Practice sessions of MS-Office: Word, PowerPoint, Excel & Internet : E-mailing, Advance Searching, Surfing etc.

(Credit 1)

Recommended Text Book:

- Computer Application in Management: NirupmaPathak, Himalaya Publishing House.

Suggested Readings:

- Leon & Leon : Internet for Everyone Leon Tech World
- Curtin, Foley, Sen& Martin : Information Technology Tata McGraw Hill
- Rajaraman, V: Fundamentals Of Computers: PHI
- AakashSaxena, Sunil Chauhan, Kratika Gupta: Fundamentals of Computer: Laxmi.
- P. K. Sinha: Fundamental of Computers: BPB

Marketing Management I

(Credit: 4)



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Unit I Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies,

(Credit: 1.5)

Unit II Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

(Credit: 1.3)

Unit III Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

(Credit: 1)

Recommended Practice Session:

Practice Sessions for case studies & role play

(Credit: 0.2)

Recommended Text Book:

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.

Suggested Readings:

1. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
2. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
3. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
4. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
5. Case and Simulations in Marketing - Ramphal and Gupta - Goltatia, Delhi.
6. Case Studies in Marketing - R. Srinivasan - PHI.
7. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
8. Marketing Management – S. Jayachandran - TMH, 2003

Organizational Behavior



(Credits 4)

Objective: The objective of studying Organizational Behavior (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals.

Unit I

- **Organizational behavior:-** Definition importance and fundamental concept of organizational behavior, Organizational behavior models,
- **Individual behavior and managing diversity :-** individual behavior, Demographic differences and barrier and challenge , competitive advantage .
- **Perception :** meaning , concept, perceptual process, managerial implication of perception in business situation , perceptual error
- **Personality –** Definition , types of personality, theories of personality development
- **Learning –** concept and theories of learning, reinforcement

(Credits 1.3)

UNIT II

- **GROUP BEHAVIOUR :** Group Formation , Groups in organizations, Formal and informal groups, stages of group development, group decision making group effectiveness and self managed team.
- **LEADERSHIP AND POWER:** Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers –Power and Politics.
- **Motivation –** Nature and importance, Maslow's hierarchy of need theory, alderfer's ERG theory, Mc Clelland's achievement motivation theory. Cognitive and behavioral theories, expectancy, Equity and goal setting theories.

(Credits 1.3)

UNIT III

- **DYNAMICS OF ORGANIZATIONAL BEHAVIOUR: Organizational** culture and climate – Factors affecting organizational climate – Importance.
- **Management of change –** meaning, concept, lewin's stage of change, forces of change, resistance to change, and managing planned change.
- **Conflict-** concept, sources, types, management; Organizational power and politics.

(Credit 1)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room

(Credit 0.4)

Recommended Text Book:

- Stephen P. Robbins-Prentice Hall India: Organizational Behaviour, Concepts, Controversies & Apps..

Suggested Readings:

- Keith Davis: Human Behaviour at work.
- L.M. Prasad: Management Process and Organizational Behaviour, Sultan Chand & Sons.
- K Ashwathappa: Organizational Behaviour, Tata McGraw Hill
- Jit S. Chandan: Organizational Behaviour, Vikas Publication

Operations Research

(Credits 5)



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Objective: To equip the students with techniques of data analysis and grasp the various optimization techniques.

UNIT I

- Operations Research; Introduction to OR: Definition, Characteristics; Scope and Necessity of OR,
- OR Models: Principles and Types.
- Decision making; Decision making environment; Decision making under certainty; Decision making under Uncertainty; Decision making under risk; Decision Tree Analysis.
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 2)

UNIT II

- Matrices: Types of Matrices, Matrix Algebra, Determinants and Inverse of Matrices, Solution of Linear Equations by Cramer's and Inverse method. Input output Model
- Game Theory: Saddle Point, Odds and Algebraic (For 2×2), Sub Game and Graphical Method, Law of Dominance and Formulation of Game Matrix
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 1)

UNIT III

- Linear Programming; Problem Formulation; Graphical Method; Simplex Method; Duality
- Transportation Models; NWCM, LCM and VAM Method, Optimality test (MODI Method Only)
- Assignment Models;
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 1.8)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room

(Credit 0.2)

Recommended Text Book:

- V.K. Kapoor: Operations Research, 7th Sultan Chand

Suggested Readings:

- J.K. Sharma: Quantitative Techniques for Managerial Decisions, 1st Macmillan.
- N.D. Vohra: Quantitative Techniques in Management, 2nd Tata McGraw Hill.
- Tulsian and Pandey: Quantitative Techniques, 1st Pearson Edn.
- Hiller and Lieberman: Introduction to Operations Research, 7th Tata McGraw Hill.
- Hira Gupta: Operations Research, Sultan Chand, New Delhi.



University Compulsory courses:-

English Communication

(Credit: 2)

Objective: To enable students to develop Four major skills Reading, Writing, Speaking and Listening in relevance to English culture according to time and venue.

Unit 1: Reading and Listening

(Credit 1)

- Types of passages, purpose of reading, reading strategies, vocabulary building, antonyms and synonyms and one-word substitution etc.
- Role of Listening, Barriers of Listening, Remedies to remove the barriers. Listening to Narratives, Listening to specific information or data, listening to Conversational contexts etc.

Unit 2: Writing and Speaking

(Credit 1)

- Subject- Verb Concord, Sentence Pattern (SVOCA), Time and Tenses. Different Letter Writing Formats: Application, Cover Letter, Notice, Report etc. Resume Building.
- Introduction to the sounds of English-Vowels, Diphthongs and Consonants phonetic sounds, Introduction to Stress and Intonation, Situational Dialogues / Role Play 'Just a minute' Sessions (JAM), action verbs (play way method), Describing Objects/ Situations/ People (personality), Debates (current topics), Turn Coat, Telephonic Conversation.

Recommended Text Books:

- Phonetics by Peter Roach, Oxford University Press 2004.
- Better English Pronunciation by J.D.O'Connor, OUP 2010.

Suggested Readings:

- Accents of English by J.C.Wells, Cambridge University Press.
- English Grammar Today with CD: An A-Z of Spoken and Written
- Grammar by Ronald Carter, Michael Mac Carthy, Geraldine Mark
- Anne O'Keefe, Cambridge University Press, 2009.
- Alred, Gerald J. . The Business Writers Handbook. 9th ed. Boston: Bedford/St. Martins, 2009.
- GeetaJajivan, Kiranmai: Course Listening and Speaking Skills part 1. Foundation Books Pvt Ltd.
- Lorven: Enrich Your Communication in English



**MBA 1st Year
Semester II**

Production & Operations Management

(Credits 5)

Objective: To understand a systems view of operations, To understand the conversion of inputs into outputs with various technology.

UNIT I

- Operations Management: Concepts; Functions, Production System: Project, Job, Batch, Mass & Process.
- Facility Location: importance; Factors in Location Analysis; Location Analysis Techniques.
- Facility Layout: Objectives; Advantages; Basic Types of Layouts.
- Production Planning & Control (PPC): Concepts; Objectives; Functions
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 2)

UNIT II

- Work Study: Method Study procedure; Work Measurement techniques
- Materials Management: Concepts; Objectives Introduction to Modern Productivity techniques: Just in time; Kanban System; Total quality management and six sigma;
- Purchasing Management: Objectives; Functions; Methods; Procedure
- Network Techniques- PERT and CPM
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 2)

UNIT III

- Simulation technique
- Statistical Quality Control
- Inventory Management: Concepts; Classification; Objectives; Factors Affecting Inventory Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level;
- Maintenance Management: Concepts; Objectives; Functions; Types of Maintenance.
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 1)

Recommended Text Book:

- K Ashwathappa, Mr. K Shidehara Bhat : Production and Operations Management : Himalaya

Suggested Readings:

- Nair: Production & Operation Management, Tata McGraw Hill
- Adam & Ebert: Production & Operation Management, Prentice Hall India
- Buffa&Sarin: Modern Production/Operations Management, John Wiley
- SN Chary: Production & Operations Management, Tata McGraw Hill



Human Resource Management

(Credits 5.5)

Objective: The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting look for any organization today.

UNIT I

- **Introduction:** Meaning, scope, objectives and functions of HRM; Importance of Human Resource Management;
- **Environment of HRM:** Role of government, internal and external forces; Human Resource Management practices in India.
- **Human Resource Planning:** Definition, objectives, process and importance;

(Credit 1)

UNIT II

- Job analysis, description, specification & job evaluation;
- Recruitment, selection, placement and induction process;
- Human Resource Development: Concept, Employee training & development; promotions, demotions, transfers, separation, absenteeism & turnover;
- Job Compensation: Wage & salary administration, incentive plans & fringe benefits.

(Credits 2)

UNIT III

- Performance Management: Concept & process, performance appraisal, Potential appraisal;
- Quality of work life (QWL): Meaning, techniques for improving QWL.
- Quality circles: concept, structure, role of management; Job satisfaction and morale.
- Industrial Relations: Concept and theories, trade unions; Health, Safety & Employee welfare measures; Employee grievances and discipline, participation & empowerment; Introduction to collective bargaining.

(Credit 1)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room

(Credit 0.5)

Recommended Text Book:

- Personnel Management (Text and Cases) C.B. Matoria & V.S.P. Rao, Himalaya Publishing House

Suggested Readings:

- Human Resource Management- Perspectives For The New Era: Sage Publications (i) P. Ltd
- V.S.P. Rao: Resources Management, Excel Publishing, New Delhi
- Edwin B. Flippo: Personnel Management, Tata McGraw Hill.
- Arun Monappa & Saiyadain: Personnel Management, Tata McGraw Hill
- Human Resource Management by C B Gupta: Sultan Chand (2008)



Strategic Management

(Credits 5)

Objective: The course is designed to cover the fundamentals of strategic analysis. It gives a holistic perspective of an enterprise, critical from the point of view of top executives.

UNIT I

Nature of Strategic Management: Concept of Strategy; Mintzberg's 5Ps of Strategy; Strategic Decision Making; Strategic Management Process; Strategists and their roles.

Strategy Formulation: Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard; External Environmental Analysis; Analysing Companies Resource in Competitive Position; SWOT Analysis; Grand Strategies; Porter's Generic Strategies; Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer's Matrices; Industry and Competitive Analysis. Concept of Value Chain, Strategic Alliances.

(Credits 1.5)

Unit II

Strategy Implementation: Resource Allocation; Structural Considerations and Organizational Design; Leadership and Corporate Culture; Fundamental and Operational Strategies; Plans and Policies.

(Credit 1.5)

Unit III

Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.

(Credit 1)

Recommended Practice Session : Practice session of 3 group discussion and 2 cases in the GD Room

(Credit 0.5)

Recommended Text Book:

- Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.

Suggested Readings:

- Glueck, W. T. and Lawrence, R. Jauch (2003). Business Policy and Strategic Management. Frank Bros & Co.
- Azhar Kazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.
- Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
- Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.



Entrepreneurial Management

(Credits 4)

Objective: This course provides students an introduction to the entrepreneurial process of creating new businesses and to develop an understanding of the importance of entrepreneurship for the Indian economy.

Unit I

Meaning & Nature of entrepreneurship; entrepreneurship versus intrapreneurship; entrepreneurship and economic growth; basic theories of entrepreneurship; individual and corporate entrepreneurship; entrepreneurial environment; nature of entrepreneurial capital and other resources; institutional arrangement for the promotion of entrepreneurship.

(Credit 1.7)

Unit-II

Identifying and evaluating business opportunities; barriers to entrepreneurship; environment analysis for a new venture; entrepreneurial strategy; risk management in entrepreneurship; managing intellectual property issues. Nature of new business planning; preparation of technical, financial and marketing plans; plan format and presentation; plan critiquing; arranging new venture finance; assessing working capital requirements; cash flow management; evaluating outsourcing opportunities.

(Credit 1)

Unit-III

Creating top management teams; building an enduring organization; major HR tasks of an entrepreneur; entrepreneurial culture and ethics; measuring entrepreneurial performance; business development through licensing, franchising and corporate networking.

(Credit 1)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room

(Credit 0.3)

Recommended Text Book:

- DrVasant Desai: Fundamentals of Entrepreneurship and Small Business Management: Himalaya

Suggested Readings:

- Bhide, A. The Origin and Evolution of New Businesses. USA: Oxford University Press.
- Bhide, A. (2008). The Venturesome Economy: How Innovation Sustains in a More Connected World. New Jersey: Princeton University press.
- Hisrich R. D., Peters, M. P., & Shepherd, D. A. Entrepreneurship (6th ed.). New York: McGraw-Hill / Irwin.
- Ovasdi. J. M., Management of Non-Governmental Organisations: Towards a Developed Civil Society (2006), Macmillan India



Cost Accounting

(Credits 5)

Objective: -The primary objective of the course is to familiarize the students with the basic cost concepts, allocation and control of various costs and methods of costing.

UNIT I

- Introduction – objectives of costing system; cost concepts and cost classification; establishing costing system;
- Distinction between financial accounting and cost accounting
- Elements of cost: Material cost – purchase procedures, store keeping and inventory control, fixing of minimum, maximum and re-order levels, ABC analysis, pricing of receipts and issue of material and accounting thereof, investigation and corrective steps for stock discrepancies; accounting and control of wastage, spoilage and defectives.

(Credits 2)

UNIT II

- Labour cost – classification of labour costs, payroll procedures, labour analysis; monetary and non-monetary incentive schemes;
- Measurement of labour efficiency and productivity; labour turnover and remedial measures; treatment of idle time and overtime.
- Overheads Cost – nature, classification, collection, allocation, apportionment, absorption and control of overheads.

(Credits 2)

UNIT III

- Methods of costing - contract costing;
- Process costing – treatment of by-products and joint products.
- Budgetary control; Cash Budget and Master Budget
- Standard Costing: variance analysis; Material, Labour and Overhead Variance.
- Cost Volume Profit Analysis (BEP).

(Credits 1)

Recommended Text Book:

- S. N. Maheshwari: Cost and Management accounting: S. Chand

Suggested Readings:

- S. N. Maheshwari and S. N. Mittal: Cost Accounting: Shree Mahavir Book depot
- M. N. Arora: Cost and Management accounting: Himalaya Publishing House
- C. T. Horngren: Cost and Management Accounting – A Managerial Emphasis: Pearson Education

Research Methodology

(Credits 5)

Objective: The main objective of this subject is to help the students to understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills to underpin the approach taken to a work integrated project.



UNIT I

- Introduction: Meaning, Features, Objectives, types of Research; Attributes of good Research, Research Methods and Research Methodology;
- Research Process, Significance of Research in Managerial decision making.
- Research Design: Meaning, Characteristics and various concepts relating to research design, Importance.

(Credits 1.5)

UNIT II

- Data Collection: Sources of Data-Primary/Secondary Methods of collecting data; direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators; questionnaire and its designing and characteristics of a good questionnaire.
- Sampling Design: Meaning and need of Sampling, Probability and non-probability sampling design, simple random sampling, systematic sampling, stratified sampling, cluster sampling and convenience, judgment and quota sampling (non-probability), determination of sample size.
- Estimation- introduction and definition of estimation ,properties,characterstics ,methods (method of maximum likelihood ,method of estimation)
- Measurement and Scaling: Data Types Nominal, Ordinal and Ratio scale; scaling techniques.

(Credits 1)

UNIT III

- Formulation of Hypothesis: Meaning, Characteristics and concepts relating to testing of Hypothesis
- Procedure of testing Hypothesis. Numerical problems based on chi-square test and F-test (variance ratio test only). (Parameter and statistic, Standard error, Level of significance, type-I and Type-II errors, Critical region, one tail and two tail tests); Z Test ,T test and Chi square test
- Report writing: Style/format, contents and essential steps for report writing.
- Analysis of Variance (ANOVA)-One way and two ways ANOVA.

(Credits 1.6)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room

(Credit 0.9)

Recommended Text Book:

- C.R. Kothari: Research Methodology-Methods &Techniques: New Age International.

Suggested Readings:

- K.N. Krishna SwamyAppaLyer Siva Kumar M. Mathirajan: Management Research Methodology, Pearson Education, 2009
- Ranjit Kumar: Research Methodology, Pearson Education 2009
- Donald R. Cooper Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
- R. Pannerselvam: Research Methodology, Prentice Hall of India Limited.



Financial Management

(Credits 4)

Objective: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

UNIT I

- Introduction to Financial Management: Meaning; Scope; Function; and Goals;
- Relationship of Finance with Accounts and Economics.
- Cost of Capital: Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.
- Leverage Analysis: Meaning; Types; Estimation of Financial; Operating and Combined Leverage;
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 2)

UNIT II

- Capital Structure: Meaning; Determinants; Assumptions; Net Income and Operating Income Approach; Traditional Position; M-M Position; EBIT and EPS Analysis;
- Management of Working Capital: Meaning of WC; Need of WC Management; Determinants of WC; Estimation of WC; Operating Cycle; Net Current Assets Forecasting Method,.
- Cash Management, Sources of finance
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 1)

UNIT III

- Capital Budgeting: Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Pay back Method; Accounting Rate of Return Method; Net Present Value Method; Benefit-Cost Ratio; Internal Rate of Return;
- Dividend Decisions: Meaning and Types of Dividend; Issues in Dividend Policy; Walter Model; Gordon Model; Miller and Modigliani Model.
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 1)

Recommended Text Book:

- Financial Management: S.N. Maheshwari, Vikash Publishing House

Suggested Readings:

- Khan and Jain: Financial Management, Tata McGraw Hill
- M. R. Agarwal: Financial management: Garima Publication.
- I.M. Pandey: Financial Management, Vikash Publishing House
- Prasanna Chandra: Financial Management, Tata McGraw Hill
- John J. Hampton: Financial Decision Making, Printice Hall India
- PV Kulkarni: Financial Management, Himalaya Publication
- V. Sharan: Fundamentals of Financial Management, Pearson Education.



Marketing Management II

(Credit 5)

Unit I

Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization Channel dynamics - VMS, HMS, MMS; Market logistics decisions. Supply chain management – concepts, importance, process and components

(Credit 1.5)

Unit II

Introduction to Retailing: Definition, Scope and Importance of Retailing; Retail Formats; Theories of Retail Development; Merchandise Management Process, Sales forecasting, Merchandise Budget, Assortment Plan, Inventory Management Store Management & other issues: Store Layout, Design & Visual Merchandising, Atmospherics, and Responsibilities of a Store Manger,

(Credit 1.5)

Unit III

Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies; Basic Model of Consumer Behavior: Buying Decision Process, Types of Buying Behavior, Determinants of Consumer Behavior, Diffusion of Innovation, Models of Consumer Behavior; Researching Consumer Behavior; Online Consumer Behavior.

(Credit 2)

Recommended Text Books;

- Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2007) Consumer Behaviour- Building Marketing Strategy. Tata McGraw Hill, New Delhi

Suggested Readings:

- Assel Henry, (2005), Consumer Behaviour, Cengage Learning, New Delhi.
- Majumdar,R.(2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi



Application of SPSS in Operations Research (Lab) 50 Marks

(Credits 4)

Objective: The procedures within IBM SPSS Statistics Base will enable you to get a quick look at your data, formulate hypotheses for additional testing, and then carry out a number of statistical and analytic procedures to help clarify relationships between variables, create clusters, identify trends and make predictions.

- Quickly access and analyze massive datasets
- Easily prepare and manage your data for analysis
- Analyze data with a comprehensive range of statistical procedures
- Easily build charts with sophisticated reporting capabilities
- Discover new insights in your data with tables, graphs, cubes and pivoting technology
- Quickly build dialog boxes or let advanced users create customized dialog boxes that make your organization's analyses easier and more efficient

(Credit 2)

Course Outcomes:-

- **Cross tabulations** - Counts, percentages, residuals, marginal's, tests of independence, test of linear association, measure of linear association, ordinal data measures, nominal by interval measures, measure of agreement, relative risk estimates for case control and cohort studies.
- **Frequencies** - Counts, percentages, valid and cumulative percentages; central tendency, dispersion, distribution and percentile values.
- **Descriptive** - Central tendency, dispersion, distribution and Z scores.
- **Descriptive ratio statistics** - Coefficient of dispersion, coefficient of variation, price-related differential and average absolute deviance.
- **Compare means** - Choose whether to use harmonic or geometric means; test linearity; compare via independent sample statistics, paired sample statistics or one-sample t test.
- **ANOVA and ANCOVA** - Conduct contrast, range and post hoc tests; analyze fixed-effects and random-effects measures; group descriptive statistics; choose your model based on four types of the sum-of-squares procedure; perform lack-of-fit tests; choose balanced or unbalanced design; and analyze covariance with up to 10 methods.
- **Correlation** - Test for bivariate or partial correlation, or for distances indicating similarity or dissimilarity between measures.
- **Nonparametric tests** - Chi-square, Binomial, Runs, one-sample, two independent samples, k-independent samples, two related samples, k-related samples.
- **Linear Regression** - Choose from six methods: backwards elimination, forced entry, forced removal, forward entry, forward stepwise selection and R² change/test of significance; produces numerous descriptive and equation statistics.

(Credits 2)



MBA (B& F)

III Semester

Accounting & Finance for Bankers

(Credit 5)

Unit - I

Basics of Business Mathematics - Calculation of simple and compound interest - Fixed and floating interest rates - calculation of EMIs - Calculation of front and back end interest - calculation of Annuities - Calculation of provisions of NPA and risk weights for Basel - II - Interest calculation using products / balances - Bonds Calculation - Capital Budgeting - Depreciation - different types - methods of calculation - Foreign exchange arithmetic beginners.

(Credit 2)

Unit - II

Accounting in Banks / Branches - Definition & Scope of Accounting standards- Generally accepted accounting principles - USA - Transfer price mechanism - Basic accountancy procedures - Record keeping basics - account categories - debit and credit concepts - journalizing - maintenance of Cash / Subsidiary books and ledger - Trial balance - adjusting and closing entries - Day book and General ledger posting.

Bank Accounting and Balance Sheet - Rules for bank accounts, cash / clearing/ transfer vouchers / system - subsidiary book and main day book - general ledger - branch v/s bank accounts, Bank balance sheet structure - Assets, Liabilities and Net worth components. Accounting for NPA / Provisioning / Suit Files accounts - Final accounts of banking companies - Disclosure requirements.

(Credit 1.9)

Unit – III

Other Accounts - Partnership accounts - partner's fixed capital accounts - current a/cs, loan a/cs- treatment of intangibles like goodwill - admission / retirement / death of partner - Company accounts - classes of share capital - issue/forfeiture of shares - Bonus shares - Bank reconciliation statement - Capital & Revenue expenditure - Consignment account / Joint venture / Special accounts - Leasing & Hire purchase - Company a/cs - Non-trading concerns - Accounting from incomplete records - Ratio Analysis. **Computerized Accounting** - Accounting in electronic environment - methods - procedures - security - rectification. Core banking environment is to be highlighted. Standard books maintained for different accounts are to be shown as model.

(Credit 1)

Recommended Practice Session : Practice session of group discussion and cases in the GD Room

(Credit 0.1)

Recommended Text Book:

Accounting & Finance for Bankers - By Indian Institute of Banking & Finance - Macmillan Publication



Indian Banking & Financial System

(Credit 4.5)

Unit - I

Introduction: Definition and Meaning of Banking - Systems of Banking - Branch Banking - Unit banking - Correspondence Banking - Indian Banking - Central Banking - RBI - Origin and growth - Functions - Bank Nationalization in India Banking Regulation Act - Banking Sector Reforms.

Financial System: Meaning - Concepts - Financial System and Economic Development - Theoretical development and Empirical evidence of Gurley and Shah, Donaldson, etc - Financial structure - Financial Markets

(Credit 1)

Unit - II

Structure of Indian Financial System - Money and Capital Markets - Money Market : Sub markets - Characteristics of well developed Money Market - Bill Market scheme - Components - Reforms in Indian Money Market

Foreign Exchange Market: Meaning and structure - Regulatory authority in India • Players in Forex Market - Authorized dealers and Money changers

(Credit 1.3)

Unit - III

Capital Market : Meaning, Components - New Issue Market, Private Placements - Book Building, Secondary Market - Stock exchange - Reforms in Indian Capital Market - Regulations by SEBI - Indian Debt market - Government and Private . **Non-Banking Financial Intermediaries** - Chit funds companies - Nidhis - Finance companies - Hire Purchase and Leasing and Insurance sector.

(Credit 2)

Recommended Practice session: Practice Sessions of G.D. & Case study in G.D. Room
(Credit 0.2)

Recommended Text Book:

- Bhole L M., Financial Markets and Institutions , Tata McGraw Hill, Delhi, 2001

Suggested Readings

- 2. Srivastava R M., *Management of Indian Financial Institutions*, Himalaya Publishing House, Mumbai
- 3. Khan M Y., *Indian Financial System*, Tata McGraw Hill, Delhi
- 4. Tennan M L., *Banking : Law and Practice in India*, India Law House, New Delhi
- 5. Dekock: *Central Banking: Crosby Lockwood Staples, Lond*



Management of Banking & Financial Institutions

(Credit 4.5)

Unit - I

Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and direction.

Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.

(Credit 1.5)

Unit - II

Risk Management in Banks : Introduction - Asset/Liability Management Practices - Credit Risk Management - Credit Risk Models - Country Risk Management - Insurance Regulations and Development Authority (IRDA)

(Credit 1.5)

Unit - III

Financial Institutions and Development Banking : Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

New Financial Instruments and wInstitutions: Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI • New Equity and Debt Instruments - SEBI and RBI guidelines

(Credit 1.3)

Recommended Practice session: Practice Sessions of 3 G.D. & 2 Case study in G.D. Room

(Credit 0.2)

Recommended Text Book:

- Khan M Y., "Indian Financial System", Tata McGraw Hill, New Delhi, 2004

Suggested Readings

- Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson
- (South-Western), Bangalore 2005 (Text Book) 2.
- Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya
- Publishing House, Mumbai, 2005
- Avadhani V A., "Investments and Securities Markets in India", Himalaya
- Publishing House, Mumbai, 2004

Financial Derivatives(FM)



(Credits 6)

Objective: The objective of this course is to provide knowledge of Financial Derivatives and hedging strategies through various Derivatives.

UNIT I

- Introduction: Meaning of Derivatives, Characteristics, Types, Derivative Market in India, Functions of Derivative Market, Significance of Derivatives,
- Forward Contract:, Valuation of Forward Contract, , Hedging with Forward Contract, Limitations of Forward Contract.
- Futures Contract: Mechanics of Futures Contract, Difference between Futures Contract and Forward Contract, Futures Contract in India, Advantages and Risk of Trading in Futures over Cash; Settlement of future position, Participants in Future Market; Pricing of Futures Contract:, Cost of Carry Model, Pricing Model for Index Futures,;

(Credits 2)

UNIT II

- Hedging Strategies using Futures: Process of Hedging through Futures
- Option Contracts: Meaning, Types, Participants, , Option Terminology, Option Vs. Futures;
- Valuation of Options: Pricing Options, , Single Period model, Binomial Model, Black Scholes Model, Whaley model; Hedging Strategies using Options: Hedging with Options, Types of option trades, Option based Hedging strategies,

(Credits 2)

UNIT III

- Financial Swaps: Meaning, Types, Advantages, Disadvantages, Principles, Valuation of Models for Swaps, Types of Swap Risks; inter swap option, risk involved in swap
- Interest Rate Derivatives: , Eurodollar Derivatives, Caps, Floors, Collars;
- Credit Derivatives: Common Credit Derivatives, Credit Default Swap, Total return Swap, Collateralized Debt Obligation.

(Credits 1.9)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room
(Credit 0.1)

Recommended Text Book:

- David A. Dubofsky: Derivatives Valuation And Risk Management, Oxford University Press N Delhi
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Suggested Readings:

- Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.
- Derivatives Simplified , P VijayaBhaskar, B Mahapatra, Sage Publication
- Satjayit Das: Credit Derivatives ,John Wiley and Sons inc
- Risk Management: ICFAI Press

Merger, Acquisition and Corporate Restructuring (FM)



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

(Credits 6)

Objective: Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructurings implemented.

UNIT I

- Mergers: in the nature of acquisitions and amalgamations. types of merger, motives behind mergers, theories of mergers, operating, financial and managerial synergy of mergers,
- Value creation in horizontal, vertical and conglomerate mergers, internal and external change forces contributing to M & A activities.
- Valuation: valuation approaches, discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate control, valuing of LBO

(Credits 2)

UNIT II

- Methods of financing mergers – cash offer, share exchange ratio, mergers as a capital budgeting decision
- Accounting for amalgamation: pooling of interest method, purchase method, procedure laid down under Indian companies act of 1956.

(Credit 2)

UNIT III

- Legal and regulatory frame work of M & A: provisions of company's act 1956, Indian Income Tax act 1961, SEBI takeover code, Provisions of Competition Act.
- Corporate restructuring: different methods of restructuring, joint ventures, sell off and spin off, divestitures, equity carve out, leveraged buy outs (LBO), management buy outs, master limited partnerships – employee stock ownership plans (ESOP)
- Defense against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Packman. Post Merger H.R. and Cultural Issues. Criteria for Negotiating for Friendly Takeover.

(Credits 1.9)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room

(Credit 0.1)

Recommended Text Book:

- RavindharVadapalli: Mergers acquisitions and Business valuation: Excel books
- Chandrashekar, Krishna Murthy & Vishwanath. S. R: Merger Acquisitions & Corporate Restructuring: Sage Publication.

Suggested Readings:

- Fred Weston, Kwang S Chung, Susan E Hoag: Mergers, Restructuring And Corporate Control: Pearson Education, 4/e
- MachiRaju: Mergers And Acquisitions: New Age Publishers

Project Management



(Credits 6)

UNIT I

- Introduction to Project Management, Project Life Cycle Stages,
- Project Identification Analysis: Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development;
- Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification.

(Credit 2)

UNIT II

- Market Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting;
- Technical Analysis-Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.
- Project Costing and Finance: Cost of project; Cost of production; Break even Analysis; Means of Financing Project; Role of Financial Institution in Project Finance.

(Credit 2)

UNIT III

- Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio;
- Social Cost Benefit Analysis; Effective Rate of Protection.
- Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.
- Updating; Basic knowledge of the leading software for Project Planning and Analysis.

(Credit 2)

Recommended Text Book:

- Chandra, P. (6th ed., 2007): Project Management: Tata McGraw Hill.

Suggested Readings:

- Bhavesh, M. Patel (2000): Project Management-Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.
- K. Roy: Project Management: Maxford Books

Business Ethics Corporate Social Responsibility

(Credits :5)



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Objective: The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

UNIT I

- Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers,
- Ethical Decision Making. Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business **(Credits :2)**

UNIT II

- Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker,
- Concept of Knowledge Management and Wisdom management, Wisdom Based Management.
- Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement.
- Concept of Dharma & Karma Yoga: Concept of Karama and Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.

(Credits :2)

UNIT III

- Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation.
- Understanding Success: Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.
- Corporate Social Responsibility & Corporate Governance: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business.

(Credits :0.9)

- **Recommended Practice Sessions: practice sessions of GD and case studies.**
(Credit :0.1)

Recommended Text Book

- Fernando, A.C., (2009), Business Ethics, 1st edition, Pearson education.
- Hartman, Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.

Suggested Readings:

- Chakraborty, S.K., (2004), Ethics in Management: A Vedantic Perspective, Oxford University Press.
- Kaur, Tripat, (2008), Values & Ethics in Management, Galgotia Publishers.
- Rao, A.B., (2006), Business Ethics and Professional Values, Excel Book.
- Manuel G.Velasquez, (2007), Business Ethics Concepts, Printice Hall of India.

CYBER SECURITY

(Credit: 1)

Objective: This paper aims at creating awareness regarding Cyber Security.



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Unit –Introduction to network & Computer technology, Cyber Security, E-Commerce, Digital Signatures, Electronic Signatures, The beginning: Electronic data, Electronic data interchange, Transmission of a Purchase Order, Electronic Data Interchanges : The Early Adopters, Coming of age of Electronic Commerce, Securing E-Commerce, Adoption of Digital Signatures, Technology behind Digital Signatures, Creating a Digital Signature, Verifying a Digital Signature, Public Key Infrastructure, PKI Process, Digital Signature and the Law. Firewall, Security Assurance, Security Laws, International Standards of Security

(0.5 Credit)

UNIT-II- The Information Technology Act, 2000, Transition from Handwritten Signatures to Digital Signatures, Transition from Handwritten Signatures to Electronic Signatures, Authentication of electronic records, Electronic Signature Application, Digital Signature Application, Duties of Subscribers, Step to become a Subscriber, Generating key pair, Illustration: Dual key pair, Encryption key pair, Signing key pair, Duties of subscriber of Electronic Signature Certificate, Acceptance of Digital Signature Certificate, Control of private key, The Cyber Appellate Tribunal, Establishment of Cyber Appellate Tribunal, Composition of Cyber Appellate Tribunal, Qualifications for appointment as chairperson, Qualifications for members of the Cyber Appellate Tribunal, Term of office, conditions of service, etc. of chairperson and members, Salary, allowances and other terms and conditions of service of chairperson and members, Procedure and powers of the Cyber Appellate Tribunal, Appeal to High Court., Cyber Offences and Punishment.

(0.5 Credit)

Recommended text Books:

1. Computer & Information Technology Law: Dr. Krishna Pal Malik, Allahabad Law Agency, Law Publishers.
2. Information Technology: Vakul Sharma, Universal Law Publishing Co. New Delhi.

Suggested Readings:

1. Cyber Law and Crimes: Barkha & U. Rama Mohan, Asia Law House, Hyderabad.



MBA (B&F)

IV Semester

Legal & Regulatory Aspects of Banking

(Credits 5)

Unit - I

Regulations and Compliance - Provisions of RBI Act, 1934, Banking Regulation Act, 1949, Banking Companies (Acquisition and transfer of undertaking Act 1970 & 1980) - Government and RBI's Powers - opening of new banks and branch licensing - constitution of board of directors and their rights - bank share holders and their rights - CRR / SLR concepts - Cash Currency management - Winding up, amalgamation and mergers - powers to control advances - audit and inspection - supervision and control - disclosure of accounts and balance sheets - submission of returns to RBI - Corporate Governance.

(Credit 2)

Unit - II

Legal aspects of banking operations - Case laws on responsibility of paying / collecting banker indemnities / guarantees - scope and application - obligation of a banker - precautions and rights - laws relating to bill finance, LC and Deferred payments - Law relating to securities - valuation of securities - modes of charging securities - lien, pledge, mortgage, hypothecation etc. - registration of firms / companies - creation of charge and satisfaction of charge.

Banking related laws - Law of limitation - provisions of Bankers Book Evidence Act - special features of Recovery of Debts due to Banks and Financial Institutions Act, 1993 - TDS - Banking Cash Transaction Tax, Service Tax, Asset Reconstruction Companies - The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 - The Consumer Protection Act, 1986 - Banking Ombudsman - LokAdalats - Lender's Liability Act

(Credit 1)

Unit - III

Commercial Laws with reference to banking operations - Indian Contract Act, 1872 (Indemnity, Guarantee, Bailment, Pledge and Agency etc) - The Sale of Goods Act, 1930 (Sale and Agreement to sell) - The Companies Act, 1956 - Definitions-features of company - Memorandum, Articles of Association, Doctrine of Ultravires, indoor management - members and registration of members, prospectus and directors etc.

Indian Partnership Act, 1932 Definition, types of partnership, relation of partners to one another - Minor admitted to the benefits of partnership - Dissolution of firm, effect of non-registration - The Transfer of Property Act - Foreign Exchange Management Act, 2000 - Prevention of Money Laundering Act - Right to information Act - Information Technology Act.

(Credit 2)

Recommended Text Books:

- Legal & Regulatory Aspects of Banking - By Indian Institute of Banking & Finance - Macmillan Publication



Banking Technology Management

(Credit 5.5)

Unit - I

Branch Operation and Core Banking - Introduction and Evolution of Bank Management - Technological Impact in Banking Operations - Total Branch Computerization - Concept of Opportunities - Centralized Banking - Concept, Opportunities, Challenges & Implementation

(Credit 2)

Unit - II

Delivery Channels - Overview of delivery channels - Automated Teller Machine (ATM) - Phone Banking - Call centers - Internet Banking - Mobile Banking - Payment Gateways - Card technologies - MICR electronic clearing

Back office Operations - Bank back office management - Inter branch reconciliation - Treasury Management - Forex Operations - Risk Management - Data centre Management - Net work Management - Knowledge Management (MIS/DSS/EIS) - Customer Relationships Management (CRM)

(Credit 2)

Unit - III

Interbank Payment System - Interface with Payment system Network - Structured Financial Messaging system - Electronic Fund transfer - RTGSS - Negotiated Dealing Systems & Securities Settlement Systems - Electronic Money • E Cheques

Contemporary Issues in Banking Techniques - Analysis of Rangarajan Committee Reports - E Banking - Budgeting - Banking Software's - Case study: Analysis of Recent Core Banking Software.

(Credit 1.5)

Recommended Text Book:

- Financial Services Information Systems - Jessica Keyes Auerbach publication; 2nd edition (March 24, 2000)(Text Book)

Suggested Readings:

- Kaptan S S&Choubey N S., "E-Indian Banking in Electronic Era", Sarup& Sons, New Delhi, 2003
- Vasudeva, "E - Banking", Common Wealth Publishers, New Delhi, 2005
- Turban Rainer Potter, Information Technology, John Wiely& Sons Inc
- Banking Technology - Indian Institute of Bankers Publication



IT Infrastructure Management for Banks

(Credits 5)

Unit - I

Introduction to IT Governance - Corporate Governance and IT Governance - IT Governance Institute - IT compliance initiatives - Sarbanes Oxley - Basel II - Relationships to other IT disciplines - overview of IT Governance Frameworks - COSO, ITIL, COBIT, ISO 17799, CMMI

Risk Management - Introduction - COSO - COSO's Enterprise Risk Management Integrated Framework - Internal Environment - Objectives Setting • Event Identification - Risk Assessment - Risk Response - Control Activities - Information and Communication - Monitoring - Case Studies of COSO

(Credit 2)

Unit - II

IT Infrastructure Management and ITIL - Introduction to ITIL Framework - IT Services Management Forum - ITIL publications - IT Service Management - Service Support - Incident Management - Problem Management - Configuration Management - Change Management - Release Management - Service Desk Management

(Credit 1)

Unit – III

Service Delivery - Service Level Management - Financial Management for IT Services - Capacity Management - IT Service Continuity Management - Availability Management - Security Management - Case Studies of ITIL Framework

Introduction to COBIT Framework - IT Governance and COBIT - Focus Areas - COBIT framework reference process model - Maturity Models - COBIT Framework - Plan & Organize - Acquire & Implement - Deliver and Support - Monitor and Evaluate - COBIT Case Studies: Application of existing IT framework for financial Institutions.

Use of Softwares in Banks: Finacle, BANCS, FLEXCUBE

(Credit 2)

Recommended Text Book:

- IT Governance: How top performers manage IT decision right for superior results, Peter Weill, Jeanne Ross, Harvard Business School Press, June 2004(Text book)

Suggested Readings:

- COSO Enterprise Risk Management: Understanding the New Integrated ERM Framework (Hardcover), Robert Moeller, Wiley Publishers
- COBIT Framework Reference Manual
- Foundations of IT service management based on ITIL, Jan Van Bon, Van Haren Publishing, 2 Rev. Ed. 2005
- ITIL Complete Library (OGC Best Practice Series), Office of Government Commerce, Stationery Office 2nd Edition,2000



Security Analysis & Portfolio Management

(Crédits 6.5)

Objective: The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management.

UNIT I

- Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return
- Valuation of Security: Valuation of Equity Shares: Balance Sheet Techniques, Relative Valuation Techniques, Discounted Cash Flow Techniques, Valuation of Bonds: Bonds with a Maturity Period, Perpetual Bonds.

(Crédit 2)

UNIT II

- Economic and Industry Analysis: Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis, Porter Model of Assessment of Profit Potential of Industries
- Company Analysis: Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value.
- Technical Analysis: Meaning, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Testing Technical Trading Rules, Evaluation of Technical Analysis.

(Crédit 1.5)

UNIT III

- Portfolio Theory: Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Efficient Frontier for two securities, Efficient Frontier for n securities, Optimal Portfolio.
- Portfolio Analysis: Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory, Single Index Model, Beta Generation in Efficient Frontier, Three securities Model, Interactive Risk through Covariance, Correlation Co-efficient, Sharpe's Model.
- Portfolio Selection: Concept of Portfolio Selection, Optimal Portfolio, The Capital Asset Pricing Model, Arbitrage Pricing Theory
- Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.

(Crédit 2)

Recommended Practice Session: Practice Sessions of Risk Measurement

(Credit 1)

Recommended Text Book:

- Prasanna Chandra: Investment Analysis and Portfolio Management, Tata Mcgraw Hill

Suggested Readings:

- Loft house, Stephen: Investment Management, John Wiley & Sons Publications
- Fabozzi, Frank J.: Investment Management, Prentice Hall Publications
- Fredrick Amling: Investment- An Introduction to Analysis and Management, Prentice Hall Pub.
- Jack Clark Francis: Management of Investment, Mc-Graw Hill Pub.
- V. K. Bhalla: Investment Management, S.Chand Publications



Strategic Financial Management

(Credit 6)

UNIT I

- Conceptual Framework: Meaning of SFM, Objectives of Strategic Financial Management, Evaluation of costs and benefits, Reasons for managing business financially, Strategy & strategist, 9-s model for SFM
- Corporate Valuation: Reasons for valuation of business enterprise. Different Approaches to enterprise valuation, Market Related Valuation-At replacement cost and realizable value, future cash flows, Market Capitalization, Economic value added approach.

(Credit 2)

UNIT II

- Overview of financial engineering: Meaning, Benchmarking practices, Innovative sources of Finance, off balance sheet financing. Versatile bonds, Junk Bonds, Vendor Finance, Co-operative federation, funding strategies, monitoring and assessment. Programs and policies to reward various stake holders.
- Financial Restructuring: Need for financial restructuring, Restructuring through privatization, Restructuring of sick companies.

(Credit 2)

UNIT III

- Mergers and Acquisitions: Demergers, Accounting standard 14, Provisions of companies act on amalgamations, minority interest, Tax implications of mergers and Demergers, Leverage buy-out, Joint ventures, Accounting standard 27, Reasons for Strategic Failures in mergers/acquisitions/Joint Ventures.
- Ethical Dilemma faced by Financial Managers.
- Need for corporate social responsibility

(Credit 1)

Recommended Practice Session: Practice Sessions of 5 G.D. & 5 Case study in G.D. Room

(Credit 1)

Recommended Text Book:

- Strategic Financial Management For C. A. Final A N Sridhar Shroff

Suggested Readings:

- R H Pike, C W Neale: Corporate Finance and Investment: Prentice Hall
 - J Stern, D Chew (eds): The Revolution in Corporate Finance: Blackwell
 - A N Sridhar: Strategic Financial Management For C. A. Final : Shroff
- Accounting Standards and Corporate Accounting Practices- T.P. Ghosh.



Capital Market Analysis (FM)

(Credits 6)

Objective: To provide a conceptual understanding of the function of capital markets, to develop the analytical and research skills of the student by analyzing a specific problem or issue related to capital markets and to analyze the international integration of capital markets and its policy implications with emphasis on global developments.

UNIT I

- Securities markets: Primary market – Concept of capital issue, features, functions and investors and investors protection.
- Secondary market – structure, functions, products and features.
- Development of stock market in India. Concept of listing, membership, trading and settlement procedure and DEMAT.

(Credit 2)

UNIT II

- Debt funds and types of debt schemes ,types of equity funds /growth funds ,concept of hybrid funds,
- Governing bodies and Market Participants. Live Hand on Cash Market, Exclusive Classes on Currency Market,
- Fundamental Analysis, PMS, Technical Analysis. Live Trading Platform (NSE),

(Credit 1.5)

UNIT III

- Capital Market and Economic Development: A Critical Review
- SEBI and its Regulation; Constitution of SEBI, Power and functions of SEBI. Regulation of Securities market. SEBI's role in the Primary and secondary market.
- Mutual Funds; Management types and role in capital market. Security trading, dealing and organization. Security credit ratings.

(Credit 1.5)

Recommended Practice session: Practice Sessions of Stock Market & Share Trading
(Credit 1)

Recommended Text Book:

- H K Singh, Meera Singh: Mutual Funds and Indian Capital Market: Kanishka

Suggested Readings:

- E Gordon, Dr K Natarajan: Capital Market in India: Himalaya
- K K Agarwal: Capital Market in India: Anmol Publications
- Asis Kumar Pain: Capital Market In India: Revitalizing The Economy: ICFAI



Taxation

(Credit 6)

UNIT I

Introduction and Definitions relating to income tax, Residential status and incidence of tax, income from salaries, fully taxable allowances, partly taxable allowances, fully tax free allowances, earned leave, gratuity, pension, Provident fund, Perquisites taxable for all employees, perquisites taxable for specified employees, perquisites exempt from tax for all employees, Income from House property, Concept of Deemed owner, taxable income from house property, exempted income from house property, determination of net annual value.

(Credit 2)

UNIT II

Profits and gains from business and profession, Scope of income from business and profession, Income from speculation and gambling, taxable income from business and profession, exempted income from business and profession, deduction for expenses, expenses expressly disallowed, Capital gains and income from other sources.

(Credit 2)

UNIT III

Introduction of Deemed Income, Exempted Income, exempted income under various heads, Set-off of losses and carry forward of losses, Deductions from gross total income, Basic concept of Tax deduction at source (TDS), various rates applicable for TDS and Assessment of Individual.

(Credit 2)

Recommended Text Book:

- Ahuja, G.K & Gupta, Ravi., (1999), "Systematic Approach to Income Tax", Bharat Law House, Allahbad

Suggested Readings:

- Iyenger, A.C. Sampat, (1981), "Law of Income Tax", Bharat Law House, Allahabad.
- Kanga, J.B. and Palkhivala, N.A., "Income Tax Bombay", Vol.1-3, N.M. Tripathi.
- Ranina, H.P., (1985), "Corporate Taxation: A Handbook", 2nd Ed. Oriental Law House, New Delhi.
- Singhania, V. K., (1991), "Direct Taxes: Law and Practice", Taxman, Delhi.
- Srinivas, E.A., (1986), "Handbook of Corporate Tax Planning", Tata McGraw Hill, New Delhi.



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

MBA (HR) Syllabus III and IV Semester

THIRD SEMESTER

S. No	Course Code	Credit	Name of Course
1		6.5	Internet Marketing
2		6.5	Advertising Management
3		6.5	Service Marketing
4		6	Training & Development
5		6	Strategic Human Resource Development
6		8	Project Management
7		8	Business Ethics & Corporate Social Responsibility
		1	Language Proficiency (English Communication/ Hindi / Sanskrit / Foreign Language)/ Fundamentals of Computer/Environmental Science & Disaster Management/ Cyber Security Not Applicable
		1	Women's Rights And Law/Self Defence /HelpAid /Yoga; Meditation/Gender Sensitization/My Behaviour& Ethics Applicable: Women's Rights And Law
8		60 days	Internship /Industrial Visit /PaperPublication/Conference/Symposium Applicable: Industrial training
		1	Extra Curricular Activities (ECA)
		1	Community Development Activities (CDA)
		1	Portfolio(Government/Corporate/Entrepreneur)
		1	Mentorship
Total		53.5	



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

MBA (HR) Syllabus III and IV Semester

FOURTH SEMESTER

S. No.	Course Code	Credit	Name of Course
1	5/110	7	International Marketing
2	5/111	7	Sales & Distribution Management
3	5/112	7.5	Brand Management
4	5/113	7	Management of Industrial Relation
5	5/114	7	International HRM
6	5/115	8	Talent Management
7	5/11	8	Compensation Management
8		1	Women's Rights And Law/Self Defence /HelpAid/Yoga &Meditation/Gender Sensitization/My Behavior & Ethics Applicable: My Behaviour&Ethics
		1	Language Proficiency (English Communication/ Hindi / Sanskrit / Foreign Language)/ Fundamentals of Computer/Environmental Science & Disaster Management/ CyberSecurity Applicable: CyberSecurity
		1	Extra Curricular Activities(ECA)
		1	Community Development Activities(CDA)
		1	Portfolio(Government/Corporate/Entrepreneur)
		1	Mentorship
Total		57.5	



MBA (HR)

III Semester

Internet Marketing

(Crédits-6.5)

OBJECTIVE

To introduce the students to the emerging dimensions of internet marketing and develop suitable strategies to leverage the potential of e-marketing for achieving organizational goals.

UNIT -I

Introduction to Internet Marketing: Nature and scope. Evolution of WWW and the Digital World: Digital Marketing Process. Marketing with Networks: Internet and Intranet, Global Matrix. Web Business Models in the world of Marketing: Ecommerce, E-marketing Channels, Suppliers and Intermediaries. Online Marketing: Blogs, RSS, Podcasting, Online Communities and Social Networks, their influence on Consumers, Personalization, Online Consumer behavior, Customer Support and Online Service Quality.

(Credit- 2)

UNIT II

Internet Marketing Strategy: Macro Environmental Analysis and strategy formulation, Internet Marketing Plans Internet and the Marketing Mix Channels: E-tailing, B2B e-marketing. Online Relationship Marketing: E-CRM. Permission Marketing: Models and applications

(Credit-1.5)

UNIT III

New Product development and the Net: Innovations and rapid New Product development Traffic and Brand Building: Battle for Web Traffic, Internet Marketing Communications - Publicity and Viral Marketing

(Credit-1.5)

Use of Marketing Software: SEO, Hubspot

(Credit-1.2)

Recommended Practice Session: *Practice session of World Wide Web and Online Services*

(Credit 0.3)

Recommended Text Book:

- Bayne, M. (1997). *Internet Marketing Plan* (2nd ed.). New York: John Wiley & Sons.
- Dave, C., Mayer, R., & Kevin, J. (2009). *Internet Marketing Strategy: Implementation and Practice* (4th ed.). New Delhi: Pearson education.

Suggested Readings

- Hanson, W., & Kalyalam, K. (2007). *Internet Marketing and E-Commerce* (2nd ed.). New Delhi: Cengage.
- Roberts, L. M. (2007). *Internet Marketing-Integrating Online and Offline Strategies* (2nd ed.). USA: Atomic Dog Publishing.
- Siegel, C. F. (2006). *Internet Marketing: Foundations and Applications*. Boston: Houghton.



Advertising Management

(Credit-6.5)

OBJECTIVES: The purpose of this course is to familiarize the students with the role of advertising in the context of promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function.

UNIT I

The communication model: communication process, stages and challenges. Advertising industry: advertisers, agencies, media companies and other organizations. Demand creation: role of advertising in primary and secondary demand. How advertising works? Hierarchy of effects model, advertising objectives, routes to persuasion. Economic, social, ethical and regulatory aspects of advertising.

(Credit-2)

UNIT II

Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising Objectives: goals and objectives, DAGMAR .Advertising message: message objectives, recall, attitude, emotions and feelings.

(Credit-1)

UNIT III

Message tactics: creative approaches, copy writing. Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and cyberspace. Media strategy: budgeting, approaches and allocation. Media planning: types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pre and post launch research. Advertising in the evolving marketing environment

(Credit-2.5)

Recommended Practice Session: *Practice session of Role Plays and Advertisement Creation*

(Credit 1)

Recommended Text Book:

- Advertising Principles and Practice: Moriarty, S., Mitchell, N., & Wells, W., New Delhi: Pearson Education

Suggested Readings:

- Arens, W. F. (2008). *Contemporary Advertising*. New Delhi: Prentice Hall.
- Batra, R., Myers, J. G., & Aaker, D. A. (2006). *Advertising Management*. New Delhi: Pearson Education.
- Guinn O', T. C., Allen, C. T., & Semenik, R. J. (2009). *Advertising Management with Integrated Brand Promotion*. New Delhi: Cengage Learning.
- Moriarty, S., Mitchell, N., & Wells, W. (2008). *Advertising Principles and Practice* (8th ed.). New Delhi: Pearson Education.
- Sandage, C. H., Fryburger, V., & Rotzoll, K. B. (1983). *Advertising Theory and Practice*. Homewood: Richard D Irvin.
- Shimp, T. A. (2007). *Advertising and Promotion: An IMC Approach*. New Delhi: Cengage Learning.



Service Marketing

(Crédit 6.5)

Course Objective: The objective of this course is to develop an insight and understanding of Marketing of Services.

Unit-I

INTRODUCTION TO SERVICE MARKETING –Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.

SERVICE CONSUMER BEHAVIOUR- Understanding the Service Customer as a Decision Maker, Customer purchase is Associated with Risk, How Service Customers Evaluate the Service, The Service Consumer Decision Process, and The Decision Making Process in the Service Sector, components of Customer Expectations, Service Satisfaction, Service Quality Dimensions.

(Crédit2)

Unit-II

THE SERVICE DELIVERY PROCESS-Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery, Customer Retention and Benefits.

STRATEGIC ISSUES IN SERVICE MARKETING-Market Segmentation in the Marketing of Services, Target Marketing, Positioning of Services-How to Create a positioning Strategy, Developing and maintaining Demand and Capacity

(Crédit 2)

Unit-III

CHALLENGES OF SERVICE MARKETING-Marketing Planning for Services, Developing and Managing the Customer Service Function, Developing and Maintaining Quality of Services,.

RELATIONSHIP MARKETING- The levels of Customer Relationships, Dimensions of a Relationship, Goal of relationship marketing.

(Crédit-2)

Recommended Practice Session: *Practice session of group discussion & cases in the GD Room*

(Credit 0.5)

Recommended Text Books:

- Harsh V. Verma, Services Marketing, Pearson Education, New Delhi

Suggested Readings :

- Zeithmal, Bitner, Service Marketing (SIE), Tata Mcgraw Hill, New Delhi
- Kapoor , Service Marketing: Concepts & Practices, Tata McGraw-Hill Education



Training & Development

(Credits 6)

Objective: To gain an in-depth understanding of the concepts, tools and techniques of management training, and, To learn to design and use methods for management development.

UNIT I

- Training process an overview; Training and development; Learning and skill acquisition; Role, responsibilities and challenges to training managers
- Relationship between HRD and business strategies; Skill inventory; Scanning the environment for training areas; Organizational analysis for training.
- Case Study & seminar on the relevant contents

(Credits 2)

UNIT II

- Organization and management of training function; Learning process; Learning and Knowledge management; Various tools and models.
- Training climate and pedagogy – developing training modules – training methods and techniques- facilities planning and training aids.
- Case Study & seminar on the relevant contents

(Credits 1.5)

UNIT III

- Technical training – training for TQM – attitudinal training – training for management change – training for productivity – training for creativity and problem solving – training for leadership and training for trainers. Training communication- Training evaluation – evaluation methods – cost benefit analysis.
- Management Development (MD): objectives of Management Development; Methods of Management Development; Various models of management development.
- Case Study & seminar on the relevant contents

(Credits 2)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room

(Credit 0.5)

Recommended Text Book:

- Neo Raymond A.: Employee Training And Development (Special Indian Edition): Tata McGraw Hill

Suggested Readings:

- S K Bhatia: Training and Development: Deep & Deep Publications
- Dr B Rathan Reddy: Effective Human Resource Training and Development Strategy: Himalaya
- Janakiram B: Training & Development: WILEY INDIA PVT.LTD

Strategic Human Resource Development

(Credits 6)



Unit I

Evolution & Concept of HRD

Concept, importance, objectives, evolution of HRD, Relationship between HRM and HRD/Training. HRD functions, Role of an HRD Professional, HRD climate & its elements, HRD Matrix, HRD Process, HRD Process models, Role of line Managers in HRD.

Assessing HRD needs: Concept and purpose of Needs Assessment, Training HRD Need, Techniques of training Need Assessment (TNA), Levels of Need Analysis. Task analysis, Persons Analysis, Organizational analysis.

(Credits 1.5)

Unit II

Implementing HRD Programmes

Learning and HRD- Learning and Instruction, Maximizing Learning, Individual Differences in the Learning Process, Learning Strategies and Styles. HRD Interventions – Strategy and Types and Evaluating.

Introduction, Training Delivery Methods, On the job (OJT) Training Methods – JIT, Simulation, Job Rotations, Coaching and Mentoring Classroom Training Approaches – Lecture approach, Discussion Method, Experiential Methods, Computer based Training Methods.

(Credit 2)

Unit III

Organizational Development & HRD

Evaluation – Purpose of HRD Evaluation, Models and Framework of Evaluation – Kirkpatrick's framework and other Models. Data collection for Evaluation, Research Design, Ethical Issues, Assessment of the Impact of HRD Program.

Organizational Development- Concepts and Theories. Organizational Culture-Work force diversity & HRD, Managing Workforce Diversity, labor Market changes, adapting to demographic changes. HRD practices in manufacturing and services sector. Issues and Challenges of HRD In cross-cultural environment for Global workforce.

(Credit 2)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room

(Credit 0.5)

Recommended Text Book:

- Human Resource Development, Dr. D.K. Bhattacharya – HPH

Suggested Readings:

- Human Resource Development, Werner / Desimone-Cengage
- Human Resource Development, T.V. Rao, Oxford
- Organization Development and Transformation, McGraw Hill
- Human Resource Development and Management, A.M. Sheikh, S. Chand

Project Management

(Credit 8)



UNIT I

- Introduction to Project Management, Project Life Cycle Stages,
- Project Identification Analysis: Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development;
- Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification.

(Credit 2.5)

UNIT II

- Market Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting;
- Technical Analysis-Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.
- Project Costing and Finance: Cost of project; Cost of production; Break even Analysis; Means of Financing Project; Role of Financial Institution in Project Finance.

(Credit 2.5)

UNIT III

- Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio;
- Social Cost Benefit Analysis; Effective Rate of Protection.
- Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.
- Updating; Basic knowledge of the leading software for Project Planning and Analysis.

(Credit 3)

Recommended Text Book:

- Chandra, P. (6th ed., 2007): Project Management: Tata McGraw Hill.
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Suggested Readings:

- Bhavesh, M. Patel (2000): Project Management-Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.
- K. Roy: Project Management: Maxford Books



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Objective: The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

UNIT I

- Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers,
- Ethical Decision Making. Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business (Credits :2.5)

UNIT II

- Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker,
- Concept of Knowledge Management and Wisdom management, Wisdom Based Management.
- Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement.
- Concept of Dharma & Karma Yoga: Concept of Karama and Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life. (Credits :2.5)

UNIT III

- Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation.
- Understanding Success: Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.
- Corporate Social Responsibility & Corporate Governance: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business. (Credits :2.5)
- **Recommended Practice Sessions: practice sessions of GD and case studies.** (Credit :0.5)

Recommended Text Book

- Fernando, A.C., (2009), Business Ethics, 1st edition, Pearson education.
- Hartman, Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.

Suggested Readings:

- Chakraborty, S.K., (2004), Ethics in Management: A Vedantic Perspective, Oxford University Press.
- Kaur, Tripat, (2008), Values & Ethics in Management, Galgotia Publishers.
- Rao, A.B., (2006), Business Ethics and Professional Values, Excel Book.
- Manuel G.Velasquez, (2007), Business Ethics Concepts, Printice Hall of India.



Cyber Security

(Credits: 1)

Objective: This paper aims at creating awareness regarding Cyber Security.

Unit –Introduction to network & Computer technology, Cyber Security, E-Commerce, Digital Signatures, Electronic Signatures, The beginning: Electronic data, Electronic data interchange, Transmission of a Purchase Order, Electronic Data Interchanges : The Early Adopters, Coming of age of Electronic Commerce, Securing E-Commerce, Adoption of Digital Signatures, Technology behind Digital Signatures, Creating a Digital Signature, Verifying a Digital Signature, Public Key Infrastructure, PKI Process, Digital Signature and the Law. Firewall, Security Assurance, Security Laws, International Standards of Security

(Credit 0.5)

UNIT-IIThe Information Technology Act, 2000, Transition from Handwritten Signatures to Digital Signatures, Transition from Handwritten Signatures to Electronic Signatures, Authentication of electronic records, Electronic Signature Application, Digital Signature Application, Duties of Subscribers, Step to become a Subscriber, Generating key pair, Illustration: Dual key pair, Encryption key pair, Signing key pair, Duties of subscriber of Electronic Signature Certificate, Acceptance of Digital Signature Certificate, Control of private key, The Cyber Appellate Tribunal, Establishment of Cyber Appellate Tribunal, Composition of Cyber Appellate Tribunal, Qualifications for appointment as chairperson, Qualifications for members of the Cyber Appellate Tribunal, Term of office, conditions of service, etc. of chairperson and members, Salary, allowances and other terms and conditions of service of chairperson and members, Procedure and powers of the Cyber Appellate Tribunal, Appeal to High Court., Cyber Offences and Punishment.

(Credit 0.5)

Recommended text Books:

3. Computer & Information Technology Law: Dr. Krishna Pal Malik, Allahabad Law Agency, Law Publishers.
4. Information Technology: Vakul Sharma, Universal Law Publishing Co. New Delhi.

Suggested Readings:

2. Cyber Law and Crimes: Barkha& U. Rama Mohan, Asia Law House, Hyderabad.



MBA (HR)

IV Semester

International Marketing

(Credit 7)

Objectives: The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations.

Unit I

International Marketing: Meaning, Scope and Importance; International Marketing Orientation: E.P.R.G.

– Approach: An overview of the International Marketing Management Process; International Marketing

Environment. International Market Segmentation and Positioning; Screening and Selection of Markets;

International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances

(Credit 2.5)

Unit II

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development;

Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

(Credit 1.5)

Unit III

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Intermediaries;

International Distribution Logistics; Building brands in International markets; International Promotion Mix – Advertising and other Modes of Communication, Standardization Vs Adaptation, Global Advertising Regulations, Media and Message Considerations ; Planning for Trade Fairs and Exhibitions.

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of IMF and WTO); Marketing Research for Identifying Opportunities in International Markets. Use of Online Channels for International Marketing Operations

(Credit 2)

Recommended Practice Session: Practice session of group discussion and cases

(Credit 1)

Recommended Text Book:

- Cateora, Philip R. and Graham John L. (2008). International Marketing. 11th Edition, Tata McGraw- Hill, New Delhi .

Suggested Readings:

- Hollensen, S. (2010), Global Marketing, 4th Edition, Pearson Education.
- Onkvisit, Sak and Shaw Johan J. (2009) International Marketing- Strategy and Theory, Fifth Edition, Taylor and Francis.
- Keegan, Warren J. (2009). Global Marketing, 4th Edition, Pearson Education, New Delhi.



Sales & Distribution Management

(Credit 7)

Objectives: The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Unit I

Introduction to Sales Management: Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design.

Sales Force Management: Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas: Evaluating Sales Performance; Information Technology in Sales Management.

(Credit 2)

Unit II

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design;

Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

(Credit 2)

Unit III

Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy;

(Credit 2)

Recommended Practice Session: Practice session of group discussion and role play sessions

(Credit 1)

Recommended Text Books:

- Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). Sales Management. 5th Edition Pearson Education, New Delhi

Suggested Readings:

- Jobber, David and Lancaster, Geoffery (2006), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
- Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), Sales Management, Pearson Education, New Delhi
- Panda, T.K. and Sahadev, S (2005) Sales and Distribution Management, Oxford University Press, New Delhi.
- Havaladar, K K. and Cavale, VM. ((2007), Sales and Distribution Management: Text and Cases, Tata McGraw Hill, New Delhi



Brand Management

(Credit 7.5)

OBJECTIVES : The drivers of a firm's performance at the marketplace have undergone a radical change. Brands have risen to the top of the hierarchy of assets. Financial and manufacturing related assets run common across players in an industry. Therefore brands have come to acquire an important role in transforming value on a higher plane. This course is designed to provide insight to students into the process by which brands create superior marketing results. More specifically, the course aims to develop specific competencies involved in navigating brand effectively in a dynamic marketing environment.

UNIT -I

Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning: brand vision and visioning process, business of brand;

(Credit 1.5)

UNIT -II

Brand audit: brand reality check and brand appraisal; Brand positioning: choice of context, parity and differentiation, repositioning; Brand equity: brand assets and liabilities, equity creation and management. Brand concept management: functional, symbolic and experiential brands; Managing brand over time: revitalization decisions Brand valuation: valuation process and methods;

(Credit 2.5)

UNIT -III

Leverage: concept of stretch, line and brand extensions; type of extensions, Branding strategies; portfolio decisions, optimal portfolio, portfolio structure; Brand naming decisions: names and meaning, semiotic analysis, semantic name creation. Branding across categories: commodity, industrial, service and consumer products; Branding across markets: geographies and cultures. Branding in special areas: sports, political, social cause, digital, entertainment.

(Credit 2.5)

Recommended Practice Session: Practice session of 3 group discussion & 2 cases in the GD Room

(Credit 1)

Recommended Text Books:

- Building Measuring & Managing Brand Equity (3rd ed.): Keller, K. L., New Delhi: Pearson Education

Suggested Readings:

- Aaker, D. A. (1996). *Building Strong Brands*. New York: Free Press.
- Aaker, D. A. (2004). *Brand Portfolio Strategy*. New York: Free Press.
- Caperer, J. N. (2001). *Reinventing the Brand*. London: Kogan page.
- Kapferer, J. N. (2003). *Strategic Brand Management*. London: Oxford University Press.
- Keller, K. L. (2008). *Best Practice Cases in Branding*. New Delhi: Pearson.
- Keller, K. L. (2008). *Strategic Brand Management: Building Measuring & Managing Brand Equity* (3rd ed.). New Delhi: Pearson Education.
- Ries, Al., & Ries, L. (2004). *The Origins of Brands*. New York: Collins.
- Tybout, A., & Calkins, T. (2006). *Kellogg on Brand Management*. New Delhi: Wiley



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Management of Industrial Relations

(Credit 7)

Objective: Industrial Relations play an important role in organizations. Organizational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

UNIT I

- Industrial Relations: Concept & Scope; Industrial Relations Perspectives: Conflict model Vs. Collaboration model.
- Globalization and the emerging socio-economic scenario and their impact on Industrial Relations.
- Industrial Relation and the State: Role of state, Legal Framework of Industrial Relations.

(Credit 2)

UNIT II

- Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalization, Technology and economic reforms on Trade Unions; Emerging changes in Trade Unions.
- Discipline and Disputes: Negotiation, Mediation, Arbitration – Works Committee, Conciliation, Board of Conciliation,
- Court of enquiry. Labour Court, Industrial Tribunal, National Tribunal; Role of Judiciary & its impact on industrial relations.

(Credit 2)

UNIT III

- Disciplinary procedures and Grievance Management machineries; Industrial Disputes Act, Negotiation and Collective Settlements. Productivity Bargaining and Gain Sharing.
- Employee Empowerment, worker participation in Management and their impact on Quality of Work Life and Industrial Relations.
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credit 2)

Recommended Practice Session: Practice session of group discussion & cases in the GD Room

(Credit 1)

Recommended Text Book:

- Joseph, J. (2004). Industrial Relations Towards a Theory of Negotiated Connectedness. New Delhi: Response Books.

Suggested Readings

- Arun Monappa: Industrial Relations: TATA McGraw-Hill
- Sen, R. (2009). Industrial Relations: Text and Cases (2nd Ed.). New Delhi: Macmillan Publishers.
- Venkata Ratnam, C. S. (2006). Industrial Relations. New Delhi: Oxford University Press.
- Amit Aggarwal: Industrial Relations: PACIFIC PUBLICATION
- M V Pylee, A Simon George: Industrial Relations And Personnel Management- Second Edition: Vikas Publishing House



International HRM

(Credit 7)

UNIT I

- Understanding International Business Operations, Stages of Internationalization and Global Business.
- Importance of People Management Issues–Evolution, Concept and Characteristics of International Human Resource Management (HRM), Variables that moderate differences between Domestic & International HRM.
- Economic Development and the management of human resources, Organization of work in International context.
- International Recruitment, Selection and Compensation: Executive nationality staffing policies, Global pressures on domestic recruitment–Issues in staff selection. **(Credit 2)**

UNIT II

- Performance Management and Employee Development in IHRM, Criterion used for performance appraisal of International employees.
- The International HRM perspectives in Training and Development –expatriate training: Important Issues and Concerns, Global Employment Relations and Employment Laws.
- Cross-border Communications and Employment Relations–Comparative patterns of employee relations structures–Best practice in employee relations in cross-country perspective. **(Credit 2)**

UNIT III

- Labour Union and International Employment Relations—Response of labour unions to multinationals.
- Issues and Challenges in I.H.R.M:–Multinational as a global citizen– International Accord and Corporate Codes of Conduct– Implication for the HR function of the multinational firm.
- Contemporary issues in managing people in an international context–flexibility–IHRM issues in different strategic options of organizations.

(Credit 2)

Recommended Practice Session: Practice session of 2 group discussion & 5 case studies sessions.

(Credit 1)

Recommended Text Book:

- Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management

Suggested Readings:

- A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
- Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
- Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Talent Management

(Credits 8)

Objective: This course aims at familiarizing the students with the basic tools, concepts and techniques used to assess the intellectual talent and help the students to understand different types of strategies used in an Organization to attract & retain competent talent.

UNIT I

- Talent Management: Definition, Nature, **key terms related to Talent Management, concepts, and practices,**
- Scope, Objectives and Challenges of Talent Management,
- Emergence of Talent Management
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 2)

UNIT II

- Strategies for Managing Talents Recognize, Attract, and Select, Retain talent, **talent management life cycle,**
- Talent Management or Human Capital Management,
- Pillars of Talent Management: Recruiting, Performance Management.
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 2.5)

UNIT III

- Learning Management & Compensation Management,
- **Segments of Talent Management**
- Talent Management as a Business Problem, Impact on the Business,
- Developing Internal Talents.
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credits 2.5)

Recommended Practice Session: Practice session of group discussion and cases in the GD Room
(Credit 1)

Recommended Text Book:

- Lance Berger, Dorothy Berger: The Talent Management Handbook: McGraw-Hill

Suggested Readings:

- SatishPradhan, Dwarkanath P: Talent Management: Excel Book
- Ed. By MassodHasan: Talent Management In India: challenges And Opportunities: Atlantic
- Shawn Fegley: Talent Management: Society for Human Resource Management

Compensation Management



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

(Credit 8)

Objective: The Objective of the course is to develop, amongst students, an understanding on various issues, approaches and practices of compensation management and the ability to design, analyze and restructure reward management policies, systems and practices.

UNIT I

- Economic concepts and theories for compensating human resources; minimum wages, fair wages, just wages and efficiency wages.
- Concept of human capital and its implications for compensating human resources.
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credit 2)

UNIT II

- Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.
- Understanding of tools used in designing and implementing compensation management systems.
- Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credit 2.5)

UNIT III

- Designing compensation for Chief Executives, senior managers, knowledge workers etc.
- Different components of compensation. Legal Framework governing different components of compensation systems.
- Functioning of wage Boards and Pay Commissions.

Use of Compensation Software: ADP Vista, SumHR

Case Studies, Group Discussion, Presentation and Seminars, Business games and quiz based on the topics of unit.

(Credit 2.5)

Recommended Practice Session: Practice session of group discussion & cases in the GD Room

(Credit 1)

Recommended Text Book:

- Dr S S Upadhyay: Compensation Management: Rewarding Performance: Global India Publications Pvt Ltd

Suggested Readings

- Dr A M Sarma: Compensation Management and Labour Legislation: Himalaya
- Mousumi S Bhattacharya, Nilanjan Sengupta: Compensation Management: Excel
- B D Singh, Imt, Ghaziabad: Compensation and Reward Management: Excel
- Dr Kanchan Bhatia: Compensation Management: Himalaya

SYLLABUS DETAIL



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

MBA (HAHC) THIRD SEMESTER

S. No.	Course Code	Credit	Name of Course
1		6	Legal & Medical Issues in Hospital
2		6	Health Insurance System & Medical Value Tourism
3		6	Nursing Administration & Leadership
4		6	Total Quality Management in Hospital- Aspects of quality
5		7	Drug and Pharmaceutical Management
6		5	Business Ethics & Corporate Social Responsibility
		6	Hospital Information System
7		1	Cyber Security : Introduction to network & Computer technology
		1	Extra-Curricular Activities
8		2	Community Development Activities
Total		46	

MBA(HAHC)

FOURTH SEMESTER

S. No.	Course Code	Credit	Name of Course
1		6	Hospital & Health Care Management
2		6	Hospital Administration
3		6	Customer Relationship Management & Marketing Hospital Services
4		15	Major Project
5		1	Extra-Curricular Activities
6		1	Community Development Activities
7		1	Professional Activities
Total			



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Program Structure - II Year

II year consists of III and IV Semester

MBA (HA&HC)

III semester

2nd Year Motive: The aim of 2nd Year Hospital Administration and Health Care Management subjects is to make a strong base for the students to understand the basic principles of Hospital Administration Systems and the concepts of the fusion of latest technology. It also includes the knowledge of advanced techniques in Strategic Management & various subjects related to Infrastructure, Customer Relationship Management etc to make them understand the different aspects include in Hospital Administration and Health Care Management.

III SEMESTER					
Objective: Making students to understand the concepts, philosophies, process and techniques of different Streams of Information Technology Management by keeping them in to specialized areas					
Nature of course	Course Name	C	T	D&T	P
Law	Legal & Medical Issues in Hospital - Introduction & Legal Procedures	2	2	0	0
	Legal & Medical Issues in Hospital- Rights & Responsibilities of Medical Person	1.5	1.5	0	0
	Legal & Medical Issues in Hospital- Transplantation of human organs Act 1994	2	2	0	0
	5 Practice Sessions in Moot Court for Law of Contract & Sales of Goods	0.5	0	0	5 Moot Court
Hospital Administration	Health Insurance System & Medical Value Tourism - fundamentals of Insurance	2	1	0.2	0.8
	Health Insurance System & Medical Value Tourism - Economic and financial management of Health Insurance Risk assessment	1	1	0	0
	Health Insurance System & Medical Value Tourism- Medical Tourism & Single Specialty Hospitals	2	2	0	0
	Practice session of 5 group discussion and 5 cases in the GD Room	1	0	0	5+5 sessions
Hospital Administration	Nursing Administration & Leadership - Nursing Profession	2	1	0.2	0.8
	Nursing Administration & Leadership - Quality assurance in nursing (INC),	1	1	0	0
	Nursing Administration & Leadership- Philosophy and Theories of Nursing	2	2	0	0
	10 Practice sessions in the University Attached or Recognized Hospital	1	0	0	10 Sessions
Hospital Administration	Total Quality Management in Hospital-Aspects of quality	2	1.8	0.2	0
	Total Quality Management in Hospital-Quality Management Processes	1	1	0	0
	Total Quality Management in Hospital-Techniques of Quality Management	1	1	0	0



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	Total Quality Management in Hospital- Healthcare Quality Organization worldwide	1	0.5	0	0.5
	10 Practice sessions in the University Attached or Recognized Hospital	1	0	0	10 Sessions
Hospital Administration	Drug and Pharmaceutical Management- Economics of New Drug Development	2	2	0	0
	Drug and Pharmaceutical Management- Purchase of drugs and other consumable materials.	2	2	0	0
	Drug and Pharmaceutical Management- Drugs and Cosmetics Act 1940 & Rules 1945	2	1	0	1
	Practice session of 5 group discussion and 2 cases in the GD Room	1	0	0	5+5 sessions
Core Management	Business Ethics Corporate Social Responsibility: Values & Ethical Decision Making	2	1.6	0.2	0.2
	Business Ethics Corporate Social Responsibility: Knowledge and Wisdom, Stress & Dharma & Karma Yoga	2	2	0	0
	Business Ethics Corporate Social Responsibility: Success, Corporate Social Responsibility & Corporate Governance	0.9	0.9	0	0
	1 Practice Session of GD's and Case Studies	0.1	0	0	1 Session
Core Hospital Administration	Hospital Information System-Information System	2	1.7	0.3	0
	Hospital Information System-Approaches to HIS:	2	2	0	0
	Hospital Information System-Information Technology:	1.5	1.3	0	0.2
	Practice Sessions of 5 GD	0.5	0	0	5 Sessions
University Compulsory Course	Cyber Security : Introduction to network & Computer technology	0.5	0.5	0	0
	Cyber Security : The Information Technology Act, 2000	0.5	0.5	0	0
	Extra-Curricular Activities*	1	0	0	1
	Community Development Activities	2	0	0	2
University Optional Course	Professional Activities	-	-	-	-
Total Credit		46			

Note:

- C represents number of Credit per Course
- T represents number of Theory Credit per Course
- D & T represents the number of Demonstrations and Tutorials
- P represents Practical & Practice
- PS represents no of practice session



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IV SEMESTER

Objective: To give the students an insight in to field of finance, strategic management concept that helps in developing new strategies for the business and problem solving.

Nature of course	Course Name	C	T	D&T	P
Core Health Care Management	Hôpital & Heath care Management -Health Administration in India.	2	1.7	0.3	0
	Hôpital& Heath care Management -Hospital Acquired Infection:	2	2	0	0
	Hôpital & Heath care Management-Public and Private Health Care Services in India	1.5	1.3	0	0.2
	5 case development on disease prevention and one presentation on AIDS control.	0.5	0	0	5 Sessions
Core Hospital Administration	Hospital Administration- Routine Admission/Discharge Procedures	2	1.7	0.3	0
	Hospital Administration- Patient Satisfaction Survey.	2	2	0	0
	Hospital Administration- Marketing of Hospital.	1.5	1.3	0	0.2
	5 case development on hospital maintenance and hospital committee.	0.5	0	0	0.5
Core Hospital Administration	Customer Relationship Management & Marketing Hospital Services -Understanding Services Marketing:	2	1.5	0.5	0
	Customer Relationship Management & Marketing Hospital Services:Service product and revenue management	2	2	0	0
	Customer Relationship Management & Marketing Hospital Services:Managing service delivery process and service quality	1.5	1	0	0.5
	Practice Session of 5 GD on CRM	0.5	0	0	5 sessions
	Major Project	15	0	0	0
University compulsory Course	Extra-Curricular Activities	1	0	1	0
	Community Development Activities	1	0	1	0
University Optional Course	Professional Activities	1	-	-	-
Total Credit		36			

Note:

- C represents number of Credit per Course
- T represents number of Theory Credit per Course
- D & T represents the number of Demonstrations and Tutorials
- P represents Practical & Practice
- PS represents no of practice session



**MBA (HAHC)
II Year
III SEMESTER**

Legal & Medical Issues in Hospital

(Credits 6)

Unit I

Introduction & Legal Procedures. Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons. Medico Legal Aspects of Emergency Services. Inquest. Broad introduction to medical jurisdiction & its application. Medico legal cases: accidents, dead on arrival, documents, police cell, legal issues in handing over bodies. Law and establishment of hospitals-private / public hospitals, legal requirements under medical council Acts. West Bengal Clinical establishment Act and rules (as amended till date). Basic concepts of labour laws in India. Hospitals as an 'industry' - application of labour enactments - discipline in hospitals - disciplinary action - a study of valid requirements of domestic enquiry. Trade union act.

(Credits 2)

Unit II

Rights & Responsibilities of Medical Person. Hippocratic Oath, Declaration of Geneva. List of Offences & Professional Misconduct of Doctors, as per Medical Council of India. Organisational & Procedural Laws. Indian Contract Act · Nursing Home-Registration Act · Birth-Death Registration Act. Labour Laws Applicable to a Hospital. Essentials of contract Act. Contractual obligations in hospital services - requisites of a valid contract - hospital as 'bailer' - sale and purchase of" goods- duties towards patients - code of ethics - violation legal consequences. Legal aspects relating to organ transplantation, MTP Act, 1971, Basics of Drugs and Cosmetic Acts, anesthesia. ESI Act, PNDT Act, Human experimentation, clinical trials, industrial dispute act. Medical Establishment, Professional Negligence, Errors. Commission, Insurance Policy. General Claims Procedure. Laws Related to Medical Procedures. Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act) ·

(Credits 1.5)

Unit III

Transplantation of human organs Act 1994. Medical Negligence & Compensation. Medical Ethics/Doctor Patient Relationship. Preventive Steps for Doctors/Hospitals to Avoid Litigation. Consent Form · Life Support · Dying Declaration · Death Certificate · High Risk · Post Mortem. Legal liability of hospitals - criminal, civil and tortious; liability for negligence, consumer protection law, absolute liability and vicarious liability, legal remedies available to patients: remedies under contract law, tort, criminal law and consumer protection' Act. Medical Jurisprudence. Medical ethics – basic issues, importance, process of developing and implementing ethics and values in an institution – codes of conduct: MCI regulation – professional conduct, etiquette and ethics.

(Credits 2)

Recommended Practice Session: 5 Practice Sessions in Moot Court for Law of Contract & Sales of Goods

(Credit 0.5)

Recommended Text Books:

Anoop Kaushal K, Medical negligence and legal remedies, 3rd edition, universal law Pllblishcr.5. New Delhi, 2004

Suggested Readings:

Avtarsingh, company law, 13th edition, Taxmann publishers, Lucknow, 2001.

Consumer Protection Act 1986



Health Insurance System & Medical Value Tourism

(Credits 6)

Objective:

The primary aim of this subject is to acquaint students to the concept of health insurance, product development, and various health insurance products-both at individual and group level, the economic services of health insurance, underwriting of health insurance policies, marketing of insurance policies, claims management, third-party administration etc., so that the students are ready for the challenges of the healthcare insurance which is emerging as a sector holding great promise.

Unit I

Concept of Insurance, fundamentals of Insurance. Undertaking. Actuary. Claim Administration. Marketing. Legal & Compliance agents. Brokers. Consultants & Banking entities. History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, Product design, Development and Evaluation, current trends in Health Insurance - International and Indian scenario. Concepts of insurance, life and nonlife. Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators. **(Credits 2)**

Unit III

Economic and financial management of Health Insurance Risk assessment, underwriting and premium setting, tax planning. The Performance of the Private Health Insurance Industry, Government and Health Insurance: Regulation of Health Insurance, Health Insurance Reform, Population care management techniques, provider payment, organizational integration, quality and accountability, cost-containment, and public policy. Marketing and servicing of Health Insurance, Different elements of insurance marketing, uniqueness of insurance markets, distribution Channels for selling insurance: role of regulatory authority in supervising promotional activities. IT Applications and Legal framework in Health Insurance Information Technology and Insurance, legal framework and documentation, ethical issues. **(Credits 1)**

Unit III

Medical Tourism and Single Specialty Hospitals

Medical Tourism: History – Destination – Spa & Wellness Tourism – Alternative Medicine & Medical Tourism. Impact on Public Health. Legal Ethical And social concerns. Travel retailing and logistics. Issues and Challenges. Quality Standards. Competition: India vs. Thailand. Segments to target: medical, CAM, cosmetic. Complementary improvements needed to support tourism. Role of single specialty hospitals in medical tourism (e.g., Aravind Eye Hospital, Shankar Nethralaya, Asian heart Hospital). **(Credit 2)**

Recommended Practice Session : Practice session of 5 group discussion and 5 cases in the GD Room **(Credit 1)**

Recommended Text Books:

Kenneth Black, Jr. Harold D. Skipper, Jr, Life and Health Insurance, thirteenth edition, Pearson Education Pvt. Ltd., Delhi, 2003.

Suggested Readings:

Board of editors, Group and Health Insurance vol.I -III, the ICFAI University Press, Hyderabad, 2004.

U. Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press, Hyderabad, 2005.



Nursing Administration & Leadership (HAHC)

(Credits 6)

Objective: This subject intends to familiarize the students with the nursing administration & inculcate the leadership qualities required for the nursing profession.

UNIT 1

Nursing Profession: History of development of nursing profession, characteristics, criteria of the profession, perspective of nursing profession-national and global, Methods of collection, analysis and utilization of data relevant to nursing process, Formulation of nursing care plans, health goals, implementation, modification and evaluation of care.

(Credit 2)

UNIT 2

Quality assurance in nursing (INC), Futuristic nursing, Patterns of nursing care delivery in India, Role of nurse, Evidence based nursing practice; Best practices, Innovations in nursing, Collaboration issues and models-within and outside nursing, Family nursing, Home nursing, Geriatric considerations in nursing, Trans-cultural nursing.

(Credit 1)

UNIT 3

Philosophy and Theories of Nursing: Values, Conceptual models, approaches. Nursing theories: Nightingale's, Henderson's, Roger's, Peplau's, Abdella's, Lewine's, Orem's, Johnson's, King's, Neuman's, Roy's, Watson's, etc and their applications, Health belief models, communication and management. Concept of Self health, Evidence based practice model.

(Credit 2)

Recommended Practice Session: 10 Practice sessions in the University Attached or Recognized Hospital

(Credit 1)



Total Quality Management in Hospital (HAHC)

(Credits 6)

Objective:

To provide basic knowledge on the concepts of Healthcare Quality Management towards continuous improvement of quality patient care.

Unit I

Aspects of quality: Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC: **Quality Management concepts** : Definition, underlying concepts, implementation and measurement of TQM, internal customer- supplier relationship, QFD, Quality Circles, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment. **(Credit 2)**

Unit II

Quality Management Processes: Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality. SQC; control charts for variables- X, Xbar, and R charts and control charts for attributes, Np, and c charts. Acceptance sampling plan and occurrence. **Approaches to Quality Management:** Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, dicmeal audit, accreditation, nursing care standards, Six Sigma, JIT and NABL **Systems approach to Quality:** Introduction to ISO2000, ISO 14000, and ISO 18000. Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000. Bench marking and Business Process Reengineering: definition, methodology and design, evaluation and analysis **Current trends in TQM:** Quality in healthcare, Accreditation - with special emphasis on NABH Accreditation, Concept of Quality Care and Quality Management Organization of quality Management System – Approaches to measurement of Quality. **(Credits 1)**

Unit III

Techniques of Quality Management: Improving Hospital Performance – Patient Participation – Quality Health Care through Patient Satisfaction – Conceptual model of potential Contribution in quality in the health care system. Organization wide Quality Improvement in Health Care: Introduction – organizing for Organization wide Quality Improvement fundamentals – A Quality Improvement model of daily Patient Care – Quality Assurance and Quality improvement. Assessing Quality Health Care: Some attributes of Quality in Health Care – Some attributes of a Good Patient Practitioners Relationship – The measurement of Quality – Procedure for formulating explicit Criteria and standards – Determinates of Quality – Structure – Process -Outcome. The implementation of Total Quality: Planning Quality – organizing Quality – Evaluating Outcome Management and Total Quality: Background of Quality outcome – What is quality outcome and what is outcome – Management? Accreditation: NABH, NABL, JCI, Australian System, QCI, Current trends in Healthcare Quality - Accreditation -with special emphasis on JCI Accreditation and NABH Accreditation, Quality Awards (special Emphasis on Malcolm Baldrige Quality Award). **(Credits 2)**

Recommended Practice Session: 10 Practice sessions in the University Attached or Recognized Hospital

(Credit 1)



Recommended Text Books:

Bester field H.Dale, Total Quality Management, Pearson New Delhi, 2005.

Suggested Readings:

Sridhar Bhatt, Total Quality Management, Himalaya House publications, Mumbai, 2002
SundaraRaju, S.M., Total Quality Management: A Primer, Tata McGraw Hill, 1995. Srinivasan, N.S. and V. Narayana, Managing Quality- concepts and Tasks, New Age International, 1996.

Kume, H., Management of Quality, Productivity Press, 1996

Dennis, Lock., Handbook of Quality Management, 1992

Hammer, M. and Spect. Business Process Reengineering, 1995 .ISQUA Journal

Drug & Pharmaceutical Management

(Credits 7)

Objective

To understand different aspects of drug management and quality control

Unit I

Economics of New Drug Development - Need – In vention Methods: Chemical, Natural, Microbial, Biotechnological etc, Including Devices, Toxicity, Activity Screening Methods, pre – Chemical Development Stages : Acute, Sub Acute and Chronic Toxicity Stidies, Special Tests and their Significance, Investigational New Drugs (IND) Status Clinical Development Phase, I ,II & III Studies and their Significance, New Drug Application (NDA) Product Launch. Pre – Formulation Studies, Importance of Pharmacokinetics, Pharma –Co Dynamics, Understanding of oral Dosage Forms : Powders , Tablets : Costing Syrups, Elixirs, Suspensions, Capsules, Topical Preparations, Radio Diagnostic and Therapeutic Agents, Vaccines, Hormones, Cosmetics, Biotechnological and surgical Products Concepts of Sustained Release, Modified Release Dosage Forms, Herbal Drug, Prosthetic Material Neutralceuticals.

(Credits 2)

UNIT 2

Pharmaceutical Legislations, Drugs and Pharmaceutical Industry, Drugs and Cosmetics Act 1940 & Rules 1945 and its Amendments, Pharmacy Act1948, Drugs Price Control Order, Drugs & Magic Remedies (Objectionable Advertisements) Act, 1954 national Health Policy. Introduction – Problems and Constraints Associated with health care Technology - Present Trends in Health care Technology – Hospitals and Technology – Dealing with Technological Problems. Planning and Adopting Appropriate Technology in Health care – Mechanism to Ensure Appropriate use of health care Technologies Drug Management ; Present scenario Hospital Pharmacy Licenses, Drug Licenses, Narcotics drugs.

(Credits 2)

UNIT 3



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Purchase of drugs and other consumable materials. Drug Storage Rational use of drugs and Prescription Audit Spurious drugs, Banned drugs Procedure of Drug Indenting, On time Drug dispensing Inventory Control – ABC, VED, SDE, FSN Analysis Methods of ordering – Two bin system (Lead Time, Buffer stock, Reorder Level) Cyclic System. Application in Diagnostic Service Areas (Radiology, Lab Services Etc) - Clinical Services Areas (Nephrology, Urology, CardiologyEtc) – Therapeutic Services - Patient Support Areas - Telemedicine – PACS – RFID – paperless Hospitals - Biomedical Informatics – Artificial Intelligence and Robotics in Health care – Factors Affecting the Growth of New Medical Technology.

(Credit 2)

Recommended Practice Session : Practice session of 5 group discussion and 2 cases in the GD Room

(Credit 1)

Recommended Text Books:

Vijay Malik: Drug laws, Law book House

Suggested Readings:

Mital: Text book of Pharmaceutical Jurisprudence, MiraliPrakashan. New Delhi

Business Ethics Corporate Social Responsibility

(Credits :5)

Objective: The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

UNIT I

- Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers,
- Ethical Decision Making. Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business

(Credits :2)

UNIT II

- Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker,
- Concept of Knowledge Management and Wisdom management, Wisdom Based Management.
- Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement.
- Concept of Dharma & Karma Yoga: Concept of Karama and Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.

(Credits :2)

UNIT III



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

- Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation.
- Understanding Success: Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.
- Corporate Social Responsibility & Corporate Governance: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business.

(Credits :0.9)

- **Recommended Practice Sessions: practice sessions of GD and case studies.**

(Credit :0.1)

Recommended Text Book

- Fernando, A.C., (2009), Business Ethics, 1st edition, Pearson education.
- Hartman, Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.

Suggested Readings:

- Chakraborty, S.K., (2004), Ethics in Management: A Vedantic Perspective, Oxford University Press.
- Kaur, Tripat, (2008), Values & Ethics in Management, Galgotia Publishers.
- Rao, A.B., (2006), Business Ethics and Professional Values, Excel Book.
- Manuel G.Velasquez, (2007), Business Ethics Concepts, Printice Hall of India.

Hospital Information System

(Credits 6)

Unit I

- **Information System:** Overview, structure of MIS specific to hospital; information and data; information for control, decision, statutory needs, feedback; hierarchy of management activity; decision making process; document preparation, data capture, POS method. **Project Life Cycle:** Physical systems design, physical data base design; Programme development, procedure development; input-output design, online dialogue; design of files, data communication; Project life cycle, installation and operation, conversion, operation, documentation, training, maintenance, post audit system evaluation.

(Credit 2)

- **Unit II**

- **Approaches to HIS:** Patient based, functional organization based, user department based, clinician based HIS, Medical records, nursing information system; appointments scheduling, dissemination of tests and diagnostic information, general administration, productivity. **Decision Support System:** Concepts, DSS software, applications for hospital activities. Expert System Concepts, applications in healthcare management, dedicated SW packages. Health Records- The future of healthcare technology-Functions of the health record –Changing functions of the patients record – Privacy and confidentiality and Law - Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation.

(Credit 2)



- **Unit III**
- **Information Technology:** Telemedicine, Knowledge management, IT integration. TELEMEDICINE - Telehealth - Historical perspectives – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary-The future of Informatics: Globalization of Information. Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – SYSTEM MANAGEMENT & MEDICAL TRANSCRIPTION- Tools of Transcription - Transcription - Skill Ethical & Legal Responsibilities - Confidentiality Preparation of Miscellaneous Medical Reports - General Principles for complete documentation in Medical Records - Barriers to Information Technology implementation. Software Applications in Health Care - Awareness on the application of computer software packages in various functions of Hospital. Internet and Intranet and their application in healthcare.

(Credit 1.5)

Recommended Practice Session:

Practice sessions of 5 GD.

(Credit 0.5)

Recommended Text Book:

- Davis, G.B. and M.H. Oslen, Management Information Systems-Conceptual Foundations, Structure and Development, TMH, 1998
- Mudford, Eric, Effective systems design and requirements analysis, Mc Graw Hill, 1995

Suggested Readings

- A. V. Srinivasan, Managing a Modern Hospital, Chapters 10 and II, Response Books, New Delhi, 200C



(Credits: 1)

Objective: This paper aims at creating awareness regarding Cyber Security.

Unit –Introduction to network & Computer technology, Cyber Security, E-Commerce, Digital Signatures, Electronic Signatures, The beginning: Electronic data, Electronic data interchange, Transmission of a Purchase Order, Electronic Data Interchanges : The Early Adopters, Coming of age of Electronic Commerce, Securing E-Commerce, Adoption of Digital Signatures, Technology behind Digital Signatures, Creating a Digital Signature, Verifying a Digital Signature, Public Key Infrastructure, PKI Process, Digital Signature and the Law. Firewall, Security Assurance, Security Laws, International Standards of Security

(0.5 Credit)

UNIT-IIThe Information Technology Act, 2000, Transition from Handwritten Signatures to Digital Signatures, Transition from Handwritten Signatures to Electronic Signatures, Authentication of electronic records, Electronic Signature Application, Digital Signature Application, Duties of Subscribers, Step to become a Subscriber, Generating key pair, Illustration: Dual key pair, Encryption key pair, Signing key pair, Duties of subscriber of Electronic Signature Certificate, Acceptance of Digital Signature Certificate, Control of private key, The Cyber Appellate Tribunal, Establishment of Cyber Appellate Tribunal, Composition of Cyber Appellate Tribunal, Qualifications for appointment as chairperson, Qualifications for members of the Cyber Appellate Tribunal, Term of office, conditions of service, etc. of chairperson and members, Salary, allowances and other terms and conditions of service of chairperson and members, Procedure and powers of the Cyber Appellate Tribunal, Appeal to High Court, Cyber Offences and Punishment.

(0.5 Credit)

Recommended text Books:

5. Computer & Information Technology Law: Dr. Krishna Pal Malik, Allahabad Law Agency, Law Publishers.
6. Information Technology: Vakul Sharma, Universal Law Publishing Co. New Delhi.

Suggested Readings:

3. Cyber Law and Crimes: Barkha& U. Rama Mohan, Asia Law House, Hyderabad.



MBA (HAHC)

IV SEMESTER

Hospital & Health-care Management

(Credits 6)

Unit- I

Health Administration in India. Health Care Delivery System. National Health Policy. National Health Programmes. Tuberculosis's control Programme, Dots · Programme for control of Blindness · Family welfare programme · AIDS control programme, role & functions of National AIDS Control Organisation (NACO). Epidemiological Triad, Levels of Disease Prevention.

(Credit 2)

Unit – II

Hospital Acquired Infection: Source and Control, Modern trends in Hospital Administration, Disaster Management, Information Systems, Telemedicine. Concept, Definitions & Dimensions of health, Wellbeing, Determinants of health, Evolution of medicine, Public Health, Health indicators, Health service philosophies, Disease & causation, Natural history of disease, Disease control & prevention, Changing patterns of disease, Disease classification and International Health (WHO, WB, UN). Medical sociology –Introduction Sociological perspective of health, illness and healing. Institutional perspective and Organizational perspective.

(Credit 2)

UNIT - III

Public and Private Health Care Services in India: Evolution of public health systems in India (ancient, colonial & post independence), Health Planning in India (Committees, Planning commission, Five year plans, National Health Policies), Public health systems in India (Center, State, District & Village level), Rural development, Corporate philosophy, Evolution and organisation of private health systems in India and Current trends in private health care in India. Introduction to the global health scenario, Health System Models: Full State provision and funding model, NHS Model, Social health insurance model, Minimal State intervention model (examples & case studies). **Population Health:** Introduction to population studies, Issues of Indian society & culture, Nuptiality & Fertility, Reproductive health, Population and Development (policies, programs & evaluation), introduction to epidemiology (concept, terms, aims & uses), epidemiological methods, Epidemiology of communicable diseases (chicken pox, measles, diphtheria, TB, polio & HIV/AIDS) and Epidemiology of Non communicable diseases (CHD, Cancer, Diabetes & Obesity)..

(Credits 1.5)

Recommended Practice Session: 5 case development on disease prevention and one presentation on AIDS control.

(Credit 0.5)



Recommended Text Book:

- Kumar R. 1998. *Medicine and the Raj: British Medical Policy in India (1835-1911)*. Sage Publications: New Delhi
- Goel S L. 2001. *Health Care System and Management: Primary Health Care management*. Deep & Deep Publications: New Delhi. Vol 4
- Harris M G & Assoc. 2003. *Managing Health Service: Concepts & Practices*. MacLennan + Petty: Sydney
- Beaglehole R, Bonita R & Kjellstrom T. 1993. *Basic Epidemiology*. WHO: Geneva

Suggested Readings:

- Gwatkin D R, Wagstaff A & Yazbeck A S. 2005. *Reaching the Poor with Health, Nutrition & Population Services: What works, What doesn't & Why*. WB: Washington DC
- Bhende A & Kanitkar T. 1992. *Principles of Population Studies*. Himalaya Publishing House: Bombay. 5th Ed.

Hospital Administration

(Credits 6)

Unit I

Routine Admission/Discharge Procedures/Discharge Summary.Hospital Utilisation Statistics. 2
· Average Length of Stay (ALS) · Bed Occupancy Rate · Turn Over Interval. Daily Reports / Returns. · Hospital Census · Matron's Report · Medical Officer's Report · Casualty Report, Medico-Legal Cases · Report from ICU / ICCU · Security Report · Maintenance Department Report · OT List. Patient's Complaints. Medical Certificates.Hospital Committees.Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow up Actions.

(Credit 2)

Unit II

Patient Satisfaction Survey. · Interviews, Questionnaires, Observations, Group Discussions, Patient Opinion Polls, Report Writing. Duty Roster of various categories of Staff. Availability of Materials · Critical Items, Stock Level, Procurement Methods. Administration of Patient Related Schemes.Medical Insurance (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI. Front Office : Duties & Responsibilities Duties & Responsibilities of the Hospital Administrator/CEO. In Profit Making Hospitals · In Non-Profit Making Hospitals

(Credit 2)

Unit III



JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Marketing of Hospital. Telephone Courtesy, Guest Lectures, Organization of Camps, Seminars, Workshops, Continuous Medical Education, Public Participation. Hospital Security. Staff, patients, New born babies, Female staff/Patients, Stores. Application of Hospital Information System (HIS) & Management Information System (MIS). Negotiation Skills. Purchase of Stores / Equipment, Union Matters, Collective Bargaining. Hospital Waste Management. Methods of Infection Control. Fire Fighting. Dealing with Crisis Situation. Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners. Standard Operating Procedures (SOPs).

(Credits 1.5)

Recommended Practice Session:

5 case development on hospital maintenance and hospital committee.

(Credit 0.5)

Recommended Text Book:

- Sana's Guidelines for Hospital Infection Control – By Mohd. S. Khan – Jaypee Brothers, New Delhi.
- Hospital Waste Management & it's Monitoring – By Madhuri Sharma Jaypee Brothers, New Delhi.
- Medical Stores Management – By Shakti Gupta & Sunil Kant – Jaypee Brothers, New Delhi.
- Medical Records, Organisation & Management – By G.P. Mogli – Jaypee Brothers, New Delhi.

Suggested Readings:

- Emergency Medical Services & Disaster Management – By D.K. Dave & Shakti Gupta – Jaypee Brothers, New Delhi.
- Hospital Waste Management – By A.G. Chandorkar – Paras Medical Publisher.
- Hospital Infection Control – By S.A. Tabish – Academia, New Delhi.

CRM & Marketing Hospital Services (HAHC)

(Credits 6)

Unit I

Understanding Services Marketing: Introduction, services in modern economy, classification of services, differences in goods versus services, reasons for growth in services sector, services triangle. **Consumer behavior in services:** Customers interact with service operations, purchase process process, customers' needs and expectations, difficulty in evaluation of services, service business system, the search for customer loyalty, understanding CRM, CRM systems. Healthcare CRM Scenarios. Patient Information Management. Payment Authorization & Processing. Case Coordination/Referrals. Chronic Disease Management. Family Relationship Management. Community Health Education. Services Outreach/Promotion. Clinical Trials. Relationship Management (Financial Donors, Physicians, Clinicians, Volunteers, Academic Institutions).

(Credit 2)



Unit II

Service product and revenue management: Planning and creating services, identifying and classifying supplementary services, branding service products, new service development, objectives and foundations for setting prices, methods of service pricing, revenue management.
Communication-mix and Distribution of Services: Challenges and opportunities in communicating services, objectives for marketing communications, branding and communications, Distribution in a service context, options for service delivery, decisions about place and time, service delivery in cyberspace.

(Credit 2)

Unit III

Managing service delivery process and service quality : Blue printing services, service process redesign, the customer as co-producer, fluctuations in demand for services, integrating service quality and productivity strategies, measuring and improving service quality. The Microsoft Dynamics CRM Platform. Assess CRM in Development Efforts. Customer Interactions. Sales & Marketing (Outreach), Service and other customer-facing activities. Business Processes. Driving consistent execution across business units and systems. Collaboration. User Productivity. Flexibility. Deployment.

(Credit 1.5)

Recommended Practice Session:
Practice Session of 5 GD on CRM.

(Credit 0.5)

Recommended Text Book:

- *Services Marketing-People, technology and strategy* by Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, Pearson education 2006.
- *Services Marketing* by K. Rama Mohana Rao, Pearson education 2005

Suggested Readings:

- *Services Marketing-Integrating customer focus across the firm* by Valarie A Zeithaml & Mary J Bitner, 2005
- *Services Marketing* by S.M. Jha, Himalaya publishers, 2006. *Essentials of Healthcare Marketing* by Eric N. Berkowitz, Jones & Barrett publishers, 2006