

MASTER OF BUSINESS ADMINISTRATION (MBA)

**Under the
Faculty of Commerce &
Management Sciences**



with effect from AY 2021-22

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Addition, Deletion and Modification of contents are highlighted with different colour codes

1. **Green** for addition,
2. **Yellow** for modification,
3. **Red** for deletion ,
4. **Blue** for Contents relevant to Gender, Environment and Sustainability, Human Values, Health Determinants, Right to Health Issues, Emerging demographic changes and Professional Ethics in the curriculum

Preamble:

“An MBA is a great degree for career paths like investment banking, finance, consulting, and large companies. An MBA is not necessarily the right path for starting a tech company. You should be building a prototype, not getting an MBA in that case.”

Significant steps are undertaken by the Datta Meghe Institute of Medical Sciences to enhance academic standards and education quality, including innovation and curriculum changes, the teaching-learning process, assessment and evaluation processes, in addition to governance and other matters. From time to time, the university formulates different rules and guidelines to strengthen the education system and ensure minimum standards and quality.

The grading system is considered to be higher than the system of traditional marks and has therefore been adopted in India and abroad by top institutions. The implementation of a standardized grading system is also beneficial. This will promote student mobility between institutions within and across countries and will also enable future employers to evaluate student results.

Need for MBA program

The Regular MBA is an perfect choice if you are prepared to advance your career, but can not leave your day job or move to do it. Many distance MBA programmes are asynchronous, which means you can log in and learn after the kids are in bed, weekend mornings, or during your lunch break, at whatever time suits your schedule. Via an Regular portal, courses, lectures and homework assignments arrive, and professors also assess class engagement via contributions to discussion forums.

Are you hoping secretly that an Regular programme is going to provide an easier path to an MBA? Quite the opposite. An Regular MBA programme is just as rigorous as its on-campus equivalent, if not more so. The two formats contribute to the very same degree and require the same amount of coursework. The Regular path, however, provides less (or no) face-to - face encounters with teachers and classmates, requiring additional reserves of drive, commitment and time management abilities.

MBA- (102 credit program) – Goal & Objectives

1. Students of the Management Program will have theoretical knowledge and demonstrate application of management principles in a professional work setting
2. Students of the Management Program will think independently, analytically through the process of research and inquiry while making effective decisions in global environment
3. The Program Cultivates in the students the values and attitudes that make them agents of social change.
4. Program students can strategically evaluate when and how to use assertiveness and powerful skills.
5. Students will be able to show communication skills that encourage and strengthen the performance of management.
6. Students would have the constructive insights and skills to develop effective management and business networks.
7. Management Program students will be able to review and criticize organizational attempts to behave in an ethical and responsible manner.

Vision, Mission and Values

Vision:

To emerge as the Global Centre of excellence in the best evidence based higher education encompassing a quality centric, innovative and interdisciplinary approach, generating refutative research and offering effective and affordable health care for the benefit of the mankind.

Mission:

DMIMS shall develop competent, confident, concerned, compassionate and globally relevant professionals by quality, learner, community and evidence centric ‘competency-based model’ of higher education with value orientation, through all its constituent units. It shall foster a conducive milieu for interdisciplinary research practices generating consequential and meaningful outcomes for the nation in general and the region in particular. It shall deliver comprehensive quality health care services to the rural, needy, marginalized and underprivileged populace. This shall be achieved through appropriate collaborative linkages and a proactive, transparent and accountable decentralized governance system.

Values of ours

- Providing superb service
- Promoting a working and learning atmosphere that is respectful
- Engaging alliances for outreach and partnerships and giving back to the community
- Providing a range of state, national and international quality programmes and services
- Bringing together the university, continuing education, and our culture
- Opening inclusive, open and protected routes for all students
- Growing Creative Chances
- Responsibly managing capital

Programme Outcomes (POs): MBA – program:

Sr. No.	PO
PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability
PO4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business

PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	The ability to understand, analyse, design, implement
PSO2	The ability to use knowledge and analyse
PSO3	The ability of understandings the expectations of industry

Eligibility for admission:

Admission to the MBA Regular and ODL Mode program is based on eligibility and performance in a DMIMS Aptitude test (DU).

- A Bachelor's degree from a recognized university in any discipline
- Minimum 50% aggregate marks or 45% in case of candidates belonging to reserved categories

Career Opportunity for MBA -Program:

1. Public Sector

- Finance
- Operations & Project Management
- Technology Management
- Accounting
- Computer System
- e-Business
- Entrepreneurship
- Global Management
- Healthcare
- Human Resource
- International Business

2. Private Sector

- Financial Research Analyst
- Securities/Investment Analyst
- Financial Advisor
- Portfolio Manager
- Real Estate
- Fashion Industry
- Information Security Analyst
- Operations Research Analyst
- Management Analyst
- HR Specialist
- Credit Risk Management Analyst

Graduate Attributes (GAs):

At the end of the Regular MBA programme, the learner will exhibit:GA1: Managerial Competencies

GA2: Proficiency in Communication, Collaboration, Teamwork, and Leadership

GA3: Competence in Creativity & Innovation

GA4: Global Orientation

GA5: Proficiency in ICT & Digital Literacy

GA6: Entrepreneurship & Entrepreneurship Orientation

GA7: Result Oriented Efforts

GA8: Professionalism, Ethical, Values Oriented & Socially Responsible Behaviour

GA9: Life-Long Learning Orientation

Career by Choice

The two-year regular MBA is designed with Eleven industry exposure and six domain specialization to enable students to link the profession with passion. Becoming a “Specialist” with an industry of choice allow learners to choose “Career by Choice”. The CIFA model is designed to develop quality degree programs.

- ✓ **Co-creation:** The front-end alignment to enhance learning excellence and the back-end alignment to ensure career excellence with global academic partners and hiring organisations makes this program highly engaging and exciting.
- ✓ **Innovation:** The integrated industry program is designed to introduce students to the current needs and requirements of the fast-growing primary sector globally and is aligned to prepare the students through the concept of knowing, doing and being.
- ✓ **Focus:** The programme is designed for the students who intend to acquire and/or upgrade business knowledge & skills, sectorial exposure and Domain expertise.
- ✓ **Alignment:** The integration of local and global requirements and required competencies and attributes to develop while undergoing the program ensures the highest ROI and lifelong learning.

DATTA MEGHE INSTITUTE OF MEDICAL SCIENCES



(Declared As deemed to be university under section 3 of UGC Act,1956)Conferred 'A' Grade Status by HRD Ministry,Govt. of India

Re-accredited by NAAC (3rd cycle) with A+ Grade (Score 3.53 on 4 Point Scale) Placed under Group-I category (Autonomous Deemed to be University) by UGC

Course Structure

Semester	Course I	Course II	Course III	Course IV	Course V	Course VI	Course VII	Course VIII	Course IX	L	T	P	C	Contact Hours
I	Core Course	Core Course	Core Course	Core Course	Core Course	Generic Elective Course	Skill Enhancement Compulsory Course(SEC)(30 hours)	Skill Enhancement Compulsory Course(SEC)(30 hours)	Ability Enhancement Compulsory Course(AECC)					
	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100					
	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C					
	3 1 0 4	3 1 0 4	3 1 0 4	3 1 0 4	3 1 0 4	2 0 0 2	1 1 0 2	1 1 0 2	0 0 4 2					
	Managerial Economics	Financial Accounting	Business Research Methodology	Principles and Practice of Management	Organizational Behavior	GE -I Advance Career Excellence I	Computer Application for Business	Business Communication	Communication through Theatre Technique	19	7	4	28	30
II	Core Course	Core Course	Core Course	Core Course	Core Course	Generic Elective Course	Skill Enhancement Compulsory Course(SEC)(30 hours)	Skill Enhancement Compulsory Course(SEC)(30 hours)	Ability Enhancement Compulsory Course(AECC)					
	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100					
	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C					
	3 1 0 4	3 1 0 4	3 1 0 4	3 1 0 4	3 1 0 4	2 0 0 2	1 1 0 2	1 1 0 2	0 0 4 2					
	Operation Management	Financial Management	Marketing Management	Human Resource Management	Legal & Business Environment	GE-II Advance Career Excellence II	Business Mathematics	Excel for Managers	Outbound Experiential Learning Project	19	7	4	28	30

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Semester	Course I	Course II	Course III	Course IV	Course V	Course VI	Course VII	Course VIII	L	T	P	C	Contact Hours
III	Core Course	Core Course	Core Course	Discipline Specific Elective Course	Discipline Specific Elective Course	Discipline Specific Elective Course	Discipline Specific Elective Course	Project-I					
	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100	TotalMarks100					
	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C	L T P C					
	3 1 0 4	3 1 0 4	3 1 0 4	2 1 0 3	2 1 0 3	2 1 0 3	2 1 0 3	0 0 12 6					
	Corporate Strategy	Entrepreneurship Management	Corporate Governance and Business Ethics	DSE I	DSE II	DSE III	DSE IV	Internship Project	17	7	12	30	36
IV	Discipline Specific Elective Course	Discipline Specific Elective Course	Project-II										
	TotalMarks100	TotalMarks100	TotalMarks100										
	L T P C	L T P C	L T P C										
	2 1 0 3	2 1 0 3	0 0 20 10										
	DSE V	DSE VI	Industry Project						4	2	20	16	26

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Discipline Specific Elective Courses

Sr. No	Marketing Management	Financial Management	Human Resource Management	Operations Management	Information Technology	Hospital and Healthcare Management
Semester- III						
1	Consumer Behavior	Derivatives & Risk Management	Human Resources in Health Organizations	Healthcare systems supply chain management	Software Project Management	Health Economics
2	Rural Marketing	Management Control Systems	Conflict Management and Negotiation Skills	Total Quality Management	Business Intelligence	Operations Management for Healthcare systems
3	Digital Marketing	Personal Financial Planning	Organization Change & Development	Materials Management	Information Security And Privacy	Legal and Ethical Issues in Health Services Management
4	Marketing of Financial Services	Security Analysis and Portfolio Management	Labour Legislation	Project Management	Database Management Systems	Fundamentals of Hospital Administration
Semester- IV						
5	Services Marketing	Financial Institutions and Services	Performance Management System	Services Management	Enterprise Resource Planning	Public Health and Policy Issues
6	Marketing Fundamentals for Healthcare Services	Financial Reporting, Statement and Analysis	Training and Development	Healthcare Operations Management	Technology application in Healthcare Organisations / Healthcare Informatics	Healthcare Quality and Patient Safety



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C: Generic Elective Course: Any One from respective Semester

Sr. No	Semester	Course Code	Course Name	Total Credits
1	I	-	Brand Management & Corporate Sales	3
2	I	-	Marketing Analytics	3
3	I	-	Industry 4.0 & impact on Business	3
4	I	-	Team Dynamics at work	3
5	II	-	Financial Modeling	3
6	II	-	Financial Analytics	3
7	II	-	Leadership Development	3
8	II	-	Forecasting	3





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D: Summary of the Program: MBA

Sr. No	Particulars	Total Courses	Total Credits	Total Marks
1	Core Courses	13	52	1300
2	Ability Enhancement Compulsory Course (AECC)	2	4	200
3	Skill Enhancement Compulsory Course (SEC)	4	8	400
4	Discipline Specific Elective Course (DSE)	6	18	600
5	Generic Elective Course (GE)	2	4	200
6	Internship Project	2	16	200
	Total	29	102	2900



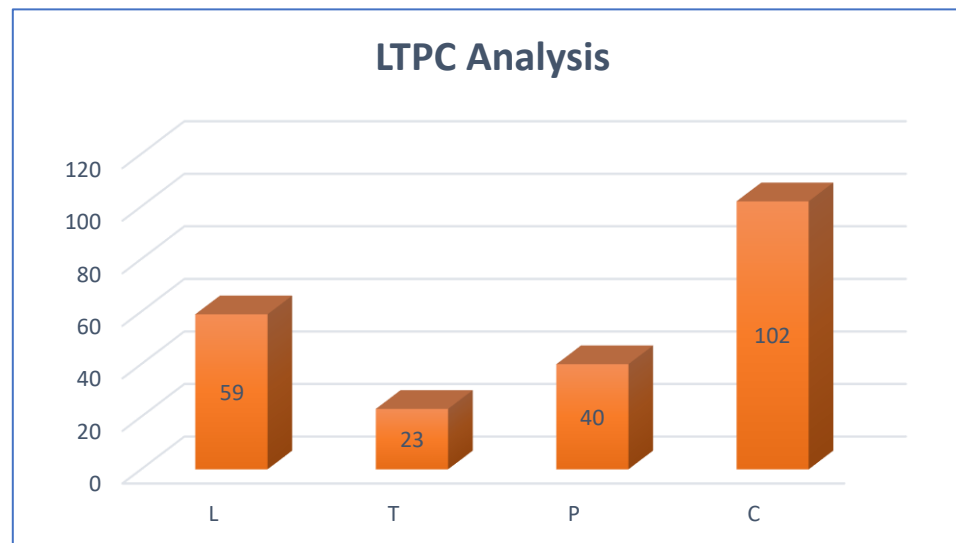


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Semester	L	T	P	C	Contact Hours
Sem-I	19	7	4	28	30
Sem-II	19	7	4	28	30
Sem-III	17	7	12	30	36
Sem-IV	4	2	20	16	26
Total	59	23	40	102	122



E : LTPC Analysis: MBA



Mode of Evaluation for Theory and Practical Courses:

As approved by the Academic Council in its meeting held on 9.2.2022, it is notified that the revised curriculum along with Assessment method shall be implemented with immediate effect.

All examinations of DMIHER shall be conducted End Semester Examination at the specified Examination Centers through Offline (Regular) and online (ODL/OL) mode. Conduct of Examinations, Passing Criteria and Students Disciplinary Control in the Examinations will be as per Regulations as amended from time to time by DMIHER.

Following are the types of paper under consideration:

- I. Theory Only Course
- II. Theory with practical course (where practical is tool based or lab based Only)
- III. Theory with project course (where project is Social or Industry)
- IV. Practical Only Course (where practical is tool based or lab based Only) MiniProject or Project
- V. Project/ Mini Project as credit course

I. Theory Only Course

Assessment tool	Marks	Remarks
Mid test I	35/5	Duration –1 Hour & 30 minutes
Mid test II	35/5	Duration – 1 Hour & 30 minutes
Mini Project/ Assignment		Individual project to be submitted by the Learners and presentation/Viva- voce supervised by the concerned faculty (or) MCQ of not less than 20 may be administered spreading over all units (or) Seminar regarding topics of relevance (or) Two assignments in relevant areas each carrying 5 marks (or) May include combination of any of the above mentioned assessment (or)
Assignment 1	10	Completion of One edx / Cousera/ Swayam or NPTEL courses specified by the Faculty / Online MBA for reputed university
Assignment 2	10	
Total	30	

II. Theory with Practical Course (where practical is tool based or lab based Only) courses - Course with practical component-

COURSE NATURE: Theory with practical course
Assessment Method (Max. Marks:100)

Internal Assessment	Assessment Tool	Observation Note Book	Output Result	Model Examination	Regularity and Discipline	Total
	Marks	10	10	5	5	30
Summative Assessment	No Practical in Summative exams					70
						100

Theory with project – Social or Industry (where project is Social or Industry engagement) courses

COURSE NATURE : MINI PROJECT/ PROJECT						
Assessment Method (Max. Marks: 30)						
Internal Assessment	Assessment Tool	Review1 (Abstract)	Review 2 (Analysis)	Review 3 (Findings and Conclusion)	Viva- Voce	Total
	Marks	5	10	10	5	30
Summative Assessment	No Project in Summative exams					
Total						30

Courses with Only LAB practical (where practical is tool based or lab based Only) component
Laboratory courses

COURSE NATURE: PRACTICAL						
Assessment Method (Max. Marks: 100)						
Internal Assessment	Assessment Tool	Observation Note Book	Output Result	Model Examination	Regularity and Discipline	Total
	Marks	10	10	5	5	30
Summative Assessment	Assessment Tool	Record Notebook	Program Writing/ Practical experiment	Debugging/ Development	Result / Output	Total
	Marks	20	20	20	10	70

Structure of Assessment:

The overall assessment for a course will consist of the following two components:

1. Formative Assessment of continuous nature and 30% weightage.
2. Summative Assessment OR Term End Examination of 70% weightage.

Formative Assessment of Domain Core, Specialization Courses Formative Assessment shall have Continuous Assessment approach. The students are required to submit all assessments by due date to complete the process of continuous assessments which contributes 30% weightage. Formative assessment will be conducted at college level.

Formative Assessment has the following components:

Formative Assessment PG*:

[Total Marks: 30 Marks]

Assessment tool	Total Marks	PG Modality	Duration
Mid test I	35	SAQ, LAQ	1.5 Hour
Mid test II	35	SAQ, LAQ	1.5 Hour
Total Mid Test Marks	70 (to be reduced to 10)		

Internal Marks 30= **Mid Test Marks (10) + Assignment (10) + Attendance (10)**

Formative Assessment Paper Pattern:

PG: (35 Marks)

SAQ: Solve 3 out of 4 3 Q x 5 M = 15 M

LAQ: Solve 2 out of 3 2Q x 10 M= 20 M

1. Format of primary and secondary templates for the formative and summative examination will be same for all the ODL , OL and regular courses.

Primary Template

	Knowing (Kn)- 40%		Doing (Application of Knowledge) (Do)- 45%					Being (Case scenario)- (Be) -15%		Total No of question required	BASAL requirement (10 Times of)
		Level I Knowin g	Level II Understa nding		Level III Applyin g	Level IV Analyzi ng	Level V Synthesi zing		Level VI Evaluati ng		
LAQ 2/4		define repeat record list recall name relate underline	translate restate discuss describe recognize explain express identify locate report review	(3)- Group A Level III: 1 Level IV: 1 Level V: 1 -	interpret apply use demonstr ate dramatize practice illustrate operate schedule sketch	distinguish analyze differentia te calculate experimen t compare contrast criticize inspect debate question solve examine categorize	compose plan propose design formulate assemble construct create organize manage prepare	(1) Group B Level VI: 1 -	judge evaluate rate compare revise assess estimate	4 LAQ x 3 sets = 12 LAQs	120
SAQ 5/6				(6) Level III =3 Level IV =3						6 SAQ x 3 = 18 SAQs	180
Total											
About 40:45:15 (Kn: Do:Be)											

	Knowing (MK)- 60%			Doing (Application of Knowledge) (DK)- 30%	Being (Case scenario) (NK) - 10%	Total No of question required for setting tree sets of question paper using three sets (A,B, C) of secondary template	BASAL requirement (10 Times of)
		Level I Knowing	Level II Understandi ng				
BAQ 10/11	(5) Level I =6 Level II =5	define repeat record list recall name	translate restate discuss describe			11 BAQ x 3 = 330 BAQs	330
MCQ 10	(25) Level I =5 Level II =5	relate underline	recognize explain express identify locate report review			10 MCQ x 3= 30 MCQs	300
	Total						
About 40:45:15 (MK: DK:NK)							

Secondary Template

Total marks 100 (70+30)

Set A /B/C

Topic	Weightage	%of total syllabus	Marks attributed		LAQ (10 marks each) 2/4	SAQ (4 marks each) 5/6	BAQ (2 marks each) 10/11	MCQ (1 mark each) 10/10
Unit I	20%	20%	20			1	6	4
Unit II	20%	20%	19		01	2		1
Unit III	20%	20%	19		01	2		1
Unit IV	20%	20%	19		01	1	2	1
Unit V	20%	20%	19		01		3	3
Total	100%	100%	96		04	06	11	10

Sample Question Paper Format for Formative/Mid Test

DATTA MEGHE INSTITUTE OF HIGHER EDUCATION AND RESEARCH

Faculty of Commerce & Management Sciences, School of Allied Sciences

Master of Business Administration (MBA)

MID TEST Paper- I,II,III.....

Time: 1.30 HOURS

Max. Marks - 35 M

Instructions:

- 1) Number to the right indicate full marks
- 2) Draw neat diagrams wherever necessary
- 3) Use Single answer book

SAQ: Solve 3 out of 4

3 Q x 5 M = 15 M

LAQ: Solve 2 out of 3

2Q x 10 M= 20 M

Q1) Short Answer Questions. Solve any THREE out of FOUR. (3 x 5 Marks) 15 Marks

- 1) SAQ 1
- 2) SAQ 2
- 3) SAQ 3
- 4) SAQ 4

2) Long Answer Questions. Solve any TWO out of THREE. (2 x 10 Marks) 20 Marks

- 1) LAQ 1
- 2) LAQ 2
- 3) LAQ 3

Sample Question Paper Format for Summative (End Semester Examination)

DATTA MEGHE INSTITUTE OF HIGHER EDUCATION AND RESEARCH

Faculty of Commerce & Management Sciences, School of Allied Sciences

Post Graduate Degree In **Master of Business Administration (MBA)**

Paper- I,II,III.....

Time: 3.00 HOURS

Max. Marks - 70 M

Instructions:

- 1) Number to the right indicate full marks
- 2) Draw neat diagrams wherever necessary
- 3) Use Single answer book

Q1) Short Answer Questions. Solve any EIGHT out of TEN. (8 x 5 Marks) 40 Marks

- 5) SAQ 1
- 6) SAQ 2
- 7) SAQ 3
- 8) SAQ 4
- 9) SAQ 5
- 10) SAQ 6
- 11) SAQ 7
- 12) SAQ 8
- 13) SAQ 9
- 14) SAQ 10

Q2) Long Answer Questions. Solve any TWO out of FOUR. (2 x 15 Marks) 30 Marks

- 4) LAQ 1
- 5) LAQ 2
- 6) LAQ 3
- 7) LAQ 4

Summer Internship Project Guidelines:

1. Each student shall have to undergo practical/ project as per curriculum or training for a period of not less than 8 weeks during vacation falling after the end of the 2nd Semester.
2. In the third semester, students shall submit “Project Report” individually based on Specialization. The topic should be decided in consultation and guidance of the internal guide of the Institute at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research-oriented, Innovative and Problem-solving considering five aspects of domain knowledge
 - Human aspects,
 - Social aspects,
 - Economic aspects,
 - Cultural aspects,
 - Historical aspects
 - Technological aspects etc.
3. Teachers shall not be entrusted/allowed to take more than 20 students for guidance and supervision of project reports.
4. The student has to write a report based on the actual training undergone during the summer vacations at the specifically selected business enterprise or social organisation, get it certified by the concerned teacher that the Project report has been satisfactorily completed and shall submit one hardbound typed copy of the same to the Dean / Director of the institute along with 1 CD of Project Report. To save the paper, both side of printing is allowed.
5. It is the responsibility of the concerned department to check the authenticity of the Project.
6. The use of statistical software is desirable.
7. Project viva-voce shall be conducted at the end of Semester III.
8. The Student should prepare a PowerPoint presentation based on Project work to be presented at the time of Viva voce.
9. The project work will carry maximum 100 marks, scheme of examination to be followed for mark distribution.
10. No students will be permitted to appear for Viva-voce and Semester III examinations, unless and until (s) he submits the project report before the stipulated time.
11. For the preparation of project work use the given format with proper sequence.

12. All project report should also be prepared as Research Paper and must be uploaded on Scopus or web of sciences indexed journals for publication.

A
Project
Report
On

“Project Title”

Submitted to

Datta Meghe Institute of Medical Sciences, Wardha

(Deemed to be University)

**In Partial Fulfilment of the Requirement for the Award of the
Degree of Masters in Business Administration**



Guided by
Name of the Guide

Submitted by
Name of the Student
MBA [Specialization]

**DMIMS, School of Allied Science, Department of Commerce &
Management Science, Wardha 2021-2022**

Print this letter on Company's/ Firm's Letterhead

Date:

To Whomsoever It May Concern

This is to certify that Mr. / Ms. (**Name of the student**) student of MBA final year (specialization) of the DMIMS, School of Allied Science, Department of Commerce & Management Science, Wardha has carried out the project work entitled, (Project title) in under **Name of the Department** in our company from **01/09/2021 to 25/10/2021**.

His/her work is original and has satisfactorily carried out all the research and required activities.

We wish him/her all the best for a bright career

Name of the company authority

Seal & signature



Datta Meghe Institute of Medical Sciences

(Deemed to be University)

Re-accredited by NAAC (3rd cycle with A+ grade)

School of Allied Sciences

Faculty of Commerce and Management Sciences



Date:

This is to certify that **NAME OF THE STUDENT** is a student of MBA final year (**Specialisation**) of **DMIMS, School of Allied Science, Department of Commerce & Management Science, Wardha**. He has carried out the research work as per the following details

Project Title: Project Title

Name of Company: Name of company/ firm

Date: The internship program should be at least 45 days.

This research work has been carried out under my supervision and is of a sufficiently high standard to warrant its presentation for the examination leading to the Degree of Master of Business Administration of Datta Meghe Institute of Medical Sciences, (Deemed to be University), Wardha.

Project guide

Dean, FoCMS

Examiner 1

Examiner 2

ACKNOWLEDGEMENT

It is my pleasure to place on record my sincere gratitude towards my guide **Name of project guide, DMIMS, School of Allied Science, Department of Commerce & Management Science, Wardha**, who spent his precious time providing continuous ideas and expert guidance to my project work. It was his direction and encouragement at every moment and step that motivated me to steer the research work confidently and successfully.

I am also thankful to our Dean, FoCMS **Dr. _____** whose encouragement, moral support and valuable guidance, which has been a source of inspiration to me.

I am especially thankful to Company Guide **Mr. Name of the Company guide** for his kind and consistent guidance throughout the Internship Program.

Name of the Student

MBA (Specialization)

DECLARATION

I hereby declare that this dissertation entitled **“Project Title”** is the result of my original research work and the same has not been previously submitted to any examination of this university or any other university. That dissertation shall be liable to be rejected and / or cancelled if found otherwise.

Date:

NAME OF THE STUDENT

Place: Wardha

MBA (Specialisation)

Detailed Syllabus

Semester-I

Course: Managerial Economics					Course Code: MBA101				
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA)(30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignment)	Theory	T/P	
3	1	0	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To understand the relevance of economics in business management.
- 2 To apply the principles of micro-economics for managerial decision making
- 3 To understand how macro-economic variables impact the business decisions.
- 4 To make students aware of the concept of National Income and its computation.
- 5 To help students analyse and understand business cycle and its causes.

Course Content			
Unit No.	Module No.	Content	Hours
1.		<p>Introduction to Managerial Economics : Scope and Nature of Managerial Economics: Meaning, definition, importance, characteristics and application of managerial economics.</p> <p>Basic concepts of Managerial Economics- Marginalism, Incrementalism, Opportunity Cost, Time perspective and discounting principle. Basic Economic problem, Types of Economy, Circular flow of Economic activity, Theory of the Firms. Role of Managerial Economics in Business decision making.</p>	12
2		<p>Demand and Utility Analysis</p> <p>Utility analysis: Meaning, measurement of utility- Cardinal Approach and Ordinal Approach; Law of diminishing marginal utility- Meaning, assumptions of law- Indifference curve- meaning, indifference schedule and map; Characteristics of indifference curves- Budget line.</p> <p>Theory of Demand: Meaning, determinants of demand, Demand function and schedule. Law of demand- meaning, causes of law of demand- Exceptions to the law of demand. Elasticity of Demand: Meaning, types – Price, Income and Cross elasticity of demand.</p>	12

		<p>Methods of measuring price elasticity of demand, Factors affecting price elasticity of demand</p> <p>Demand Forecasting: Meaning and objectives- Short-term objectives and Long-term objectives, methods of demand forecasting.</p> <p>Theory of Supply: Meaning, determinants - Supply function and schedule. Law of supply. Exceptions to the law of supply.</p>	
3		<p>Costs & Production concepts</p> <p>Cost concepts – Cost output Relationship in short run- total cost, average cost and marginal cost; Relationship between average cost and marginal cost. Long Run Cost output relationships - LAC curve and LMC curves.</p> <p>Production Function: Meaning, Short Run Law of Production and its stages, Long run Law of Production (Laws of Returns to scale)- Its stages and causes</p>	12
4		<p>Markets structure</p> <p>Market: Definition, classification. Perfect Competition: Meaning Salient features price and output determination – under short run and long run. Monopoly: Meaning, Salient features- price discrimination Meaning, conditions and degrees. Price and output determination under short and long run equilibrium. Monopolistic Competition: Meaning Salient features- Short and long run price and output determination Oligopoly: Meaning, Salient features.</p>	12
5		<p>National Income Analysis - Components of National Income – Methods of Measuring national income, difficulties in calculating NI. An overview of Indian Policy Framework: Monetary Policy – objectives, instruments, Fiscal Policy – objective, instruments. Inflation- Meaning, types, causes and effects, Measures to control inflation. Business Cycle- Meaning, features and phases of Business Cycle.</p>	12
Total No. of Hrs			60

Course Outcome

Students should be able to

CO#	Cognitive Abilities	Course Outcomes
CO1	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO2	APPLYING	DEMONSTRATE their significance from the perspective of business decision making.
CO3	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics
CO4	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision-making.

CO5	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions globally.
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Program Outcomes						Program Specific Outcomes		
CO-PO Correlation	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data-based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understanding the expectations of industry
CO#	Target	Target	Target	Target	Target	Target	Target	Target
CO1	2.00	1	1	2.00	2.00	3.00	1	1
CO2	3.00	2.00	1	2.00	1	1	3.00	2.00
CO3	2.00	2.00	1.00	2.00	2.00	3.00	3.00	2.00
CO4	2.00	2.00	1	2.00	2.00	1	1	1
CO5	2.00	1	1.00	2.00	1	1	2.00	2.00
Co Average	2.20	2.00	1.00	2.00	2.00	3.00	2.67	2.00

Recommended Resources

Text Books

1. Managerial Economics by Peterson , Lewis, Sudhir Jain Pearson , Prentice Hall
2. Indian Economy by Datt & Sundaram. 61st Edition, S Chand
3. Managerial Economics by D.Salvatore, McGraw Hill New Delhi
4. Managerial Economics by Pearson & Lewis, Prentice Hall, New Delhi
5. Managerial Economics by G.S Gupta, T M H , New Delhi

Reference Books

1. Managerial Economics by Homas & Maurice, Tata McGraw Hill, 8th Edition
2. Indian Economy by Mishra & Puri, 24th Edition , Himalay Publishing House
3. Managerial Economics by Analysis, Problems & Cases , P.L Mehta, Sultan Chand Sons , New Delhi
4. Managerial Economics by Varshney & Maheshweshari , Sultan Chand Sons, New Delhi
5. Managerial Economics by Joel Dean, Prentice Hall, USA
6. Managerial Economics by H L Ahuja, S Chand & Co New Delhi

Course: Financial Accounting**Course Code: MBA102**

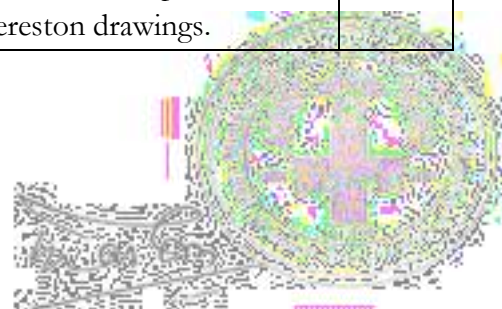
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
3	1	0	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To get acquainted with Basics of financial Accounting, Accounting Concepts and Accounting Standards.
- 2 Student will get the better understanding of preparation of Company Final Accounts.
- 3 Prepare company final accounts as per company act 2013.
- 4 Student will get the basic understanding of the Accounting for Shares and Debentures.
- 5 Detailed understanding of the Goodwill and shares through Methods of Valuation: Average Profit Method, Super Profit Method.

Course Content

Unit No.	Module No.	Content	Hours
1.		Introduction to Accounting Introduction; Meaning and Definition; Objectives of Accounting; Need for Accounting; Functions of Accounting; Users of Accounting Information; Limitations of Accounting; Accounting Principles: Accounting Concepts and Accounting Conventions. Indian Accounting Standards and International Financial Reporting Standards – Brief Overview only. Types of Expenditure.	12
2		Journal, Ledger and Trial Balance- Journal, Rules of Debit and Credit, Compound Journal Entry; Opening Entry. Ledger Posting, Rules Regarding Posting, Balancing Ledger Accounts; Advantages of Ledger, Meaning and Importance of Trial balance, Preparation of the Trial Balance.	12
3		Final Accounts of Proprietary Concerns : Final Accounts: Trading Account, Profit & Loss Account and Balance Sheet; Preparation of Trading Account, Profit & Loss Account and Balance Sheet with the adjustments relating to: closing stock, outstanding expenses, prepaid expenses, accrued incomes, depreciation, bad debts, provision for bad debts, provision for discount on debtors, interest on capital, and interest on drawings.	12



4		Accounting for Share Capital :Share and share capital: nature and types; Accounting for share capital: issue and allotment of equity shares,private placement of shares, Public subscription of shares - over subscription and under subscription of shares; Issue at par and at premium and at discount, Calls in advance and arrears; Issue of shares for consideration other than cash; Accounting treatment of forfeiture and re-issue of shares; Disclosure of share capital in company's Balance Sheet only; Calculation of EPS.	12
5		Accounting for Debentures : Debentures: Issue of debentures at par, at premium and at discount; Issue of debentures for consideration other than cash; Debentures as collateral security; Interest on debentures; Redemption of debentures: Lump sum, draw of lots and conversion.	12
Total No. of Hrs			60

Tutorials: HBSP: Overview of Financial Reports, Introduction to Concepts, Quality Attributes

Accrual Accounting, GAAP, Layout, Assets – Liabilities, Owners' Equity, The Accounting Equation, Concepts - Dual Aspect - Historical Cost, Common Stock, Short-Term Debt, Franchise Fee, Prepaid Rent, Warehouse Property. Mortgage, Store Fixtures, Merchandise Inventory, Current Ratio, Layout, Link to Balance Sheet, Concepts, Recording transactions, Gross Margin Ratios, Overview, Double-Entry, Accounting Journal Entries, Ledger, Prepare the Balance Sheet, Prepare the Income Statement, Direct Method, Indirect Method

Net Income & Op. Cash Flows, Relation to Balance Sheet, Analysis and Interpretation, Unredeemed Gift Certificate, Bad Debts, Refunds, Prompt Payment Discounts, Adjusting Allowances, Bad Debts Ratio, Review of Matching, Bought Merchandise Flow, Merchandise COGS, New Challenges, Price Change - Inventory Valuation, Inventory Write Up, Inventory Ratio Categories, Key Concept, Challenges, Acquisition Cost, Asset Usage, Depreciation Methods Accounting,

Improvements/Repairs, Asset Sales, Intangibles, Updated Financials

Definition, Examples, Executory, Contracts, Key Concepts, Challenges, Zero Coupon Debentures, Capital Lease Accounting, Capital Lease Payments, Operating Lease Accounting

Contingent Liabilities, Debt Ratings, Challenges, Investment Motivations, Controls, Marketable Securities, Business Acquisitions, Management Challenges, Tax vs Financial Reporting, Tax Expense vs Taxes Due, Deferred Tax Accruals, Deferred Tax Liabilities, Deferred Tax Assets

Current and Deferred Tax Expense, Management Challenges, Common Stock, Preferred Stock, Stock Purchases, Dividend, Stock Splits, Stock Options, Equity Ratios

Course Outcome

Students should be able to

CO#	Cognitive Abilities	Course Outcomes
CO1	Understanding	UNDERSTAND the basic concepts of Financial Accounting.
CO2	Applying	Prepare various books of accounts and financial statements.

CO3	Analysing	Analyze the Financial Statement and draw a conclusion
CO4	Evaluating	Justify the maintenance of books of accounts as per the accounting standards
CO5	Creating	DEVELOP the necessary competencies expected of a finance professional across the globe.

Program Outcomes						Program Specific Outcomes		
CO-PO Correlation	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data-based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understanding the expectations of industry
CO#	Target	Target	Target	Target	Target	Target	Target	Target
CO1	2	1	1	2	2	2	1	1
CO2	2	2	1	2	1	1	3	2
CO3	2	2	2.00	2	2	2	3	2
CO4	2	2	1	2	2	1	1	1
CO5	2	1	1.00	2	1	1	2	2
Co Average	2.00	2.00	1.50	2.00	2.00	2.00	2.67	2.00

Recommended Resources

Text Books

1. Dr. S.N. Maheswari, Suneel K Maheshwari, Sharad K Maheswari. (2013) An Introduction to Accountancy (11th Edition).
2. S. P. Jain and K. L. Narang. (2015). Corporate Accounting. Kalyani Publishers
3. SP Iyengar. (2012). Advanced Accountancy. Sultan Chand and Sons, New Delhi.

Reference Books

1. R L Gupta. (2013). Advanced Accountancy. Sultan Chand and Sons, New Delhi.
2. V.K. Goyal and Ruchi Goyal. (2012). Corporate Accounting. PHI Learning; 3 editions



Course: Business Research Methodology**Course Code: MBA103**

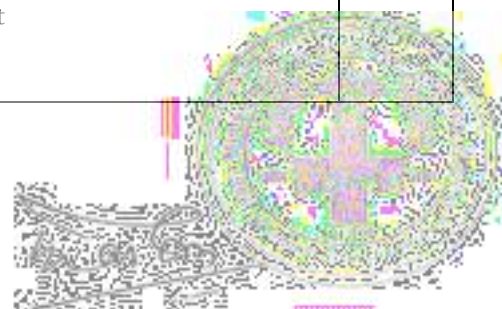
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
3	1	0	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 Understand various concepts & terms associated with scientific business research.
- 2 Know various types of measurement scales & attitude scaling techniques and their application in the context of business research.
- 3 To be able to apply the principles of sampling and sample size determination to contemporary business research problems.
- 4 To be able to construct different types of testable hypotheses and interpret the statistical test outcomes.
- 5 To be able to formulate alternative research designs for a real-life business research problem and discuss the pros and cons of each design.

Course Content

Unit No.	Module No.	Content	Hours
1.		Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. Questions in Research: Formulation of Research Problem – Management Question – Research Question – Investigation Question. The process of business research: Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal.	12
2		Research Design & Sampling Design: Meaning & Requirement of Research Design, Types of Research Design, Factors Affecting Research Design, Feature of Good Research Design, Sampling Design, Sample, Sampling, Steps in Sampling Design, Criterion of selecting sampling procedure, Sampling Methods, Probability Sampling: Simple random, Systematic, Stratified, Cluster, Area, Multistage, Proportional, Sequential sampling. Non-probability Sampling: Convenience, Quota, Snowball, Judgment	12



3		Measurement & Scaling Technique, Scale characteristic, Measurement Scales: Nominal, Ordinal, Interval, Ratio, Criterion for good Measurement: Validity, Reliability, Sensitivity, Scaling Techniques: Rating Scales, Ranking Scales., Factors in selecting appropriate measurement scale	12
4		Data Collection, Types & Sources of Data: Primary & Secondary, Methods of Primary Data Collection, Observation: Characteristic, Merits & Demerits, Interview: Characteristic, Types, Steps, Merits & Demerits, Questionnaire: Wording Questions, guidelines for constructing questions, best questions, sequence formulating Questionnaire, Merits & Demerits, Schedule, Schedule vs Questionnaire, Qualitative research: Meaning, Uses of qualitative research, Qualitative vs Quantitative research, Orientations: Phenomenology, Ethnography, Grounded theory, Case studies. Techniques in qualitative research: Focus groups, Depth interviews, conversations, semi structured interviews, Social Networking, Observations, collages, Free Association technique, projective techniques. Methods of Secondary Data	12
5		Testing of Hypotheses & Report Writing, Basic Concept Concerning Testing of Hypotheses, Procedure for Hypotheses Testing, Advanced Tools For Hypothesis Testing Using SPSS, Introduction to SPSS package, creating data files, Multiple Response sets, Recoding, visual binning etc. Frequencies, Descriptive statistics, Chi square analysis & Cross Tabulation, One sample t- test, Independent sample t-test, Linear Correlation & Regression, One Way Analysis of Variance (ANOVA), Multivariate Data Analysis: Factor Analysis, Cluster analysis, (Numerical are not Expected in Exam), Interpretation & Report Writing, Interpretation: Meaning, Techniques, Precautions, Effective use of graphic aid: Tables, charts, pie charts, line graphs, bar charts, Organization of the written report	12
		Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. Research Reports: Structure of Research report, Report writing and Presentation	
Total No. of Hrs			60

Course Outcome

Students should be able to



CO#	Cognitive Abilities	Course Outcomes
CO1	Understanding	Explain the various concepts under business research.
CO2	Applying	Apply research principles to solve research problems
CO3	Analyzing	Analyze the collected data to make the right interpretations
CO4	Evaluating	Assess the derived interpretations for taking right predictions.
CO5	Creating	Create business models for problem-solving which are helpful for the industries across the world.

CO-PO Correlation	Program Outcomes					Program Specific Outcomes		
	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data-based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understanding the expectations of industry
CO#	Target	Target	Target	Target	Target	Target	Target	Target
CO1	1	1	1	2	2	2	1	1
CO2	3	2	2	2	1	1	3	2
CO3	2	2	2	2	2	2	3	2
CO4	3	2	1	2	2	2	1	1
CO5	1	1	2	1	1	1	2	2
Co Average	2.67	2.00	2.00	2.00	2.00	2.00	2.67	2.00

Recommended Resources

Text Books

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall



Reference Books

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P.Michael



MBA: SEMESTER I

Course: Principle & Practice of Management						Course Code: MBA104			
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
3	1	0	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To help the students gain understanding of the functions and responsibilities of managers.
- 2 To provide them tools and techniques to be used in the performance of the managerial job.
- 3 To enable them to analyze and understand the environment of the organization.
- 4 To help the students to develop cognizance of the importance of management principles.
- 5 To enable the students to study the evolution of Management

Course Content			
Unit No.	Module No.	Content	Hours
1.		Introduction to Management: What is Management?, Definition of Management, Origin of Management, Nature of Management, Evolution of Management, Purpose of Management, Importance of Management, Applications to Management, Scientific Management, Human Relation Approach, Systems Approach, Principles of Management, Henry Fayol Approach, Fredrick Taylor Approach, Management Roles	12
2		Models & Methods of Business; Administration; Functions of Management Basics positions in Organizations, Levels of Management, Departmentation: Introduction, Meaning, Process, Factors to be considered, Pattern of Departmentation, Delegation, Process of Delegation, Decentralisation, Process of decentralization, Span of Management, Introduction to different functions, POSDCORB, Planning: Introduction, Essentials, Importance, Types of Plans, Process, Vision, Mission, Goals, Policies and Strategies	12



3		Planning, Organizing and Staffing Function of Management Planning Premises, Rationality on Planning, Meaning of Organization, Importance of Organizing, Principles of Organizing, Process of Organizing, Types of organization, Delegation Versus Decentralization, Staffing: Meaning, Importance, Process followed in different organizations, Meaning of Leading, Nature, Importance of Leading, Functions of a leader, Leader versus Manager, Qualities of good leader	12
4		Directing and Motivation Leadership : Meaning, Styles of Leadership, Theories of Leadership, Motivation: Meaning, Concept, Need theory of motivation, Maslow's theory, Herzberg's theory, Maslow versus Herzberg, Expectancy theory, Need theory of motivation, McClelland's Theory, Applications to Motivation, Designing Reward systems using motivation, Case studies	12
5		Coordination & Controlling What is coordination, Need, Importance, Principles of coordination, Strategies for effective coordination, What is Controlling, Nature, Importance, Process, Techniques, Methods adopted in various organizations	12
	Total No. of Hrs.		60

Course Outcome

Students should able to

CO#	Cognitive Abilities	Course Outcomes
CO1	REMEMBERING	DESCRIBE the basic concepts management.
CO2	UNDERSTANDING	Distinguish the various functions of Management
CO3	APPLYING	Apply the various functions of management to solve the business problems.
CO4	ANALYSING	Evaluate the various organizational structures of global organisations.



CO5	CREATING	Develop Control Model for real-life business applications.
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CO-PO Correlation	Program Outcomes					Program Specific Outcomes		
	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data-based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understandings the expectations of industry
CO#	Target	Target	Target	Target	Target	Target	Target	Target
CO1	1	1	1	2	2	2	1	1
CO2	3	2	1	2	1	1	2	2.00
CO3	2	2	2	2	2	2	2	2.00
CO4	2	2	2	2	2	1	1	1
CO5	2	2	1	2	1	1	2	2.00
Co Average	2.25	2.00	1.50	2.00	2.00	2.00	2.00	2.00

Recommended Resources

Text Books

1. Stephen A. Robbins & David A. Decenzo & Mary Coulter, "Fundamentals of Management" 7th Edition, Pearson Education
2. Robert Kreitner & Mamata Mohapatra, "Management", Biztantra
3. Ghuman, K & Aswathapa, K, (2017). Management concepts and cases (10th ed.), TataMcGraw Hills, New Delhi.
4. Ramaswamy, I. (2011). Principles of Business Management, (8th ed.), Himalaya Publishing House, New Delhi.

Reference Books

1. Robbins, S., Management, (13th ed.), Pearson Education, New Delhi
2. Telsan, M.T., Industrial and Business Management, (4th ed.), S. Chand, New Delhi.
3. Koontz, H. & Weihrich, H., Essentials of Management: An International Perspective (8th ed.), TataMcGraw Hills, New Delhi.
4. Tripathy PC & Reddy PN, "Principles of Management", Tata McGraw Hill,
5. Stoner, Freeman R.E and Daniel R Gilbert "Management", 6th Edition, Pearson Education.



Course: Organizational Behaviour

Course Code: MBA105

Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
3	1	0	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To develop an understanding of the behavior of individuals and groups inside organizations
- 2 To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
- 3 Provide learners with a foundational understanding of Organisational Behaviour (OB) theories and concepts
- 4 Showcase the impact of attributes and behaviours of individuals and groups on culture, design, ethics, learning and structure of an organisation
- 5 Facilitate experiential learning of contemporary approaches to conflict resolution, communication, decision making, leadership, motivation, negotiation, power and politics within a team environment

Course Content

Unit No.	Module No.	Content	Hours
1.		Introduction to Organisational Behaviour: Introduction - Organisation - Definition of organisation - Functions of organisation - Principles of organisation - Classification of organisation - Formal organisation - Informal organisation - Organisational Behaviour (OB) - Definitions of Organisational behaviour - Features and Approaches - OB Model	12
2		Learning, Personality, Perception: Learning - Meaning and definition - Theories of learning - Classical conditioning theory (Ivan Pavlov) - Operant conditioning theory - Cognitive theory of learning - Social learning theory - Applications of learning in organisation - Factors affecting learning Personality - Introduction - Definition of personality - Factors governing personality - Heredity - Environment -	12



		Family consideration - Socialisation process - Personality traits - Various personality attributes influencing OB - Development of personality - Perception - Introduction - Definition of perception - Characteristics of perception - Process of perception - Factors affecting perception	
3		Motivation & Communication: Motivation - Characteristics of motivation - Types of motive - Process & theories of motivation - The Porter and Lawler model expectancy theory - Applications of motivation - Communication - Meaning of communication - Purposes of communication - Types of communication - Process of communication - Methods of communication - Effective communication - Barriers to effective communication	12
4		Group organisational behaviour: Groups in organisations - Characteristics and nature of groups - Types of group - Group cohesiveness - Group decision making - Group decision - Techniques - Brain storming - Nominal Group Technique (NGT) - Delphi technique - Stages of group development Team building - Effective team building - Benefits of team - Types of teams - Leadership - Definition - Features and characteristics of leadership - Functions of a leader - Theories of leadership Conflict - Definition - Nature of conflict - Sources of conflict - Process of conflict - Levels of conflict - Management of conflict - Conflict resolution - Transactional analysis - Organisational culture - Definition - Nature and characteristics of organisational culture - Functions of organisation culture - Types of culture - Creating and sustaining culture	12
5		Organisational effectiveness and development: Organisational effectiveness - Approaches to OE - Factors Influencing OE - Organisational change - Introduction - Pressures for organisational change - Planned change Organisational development - Characteristics of OD - Objectives of OD - International organisational behaviour - Growth of international business - Trends in international business - Cultural differences and similarities - Individual behaviour in global perspective - Interpersonal behaviour - Power and politics in organizations - Stress management - Creating learning organization - Emotional intelligence	12
		Total No. of Hrs	60

Course Outcome

Students should able to

CO#	Cognitive Abilities	Course Outcomes
CO1	Understanding	Explain the key concepts of Organizational Behaviour.
CO2	Applying	Make use of the concepts and theories of OB in a real world.



CO3	Analysing	Examine the individual perspectives of Organizational Behaviour.
CO4	Evaluating	Choose the various measures to orient individuals towards accomplishment of organizational goals.
CO5	Creating	Formulate models to solve the various business problems of the domestic and foreign country.

CO-PO Correlation	Program Outcomes					Program Specific Outcomes		
	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data-based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understandings the expectations of industry
CO#	Target	Target	Target	Target	Target	Target	Target	Target
CO1	3	1	1	2	2	2	1	1
CO2	3	2	1	1	1	2	3	2
CO3	2	2	2	1	2	2	3	2
CO4	3	2	1	2	2	1	2	2
CO5	2	1	2	2	1	1	2	2
Co Average	2.60	2.00	2.00	2.00	2.00	2.00	2.67	2.00

Recommended Resources

Text Books

1. Organisational Behaviour: A Textbook For Management Students, Divya Bhutani, Padma Kumar, Abhishek Publications
2. Essentials of Management, Andrew J. Dubrin, 10th Edition, Thomson Southwestern
3. Organisational Behavior, Fred Luthans, McGraw Hill

Reference Books

1. Modern Management: Concepts and Skills, Samuel C. Certo and S.Trevis Certo, 15th Edition, Pearson Education
2. Organizational Behaviour, Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, 18th Edition, Pearson Publication
3. Organisational Behaviour: Engineering Handbook by Arjun Singh, Engineering Handbook



Brand Management & Corporate Sales							Course Code:MBAGE01		
Course:									
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	0	0	2	05	05	20		100	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To provide foundations in components of sales
- 2 To focus on decision making aspects and implementation of decisions in sales
- 3 To provide conceptual framework for managing brands strategically.
- 4 To emphasize the role of brands, the concept of brand equity and the advantages of creating strong brands.
- 5 To provide insights into how to create profitable brand strategies by building, measuring and managing brand equity.

Course Content			
Unit No.	Module No.	Content	Hours
1.		<p>Introduction to Sales and Distribution Management:</p> <p>Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management</p> <p>Marketing Channels: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution</p> <p>Managing Marketing Channels: Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome</p>	6



		conflict, Channel Information System.	
2		<p>Organizing the Sales Force:</p> <p>Objectives & Structure of Sales Organization,</p> <p>Organizing the Sales Force, Recruitment, selection and training the sales force,</p> <p>Field Sales Planning, Compensation and Evaluation of Sales Force</p>	6
3		<p>Sales Planning & Control:</p> <p>Sales Planning: Sales Forecasting & Budgeting, Sales Quotas and Targets</p> <p>Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report.</p> <p>Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio</p> <p>Specialized Techniques in Selling: Tele / Mobile Marketing, Online Marketing, E Commerce</p>	6
4		<p>Introduction to Brand Management: What is a brand? Why do brands matter? Branding challenges and opportunities , Brand equity concept , Strategic brand management process , Identifying and establishing brand positioning, Planning and implementing brand marketing programs, Measuring and interpreting brand performance, Growing and sustain brand equity</p> <p>Brand Equity Models: Brand Asset Valuation, Aaker Model, BRANDZ ,Brand Resonance</p> <p>Identifying and Establishing Brand Positioning and Values: Customer based Brand equity , Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image, The Four steps of brand building, Creating customer value, Identifying and establishing brand positioning, Positioning guidelines</p>	6
5		<p>Planning and Implementing Brand Marketing Programs: Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, Integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity Endorsements</p>	6

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		Measuring and Interpreting Brand Performance: The brand value chain, Designing brand tracking studies, Capturing customer mind set through quantitative research techniques	
		Growing and Sustaining Brand Equity: Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, Reinforcing brands, Revitalizing brands, Brand failures	
		Total No. of Hrs	30

Tutorial: MOOC:IIMB: • Product vs. Brand • Strategic Brand Management • Brand Architecture • Designing Brand Architecture • Module Overview • Brand Identity • Who Defines the Brand Identity • Brand Personality • David Aaker's Model • Kapferer's Model • Brand Positioning and Re-positioning • Module Overview • Brand Positioning • Brand Positioning Basics- Part 1 • Brand Positioning Basics- Part 2 • Brand Positioning Statement- Guidelines • Brand Re-positioning • Brand Positioning vs. Product Positioning • Brand Communication, Brand Knowledge: Awareness & Image • Module Overview • The Importance of Communication • Brand Awareness • Brand Image • CBBE • Module Overview • What is Brand Equity • The CBBE Pyramid • Five Tenets of Brand Building • Brand Management Framework

Course Outcome

Students should be able to

CO#	Cognitive Abilities	Course Outcomes
CO1	Understanding	Explain fundamental concepts associated with product and brand management
CO2	Applying	Make use of brand management in real-world examples
CO3	Analysing	Analyse elements of strategic brand management process
CO4	Evaluate	Explain Product Strategy over PLC and Brand Management Process.
CO5	Creating	Propose strategic recommendations for reinforcing / revitalizing/rejuvenating failed Brands for real-life consumer, business products and services of the world industries.



Program Outcomes						Program Specific Outcomes		
CO-PO Correlation	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data- based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understandings the expectations of industry
CO#	Target	Target	Target	Target	Target	Target	Target	Target
CO1	1	1	1	1	2	2	1	1
CO2	2	2	1	2	1	1	3	2
CO3	2	2	2	2	2	2	3	2
CO4	2	2	1	2	2	2	1	2
CO5	2	1	2	2	1	1	2	2
Co Average	2.00	2.00	2.00	2.00	2.00	2.00	2.67	2.00



Recommended Resources

Text Books

1. Sales and Distribution Management by Havaladar & Cavale, TMGH
2. Sales Management by Still, Cundiff & Govani, Pearson Education
3. Strategic Brand Management by Kevin Lane Keller, Pearson, 3rd Edition
4. Strategic Brand Management by J N Kapferer, Kogan Page, 4th Edition

Reference Books

1. Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition
2. Branding Concepts & Process by Debashish Patil



Course: Marketing Analytics**Course Code: MBAGE02**

Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	0	0	2	05	05	20		100	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To understand about practices of measuring, analyzing, and managing marketing performance to maximize its effectiveness and optimize ROI
- 2 To understand the various marketing tactics used to maximize revenue
- 3 To understand the concept of marketing mix modelling
- 4 To carry out the Pricing analysis to take effective decision
- 5 To understand the concept of promotion analysis

Course Content

Unit No.	Module No.	Content	Hours
1.		Marketing Mix optimization: Use of various techniques like multivariate regression to analyse sales and marketing time series data.	6
2		Effects of various marketing tactics in order to find out the optimal mix of various marketing activities to maximize revenue and /or profitability	6
3		Marketing Mix Modelling : Use of this technique to analyse and optimize the marketing spend	6
4		Price Analysis : Determination of the price elasticity of a product using historical price and sales data, Application of results to find out expected volume at new prices , key price points, changing price sensitivity, and competitive price matching.	6
5		Promotions Analysis : Analysis of promotions data to understand the	6



	sales lift and ROI from various promotional activities such as In-store displays , Newspaper & Pre-print features , coupons, In-store, Mail/online offers, Special packs, Special events, and discounts etc.	
	Total No. of Hrs	30

Course Outcome**Students should able to**

CO1 To understand about practices of measuring, analyzing, and managing marketing performance to maximize its effectiveness and optimize ROI

CO2 To understand the various marketing tactics used to maximize revenue

CO3 To understand the concept of marketing mix modelling

CO4 To carry out the Pricing analysis to take effective decision

CO5 To understand the concept of promotion analysis globally.

Course: Marketing Analytics					
CO-PO Correlation	Program Outcomes				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	3	2	1	2
CO3	2	2	2	2	2
CO4	1	2	2	2	2
CO5	2	2	2	2	1
Co Average	2.20	2.20	2.00	1.80	1.80

Recommended Resources**Text Books**

1. Marketing Mix Optimization Rules by Andrew A. Mitchell, College of Business Administration , Pennsylvania State University, 1975.
2. Market Response and Marketing Mix Problems : Trends and Research Opportunities , Douglas Bowman and Hubert Gatignon, New Publishers Inc.

Reference Books

1. Pring on Price patterns: the definitive guide to price pattern analysis and interpretation, Martin J. Pring, Mc Graw Hill Publications



Course: Industry 4.0 and Impact on Business**Course Code: MBAGE03**

Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	0	0	2	05	05	20		100	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To get awareness about industry 4.0
- 2 To be aware of the industrial revolutions observed
- 3 To know about the Industry 4.0 Design principles
- 4 To understand the challenges industry 4.0
- 5 To understand the impact of Industry 4.0 on government and the public sector

Course Content

Unit No.	Module No.	Content	Hours
1.		Introduction to Industry 4.0 - Discover what Industry 4.0 is, what the Industry 4.0 Environment is and the different kinds of Internets such as the Internet-of-Things (IoT), Industrial-Internet-of-Things (IIoT), Internet-of-Services (IoS) and the Internet-of-Everything (IoE)	6
2		The Evolution of Industrial Revolutions - Explore the evolution of Industrial Revolutions from the 1st Industrial Revolution by the invention of the 'Spinning Jenny'. The 2nd Industrial Revolution powered by the mass production of the famous Henry Ford's Model-T car, assembly lines and electricity. The 3rd Industrial Revolution fueled by computerization and automation. Finally, the 4th Industrial Revolution with 'Cyber Physical Systems (CPS)', Advanced Robotics, Artificial Intelligence (AI), Machine Learning (ML) and Deep Learning (DL)	6
3		Industry 4.0 Design Principles - Learn about the Industry 4.0 Design principles which are Interoperability, Virtualization, Decentralization, Modularity, Real-Time Capability, Service Orientation and	6



		Information Transparency.	
4		The Challenges of Industry 4.0 - Discover the challenges of Industry 4.0 which include IT Security Challenges, Capital Investments, Reliability and Machine-to-Machine (M2M) Communication, Jobs, Skill-set as well as Legal and Compliance Issues. The Internet-of- Things (IoT) Reference Model is discussed in a dedicated lecture to highlight the layered architecture of IoT	6
5		The Impact of Industry 4.0 on Different Industries - Explore the Impact of Industry 4.0 on Services and Business Models, IT Security, Machine Safety, Manufacturing, Product Lifecycle, Socio-Economic Factors and Work Organization. The Impact of Industry 4.0 on Governments and the Public Sector - Explore the Impact of Industry 4.0 on Governments and the Public Sector such as smarter and next-generation school, digitization of garbage collection and digitization of healthcare.	6
Total No. of Hrs			30

Course Outcome

Students should be able to

CO1 To get awareness about industry 4.0

CO2 To be aware of the industrial revolutions observed

CO3 To know about the Industry 4.0 Design principles

CO4 To understand the challenges industry 4.0

CO5 To understand the impact of Industry 4.0 on government and the public sector

Course: Industry 4.0 and Impact on Business

CO-PO Correlation	Program Outcomes				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	3	2	1	2
CO3	2	2	2	2	2
CO4	1	2	2	2	2
CO5	2	2	2	2	1
Co Average	2.20	2.20	2.00	1.80	1.80



Recommended Resources

Text Books Industry 4.0: Managing The Digital Transformation by **Ustundag**, Alp, **Cevikcan**, Emre, Springer series

Reference Books



Course: Team Dynamics at work**Course Code: MBAGE04**

Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	0	0	2	05	05	20		100	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To Understand the culture of Team Dynamics at Work
- 2 To Analyse the effectiveness of team
- 3 To understand and get work done from the team
- 4 To be able to create an sustainable positive change
- 5 To understand the ways of becoming happy by working in a team

Course Content

Unit No.	Module No.	Content	Hours
1.		Introduction about team, it's various dynamics.	6
2		Understanding Team dynamics: Characteristics of a team, team roles in an effective team	6
3		Setting up team- What should team do, Independence and support, Types of characters in a team, working together, self-managed team	6
4		Team Efficiency and Results - Performance Vs a Vs time. - Communication - Effective team meetings - Networking skills - New ideas sharing - Performance monitoring	6
5		Creating and sustaining change • Cultivating an innovation mindset and avoiding generalized conclusions	6



Tutorial: MOOC: IIMB: **Crafting Realities: Work, Happiness and Meaning: Crafting Realities**

- How we make sense of the world around us and our experience in it? • The role of our mental models in the way we process information from the world ,**Demystifying Success**
- How we define success for ourselves? • The role played by society in shaping our definition of success • Creating an awareness of our personal values to help us navigate this complexity
- Decoupling our own dreams from the expectations of other stakeholders in our lives ,**Accepting Failure** • Understanding the label of failure and the effects it has on us • Exploring the attributes of perfectionism and how to overcome them • Understanding resilience and tools to help us become more resilient • Cultivating a healthy and realistic attitude to failure, **Redefining Work**
- Nature and utility of work in everyday life • Introduction to the flow state and its benefits • Crafting a more empowering inner definition of work • Consciously cultivating meaning and purpose in work, **Leveraging Emotions** • The connection between happiness and productivity • Overcoming our innate bias towards the negative and dealing with negative emotions • Shifting our happiness baseline and choosing to play to our strengths • Cultivating emotional intelligence and using mirror neurons to our advantage, **Continuing the Journey** • Creating and sustaining change • Cultivating an innovation mindset and avoiding generalized conclusions • Digging deeper with Integrative thinking • Savoring the journey and managing personal energy

Course Outcome

Students should be able to

CO1 To Understand the culture of Team Dynamics at Work

CO2 To Analyse the effectiveness of team

CO3 To understand and get work done from the team

CO4 To be able to create a sustainable positive change

CO5 To understand the ways of becoming happy by working in a team

Course: Team Dynamics at work

CO-PO Correlation	Program Outcomes				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	3	2
CO2	1	2	1	3	2
CO3	3	2	2	3	3
CO4	2	2	1	3	2
CO5	3	3	1	3	3
Co Average	2.75	2.40	1.33	3.00	2.40

Recommended Resources



Text Books

1. Group Dynamics for Teams by Daniel J. Levi

Reference Books ...



Course: Computer Application for Business							Course Code:MBASEC01		
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
1	1	0	2	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To develop conceptual understanding about latest developments in the field I.T
- 2 To learn memory, processor and secondary storage devices.
- 3 To learn and build an e-commerce and business models.
- 4 To understand database management system and decision support system.
- 5 To learn and understand emerging trends in I.T industries globally.

Course Content			
Unit No.	Module No.	Content	Hours
1.		Basic Concepts - Characteristics of a Computer; Advantages of Computers; Limitation of Computers; Types of Computers; Applications of computers History and Generations of Computer. Hardware, Firmware, Software; System Software, Operating system, Translators, interpreter, compiler; Overview of operating system, function of operating system; Application software.	6
2		Memory & Processor: Introduction, The Central Processing Unit, Registers, Instruction Sets, Program Interrupts, Different Types of Memory. Secondary Storage Devices: Introductions, Need of Secondary Storage Devices, Characteristics of Secondary Storage Devices, Types of Storage Devices ,Magnetic Tape Systems.	6



3		Introduction to E Commerce: Evolution of ecommerce – Meaning – Nature and Scope – Application of ecommerce-Merit and Demerit of e commerce. E-Commerce business models: B2B, B2C, C2B, C2C and other models of e-commerce - Applications of ecommerce to supply chain management	6
4		Data Base Management Systems: Objectives of DBMS - Components of DBMS - Major uses of DBMS - Database administration - Data flow diagram. Decision Support System: Architecture of DSS – Characteristics of a DSS – The conceptual model of DSS – Functions of DSS applications – Capabilities of DSS.	6
5		Emerging Trends in I.T: Enterprise Resource Planning, SAP system, Oracle system, Data Science, Data Warehousing, Data Mining. Geographical Information Systems, Artificial Intelligence, Expert Systems, Knowledge Based Expert Systems	6
Total No. of Hrs			30

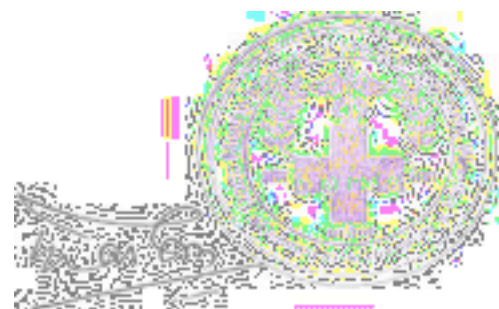
Course Outcome

Students should able to

CO#	Cognitive Abilities	Course Outcomes
CO1	REMEMBERING	DESCRIBE various components of a computer, network
CO2	UNDERSTANDING	EXPLAIN the characteristics and usage of various elements of a computer, a network and operating systems.
CO3	APPLYING	USE various input, output, memory and local network devices.
CO4	ANALYSING	TEST and do basic troubleshooting of a standalone desktop or desktop connected to a network.
CO5	EVALUATING	COMPOSE the basic terminology related to data and information.

Program Outcomes

Program Specific Outcomes



CO-PO Correlation	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data-based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understandings the expectations of industry
	CO#	Target	Target	Target	Target	Target	Target	Target
CO1	2	1	1	2	3	2	1	1
CO2	2	2	1	2	1	1	3	2
CO3	2	2	3	2	2	2	3	2
CO4	1	2	1	2	2	1	1	1
CO5	2	1	1	2	1	1	2	2
Co Average	2.00	2.00	2.00	2.00	2.33	2.00	2.67	2.00

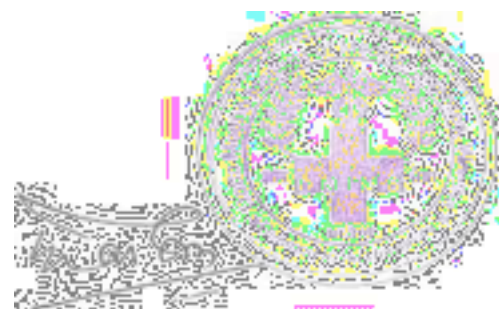
Recommended Resources

Text Books

1. Microsoft Office-2000 Complete- BPB Publication.
2. Concepts of E-Commerce, Pandey Adesh K., Kataria, S. K., & Sons.
3. Sanjay Saxena, A First Course in Computers, Vikas Publishing House, New Delhi

Reference Books

1. Pradeep K. Sinha and Preeti Sinha, Computer Fundamentals, BPB, Publication
2. Electronic Commerce, Greenstein, Tata McGraw Hill, New Delhi.
3. Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia



Course: Business Communication**Course Code: MBASEC02**

Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
1	1	0	2	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 Build foundations of business communication for leaders to be effective individually and as an organisational entity.
- 2 Inculcate a holistic approach to tackle multiple types of business communication, both written and oral.
- 3 Develop a framework to build effective business communication artefacts ranging from day-to-day communication to communicating overall business strategy.

Course Content

Unit No.	Module No.	Content	Hours
1.		Introduction to Business Communication - What is business communication - Why communication matters - Principles of effective communication - Reading Skills - Listening – Feedback - Barriers of communication - Social communication model Audience profiling - Target group profile - Social communication model - Perception & communication - Attitude & Communication - Collaboration - Interpersonal communication - Business etiquette Communicating effectively in teams - Collaborative writing - Communication for meetings – Non- verbal communication - Professional dressing and body language - Developing business etiquette Communication in a global marketplace - Cultural competency - Recognizing variations in a diverse world - Other Aspects of Communication - Cross Cultural Dimensions of Business Communication - Technology and	6



		Communication - The emergence of mobile & its impact in business communication - Ethical & Legal Issues in Business Communication.	
2		Written & Visual Business Communication: Types of written business communication - Digital Media - Email - Text messaging - Website content - Blogs - podcast - Social media strategies - Micro- blogging - Reports - Proposals - Case studies - Executive summaries - Internal communication through - notices, circulars, memos, agenda & minutes, press releases Planning business messages - Three step writing process - Selecting media & channels - Organize information Writing business messages - Audience analysis & adaptation - Message composition - Choice of words - Effective sentences - Editing messages - Review & distributing messages - Introduction to visual communication - Power of images - Design principles - Ethics of visual communication Visuals for presenting information - Integrating visuals with text - Business videos - Visuals for presenting data - Data visualisation	6
3		Nuances of Written Communication : Brief messages - Routine requests & messages – Strategy - Examples Negative messages - Threestep process for negative messages - Direct & indirect approach to negative messages - Maintaining ethics & etiquettes - Negative messages under different contexts – Regular business communication - Organisational news - Communicating a crisis - Negative performance reviews Persuasive messages - Three step process for persuasive messages - Developing persuasive messages - examples - Strategies for marketing & sales messages - Promotional messages Reports & Proposals - Purposes of a report - Primary & secondary research - Data collection - Findings - Summarizing results - Types of reports - Types of proposals - Drafting & completing reports and proposals	6
4		Business Presentations : Business presentation milestones - Planning a presentation - Developing a presentation - Delivering a presentation - Incorporating technology Effective presentations - Enhancing presentations - Designing effective slides - Creating effective slide content - Support materials Types of business presentations - Building business presentations for various scenario	6
5		Communication for Interviews & Employment : Employers perspective - Identifying employment strategy - Writing employment messages - Job descriptions Candidates perspective - Building CVs - network building - designing portfolios Interviews – Types of interviews - Web /video conferencing - Tele-meeting - Preparing for a job interview – Follow-up communication	6
		Total No. of Hrs	30

Tutorial : MOOCS: HBSP: Introduction to Management Communication ,
Planning Communication, Writing in Business, Presenting in Business



Course Outcome		
Students should be able to		
CO#	Cognitive Abilities	Course Outcomes
CO1	Remembering	Describe the various elements of communication.
CO2	Understanding	Illustrate the different forms of communication in the real-world business interactions.
CO3	Applying	Demonstrate the different modes and forms of communication.
CO4	Analysing	Evaluate the various aspects of formal communication
CO5	Creating	Compose the various modes of business presentations which are helpful to the industries of the world.

Program Outcomes						Program Specific Outcomes		
CO-PO Correlation	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data-based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understanding the expectations of industry
CO#	Target	Target	Target	Target	Target	Target	Target	Target
CO1	2	1	1	2	1	2	1	1
CO2	3	2	1	2	2	1	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	1	2	2	1	1	1
CO5	2	1	2	2	1	1	2	2
Co Average	2.20	2.00	2.00	2.00	2.00	2.00	2.00	2.00



Recommended Resources

Text Books

1. Business Communication Today, L. Bovee Courtland, Thill John, Lal Raina Roshan, 13th Edition, Pearson
2. Essentials of Business Communication, Rajendra Pal, J.S. Korlahalli, 13th Edition, Sultan Chand & Sons
3. Excellence in Business Communication, John V. Thill, Courtland L. Bovee, Pearson

Reference Books

1. Business Communication, Meenakshi Raman, Prakash Singh, 2nd Edition, 2012, Oxford
2. Supplementary Reading Material Business Communication – Harvard Business Essentials Series, HBS Press



Course:	Communication through Theatre Technique	Course Code: MBAAEC01
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Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
0	0	4	2	05	05	20		100	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 Knowledge and understanding of presentation techniques
- 2 Communication through public speaking
- 3 Planning and awareness, including reflective and analytical skills
- 4 Develop skills related to voice, speech and oral interpretation
- 5 Develop good analytical techniques, problem-solving skills, with the ability to evaluate evidence, arguments and assumptions for complex communication.

Course Content			
Unit No.	Module No.	Content	Hours
1.		Interpretation and oral delivery of a broad range of material in public speaking contexts	6
2		Presentation techniques	6
3		Principles and practice of voice, speech and oral interpretation	6
4		Planning and contextual awareness — respond imaginatively to the quality, form, content and context of a variety of speech modes, and reflect upon personal performance	6
5		Techniques — use a wide range of physical and vocal skills, using	6



		physical space and visual/audio aids creatively	
			Total No. of Hrs

Course Outcome

Students should be able to

CO#	Cognitive Abilities	Course Outcomes
CO1	Understanding	Explain the Business Ethics and Social Responsiveness
CO2	Applying	Critical thinking Business Analysis, problem solving and Innovation
CO3	Analysing	Examine the Global Exposure and cross cultural understanding
CO4	Evaluate	Appraise the Effective Communication
CO5	Creating	Design the Leadership and teamwork assignments for the industries situated in the country and foreign countries.

Program Outcomes						Program Specific Outcomes		
CO-PO Correlation	PO1 Apply knowledge of management theories and practices to solve business problems	PO2 Foster Analytical and critical thinking abilities for data-based decision making	PO3 Ability to develop Value based Leadership ability	PO4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business	PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PSO1 The ability to understand, analyse, design, implement	PSO2 The ability to use knowledge and analyse	PSO3 The ability of understandings the expectations of industry
CO#	Target	Target	Target	Target	Target	Target	Target	Target
CO1	2.00	1	1	2.00	2.00	2.00	1	1
CO2	3.00	2.00	1	2.00	1	1	3.00	2.00
CO3	2.00	2.00	2.00	3.00	2.00	2.00	3.00	2.00
CO4	2.00	2.00	1	2.00	2.00	1	1	1
CO5	2.00	1	1.00	2.00	1	1	2.00	2.00
Co Average	2.20	2.00	1.50	2.20	2.00	2.00	2.67	2.00

Recommended Resources

Text Books

Reference Books

Semester-II

Course: Operations Management							Course Code: MBA201		
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	1	2	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To develop an understanding of the strategic importance of Operations & SCM .
- 2 To understand how it can provide a competitive advantage in the marketplace
- 3 To understand the relationship between Operations & SCM and other business functions, such as

Marketing, Finance, Accounting, and Human Resources.
- 4 To understand the techniques which involves in decision making process.
- 5 To develop knowledge of the issues related to designing and managing Operations & SCM and the

techniques to do so.

Course Content			
Unit No.	Module No.	Content	Hours
1.		Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM.	9
		Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions	



2		Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System Design Matrix: Design of Service Systems, Service Blueprinting.	9
3		Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP , MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	9
4		Supply Chain Management: Supply chain concept, objective, overview, importance , decision phase in a supply chain, nature and scope of SCM, managing the supply chain, process tools for SCM, supply chain dynamics, A model of SCM, focus areas in SCM, ChangeDrivers, Evolution of Supply Chain management, Importance of logistics / Supply chain management..	9
5		Designing the Supply Chain Network: Integrated supply chain planning, importance, design process, Role of facility decision in a supply chain, factors influencing network design decisions, Design of channel of distribution, function, types, channel design, physical distribution management.	9
Total No. of Hrs			45

Course Outcome

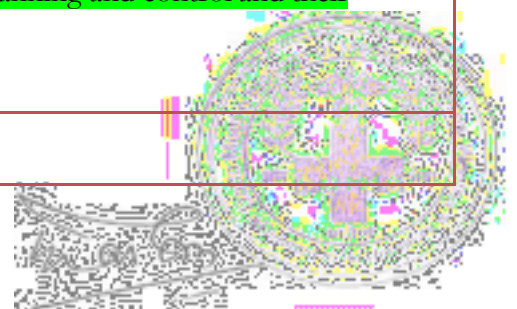
Students should able to

CO1 DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.

CO2 EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.

CO3 DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting

CO4 DEFINE basic terms and concepts related to SCM



CO5 OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.

Course: Operation Management

CO-PO Correlation	Program Outcomes							
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	2	2	2	3
CO2	2	2	0	2	3	2	2	2
CO3	2	2	0	2	3	2	2	3
CO4	2	2	2	3	2	2	2	2
CO5	2	2	1	2	2	3	2	3
Co Average	2.20	2.00	0.80	2.20	2.40	2.20	2.00	2.60

Recommended Resources

Text Books

1. Operations Management Theory & Practice, B.Mahadevan , Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi..
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.



- Reference Books**
1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
 2. Operations Management, William J. Stevenson, TMGH.
 3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
 4. Introduction to Materials Management , J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.



Course: **Financial Management**Course Code: **MBA202**

Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	1	2	4	05	05	20	100		100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To acquaint the students with the basic finance terminologies
- 2 To create awareness amongst students about various sources of capital and investment strategies.
- 3 To get students acquainted of operating cycle and capital structure of business
- 4 To acquaint students with the fundamentals of Dividend policy and related decisions.
- 5 To create an understanding of working capital management issues

Course Content

Unit No.	Module No.	Content	Hours
1.		Introduction to Financial Management	9
		Definition, meaning and role of Financial Management, Goals of Business finance, Profit Maximization vs. Wealth Maximization, Profit Maximization – Approvals and Objections, Wealth Maximization, Growth Maximization, Agency problems.	
		Time Value of Money: Time line, Cash Flow Sign Conventions, Present Value, Future Value, Annuities, Perpetuities, Time Preference	
		for money, computation of future value and present value of cash flow, Value of an annuity, multi period compounding. <i>Excel Applications of Time Value of Money.</i>	
2		Techniques of capital budgeting and project evaluations Non Discounted Techniques-Payback Period , ARR.; Discounted CF Techniques - NPV, IRR, PI , Numerical examples	9



3	<p>Long-term Financing, Leverages and Cost of Capital</p> <p>Long-term Financing: Sources of Long-term finance : Equity Shares, Preference Shares and Debentures.</p> <p>Leverages: Operating Leverage, Financial Leverage, Combined Leverage, EBIT-EPS Analysis, Indifference Point Concept of Cost of Capital; Cost of Debt: Irredeemable and Redeemable Debt; Cost of Preference Shares : Irredeemable and Redeemable; Cost of Equity: Dividend Yield Method, Dividend Yield Plus Growth Rate Method, Earning Yield Method, CAPM Approach; Cost of Retaining Earnings; Calculating Weighted Average Cost of Capital.</p>	9
4	<p>Capital Structure Theories & Dividend Decisions</p> <p>Capital Structure: Meaning and Factors influencing Capital Structure and Optimal Capital Structure. Capital Structure theories: Net Income Approach, Net Operating Income Approach, Modigliani Millar Approach, Modern Approach, Traditional Approach</p> <p>Dividend Policies and Decisions</p> <p>Meaning of dividend policy, factors influencing dividend policy, objectives of dividend policy, stability of dividends, forms of dividend; Relevance V/s Irrelevance of Dividends (Relevant Theory: Walter's Model, Gordon's Model)</p>	9
5	<p>Management of Working Capital</p> <p>Introduction, Concepts of working capital, Operating and cash conversion cycle, Permanent and variable working capital, Balanced working capital position, Determinants of working capital Issues in working capital management, Estimating working capital requirement</p>	9
Total No. of Hrs		45

Tutorials: MOOCS: HBSP : Introduction, Ratio Analysis, Cash Cycle and Growth, Financial Forecasting, Rearranging Financial Statements, Capital Structure, Time Value Of Money and Project Valuation, Risk and Return, Valuing a Business.

Numericals should be covered on the following topics:

- 1) Time Value of Money
- 2) Capital Budgeting techniques
- 3) Cost of Capital
- 4) Leverages
- 5) Working Capital Estimation

Course Outcome

Students should be able to

CO1 Judge optimum capital structure with various models and techniques



CO2	Analyse the feasibility of the project and will be able to do financial negotiations
CO3	Analyse the running capital structure of an enterprise.
CO4	Appreciate the dividend policy decisions of various firms
CO5	Appreciate the various issues in working capital management faced by National and International companies.

Course: Financial Management								
CO-PO Correlation	Program Outcomes							
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	0	2	2	3	3	3
CO2	2	2	2	2	3	3	3	3
CO3	2	2	1	2	3	2	2	2
CO4	2	2	1	2	2	2	3	2
CO5	2	2	0	3	2	3	2	3
Co Average	2.20	2.00	0.80	2.20	2.40	2.60	2.60	2.60

Recommended Resources

Text Books

1. Pandey, I.M.; Financial Management; 11th Ed.(2015), Vikas Publishing House
2. Khan, M. Y. and Jain, P. K. "Management Financial", TMH publications

Reference Books

1. Geoffrey Knott, "Financial Management", Macmillan Publishers
2. Damodran, Aswath, Corporate Finance, John Wiley & Sons, Inc.
3. Brigham & Houston, Fundamentals of Financial Management, Thomson Press.
4. James C. Van Horn, "Financial Management Policy". Ed. Twelfth, PHI
5. Prasanna Chandra, "Financial Management- Theory & Practice", Tata-McGraw Hill.



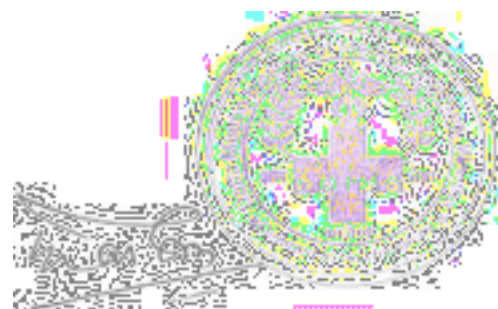
Course: Marketing Management	Course Code: MBA203
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Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
3	1	0	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 Define marketing concepts, describe concepts of marketing mix marketing environments, segmentation
- 2 Explain consumer buying behaviour and discuss business market behavior.
- 3 Explain product management and pricing decisions.
- 4 Illustrate marketing channels and promotion mix.
- 5 Assess marketing strategy and marketing plan.

Course Content			
Unit No.	Module No.	Content	Hours
1		Introduction to marketing Definition, understanding market place and customer needs, value, marketing orientations (concepts), difference between marketing and sales, Marketing process, marketing mix, marketing organisations, marketing research- meaning and process. Marketing environment- micro-environment and macro-environment. Market segmentation- concept, bases for segmentation, targeting market segment, product positioning strategy	9
2		Markets and buying behaviour Consumer buying behaviour- Concept, model of consumer behaviour, characteristics affecting consumer behaviour, Types of buying decision behaviour, the buyer decision process, the buyer decision process for new product. Reference Groups and Family Influences- Consumer Related Reference Groups, Celebrity and Reference Group Appeals Family Decision-making and Consumption related Roles, Consumer Socialisation of Children	9
3		Product management and pricing decisions Product management - meaning, classification, levels, individual product decisions, product line decisions, product mix decisions, services- nature and characteristics, brand-meaning and types. New product development process, product life cycle strategies. Pricing- factors to consider while setting price, new product pricing, product mix pricing. Price adjustment strategies, price changes	9



4		Marketing channels and Promotion mix Marketing channels- nature and importance, channel design decisions, channel management decisions. Retailing- types, drivers of growth, retailing vs wholesale, strategic decisions in retailing. Promotion- Promotion Mix, AIDA Model, Integrated Marketing Communication (IMC) process, Advertising objectives, developing advertising strategy, personal selling, sales promotion tools, sales force management.	9
5		Marketing Strategy & New Trends in Marketing Steps in companywide strategic planning, Marketing plan and its contents, Customer relationship management process, customer life time value, Online Marketing domain, setting up for online marketing, global marketing- levels of involvement New Trends in Marketing: Human centric marketing, Predictive marketing, Contextual marketing, Augmented marketing, Omni channel marketing, Engagement marketing, Marketing productivity metrics-PAR and BAR	9
		Total No. of Hrs	45

Course Outcome

Students should be able to

CO1	The student should provides an overview of Marketing and its concepts.
CO2	The student should be able to provide fundamental knowledge about marketing management
CO3	The Students should able to create strong foundation for further studies in the field of marketing
CO4	The students should able to prepare students to undertake practical assignments and projects in the marketing area
CO5	The students should be able to describe new trends in marketing adopted by the foreign industries.

Course: International Business Management								
CO-PO Correlation	Program Outcomes							
Cour se Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	3	3
CO2	2	2	2	2	3	3	3	3
CO3	2	2	2	2	3	2	2	3
CO4	2	2	1	2	2	2	3	3
CO5	2	2	2	3	2	3	2	2
Average Co	20	20	80	20	40	60	60	80



Recommended Resources

Text Books

1. Financial Modelling by Simon Benninga
2. Financial Modelling by Paul Pignataro

Reference Books

1. Financial Analysis and Modeling using Excel and VBA – Chandan Sengupta, Second Edition Wiley Publication
2. A Practical Guide to Investment Banking and Private Equity – Paul Pignataro, Second Edition Wiley Publication
3. Financial Modeling for Business Owners and Entrepreneurs – Tom Y. Sawyer, Apress Publication.



Course: Human Resources Management**Course Code: MBA204**

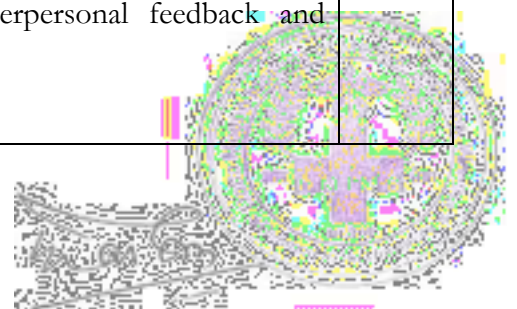
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
3	1	0	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To make students acquainted with basics of Human resource management.
- 2 To make students understand Human Resource Planning, Recruitment and Selection process
- 3 To acquaint the students with the concept of training and induction and HRM strategies
- 4 To provide students with an understanding of performance appraisal
- 5 To help students understand the concept of Performance Appraisal and Compensation Management

Course Content

Unit No.	Module No.	Content	Hours
1.		Human resources Management -Introduction and Importance-Evolution – difference between Personnel Management and HRM-Strategic HRM- role of a HR Manager. Human Resources Planning-Objectives-Importance-HRP Process-Manpower Estimation-Job analysis-Job Description-Job Specification. Recruitment - Sources of Recruitment-Selection Process -Placement	9
		and Induction-Retention of Employees.	
2		Productivity Management - Concepts-TQM-Kaizen-Quality Circles. Industrial relations - Grievance Procedure-collective Bargaining-Settlement of Disputes. Retirement/Separation-Superannuation-Voluntary Retirement Schemes- Resignation-Discharge-Dismissal-Suspension-Layoff	9
3		HRD modules: Recruitment and selection – orientation and placement performance appraisal – training and development – promotion and motivation – career development. Performance appraisals and performance development – objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal; Development oriented appraisal system. Interpersonal feedback and performance counseling.	9



4	Training – conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow up training.	9
5	Compensation Management –Concepts and Components-Job Evaluation-Incentives and Benefits	9
Total No. of Hrs		45

Course Outcome

Students should able to

CO1 To analyze the role, importance and functions of HRM.

CO2 To evaluate various methods of Recruitment and Selection process.

CO3 To construct training modules

CO4 To evaluate various types of promotions and bases of promotion.

CO5 To analyze various types of Performance appraisal systems and wage fixation adopted by the foreign country.

Course: Human Resources Management

CO-PO Correlation	Program Outcomes							
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	3	3
CO2	2	2	2	2	3	3	3	3
CO3	2	2	2	2	3	2	2	3
CO4	2	2	2	2	2	2	3	3
CO5	2	2	2	2	2	3	2	2
Co Average	2.20	2.00	2.00	2.00	2.40	2.60	2.60	2.80

Recommended Resources

Text Books

1. Human Resource Management- Gary Dessler
2. Personal Management- C.B.Mamoria
3. Managing Human Resource- R.S.Dwiwedi

Reference Books

1. Human Resource Management- Dr.P.C.Pardesi
2. Human Resource Management- Mirza & Zaiyadin
3. Human Resource Management- L.M.Prasad
4. Human Resource Management- Ashwathappa

Course: Legal and Business Environment**Course Code: MBA205**

Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
3	1	0	4	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To provide an overview of important laws that have a bearing on the conduct of business in India
- 2 To familiarize the students with the basics of the new companies act, 2013.
- 3 To make aware of modern information and technology and its legal aspects
- 4 To enhance the ability of the students to manage the business effectively.
- 5 To provide an overview of important laws that have a bearing on the conduct of business in India

Course Content

Unit	Module	Content	Hours
No.	No.		
1.		Indian Contract Act, 1872: Contract –meaning, characteristics and kinds, Essentials of valid contract -Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. Breach of Contract- meaning & remedies Void agreements Discharge of contract –modes of discharge including breach and its remedies. Contingent contracts, Quasi – contracts, Contract of Indemnity and Guarantee Contract of Agency, E-contract	9
2		The Sale of Goods Act, 1930 Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties, Transfer of ownership in goods including sale by non- owners, Performance of contract of sale, Unpaid seller –meaning and rights of an unpaid seller against the goods and the buyer. Auction Sale Consumer Protection Act, 1986: Definition & Concept of consumer, Remedies available to consumer, Redressal Mechanism, Consumer Forum.	9
3		Companies Act 2015 (latest amendment) Company- Definition, meaning, features & types of companies. Incorporation of Company-memorandum of association, article of association and prospectus. Share Capital- types of share capital – increase/decrease of share capital – buyback of shares Corporate Social Responsibility- Concept, Need, Objectives, Obligations, Liability	9

4		Negotiable Instrument Act, 1881: Negotiable Instrument – meaning- characteristics- types- parties – holder & holder in due course. Negotiation and types of endorsement. Dishonour of negotiable instrument – noting & protesting Liability of parties on Negotiable Instrument The Information Technology Act 2000 Definitions under the Act Digital signature Electronic governance	9
5		Attribution, acknowledgment and dispatch of electronic records Regulation of certifying authorities Digital signatures certificates Duties of subscribers Penalties and adjudication Appellate Tribunal Offenses.	9
		Total No. of Hrs	45

Recommended Resources	
Text Books	1. Singh, Avtar, The Principles of Mercantile Law, Eastern Book Company, Lucknow.
	2. Kuchhal M C, Business Laws, Vikas Publishing House, New Delhi
Reference Books	1. Corporate Law Advisor
	2. Legal News & Views
	3. Tulsian P.C., Business Law, Tata McGraw Hill, New Delhi.
	4. Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi.
	5. Sharma, J.P. and Sunaina Kanojia, Vyavsayik Sanniyam, Delhi University Hindi Cell
	6. Chadha P R Business Law, Galgotia Publishing Company, New Delhi Maheshwari & Maheshwari, Business Law, National Publishing House, New Delhi.

Course Outcome

Students should be able to

CO1 To understand the importance of law in running the business effectively.

CO2 To have a basic understanding of the laws relating to contract, sale, companies, Negotiable Instruments. etc.

CO3 To apply the basic legal knowledge to the business transactions.

CO4 To be able to communicate effectively in using standard business and legal terminology.

CO5 To interpret the law through various apex court judgments of the country.



Course: Legal and Business Environment								
CO-PO Correlation	Program Outcomes							
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	2	2	3	3	2
CO2	3	2	1	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	3	2	2	2	2	2	2	3
CO5	2	2	2	2	3	2	2	2
Co Average	2.60	2.20	1.60	2.00	2.20	2.20	2.20	2.20

Course: Financial Modeling	Course Code: MBAGE05
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Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	0	0	2	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To become well versed with Intermediate level Microsoft Excel Functions for Financial Modeling.
- 2 To analyze, understand and interpret the performance of companies through their Financial statements
- 3 To identify revenue and cost drivers and start forecasting data
- 4 To build scenarios for Financial Modeling.
- 5 To develop financial models from scratch without using readymade templates and which are helpful for the national and international industries

Course Content			
Unit No.	Module No.	Content	Hours
1		Introduction to Financial Modeling: 1.1 Meaning and concept of Financial Modeling. 1.2 Scope, objectives, Types & Importance of Financial Modeling. 1.3 Historical Results and Assumptions of Financial Modeling. 1.4 Recap: Accounting and Finance basics, principles of Corporate Finance 1.5 Purposes and applications of Financial Modeling in finance	9
2		Understanding the Basic Features of Excel 2.1 Introduction to modeling, introduction to excel 2.2 Understanding advanced features of excel database functions in excel 2.3 Creating charts using forms and control toolbox 2.4 Understanding finance functions present in excel 2.5 Creating dynamic models	9
3		Financial Modelling for general corporate Finance 3.1 Financial statement analysis with Microsoft Excel: Key performance indicators, Vertical and horizontal analyses. 3.2 Forecasting and business planning with Microsoft Excel: Building an integrated financial model, – Linking balance sheet, profit and loss statement and cash flow statement forecasts. 3.3 Liquidity and cash flow analysis with Microsoft Excel. 3.4 Scenario analyses with Microsoft Excel	

4		Financial Modelling for specific Corporate Financial topics 4.1 Business Valuation Modelling with Microsoft Excel: Discounted cash flow(DCF), Comparable companies (Trading multiples).	9
		4.2 Mergers & Acquisitions (M&A) Modelling with Microsoft Excel: Basicconsolidation steps, – EPS accretion and dilution analysis.	
		4.3 Leveraged Buyout (LBO) Modelling with Microsoft Excel.	
5		Excel in Portfolio Theory	9
		5.1 Determining efficient portfolio	
		5.2 Creating dynamic portfolios	
		5.3 Portfolio insurance	
		5.4 Fixed income portfolio management using excel	
		5.5 Greeks in excel, real options valuation, building a mega model	
		Total No. of Hrs	45

Course Outcome

Students should be able to

CO1	The student should be comfortable working in excel.
CO2	The student should be able to use the various financial and other tools in excel.
CO3	Introduction to the various modelling technique.
CO4	Prepare report and interpret data using excel.
CO5	Prepare the financial statements using excel.

Course: Financial Modeling								
CO-PO Correlation	Program Outcomes							
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	2	2	2	3
CO2	2	3	1	3	3	2	2	3
CO3	2	2	2	3	3	2	2	3
CO4	2	3	1	2	2	2	2	2
CO5	2	2	2	2	2	3	2	3
Co Average	2.20	2.40	1.40	2.40	2.40	2.20	2.00	2.80

Recommended Resources

Text Books

3. Financial Modelling by Simon Benninga
4. Financial Modelling by Paul Pignataro

Reference Books

4. Financial Analysis and Modeling using Excel and VBA – Chandan Sengupta, Second Edition Wiley Publication
5. A Practical Guide to Investment Banking and Private Equity – Paul Pignataro, Second Edition Wiley Publication
6. Financial Modeling for Business Owners and Entrepreneurs – Tom Y. Sawyer, Apress Publication.



Course: Financial Analytics	Course Code: MBAGE06
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Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	1	0	3	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To understand how to do the analysis to understand, quantify and manage the risk associated with an activity.
- 2 To Understand various computation according to Base II Accord

Course Content			
Unit No.	Module No.	Content	Hours
1.		Acquisition Modelling: Application of acquisition modeling on application data, Prediction of likelihood of future default	9
2		Behavioural scoring : Predicting the risk and profitability of existing customers using their transaction and credit history	9
3		Classification of customers based on their risk profile.	9
4		Base II analytics : Use of Base II Accord (issued by International committee on Banking supervision) to improve risk management practices, Accurate estimation of risk exposures.	9
5		Applications of Base II analytics – Computation of Probability of Default (CPD), Computation of Loss Given Default (LGD), Computation of exposure at default (EAD), Collection Scorecard development	9
Total No. of Hrs			45

Course Outcome

Students should able to

- CO1** To understand how to do the analysis to understand, quantify and manage the risk associated with an activity.
- CO2**



Course: Organizational Behavior								
CO-PO Correlation	Program Outcomes							
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	2	2	3	2
CO2	2	2	2	2	3	2	2	2
CO3	2	2	2	2	2	2	2	3
CO4	1	2	1	2	2	2	3	2
CO5	2	2	2	2	1	2	2	2
Co Average	2.00	2.20	1.60	2.20	2.00	2.00	2.40	2.20

Recommended Resources

Text Books

1. Risk Analysis – A Quantitative Guide, David Vose, John Wiley & Sons.

Reference Books

1. Risk Analysis Foundations, Models and Methods; Louis Anthony Cox Jr., Springer London Limited

Course: Leadership Development	Course Code: MBAGE07
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Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	0	0	2	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 Help students to develop essential skills to influence and motivate others
- 2 Inculcate emotional and social intelligence and integrative thinking for effective leadership
- 3 Create and maintain an effective and motivated team to work for the society
- 4 Nurture a creative and entrepreneurial mindset
- 5 Make students understand the personal values and apply ethical principles in professional and social contexts.

Course Content			
Unit No.	Module No.	Content	Hours
1.		Leadership Skills	9
		a. Understanding Leadership and its Importance • What is leadership? • Why Leadership required? • Whom do you consider as an ideal leader? b. Traits and Models of Leadership • Are leaders born or made? • Key characteristics of an effective leader • Leadership styles • Perspectives of different leaders c. Basic Leadership Skills • Motivation • Team work • Negotiation • Networking	
2		Managerial Skills a. Basic Managerial Skills • Planning for effective management • How to organise teams? • Recruiting and retaining talent • Delegation of tasks • Learn to coordinate • Conflict management b. Self Management Skills • Understanding self concept • Developing self-awareness • Self-examination • Self-regulation	9
3		Entrepreneurial Skills a. Basics of Entrepreneurship • Meaning of entrepreneurship • Classification and types of entrepreneurship • Traits and competencies of entrepreneur b. Creating Business Plan • Problem identification and idea generation • Idea validation • Pitch making	9

4	Innovative Leadership and Design Thinking a. Innovative Leadership • Concept of emotional and social intelligence • Synthesis of human and artificial intelligence • Why does culture matter for today's global leaders b. Design Thinking • What is design thinking? • Key elements of design thinking: - Discovery - Interpretation - Ideation - Experimentation - Evolution. • How to transform challenges into opportunities? • How to develop human-centric solutions for creating social good?	9
5	Ethics and Integrity a. Learning through Biographies • What makes an individual great? • Understanding the persona of a leader for deriving holistic inspiration • Drawing insights for leadership • How leaders sail through difficult situations? b. Ethics and Conduct • Importance of ethics • Ethical decision making • Personal and professional moral codes of conduct • Creating a harmonious life	9
Total No. of Hrs		45

Tutorial: MOOS: IIMB: The Essence of Leadership: Explorations from Literature: • Leadership and Literature • Managers and Leaders • Reading and Appreciating Literature • Why is this Considered to be one of the Greatest Novels? • Summary of the Story • Why is Don Quixote an Interesting Leader? • Dreams and Imagination: Leadership Starts with a Dream • Reality: Do Dreams End Here? • Courage: Fulfilling One's Duty • "I Know Who I Am": Self Awareness in Leadership • Commitment: Playing One's Role with all One's Heart • Discussing one of Shaw's Best Works • Summary of the Story • Saint Joan's Contribution to the World • How did Joan Inspire a Nation? • The Courage of Conviction • Her Martyrdom: Why did she have to Die? • Leadership and it's Contradictions A Leader's Social Responsibility: Life of Galileo , Real vs. Ideal: An Existentialist View of Leadership.

Course Outcome

Students should able to

- CO1** Examine various leadership models and understand/assess their skills, strengths and abilities that affect their own leadership style and can create their leadership vision
- CO2** Learn and demonstrate a set of practical skills such as time management, self management, handling conflicts, team leadership, etc.
- CO3** Understand the basics of entrepreneurship and develop business plans



CO4	Apply the design thinking approach for leadership
CO5	Appreciate the importance of ethics and moral values for making of a balanced personality.

Course: Organizational Behavior								
CO-PO Correlation	Program Outcomes							
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	2	2	3	2
CO2	2	2	2	2	3	2	2	2
CO3	2	2	2	2	2	2	2	3
CO4	1	2	1	2	2	2	3	2
CO5	2	2	2	2	1	2	2	2
Co Average	2.00	2.20	1.60	2.20	2.00	2.00	2.40	2.20

Recommended Resources

Text Books

1. Ashokan, M. S. (2015). Karmayogi: A Biography of E. Sreedharan. Penguin, UK. •
2. Brown, T. (2012). Change by Design. Harper Business •
3. Elkington, J., & Hartigan, P. (2008). The Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World. Harvard Business Press.
4. Goleman D. (1995). Emotional Intelligence. Bloomsbury Publishing India Private Limited

Reference Books

1. Kalam A. A. (2003). Ignited Minds: Unleashing the Power within India. Penguin Books India •
2. Kelly T., Kelly D. (2014). Creative Confidence: Unleashing the Creative Potential Within Us All. William Collins
3. Kurien V., & Salve G. (2012). I Too Had a Dream. Roli Books Private Limited



Course: Forecasting							Course Code: MBAGE08		
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
2	1	0	3	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To understand the basics of Forecasting
- 2 To understand various methods of Forecasting

Course Content			
Unit No.	Module No.	Content	Hours
1.		Introduction:What is forecasting, why should forecasting important, Forecasting methods, Statistical requirements	9
2		Forecasting: Basic Analysis- I - Graph the time series - Determine trend (tendencies)	9
3		Forecasting: Basic Analysis- II - Determine seasonality (correlogram) - Determine train and test datasets - confidence intervals and prediction intervals - Assessing forecast accuracy	9
4		Forecasting: Basic Analysis - Average method - Naive method	9
5		- Drift Method of Forecasting	9
Total No. of Hrs			45

Course Outcome

Students should able to

CO1 To understand the basics of Forecasting

CO2 To understand various methods of Forecasting

Course: Forecasting								
CO-PO Correlation	Program Outcomes							
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	3	3
CO2	2	2	2	2	3	3	3	3
CO3	2	2	2	2	3	2	2	3
CO4	2	2	2	2	2	2	3	3

CO5	2	2	2	2	2	3	2	2
Co Average	2.20	2.00	2.00	2.00	2.40	2.60	2.60	2.80

Recommended Resources

Text Books Excel Sales Forecasting For Dummies

- Reference Books**
1. Forecasting: principles and practice by Rob Hyndman and George Athanasopoulos
 2. Business Forecasting by Hanke / Wichern



Course: Business Mathematics							Course Code: MBASEC03		
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
1	1	0	2	05	05	20	100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To understand the concepts of ratio, proportion and percentage.
- 2 To understand the concept and application of profit and loss in business.
- 3 To use the concept of EMI
- 4 To understand the concept of Permutation and combination and the concept of stock exchange and to calculate Dividend
- 5 To understand applications of matrices in business.

Course Content			
Unit No.	Module No.	Content	Hours
1		Number System: Introduction – Natural Numbers – Even Numbers – Odd Numbers – Integers – Prime Numbers – Rational & Irrational numbers, Real Numbers, HCF & LCM (Simple problems).	9
2		Ratio, Proportion and Percentage Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage Meaning and Computations of Percentages.	9
3		Profit And Loss Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission and brokerage. Interest Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Installments(EMI), Problems	9
4		Permutation and Combination Permutation of n different things taken r at a time, Permutation of n things not all different; Combinations of n different things taken r at a time, Combination of n things not all different; Business application oriented problems involving permutation	9



		and combination Shares and Dividends Concept of Shares, Stock exchange, Face Value, Market Value, Dividend, Equity Shares, Preferential Shares, Bonus Shares, Examples.	
5		Matrices And Determinants (upto order 3 only) : Multivariable data, Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via adjoint Matrix, Homogeneous System of Linear equations, Condition for Uniqueness for the homogeneous system, Solution of Non- homogeneous System of Linear equations (not more than three variables). Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix, Problems. Permutations and Combinations. Simple Problems	9

Tutorial : MOOC:HBSP: Algebra, Calculus, Statistics, Probability, Finance.

Course Outcome

Students should be able to

CO1 To Acquire knowledge about the concepts of ratio, proportion and percentage

CO2 To Understanding the concept and application of profit and loss in business.

CO3 To Understand to use the concept of EMI

CO4 To understand the concept of stock exchange ,Dividend combination in business

CO5 To understand applications of matrices in business.

Course: Summer Internship Assessment								
CO-PO Correlation	Program Outcomes							
Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	3	3
CO2	2	2	2	2	3	3	3	3
CO3	2	2	2	2	3	2	2	3
CO4	2	2	2	2	2	2	3	3
CO5	2	2	2	2	2	3	2	2
Co Average	2.20	2.00	2.00	2.00	2.40	2.60	2.60	2.80



Recommended Resources

- | | |
|------------------------|---|
| Text Books | <p>:1. Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.</p> <p>2. Business Mathematics by V. K. Kapoor – Sultan chand & sons, Delhi</p> <p>3. Business Mathematics by Bari – New Literature publishing company, Mumbai</p> |
| Reference Books | <p>1. Arithmetic for business students by Harvey, J.H., Casell publication, London</p> |



Course: Excel for Managers					Course Code: MBASEC04				
Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)		Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P	
0	0	4	2	05	05	20		100	100
Max. Time, End Semester Exam (Theory) -3Hrs.									

Course Objectives

- 1 To know and understand Spreadsheets
- 2 Students will be able to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
- 3 To understand functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
- 4 To know application s of the most commonly used data-manipulation commands in MS Excel.
- 5 To understand how to create standard Excel Templates for routine business data management and analysis activities.

Course Content			
Unit No.	Module No.	Content	Hours
1.		Introduction to Spreadsheets - Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar	6
2		Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting.	6



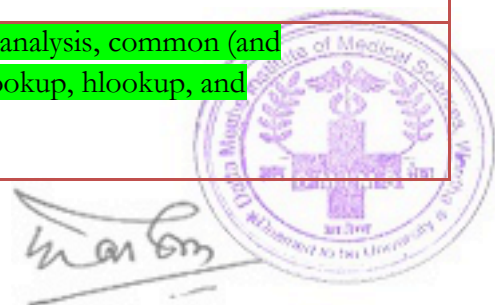
3		Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, HLookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalising Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks	6
4		Using Pivot tables – Slicers -Report Filters for basic analytics, Contact Management and Marketing With Excel, Managing Customers, Vendors And Employees, Gaining Product And Service Insights, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities	6
5		Managing Money With Excel, Building & Tracking Budgets, Planning And Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations, Lab based Evaluation, Gauging Business Status with Excel, Configuring Cash Flow Statements, Resolving Business Ratios, Creating Standard Excel Templates for routine business data management and analysis activities	6
Total No. of Hrs			30

Tutorial: MOOC: HBSP: The Excel Environment, Working with Data: Basic Techniques, Increasing Spreadsheet Readability, Excel Formulas, Useful Excel Functions, Charts, Importing Data into Excel, The Art of Spreadsheet Modeling, Using Excel Solver, Three-Dimensional Formulas and the Table Feature, Monte Carlo Simulation

Course Outcome

Students should able to

- CO1** Select appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data
- CO2** Show how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
- CO3** Use various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).





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CO4 Illustrate the use of the most commonly used data-manipulation commands in MS Excel.

CO5 Derive insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions and CREATE standard Excel Templates for routine business data management and analysis activities.

Course: Excel for Managers

CO-PO Correlation	Program Outcomes							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	3	3
CO2	2	2	2	2	3	3	3	3
CO3	2	2	2	2	3	2	2	3
CO4	2	2	2	2	2	2	3	3
CO5	2	2	2	2	2	3	2	2
Co Average	2.20	2.00	2.00	2.00	2.40	2.60	2.60	2.80

Recommended Resources

Text Books

1. Excel 2016 Bible, John Walkenbach, John Wiley & Sons
2. Excel: Formulas & Functions, Robert Dinwiddie
3. Excel 2007 for Dummies by Greg Harvey

Reference Books

1. New Perspectives on Microsoft Office Excel 2007
2. Microsoft Excel 2016 Step by Step, Curtis Frye



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Course: **Outbound Experiential Learning Project**

Course Code: MBAAEC02

Teaching Scheme (Hrs/Week)				Continuous In- course Assessment (CIA) (30%)			End Semester Examination (70%)	Total
L	T	P	C	CIA-1 (Mid Test-I)	CIA-2 (Mid Test-II)	CIA-3 (Assignments)	Theory	T/P
0	0	4	2	05	05	20		100
Max. Time, End Semester Exam (Theory) -3Hrs.								100

Course Objectives

- 1 Understand real life challenge and link with knowledge gained in the classroom teaching.
- 2 Apply the management concepts through, management games, team building activities, adventure based learning, drama, art, theatre, simulation based learning, film making, storytelling, creativity games, service learning etc. activities.
- 3 Exposure to experiential learning industry and educational tour
- 4 Cross culture exposure through outbound activities
- 5 Build leadership and team work skills living life of leader

Course Content			
Unit No.	Module No.	Content	Hours
1.		Business Ethics and Social Responsiveness	12
2		Critical thinking Business Analysis, problem solving and Innovation	12
3		Global Exposure and cross cultural understanding	12
4		Effective Communication	12
5		Leadership and team work	12
Total No. of Hrs			

Course Outcome

Students should be able to

CO1 Understand real life challenge and link with knowledge gained in the classroom



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teaching.

CO2 Enhance critical analytical thinking

CO3 Gain Exposure to experiential learning industry and educational tour

CO4 Gain Cross culture exposure through outbound activities

CO5 Build leadership and team work skills living life of leader

Course: Outbound Experiential Learning Project

CO-PO Correlation	Program Outcomes							
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	3	3
CO2	2	2	2	2	3	3	3	3
CO3	2	2	2	2	3	2	2	3
CO4	2	2	2	2	2	2	3	3
CO5	2	2	2	2	2	3	2	2
Co Average	2.20	2.00	2.00	2.00	2.40	2.60	2.60	2.80



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Semester-III



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Course: Corporate Strategy

Course Type: Core Course (CC)

Credit: 04

Course Code: MBA301

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	UNDERSTANDING	IDENTIFY strategy and process in depth.
2	ANALYSING	EVALUATE the competitive advantage.
3	APPLYING	DISCOVER the strengths and weaknesses through SWOT analysis.
4	MEASURING	JUDGE the corporate strategy and generic strategic alternatives.
5	DEVELOPING	CREATE the process and control for strategic evaluation.

Unit No	Title of Unit	Content	No. of Hours
1	Strategy and Process	<ul style="list-style-type: none">- Definition, nature, scope, and importance of strategy and strategic management- Strategic decision-making- Process of strategic management and levels at which strategy operates- Informational and Decision Roles of strategists- Stakeholders in business –Vision, Mission and Purpose- Business definition, Objectives and Goals- Corporate Governance and Social responsibility	12
2	Competitive	<ul style="list-style-type: none">- External Environment- Porter's Five Forces Model- Strategic Groups Competitive Changes during Industry Evolution- Globalisation and Industry Structure	12



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	Advantage	<ul style="list-style-type: none"> - National Context and Competitive advantage Resources - Capabilities and competencies - Core competencies 	
3	SWOT Analysis	<ul style="list-style-type: none"> - General, Industry and International Environmental Factors - Analysis of Environment - Diagnosis of Environment – factors influencing it - Internal Strengths and Weaknesses; Factors affecting these - Techniques of Internal Analysis - Diagnosis of Strengths and Weaknesses - Strategic Advantage Profile (SAP) 	12
4	Strategies	<ul style="list-style-type: none"> - The generic strategic alternatives – Stability, Growth/Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances - Building and Restructuring the corporation - Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organisational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis- SWOT Analysis, TOWS Matrix, BCG Matrix - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model 	12
5	Strategy Evaluation and Control	<ul style="list-style-type: none"> - Strategy Evaluations and Control - Control and Evaluation Process - Motivation to Evaluate - Criteria for Evaluation - Measuring and Feedback - Evaluation and Corrective Action - Corporate Analysis - Resource based approach - Value-Chain Approach - Scanning Functional Resources - Strategic Budget and Audit 	12



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Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Corporate Strategy	---- (Author) Parul Pundhir (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Corporate Strategy	H. Igor Ansoff	Pelican Library of Business and Management
2	Competitive Strategy: Techniques for analyzing Industries and Competitors	Michael E. Porter	Free Press
3	Business Strategy: A guide to effective decision-making	Jeremy Kourdi	The Economist



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Course: Entrepreneurship Management

Course Type: Core Course (CC)

Course Code: MBA302

Credit: 04

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	DEVELOP better understanding of Entrepreneurship Skills.
2	DISCOVERING	INTERPRET the future developments on Entrepreneurship.
3	ANALYSING	CLASSIFY the various Innovation theories.
4	CREATING	DEVELOP a better understanding of Social Entrepreneurship.
5	MEASURING	EVALUATE the concept of Ethics and how it affects businesses and its decision making.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Entrepreneurship	Meaning and concept of entrepreneurship - History of entrepreneurship development - Role of entrepreneurship in economic development - Myths about entrepreneurs - Agencies in entrepreneurship management - Future of entrepreneurship - Types of entrepreneurs.	12
2	Theories of Entrepreneurship	Innovation Theory of Schumpeter - Need for Achievement Theory of McClelland - Risk Bearing Theory of knight - Hagen's Theory of Entrepreneurship - Economic Theory of Entrepreneurship.	12



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3	Evolving Concepts in Entrepreneurship	Social Entrepreneurship: Meaning, Social responsibility of an entrepreneur - Barriers to entrepreneurship - Intrapreneurship: Meaning, Characteristics - Types of Intrapreneurship.	12
4	Ethics and Entrepreneurship	Defining Ethics - Approaches to Managerial ethics - Ethics and business decisions - Code Of Ethics - Social Enterprise business model - Ethical Issues In Business.	12
5	Entrepreneurial Motivation and Innovation	Entrepreneurial Motivation Overview - Creativity and Innovation in an Entrepreneurial organisation - Tools for Environment Scanning- SWOT Analysis, PESTLE Analysis - Maslow's theory - Herzberg's theory - McGrigor's Theory.	12

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Entrepreneurship Management	---- (Author) Dr Jaiyati Rawat (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Patterns of Entrepreneurship Management	Jack M. Kaplan Jack McGourty	Wiley
2	Entrepreneurial Management	Robert J. Calvin	McGraw-Hill
3	Managerial Entrepreneurship	Kimberly Wylie	GRIN Verlag



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Course: Corporate Governance and Business Ethics

Course Type: Core Course (CC)

Course Code: MBA303

Credit: 04

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	UNDERSTAND about ethics in various fields of life.
2	APPLYING	PREPARE a foundational understanding of Corporate Governance.
3	ANALYSING	FOCUS on knowledge of ethics in business.
4	JUDGING	CONSIDER the importance and role of ethics in showing care and compassion.
5	CREATING	DEVELOP and facilitate learning of environmental ethics to promote awareness.

Unit No	Title of Unit	Content	No. of Hours
1	Theories of Ethics	Ethics Definition and Interpretation - Attitude, Belief, Values, and Virtue - Ethics theories Aristotle's Theory of Golden Mean Aristotle's Nicomachean Ethics - Law, Bureaucracy, and Globalisation in terms of Ethics and Governance - Ethics and Law Governance, Bureaucracy and Ethics - Bureaucracy and Ethics - Globalisation, Global Governance and Ethical Issues	12



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2	Business Ethics	- Business Ethics in Management - Business Ethics: An Outline - Ethics and Business: Codes, Quandaries and Conflicts - Professional Ethics and Human Value - Corporate Governance: The Global View - Making Ethical Business Choices - Ethics and Business: Ethical Dilemmas - Some major Unethical Business Practices	12
3	Corporate Governance	- Principles and Practices - Corporate Governance: Principles, Issues and Trend - Distinction between Corporate Management and Corporate Governance - Historical Background of Corporate Governance - Characteristics, Theories and Purposes of Corporate Governance - Mechanism of Corporate Governance and Principles of Corporate Governance - Corporate Social Responsibility - Types and Nature of Social Responsibilities Models of Corporate Social Responsibility	12
4	Care and Compassion Ethics	- Ethics of Care and Compassion - Care and Relationship - Care and the Principles of Ethics - Genesis of Care: The Feminist Theory - Care, Cost and Conflicts - Ethics of Care: A Critical Appraisal	12
5	Ecological Ethics	- Environmental Ethics - Poverty, Resources and Environment - Global Environment: Some Basic Issues - Causes of Environmental Pollution: Some Ethical Issues - Impact of Environmental Pollution on Human Health - Resolving Environment and Growth Conflict	12

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Corporate Governance and Business Ethics	---- (Author) Anil Sanguri (Co-Author)	IP Erudite, Ghaziabad, U.P.



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Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Corporate Governance Principles, Policies, and Practices	Bob Tricker	Oxford University Press
2	Corporate Governance Matters	David Larcker Brian Tayan	Pearson
3	Business Ethics and Corporate Governance	A C Fernando	Pearson India



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Course: Consumer Behaviour

Course Type: Core Course (CC)

Course Code: MBA304MM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	UNDERSTAND the meaning of Consumer Behaviour.
2	ANALYSING	CLASSIFY the various models of Consumer Buying Behaviour.
3	DISCOVERING	INTERPRET some important factors that influence Consumer Behaviour and Buying Motives.
4	EVALUATING	ASSESS the Consumer Perceptions and Brand Loyalty.
5	INTEGRATING	EXAMINE the various Marketing Strategies and Communication Channels.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Consumer Behaviour	Introduction to Consumer Behaviour- Define consumer behaviour- Nature and Scope of Consumer Behaviour- Applications of Consumer Behaviour- Consumer Involvement- Types and Levels of Consumer Involvement	9
2	Models of consumer buying behaviour	Types of Consumer Behaviour- Introduction to Models of Buying Behaviour- Traditional Models of Buying Behaviour- Contemporary Models of Buying Behaviour- Importance of Consumer Behaviour Models	9
3	Factors influencing consumer behaviour and buying motives	External Factors- Internal Factors- Buying Motives	9



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4	Consumer perceptions and brand loyalty	Perception and Consumer Behaviour- Learning Theories in Consumer Behaviour- Brand Loyalty and Types- Brand Extension- Consumer Attitude and Formation of Attitude	9
5	Marketing strategies and communication channels	Market Segmentation- Product Positioning- Marketing and Communication Channels- Consumer Targeting- Consumer Behaviour: Offline and Online Purchasing	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Consumer behaviour	---- (Author) Prachi Deepak Kumar (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Consumer Behaviour	Leon G. Schiffman Joseph Wisenblit S Ramesh Kumar	Pearson
2	Consumer Behaviour	Isabelle Szmigin Maria Piacentini	OUP Oxford
3	Consumer Behaviour	Ray Wright	Thomson Learning



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Course: Rural Marketing

Course Type: Core Course (CC)

Course Code: MBA305MM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DESCRIBING	UNDERSTAND the concept of corporate interest in rural markets.
2	ANALYSING	EVALUATE rural consumer and rural marketing strategies for India.
3	INTERPRETING	DISCOVER rural communication and emerging trends.
4	CREATING	DEVELOP an understanding of rural distribution channels.
5	APPLYING	DISCUSS the concept of marketing of services and rural retailing.

Unit No	Title of Unit	Content	No. of Hours
1	Rural Marketing: The State of Art	Rural Marketing – Boom in Rural Marketing - Corporate Interest in Rural Markets – Rural Market Size and Penetration - Enhanced Mobility and Improved Access to Rural Markets – Changes in Consumer Behaviour and Rising Disposable Incomes - Rural Marketing in Changed Scenario - Problems and Challenges of Rural Marketing – Meaning, Definition and scope of rural marketing – Attractiveness and classification of rural marketing – Understanding rural socio-cultural-economic and other environmental factors affecting rural marketing	9



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2	Understanding Rural Consumers: Rural Consumer and Rural Marketing Strategies for India	Geographical Spread and Socio-Economic Profile – Diversity, Literacy and Lifestyles - Durables and Non-durables by Indian Rural Folk - Brand Preference and Loyalty – Rural Marketing Strategies - Distribution - Communication Strategy	9
3	Rural Communication & emerging trends	Rural Communication - Effective Messages – Media – Traditional - Media Vehicles Available - Media Effectiveness evaluation and analysis - Channel and Programs Viewed - Rural Communication Challenges and Strategies - ICT in Rural India – E-rural marketing, CRM and E-CRM in rural marketing – Advanced practices in rural marketing, social marketing, network marketing, green marketing in Indian and Global context – Co-operative marketing, micro credit marketing, public-private partnership model in rural marketing – Advancement of technology in rural marketing – Structure of competition in rural marketing	9
4	Rural Promotion and Distribution Channels	The Village Retailers - Corporate Strategy - Consumer Durables Retailing in Villages - Haats' and Fairs - Mobile Trader – Product/Service classification in Rural Marketing – Understanding and application of Branding and Packaging – Distribution in the rural markets – Types of rural channels – Selection and management of channels – Factors influencing channel decisions – Retailing transportation and warehousing – Pricing policies – Application of innovative pricing methods for rural markets – Promotion in rural markets – Role of advertising – Sales promotion – Publicity and personal selling in rural markets	9
5	Marketing of Services and Rural Retailing	Services Marketing in Rural India - Herbal Hardsell - Agricultural Insurance - Crop Insurance Schemes - Growth of Rural Markets - Retail Business in India – Creating effective strategies for Rural retailing	9

Text Books:



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Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Rural Marketing	---- (Author) Anil Sanguri (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Understanding Rural Marketing	Rajagopal	Daya Publishing House
2	Behaviour in Space: Rural Marketing in an Underdeveloped Economy	Hariharan Ramachandran G. S. Sastri	Concept
3	Consumer Behaviour and Rural Marketing in India	Meenu Agrawal	New Century Publications



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Course: Digital Marketing

Course Type: Core Course (CC)

Course Code: MBA306MM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	UNDERSTAND the framework of Digital Marketing and Virtual World.
2	EVALUATING	ASSESS the understanding of Web Development.
3	ANALYSING	CLASSIFY the Programmatic Advertising and Online Shopping Websites.
4	APPLYING	INTERPRET the significance of Mobile Marketing and Web Analytics.
5	CREATING	DEVELOP an experiential learning of Social Media Marketing and Email Advertising.

Unit No	Title of Unit	Content	No. of Hours
1	Digital Marketing and Virtual World Concept	Digital Marketing and Virtual World Concept: Crafting a Strategy for Digital Marketing Success — Benefits of Utilizing Online Advertising — Quantifiable Results in Digital Advertising — Understanding the Basics and Applications of the Internet in Digital Advertising — The Pros of Marketing in a Virtual Environment — Identifying and Targeting Digital Customers — The Steps Involved in a Virtual Value Chain — Key Principles of the Virtual Value Chain	9



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2	Introduction to Web Development	Introduction to Web Development: Website Development and Design — Generating Engaging and Relevant Content for Online Platforms — Presence of World Wide Web — Catering to Business-to-Business (B2B) Clients through Your Website — Metric Algorithms for Improving Search Engine Rankings — Tactics for Enhancing Your Website's Visibility on Search Engines — Why Search Engine Optimisation (SEO) Is Critical for Your Digital Presence — Benefits of Prioritizing SEO in Your Online Strategy — Keyword Research and Targeting — On-page Optimisation Strategies — Content Creation for SEO — Local SEO Strategies — Technical SEO — Measuring and Analysing SEO Success	9
3	Programmatic Advertising and Online Shopping Websites	Programmatic Advertising and Online Shopping Websites: Optimizing Landing Pages for Online Advertising — Utilizing Search Engine Marketing for Promotion — The Pros of Marketing in the Digital Landscape — Leveraging Programmatic Techniques for Successful Advertising — Essential Features of Effective Online Marketplaces — Tools for Effective Comparison Shopping in Ecommerce — Strategies for promoting e-Commerce websites — Enhancing ROI through Comparison Shopping Engine Advertising	9
4	Mobile Marketing and Web Analytics - Maximizing Your Online Strategy	Mobile Marketing and Web Analytics - Maximizing Your Online Strategy: The Advantages of Mobile Advertising — The Unfavourable Features of Mobile Marketing — Methodologies for Mobile Advertising — Tools for Mobile Marketing — Instruments for Web Analytics — The Importance of Analytics in Online Ads — Different Methods for Data Collecting — Essential Website Key Metrics	9
5	Social Media Marketing and Email Advertising-	Social Media Marketing and Email Advertising- Maximizing Your Online Reach: Navigating the Social Media Landscape — The Potential of Social Media Marketing — Leveraging social media for Blogging and Content Marketing — Building and Managing a	9



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	Maximizing Your Online Reach	Successful Blog — Establishing Objectives for Your Email Marketing Campaigns — Crafting Effective Newsletters for Email Marketing — Utilizing Bluetooth Technology for Proximity Marketing — Creating Effective Direct Marketing and Promotional Emails	
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Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Digital Marketing	---- (Author) Parul Pundhir (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Digital Marketing Strategy: An Integrated Approach to Online Marketing	Simon Kingsnorth	Kogan Page
2	Becoming a Digital Marketer: Gaining the Hard & Soft Skills for a Tech-Driven Marketing Career	Gil Gildner Anyia Gildner	Baltika Press
3	High-Velocity Digital Marketing: Silicon Valley Secrets to Create Breakthrough Revenue in Record Time	Steven Mark Kahan	Matt Holt



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Course: Marketing of Financial Services

Course Type: Core Course (CC)

Course Code: MBA307MM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	IDENTIFY the role and functions of financial system and markets.
2	CLASSIFYING	FOCUS on the various financial products and services.
3	CREATING	DEVELOP skills in learning about financing options – VC and PE.
4	APPLYING	ILLUSTRATE the impact of consumer credit and asset financing.
5	INTEGRATING	CREATE an overview on technology in today's financial sector.

Unit No	Title of Unit	Content	No. of Hours
1	Understanding the Financial System and Markets	Learning the role and functions of Financial System and Financial Markets – Knowing the Functions and Instruments of Money Market – Knowing the Functions, Types and Instruments of Capital Market – Introduction to SEBI and Stock Exchange – Overview of Forex Market – Advantages of Trading in Forex Market.	9
2	Introduction to Financial Products and Services	Evolution of Financial Sector – Contribution of Financial Services in Economic Growth – Types of Fund based and Non-Fund based Services – Knowing about Investment Banking – Learning about Merchant Banking and the registration process – SEBI guidelines and Issue	9



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		Management – Significance of Underwriting, Advantages and Obligations.	
3	Learning about Financing Options – VC and PE	Introduction, Characteristics and Phases of Venture Capital Financing – Sources and Types of VC – Understanding Private Equity and the economic benefits involved – Difference between VC and PE – Difference between PE and Debt Financing - Learning about the Risks involved and their Management – Case Study.	9
4	Discussing Consumer Credit and Asset Financing	Definition and Sources of Consumer Credit - Benefits and Challenges of Consumer credit-Significance and drawbacks of Credit Rating – Methodologies adopted by Credit Rating Agencies - Introduction to Hire Purchase and its merits and demerits-Emergence of Leasing and the legal aspects involved.	9
5	Overview on Technology in Today's Financial Sector	Introduction to Emerging Technologies-Advantages of Financial software-Challenges posed by Technology-Future of Digital Era and Mobile applications.	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Marketing of Financial Services	---- (Author) Shalini Gurudatt (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Financial Services Marketing: An International Guide to Principles and Practice	Christine Ennew Nigel Waite Roisin Waite	Taylor & Francis
2	Marketing Financial Services	Hooman Estelami	Dog Ear Publishing
3	The Financial Services Marketing Handbook Tactics and Techniques That Produce Results	Evelyn Ehrlich Duke Fanelli	Wiley



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Course: Derivatives and Risk Management

Course Type: Core Course (CC)

Course Code: MBA304FM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	UNDERSTAND the concept of Commodity futures and hedging in Stock market.
2	APPLYING	DISCOVER the concepts and products related to Derivatives.
3	ANALYSING	FOCUS on foundational understanding of Foreign Exchange and Currency Futures concepts.
4	JUDGING	CONSIDER the impact of Future and Forward Prices on Stock Market
5	CREATING	DEVELOP an experiential learning of Future, Forwards and Derivatives

Unit No	Title of Unit	Content	No. of Hours
1	Commodity Futures and Hedging	Introduction to Commodity Futures- Advantages of Commodity Futures- Difference between Commodity Futures and Financial Futures- Concept of Hedging- Introduction to Perfect and Imperfect Hedge	9
2	Derivatives	Products related to Derivatives- Classification of Derivatives- Evolution of Derivatives- Functions of Derivatives	9



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3	Foreign Exchange and Currency Futures	Foreign Exchange Markets- Foreign Exchange Risk- FOREX Rates- Introduction to Currency Futures- Trading of Currency Futures- Settlement of Currency Futures- Pricing and Hedging of Currency Futures	9
4	Future and Forward Prices	Introduction to Stocks and Future Index- Overview of Forward Contracts and Stocks- Understanding Systematic and Unsystematic Risk- Future Hedging: Basics- Nuances of Future Hedging	9
5	Future, Forwards and Derivatives	Introduction and Features of Futures- Forward: Price and Introduction- Payoff of a Forward Contract- Introduction to Derivatives- Various Business Risk types	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Derivatives and Risk Management	---- (Author) Shalini Gurudatt (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Risk Management and Derivatives	Rene M. Stulz	Cengage Learning
2	An Introduction to Derivatives and Risk Management	Brooks Roberts Don M. Chance	Cengage Learning
3	Derivatives and Risk Management	R. Madhumathi M. Ranganatham	Pearson



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Course: Management Control Systems

Course Type: Core Course (CC)

Course Code: MBA305FM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	UNDERSTAND the important features of Management Control Systems.
2	APPLYING	ILLUSTRATE the concept of Strategic Planning.
3	EVALUATING	SUPPORT learners with a foundational understanding of structure in an organisation and entrepreneurial structure.
4	OUTLINING	ANALYSE about responsibility centres, revenue centres and expense centres.
5	DEVELOPING	CREATE budgeting as a tool of control of management.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Management Control System	- Meaning and Significance of Management Control System - Nature - Management - Control – Systems - Important Features of Management Control Systems - Impact of Internet Use and Management Control - The Domains of Management Control System	9
2	Strategic Management Framework	- Strategic Planning - Strategic Formulation - Distinction between Strategic Formulation and Management Control - Management Control - Management Control Activities and tools for Implementing Strategy - Task Control/Operational Control and Distinction between Task Control and Management Control - Formal Control	9



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		Process and Role Played by Accounting Systems and Information Handling System	
3	Behavioural Considerations	- Goal Congruence - Management Style - Informal Organisations - Formal Control System - Structure in an Organisation, Entrepreneurial Structure, Functional Structure - Business Unit Organisation Structure - Matrix Structure – The Controller's Functions - Decentralisation as a Management Philosophy	9
4	Responsibility Centres	- Centre for Responsibilities- Purpose of Responsibility Centre - Types of Responsibility Centres - Revenue Centres and Expense Centres - Discretionary Expense Centres - Control Aspects of some Discretionary Expense Centres and Marketing Centres - Research and Development Centres - Profit Centres and Advantages of Profit Centre	9
5	Budgeting: Tool for Management Control	- Relation to Strategic Planning - Contrast with Forecasting - Uses of a Budget and Contents of an Operating Budget - Operating Budget Categories and Other Budgets - Budget Preparation Process - Budget Department and Budget Committee - Issuance of Guidelines - Management Control Using Systems for Measuring Variance and Performance	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Management Control Systems	---- (Author) Dr Ajay Kumar (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
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1	Management Control Systems	Robert Newton Anthony Vijay Govindarajan	McGraw Hill/Irwin
2	Management Control: Concepts, Methods and Practices	Werner Bruggeman Sophie Hoozée Regine Slagmulder	Intersentia
3	Management Control Systems, Decision-making, and Innovation Development The CDI Model	Dawid Szutowski	Routledge



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Course: Personal Financial Planning

Course Type: Core Course (CC)

Course Code: MBA306FM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	IDENTIFY the Need for Financial Planning.
2	APPLYING	ILLUSTRATE the concept of Investment Planning.
3	PREPARING	COMPOSE a foundational understanding of risk analysis.
4	OUTLINING	ANALYSE the impact tax deductions under the Section and respective Sub-sections of: 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB.
5	RECOMMENDING	SUMMARISE the concept of wealth creation, retirement planning for an individual and pension plans.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Financial Planning	<ul style="list-style-type: none">- Need for Financial Planning- Personal and Financial Goals - Assessment- Personal and Financial Goals - Needs and Priorities- Personal and Financial Goals - Attitudes and Expectations- Personal and Financial Goals - Risk Tolerance Level- Personal Financial Planning Process- Preparation of Personal Budget- Personal Financial Statements- Responsibilities of a Financial Planner- Time Value of Money- Role of KYC, PAN & AADHAR in Financial	9



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		Planning.	
2	Investment Planning	<ul style="list-style-type: none"> - Introduction to Investment Planning - Investment Criteria- Liquidity, Safety and Profitability - Investment Vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.) - Risk and Return Associated with these Investments - Return Comparison Over a Period of Time from Different Asset Classes - Investment Strategies - Mutual Funds as Investment Vehicle-Special Focus on SIP, STP, and SWP, NFOs - Trading in Commodities, Derivatives and F&Os - Crypto Currency - Creating an Investment Portfolio - Awareness of Mis-selling in Investment Products 	9
3	Risk Analysis, Insurance Planning and Debt	<ul style="list-style-type: none"> - Risk Analysis - Concept of Long Term Risk - Insurance Decisions in Personal Financial Planning - Types of Insurance Cover- Mortality, Health, Disability, Property and Liability - ULIPs and Term Plans - Credit Card Financing - Types of Consumer and Home Loans- Cost and Risk - Credit Score 	9
4	Tax Planning	<ul style="list-style-type: none"> - What is Tax Deduction? - Tax Deductions under the Section and Respective Subsections of: 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other Relevant Sections - Direct Tax Code (DTC) - Taxation impact on different investment options - Personal tax planning - Filing IT Returns 	9



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5	Retirement Planning and Estate Planning	<ul style="list-style-type: none">- Wealth Creation- Retirement Planning for an Individual- Pension Plans, Provident Fund, Gratuity, Life Insurance Plans- General Insurance Plans, Reverse Mortgage Plans, Senior Citizen Schemes- What is Estate?- Who needs Estate Planning?- Transferring Assets during Life Time- Power of Attorney- Transferring assets Post Death – e.g., Nominations, Will, and Creating Trusts	9
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Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Personal Financial Planning	----- (Author) Shalini Gurudatt (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Personal Financial Planning	Lewis J. Altfest	McGraw-Hill Higher Education
2	Ernst & Young's Personal Financial Planning Guide	Martin Nissenbaum Barbara J. Raasch Charles L. Ratner	Wiley
3	Personal Financial Planning	Randy Billingsley Lawrence J. Gitman Michael D. Joehnk	Cengage Learning



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Course: Security Analysis and Portfolio Management

Course Type: Core Course (CC)

Course Code: MBA307FM

Credit: 03

LTP:

2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	UNDERSTAND the concept of Securities and its Types.
2	OUTLINING	ANALYSE and appreciate the concept of Securities Exchange Board of India.
3	CREATING	DEVELOP a foundational understanding of Investment Management and Features of Good Investment.
4	APPLYING	ILLUSTRATE the impact of attributes and behaviours of Portfolio and Portfolio Management.
5	INTEGRATING	COMPILE and facilitate experiential learning of contemporary approaches to Fundamental Analysis, Company Analysis, Economic Analysis, Industry Analysis.

Unit No	Title of Unit	Content	No. of Hours
1	Securities and its Types	Introduction to Securities- An overview of Securities- Nature of Securities- Different Types of Securities	9
2	Securities Exchange Board of India	Creation of the Indian Securities and Exchange Board (SEBI)- Goals of the SEBI- Protection of Investors- Grievances of Investors- Divisions of SEBI	9



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3	Investment Management	Introduction to Stock Market- Significance of Stock Market- Different Stock Markets in India- Introduction to Investment Management- Distinction between Investment and Speculation- Features of Good Investment	9
4	Portfolio and Portfolio Management	Introduction to Portfolio Management- The Portfolio Perspective- Process of Portfolio Management- Future of Portfolio Management- Role of Portfolio Management	9
5	Portfolio Analysis	Introduction to Portfolio Analysis- Introduction to Fundamental Analysis- Introduction to Economic Analysis- Introduction to Company Analysis- Introduction to Industry Analysis	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Security Analysis and Portfolio Management	---- (Author) Priyam Agarwal (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Security Analysis and Portfolio Management	Donald E. Fischer Ronald J. Jordan	Prentice Hall
2	Security Analysis and Portfolio Management	Ranganatham	Pearson Education India
3	Security Analysis and Portfolio Management Third edition	Kevin S	PHI Learning Pvt. Ltd.



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Course: Human Resources in Health Organisations

Course Type: Core Course (CC)

Course Code: MBA304HR

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	IDENTIFY the role of human resources in healthcare organisations and the healthcare industry as a whole.
2	OUTLINING	ANALYSE the legal and ethical considerations involved in human resource management in healthcare organisations.
3	CREATING	DEVELOP effective communication and collaboration skills to build effective working relationships with healthcare providers and staff.
4	APPLYING	ILLUSTRATE the importance of cultural competency in human resource management in healthcare organisations.
5	INTEGRATING	COMPILE trends and best practices in human resource management in the healthcare industry.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Human Resources in Health Organisations	Definition of human resources in health organisations- Importance of human resources in health organisations- Importance of recruitment and selection in health organisations-Methods of recruitment and selection in health organisations-Challenges in recruitment and selection in health organisations	9



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2	Training and Development in Health Organisations	Importance of training and development in health organisations-Methods of training and development in health organisations-Challenges in training and development in health organisations- Importance of performance management in health organisations-Methods of performance management in health organisations-Challenges in performance management in health organisations	9
3	Compensation and Benefits in Health Organisations	Importance of compensation and benefits in health organisations-Methods of compensation and benefits in health organisations-Challenges in compensation and benefits in health organisations-Importance of employee relations in health organisations-Methods of managing employee relations in health organisations-Challenges in managing employee relations in health organisations	9
4	Diversity and Inclusion in Health Organisations	Importance of diversity and inclusion in health organisations-Methods of promoting diversity and inclusion in health organisations-Challenges in promoting diversity and inclusion in health organisations	9
5	Workplace Health and Safety in Health Organisations	Importance of workplace health and safety in health organisations-Methods of promoting workplace health and safety in health organisations-Challenges in promoting workplace health and safety in health organisations	9



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Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Human Resources in Health Organisations	---- (Author) Dr. Jaiyati Rawat(Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Managing Human Resources in Health Care Organizations	Leiyu Shi	Jones & Bartlett Learning
2	Human Resources in Healthcare: Managing for Success	Bruce Fried	Health Administration Press
3	Human Resource Management in Health Care: Principles and Practice	Charles R. McConnell	Jones & Bartlett Learning, LLC



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Course: Conflict Management and Negotiation Skills

Course Type: Core Course (CC)

Course Code: MBA305HR

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	DESCRIBE Conflict Management and Negotiation Skills.
2	CLASSIFYING	FOCUS on the Conflict Management Strategies and Styles.
3	EVALUATING	ASSESS strategies and Tactics for Negotiation.
4	APPLYING	CONSTRUCT the Negotiation Process.
5	DEVELOPING	CREATE solutions for Team and Organisational Conflicts.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Conflict Management and Negotiation Skills	Definition of conflict management and negotiation skills- Importance of conflict management and negotiation skills-Definition and types of conflict-Causes of conflict-Stages of conflict	9
2	Conflict Management Strategies	Accommodating-Collaborating-Compromising-Avoiding-Competing-Definition and types of negotiation- Importance of negotiation skills-Key negotiation skills	9



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3	Preparation for Negotiation	Setting goals and objectives-Understanding the other party-Identifying alternatives and BATNA-Negotiation Process-Opening-Information Exchange-Bargaining-Closing	9
4	Negotiation strategies	Strategy and tactics for distributive bargaining-strategy and tactics for integrative negotiation-negotiation strategy and planning-Finding and using negotiation power-sources of power-Ethics in negotiation	9
5	Conflict Resolution in Teams and Organisations	Team conflict-Organisational Conflict-Alternative dispute resolution	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Conflict Management and Negotiation Skills	---- (Author) Prachi Deepak Kumar (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Conflict Management: A Practical Guide to Developing Negotiation Strategies	Barbara Budjac Corvette	Pearson Education
2	Negotiation and Conflict Management Essays on Theory and Practice	I. William Zartman	Routledge
3	Managing Conflict	Dorothy Balancio	Cognella Academic Publishing



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Course: Organisation Change and Development

Course Type: Core Course (CC)

Course Code: MBA306HR


Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	UNDERSTAND the Theories and Models of Organisation Change & Development.
2	FOCUSSING	CLASSIFY the types and Process of Organisational Change.
3	EVALUATING	ASSESS the characteristics of successful Organisational Development.
4	DISCOVERING	INTERPRET the role of Leadership in Change Management.
5	INTEGRATING	VALIDATE the relationship between Organisational Culture and Change.

Unit No	Title of Unit	Content	No. of Hours
1	Theories and Models of Organisation Change & Development	Definition and purpose of organisation change and development- Importance of organisation change and development-Lewin's Change Management Model- Kotter's 8-Step Model-Action Research Model- Appreciative Inquiry Model-Systems Theory Model- Burke-Litwin Model-Kotter's Accelerate Model- Prosci's ADKAR Model	9
2	Types and Process of Organisational Change	Structural Change-Technological Change-Cultural Change-Process Change-Strategic Change-Diagnosing the Need for Change-Planning and Preparation for	9

<div style="display: flex; justify-content: space-between; align-items: center;">  <div style="text-align: center;"> Datta Meghe Institute of Medical Sciences (Deemed to be University) Re- accredited by NAAC (3rd cycle with A+ grade) School of Allied Sciences Faculty of Commerce and Management Sciences Master of Business Administration Syllabus w. e. f. A. Y. 2021-22 </div>  </div>			
		Change-Implementation of Change-Evaluation and Continuous Improvement- Training Experience: T-Groups-Behavioural Modelling and Career Anchors-Team Interventions, Intergroup and Third-Party Peace-Making Interventions	
3	Organisational Development	Sources of Resistance-Types of Resistance-Overcoming Resistance to Change-Definition and Purpose of Organisational Development-Characteristics of Successful Organisational Development-Intervention Strategies in Organisational Development-Steps in the Organisational Development Process	9
4	Leadership and Change Management	The Role of Leadership in Change Management-Change Management Styles-Building Change Management Capability-Importance of Communication in Change Management-Effective Communication Strategies in Change Management-Overcoming Communication Barriers in Change Management	9
5	Organisational Culture and Change	Relationship between Organisational Culture and Change-Assessing and Changing Organisational Culture-Sustaining Change through Organisational Culture-Common Challenges in Organisation Change and Development-Best Practices in Organisation Change and Development	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
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1	Organisation Change and Development	---- (Author) Prachi Deepak Kumar (Co-Author)	IP Erudite, Ghaziabad, U.P.
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Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Organization Development and Change	Thomas G. Cummings Christopher G. Worley	Thomson/South-Western
2	Organization Development: The Process of Leading Organizational Change	Donald L. Anderson	SAGE Publications
3	An Experiential Approach to Organization Development	Brown	Pearson Education



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Course: Labour Legislation

Course Type: Core Course (CC)

Course Code: MBA307HR

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	EXTEND an understanding of Labour Welfare.
2	EVALUATING	FOCUS on various labour laws in India and new labour codes.
3	APPLYING	ILLUSTRATE the important Labour laws in India.
4	FORMULATING	PREPARE an understanding of various organisations and authorities concerned with labour welfare.
5	CLASSIFYING	ANALYSE industrial relations in-depth, understand unfair labour practices and know more about the unorganised sector.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Labour Welfare	Introduction to Labour Welfare- Characteristics and scope of Labour Welfare and need for the same- Theories of Labour Welfare- Occupational Diseases and Types- Occupational Safety and Health- Quality of Work Life- Industrial Hygiene-Workers' Training and Education- Labour Markets: Need and Types	9
2	Introduction to Labour Laws	Introduction to Labour Laws- Classification of Labour Laws- Labour Reforms and Need for Reforms-New Labour Codes	9



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3	Overview of Important Labour Laws in India	The Factories Act- Employees Provident Fund Act- Industrial Disputes Act- Payment of Bonus Act- ESI Act- Maternity Benefit Act- Workmen's Compensation Fund Act- Payment of Gratuity Act- Payment of Wages Act	9
4	Organisations and Authorities	International Labour Organisation- ILO Conventions- ILO and India- Ministry of Labour and Employment- CIRM- Industrial Disputes- Dispute Settlement Machinery	9
5	Unfair Labour Practices and Unorganised Sector	Insight into Industrial Relations- Understanding Trade Unions and their role- Unfair Labour practices on part of employers and trade unions/workmen- Punishment for committing unfair labour practice-Understanding Unorganised Sector- Unorganised Workers' Social Security Act of 2008	9

Text Books:

Sr. No.	Title / Edition	Author	Publisher
1	Labour Legislation	---- (Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Industrial Relations, Trade Unions and Labour Legislation	P. R. N. Sinha Indu Bala Sinha Seema Priyadarshini Shekhar	Pearson India
2	Growth of Labour Legislation in India Since 1939, and Its Impact on Economic Development	R. D. Vidyarthi	Star Printing Works
3	Labour Law Reforms in India: All in the Name of Jobs	Anamitra Roychowdhury	Taylor & Francis



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Course: Healthcare Systems Supply Chain Management

Course Type: Core Course (CC)

Course Code: MBA304OM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DESCRIBING	UNDERSTAND the definition and purpose of healthcare systems supply chain management.
2	CREATING	DEVELOP a supply chain strategy for healthcare systems.
3	ASSESSING	EVALUATE procurement strategies and vendor management in healthcare supply chain.
4	APPLYING	DISCOVER the role of technology and innovation in healthcare supply chain.
5	ANALYSING	FOCUS on performance management in healthcare supply chain.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction of Healthcare systems supply chain management	Definition and purpose of healthcare systems supply chain management-Importance of supply chain management in healthcare-Overview of the healthcare supply chain-Key stakeholders in the healthcare supply chain-Healthcare supply chain challenges and trends	9



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2	Supply Chain Strategy	Developing a supply chain strategy for healthcare systems-Aligning supply chain strategy with organisational goals-Key elements of supply chain strategy in healthcare-Planning and forecasting techniques in healthcare supply chain management-Demand forecasting in healthcare supply chain-Inventory planning and management in healthcare supply chain	9
3	Procurement and Vendor Management in Healthcare Supply Chain	Procurement strategies and best practices for healthcare systems-Vendor selection and evaluation in healthcare supply chain-Contract negotiation and management in healthcare supply chain-Transportation and logistics management in healthcare supply chain-Warehouse management and distribution in healthcare supply chain-Reverse logistics in healthcare supply chain	9
4	Technology and Innovation in Healthcare Supply Chain	Role of technology in healthcare supply chain management-Healthcare supply chain automation and digitisation-Innovations in healthcare supply chain management- Quality management in healthcare supply chain-Risk management and mitigation in healthcare supply chain-Compliance and regulatory issues in healthcare supply chain	9
5	Performance Management in Healthcare Supply Chain	Key performance indicators (KPIs) for healthcare supply chain-Measuring and analysing healthcare supply chain performance-Continuous improvement and optimisation of healthcare supply chain-Collaboration	9



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		and integration among healthcare supply chain stakeholders-Partnership and alliances in healthcare supply chain management-Supply chain integration in healthcare mergers and acquisitions	
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Text Books:

Sr. No.	Title / Edition	Author	Publisher
1	Healthcare Systems Supply Chain Management	---- (Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Healthcare Supply Chain Management: Basic Concepts and Principles	Hokey Min	Business Expert Press
2	Health Care Operations and Supply Chain Management: Operations, Planning, and Control	John F. Kros Evelyn C. Brown	Wiley
3	Health Care Supply Chain Management	Ledlow Karl Manrodt David Schott	Jones & Bartlett Learning



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Course: Total Quality Management

Course Type: Core Course (CC)

Course Code: MBA305OM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	EXPRESS an understanding of the development of quality-related dimensions and definitions of quality.
2	CLASSIFYING	FOCUS on customer and quality tools and technical quality systems.
3	EVALUATING	ASSESS and understand employee participation, PDCA process and the quality Gurus' philosophies.
4	APPLYING	DISCOVER the impact of philosophies of quality, quality management recognition and awards.
5	DEVELOPING	FACILITATE learning of QMS-planning and leadership, focusing on customer and process control.

Unit No	Title of Unit	Content	No. of Hours
1	The Development of Quality-Related Dimensions and Definitions of Quality	Introduction to Development of Quality - Improvement in Quality - Quality Measurements - Definitions of Quality - The Fundamentals of TQM - Framework for TQM - Contributions made by Crosby, Juran and Deming - Barriers to TQM	9
2	Focusing on Customer and Quality Tools and Technical Quality Systems	The Value of Consumer Loyalty and Satisfaction - Recognising Client Requirements - Customer Satisfaction Metrics - Check Sheets and Flow Charts - Analyses Pareto - A Scatter Image - Management of Quality and Six Sigma - Basic Kanban Practices	9



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3	Employee Participation, PDCA Process and The Quality Gurus' Philosophies	Motivation - Teamwork and a Team - Performance Evaluation - 5S – Kaizen - Supplier Collaboration - The Deming Method - Philosophy of Juran - Crosby Thought	9
4	Philosophies of Quality, Quality Management Recognition and Awards	The Quality Philosophy of A.V. Feigenbaum - The Quality Philosophy of Karou Ishikawa - The Quality Philosophies of Genichi Taguchi - Award for National Quality from Malcolm Balridge - Deming Award - Award for European Quality - National Rajiv Gandhi Quality Award	9
5	QMS-Planning and Leadership, Focusing on Customer and Process Control	Leading for Quality: Strategic Planning and Leadership - Seven Tools for Management and Planning - The Value of Consumer Loyalty and Satisfaction - Recognizing Customer Needs and Connecting Data from Customers to Design, Production and Service Provision - Customer Satisfaction Metrics - Developing Work Processes and Business Processes - Process Optimisation (Kaizen, Deming Cycle and Creative Problem Solving) - Exceptional Improvement (Benchmarking) - Exceptional Improvement (Reengineering)	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Total Quality Management	---- (Author) Dr Ajay Kumar (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Total Quality Management (TQM):	Sunil Luthra Dixit Garg Ashish Agarwal	CRC Press



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	Principles, Methods, and Applications	Sachin K. Mangla	
2	Total Quality Management: Text with Cases	John S. Oakland	Butterworth-Heinemann
3	Fundamentals of Total Quality Management	Jens J. Dahlgaard Ghopal K. Khanji Kai Kristensen	Taylor & Francis



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Course: Materials Management

Course Type: Core Course (CC)

Course Code: MBA306OM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	UNDERSTAND the framework of Materials Management.
2	EVALUATING	FOCUS on understanding the Production Planning System.
3	ANALYSING	CLASSIFY master scheduling.
4	APPLYING	INTERPRET the significance of Material Requirement Planning.
5	PREPARING	DEVELOP experiential learning of Capacity Planning.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Materials Management	Operating Environment – The Supply Chain - Material Management – Supply Chain Metrics	9
2	Production Planning System	Manufacturing planning and Control System – Sales and Operation Planning – Manufacturing Resource Planning – ERP – Making the Production Plan	9
3	Master Scheduling	Relationship to Production Plan – Master Production Schedule – Production Planning – Master Scheduling - Sales	9
4	Material Requirement Planning	Introduction - BOM - Material Requirement Planning Process - Using the Material Requirements Planning,	9



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5	Capacity Planning	Definition of Capacity - Capacity Planning – CRP - Capacity Available – Capacity Required (Load) – Scheduling Order – Making Plan	9
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Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Materials Management	---- (Author) Dr Ajay Kumar (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Introduction to Materials Management	J. R. Tony Arnold Stephen N. Chapman	Prentice Hall
2	Principles of inventory and materials management	Richard J. Tersine	Prentice Hall
3	Materials Management: An Executive's Supply Chain Guide	Stan C. McDonald	John Wiley & Sons, Incorporated



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Course: Project Management

Course Type: Core Course (CC)

Course Code: MBA307OM

Credit: 03

LTP:

2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	UNDERSTAND the Basics of Project Management.
2	CLASSIFYING	FOCUS on understanding and appreciating Project Structure and Organisation.
3	DEVELOPING	CREATE a foundational understanding of Role of a Project Manager.
4	EVALUATING	ASSESS the impact of Project Life Cycles.
5	ORGANIZING	FACILITATE experiential learning of Phases Of Projects.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Project Management	Basics of Project Management - Project Planning - Project Performance - Project Performance: Use of S curve - Project Formulation - Project Management Techniques	9
2	Project Structure and Organisation	Project Structure - Functional Structure - Project Structure - Matrix Structure - Cost Breakdown Structure - RBS: Resource Breakdown Structure	9
3	Role of a Project Manager	Project Manager - Project Team Considerations - Project Audit - Perpetual Project - Project Termination and Abandonment Analysis - Purpose of Project Audit	9



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4	Project Life Cycles	Project Life Cycles and Agile Project Management - Project Charter - Project Planning - Project Quality Planning - Project Supply Chain Management - Types of View - Concept of PERT, COPAC, CPM and LCS - Project Control System	9
5	Phases Of Projects	Time and Cost Estimates - Cost and Time Estimating Methods - Quality of Estimates - Project Planning: Planning Steps - Phases Of Projects: Project Process Groups - Project Classification - Types and Categories of Projects - New Product Development Projects	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Project Management	---- (Author) Parul Pundhir (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Effective Project Management: Guidance and Checklists for Engineering and Construction	Garth G.F. Ward	Wiley
2	Project Management: A Benefit Realisation Approach	Ofer Zwikael John R. Smyrk	Springer International Publishing
3	Project Management: 24 Lessons to Help You Master Any Project	Gary Heerkens	McGraw-Hill Education



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Course: Software Project Management

Course Type: Core Course (CC)

Course Code: MBA304IT

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	UNDERSTAND the framework of project management.
2	EVALUATING	ANALYSE how to manage software projects.
3	CREATING	ARRANGE a foundational understanding of project estimation techniques.
4	APPLYING	DISCOVER and understand staffing and risk management.
5	DEVELOPING	FACILITATE the learning of SRS.

Unit No	Title of Unit	Content	No. of Hours
1	Project Management	Basic Concepts of Project Management - Importance of Project Management - Relationship of Project, Program, Portfolio and Operation Management - Software Development Product Life Cycle Processes and Activities - Concept related to SDLC Selection Criteria	9
2	Software Project Management	Software Project Management Complexities - Software Project Management - Job Responsibilities for Managing Software Projects - Skills Necessary for Managing Software Projects - Project Planning - Metrics for Project Size Estimation.	9



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3	Project Estimation Techniques	Empirical Estimation Techniques - Heuristic Techniques - Analytical Estimation Techniques - Empirical Estimation Techniques - COCOMO—A Heuristic Estimation Technique - Halstead's Software Science—An Analytical Technique	9
4	Staffing Level Estimation and Scheduling	Staffing Level Estimation – Scheduling - Organisation and Team Structures – Staffing - Risk Management - Software Configuration Management	9
5	Requirements Analysis And Specification	Requirements Gathering and Analysis - Software Requirements Specification - Characteristics of a Good SRS Document - Functional Requirements – Traceability - Organisation of the SRS Document - Techniques for Representing Complex Logic	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Software Project Management	---- (Author) Dr Ajay Kumar (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Introduction to Software Project Management	Adolfo Villafiorita	CRC Press
2	The Software Project Manager's Handbook: Principles That Work at Work	Dwayne Phillips	Wiley
3	Effective Software Project Management	Robert K. Wysocki	Wiley



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Course: Business Intelligence

Course Type: Core Course (CC)

Credit: 03

Course Code: MBA305IT

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	UNDERSTANDING	EXPLAIN the meaning of Business Intelligence.
2	APPLYING	ILLUSTRATE a foundational understanding of Big Data Analytics.
3	ANALYZING	OUTLINE skills in Business Intelligence Cycle and Analytic Processing.
4	EVALUATING	ASSESS Data Integration and ETL Process.
5	CREATING	PREPARE Business Reports with the aid of Data Visualisation Techniques.

Unit No	Title of Unit	Content	No. of Hours
1	An Overview of Business Intelligence	Defining BI – BI History - The Business Pressures– Responses Support Model - Business Intelligence for Decision Support -The Business Intelligence Value Proposition	9
2	Business Intelligence Cycle and Analytic Processing	Defining the BI Cycle - Enabling Business Intelligence - Understanding the BI methodology and concept – BI Development Approaches - Defining and planning the BI project - OLTP Systems, OLAP Systems- Analytics System Types - Analytics Ecosystem	9



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3	BI Implementation	Defining BI Technologies - Statistical Modelling as descriptive analysis – Analysis and Reporting – Data Visualisation - Using front end tools - Data Mining – Big Data Analytics – Big Data Uses	9
4	Data Integration and ETL	Data analysis - Data integration rules - Implementing Strategies – ETL Process – ETL Process Designing – ETL Tools - ETL Processes Monitoring	9
5	Business Reporting and Concepts	Business strategies - Preparing a Business Report – Importance of Data in preparing business report - Data Visualisation Techniques - Business Intelligence in preparing a report - Data visualization using Graphs vs Charts - Choosing the right tools and analysis for your business.	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Business Intelligence	---- (Author) Parul Pundhir (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Business Intelligence Guidebook: From Data Integration to Analytics	Rick Sherman	Morgan Kaufmann
2	Business Intelligence and Big Data: Drivers of Organizational Success	Celina Olszak	Taylor and Francis
3	Business Intelligence: A Managerial Perspective on Analytics	Ramesh Sharda Dursun Delen Efraim Turban	Pearson



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Course: Information Security and Privacy

Course Type: Core Course (CC)

Course Code: MBA306IT

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DESCRIBING	EXPLAIN the concept of Information Security.
2	ANALYSING	EVALUATE the Security models and standards.
3	INTERPRETING	DISCOVER about risk management.
4	JUDGING	ASSESSING the technique of Cryptography and its types.
5	CREATING	DEVELOP an understanding of Intellectual Property Rights.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction of Information Security	Introduction to Information, Computer and Network Security - Need of Security - Security Approaches - Principles of Security - Security Services- Security Threat and Attacks	9
2	Security Model and Standards	Network Security Model - Internet Standards and RFCs - Specifying and Enforcing Security Policies - Information Security Audit and Principles of Audit - ISO 17799 Standard - PCI DSS - ISO27001Legal and Ethical Issues	9



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3	Risk Management	Security Risk Management – Working of Security Risk Assessment - Risk Management Technique- Risk Assessment - OCTAVE and COBIT Approaches	9
4	Cryptography	Cryptography - Types of Cryptography - Private Cryptography / Symmetric Cryptography - Public Cryptography - Private Cryptography Algorithm: DES- Cryptography: Algorithm- PKI - Digital Signature	9
5	Intellectual Property Right	Intellectual Property - Intellectual Property Right and Implications - Ownership and Enforcement of IPR - Defences for Infringement - Copyright Objective and Transfer of Copyright - Practical Aspect of Licensing	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Information Security and Privacy	---- (Author) Jagriti Chopra(Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Information Security and Privacy	Rei Safavi-Naini	Springer
2	Information Security and Privacy A Guide to International Law and Compliance	Andrew Serwin	Thomson Reuters
3	Fundamentals of Information Security A Complete Go-to Guide for Beginners to Understand All the Aspects of Information Security	Sanil Nadkarni	BPB PUBN



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Course: Database Management Systems

Course Type: Core Course (CC)

Course Code: MBA307IT

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	UNDERSTAND the Database management system in detail.
2	CLASSIFYING	FOCUS on the concept of ER model and relational database.
3	EVALUATING	ASSESS the SQL language, characteristics and commands.
4	APPLYING	INTERPRET the database design functional dependencies.
5	CREATING	DEVELOP learning of recovery techniques and data protection.

Unit No	Title of Unit	Content	No. of Hours
1	An overview of Database Management System	Basics of DBMS, DBMS benefits - DBMS types - DBMS three-level architecture - DBMS language and interfaces- Types of database users- Roles of Database Administrator.	9
2	ER Model and Relational Database	Enhanced E-R Model Concepts - Subclasses, Superclasses and Inheritance – Constraints of EER Model - Characteristics of EER Model - Relational Model - Data Modelling using ER Model - Elements of Entity Relationship Model - Entity Set- Entity and Entity Types.	9
3	Relational Operators and SQL	Relational Model Operations - Set Operations on Relation - SQL Language and Its Characteristics - Data Definition Language and its Features - SQL Commands-Create, Alter, Truncate, Drop - Data Manipulation Commands in SQL	9



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		Select, update, delete- String Functions in SQL – SQL Views – SQL Joins.	
4	Database Design Functional Dependencies	Functional Dependencies - Rules of Functional Dependency - Types of Functional Dependencies - Process of Normalisation 1 st Normal Form – 2 nd Normal Form – 3 rd Normal Form – 4 th Normal Form – 5 th Normal Form.	9
5	Data Protection and Recovery	System Recovery - Database Security - Concurrency Control Techniques - Transaction and System Concept - Locking Concepts and Types of Locking - Two Phase Locking Techniques - Concurrency Control Based on Time Stamping - Database Recovery and Security - Recovery Concepts - Recovery Techniques Based on Deferred Update - Recovery Techniques Based on Immediate Update.	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Database Management Systems	---- (Author) Jagriti Chopra (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Fundamentals of Database Systems	Ramez Elmasri Shamkant Navathe	Pearson
2	Database System Concepts	Abraham Silberschatz Henry F. Korth S. Sudarshan	McGraw-Hill Education
3	Database Systems: Design, Implementation, & Management	Carlos Coronel Steven Morris	Cengage Learning



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Course: Health Economics

Course Type: Core Course (CC)

Course Code: MBA304HCM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DESCRIBING	UNDERSTAND the concept of Health Economics.
2	CLASSIFYING	EXPLAIN the economics of health behaviours.
3	ASSESSING	EVALUATE overall Health Care and complex Public Health interventions.
4	APPLYING	DISCUSS economics of health and health care.
5	CREATING	PREPARE decision modelling for health economic evaluation.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Health Economics	<ul style="list-style-type: none">- Understanding the Factors Influencing Health Besides Healthcare- Putting Value on Health- Analysis of the Demand and Supply Curve- Understand Behaviours of Health Care Providers vs. those Seeking Care- Alternative Approaches to Health Care Production and Delivery- Planning, Budgeting, and Monitoring Health Care	9
2	Economics of Health Behaviours	<ul style="list-style-type: none">- Health Issues we Face Today- Economic Theory for Production of Health- Social Determinants of Health and Health Disparities- Economic explanations for unhealthy behaviours- Empirical Examples: Obesity, Smoking, and Chronic Diseases- Opioid Crisis: Analysis of Trends, Causes, and	9



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		Interventions - Workplace Wellness and other Disease Management Interventions	
3	Evaluation of Health Care	- Theories of Change and Realistic Evaluation - Ethical Issues for Collaborative Research in Developing Countries - Ethics and Observational Studies in Medical Research - Cultural Translation of Interventions - The Role of Behavioural Science Theory in Development and Implementation of Public Health Intervention - How Can Research Organisations More Effectively Transfer Research Knowledge to Decision Makers? - Assessing the Evaluability of Complex Public Health Interventions	9
4	Economics of Health and Health Care	- Applications of Microeconomic Tools for Health Economics - Applications of Statistical Tools for Health Economics - Economic Efficiency and Cost-Benefit Analysis - Production of Health - Evaluation of Production, Cost, and Technology of Health Care - Analysis of Demand for Health Capital & Demand and Supply of Health Insurance - Evaluation of Consumer Choice and Demand	9
5	Decision Modelling for Health Economic Evaluation	- Key Aspects of Decision Modelling for Economic Evaluation - Further Developments in Decision Analytic Models for Economic Evaluation - Making Decision Models Probabilistic - Analysing and Presenting Simulation Output from Probabilistic Models - Decision-making, Uncertainty and the Value of Information - Efficient Research Design - Future Challenges for Cost-effectiveness Modelling of Health Care Interventions	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Health Economics	---- (Author) Kushaldeep (Co-Author)	IP Erudite, Ghaziabad, U.P.



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Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Health Economics: An Introduction for Health Professionals	Ceri Phillips	Wiley
2	Health Economics	Peter Zweifel Friedrich Breyer Mathias Kifmann	Springer Berlin Heidelberg
3	The Dictionary of Health Economics	Anthony J. Culyer	Edward Elgar



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Course: Operations Management for Healthcare Systems

Course Type: Core Course (CC)

Course Code: MBA305HCM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	UNDERSTANDING	DESCRIBE the importance and concept of Management.
2	DISCOVERING	INTERPRET the evolution and trends of management.
3	DEVELOPING	CREATE better understanding of health.
4	MEASURING	JUDGE the concept of Inventory control and Purchase management.
5	EVALUATING	ASSESS the Health Care Information and Management system.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Management	Definition and Importance of Management - The Evolution of Management – Key functions of Healthcare Operations Management – Goals for the operations manager in the Healthcare facilities – Trends in Operations Management -Different schools of Management Thought - Classical and Operational Management Theory.	9
2	Operations Management in Healthcare	Operations Management in Hospitals Overview - Healthcare Operational Challenges - Challenges Faced By Hospitals.	9



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3	Hospital & Health System (History & Evolution)	Definition and meaning of Health - Holistic approach to health - Historical development of health care system in India - Definition and meaning of hospital - Historical development and growth of hospitals.	9
4	Inventory Control & Purchase Management	Inventory Control & Purchase Management - Purchasing & procurement - Drug Control Act in respect to purchase activities - Quality Control & quality management.	9
5	Health Care Information System	Health Information Management - Health System design and establishment process - Problems with Health Information Management - E-Health and M-Health Overview - Picture Archiving and Communication Systems- PACS in Clinical Imaging.	9

Text Books:

Sr. No.	Title / Edition	Author	Publisher
1	Operations Management for Healthcare Systems	---- (Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Healthcare Operations Management	Daniel McLaughlin	Health Administration Press
2	Hospital Operations: Principles of High Efficiency Health Care	Wallace J. Hopp William S. Lovejoy	Pearson Education
3	Quantitative Methods in Health Care Management: Techniques and Applications	Yasar A. Ozcan	Wiley



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Course: Legal and Ethical Issues in Health Service Management

Course Type: Core Course (CC)

Course Code: MBA306HCM

Credit: 03

LTP:

2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DEMONSTRATING	REVIEW the fundamental principles of ethics and their application in healthcare settings.
2	OUTLINING	ANALYSE the Ethical Codes used in healthcare.
3	MEASURING	COMPARE different moral theories and their relevance to ethical decision-making in healthcare.
4	ILLUSTRATING	DISCOVER the ethical issues that arise in provider-patient relationships.
5	INTEGRATING	COMPILE and assess the legal issues related to healthcare ethics.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Ethics	Ethics Overview — Bioethics Overview — Ethical decision-making tools — Ethics of Hospitality Workers — Ethical Aspects of Clinical Practice — Pillars of Medical Ethics	9
2	Ethical Codes	Ethical Code Overview — Professional Codes and Oaths: Healthcare Professional — Professional Codes and Oaths: Human Service Professionals — Human Service Professionals: An Introduction to ACA Ethical Standards	9



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3	Moral Theories	Moral Theories Overview — Utilitarianism Theory — Kantianism Theory — Virtue theory — Moral Foundation Theory	9
4	Provider-Patient Relationships and Patients' Rights	Truth telling — Confidentiality and privacy — Patient Rights and Informed Consent — Rights of Patients overview — Malpractice and Negligence — MLC (Medico Legal Cases)	9
5	Legal Issues	Legal Issues Overview — Legal Issues in Healthcare — Challenges to Health care in India — Health Law Overview	9

Text Books:

Sr. No.	Title / Edition	Author	Publisher
1	Legal and Ethical Issues in Health Service Management	---- (Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Legal and Ethical Essentials of Health Care Administration	George D. Pozgar	Jones & Bartlett Learning
2	Ethics in Health Services Management	Kurt Darr	Health Professions Press
3	Ethical and Legal Issues in Healthcare	David Lemberg	Cognella, Incorporated



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Course: Fundamentals of Hospital Management

Course Type: Core Course (CC)

Course Code: MBA307HCM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DESCRIBING	UNDERSTAND about hospital hazards and how to deal with disaster.
2	ANALYSING	EVALUATE the scope of hospital management.
3	APPLYING	ILLUSTRATE the operational areas of Hospital Management.
4	INTEGRATING	COMPILE how Managerial Communication affects the way a hospital is run.
5	EVALUATING	ASSESS leadership development in Healthcare.

Unit No	Title of Unit	Content	No. of Hours
1	Fundamentals of Hospital Management	Healthcare Management: Definition and Importance Scope of Hospital Management Fundamentals of Healthcare Administration Fundamentals of Accounting Medical Terminology History of the Hospital and Health System	9
2	Administrative Management	Hospital Hazard and Disaster Management Statistics for Administrator Quality in Healthcare Material Planning and Management	9



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		Legal Studies Financial Management	
3	Operational Areas	Project and Facilities Planning Medical Record Management Management in Healthcare Hospital and Utility Services Hospitality Services Marketing Communication Regarding Hospital Targets	9
4	Hospital Operations Management	Hospital Operations Epidemiology and Public Health Administration Hospital Core Service Health Economics Management Information System Human Resource Management	9
5	Managerial Communication	Concept of Managerial Communication Organisational Behaviour Marketing Management Basic Computing Skills Strategic Management Leadership Development in Healthcare	9

Text Books:

Sr. No.	Title / Edition	Author	Publisher
1	Fundamentals of Hospital Management	---- (Author)	IP Erudite, Ghaziabad, U.P.

Reference Books



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Sr. No.	Title / Edition	Author	Publisher
1	Essentials of Hospital Management & Administration	D L Ramachandra	Educreation Publishing
2	Principles of Health Care Management Foundations for a Changing Health Care System	Seth Goldsmith	Jones & Bartlett Learning
3	Principles of Hospital Administration	John R. McGibony	The University of Michigan



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SEMESTER-IV



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Course: Service Marketing

Course Type: Core Course (CC)

Course Code: MBA401MM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	UNDERSTANDING	IDENTIFY and develop an understanding of the Services.
2	ANALYSING	EVALUATE Consumer Behaviour in Services.
3	FOCUSING	CLASSIFY Physical and Electronic Distribution Channels.
4	DISCOVERING	INTERPRET the significance of Service Promotions in Service Marketing.
5	INTEGRATING	CREATE an experiential learning of Service Management.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Services	Introduction to Services: Service Definition — The Significance of Marketing in Delivering Services — Understanding the Characteristics of Services — Categorisation of Services — Marketing Environment for Services — Quality of Services — Models for Service Quality	9
2	Understanding Consumer Behaviour in Services	Understanding Consumer Behaviour in Services: Evaluate Consumer Decision Making — Influential Factors on Buyer Behaviour — Recognise Customer Expectations — Analyse Customer Perceptions —	9



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		Understand Customer Complaint Behaviour — Developing a Recovery Strategy	
3	Physical and Electronic Distribution Channels	Physical and Electronic Distribution Channels: Define Service Triangle — Distribution Channels for Services — Physical Delivery of Services — Understand the objectives of Physical Service Distribution — Electronic Channels and their Service Delivery Process — Define e-Services — Increasing Significance of e-Services — The significance of the Internet in Services — The importance of Technology in Service Marketing	9
4	Introduction to Service Promotions	Introduction to Service Promotions: Creating an Integrated Communication Program — Recommendations for Service Communication — Define Advertisement — Define Public Relations — Define Sales Promotion	9
5	Service Management: Process, People, Demand, and Productivity	Service Management: Process, People, Demand, and Productivity: Service Operations administration — Establishing an adaptable service organisation — Categories of Service Sector — Function of Employees/Internal Customers — Diverse Functions of Internal Customers — Customer knowledge and management — Managing Difficult Customers — The Process of Operational Demand Management — Products and Services Productivity — Cost reduction and Service Productivity	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Service Marketing	---- (Author) Anil Sanguri (Co-Author)	IP Erudite, Ghaziabad, U.P.



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Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Services Marketing: Integrating Customer Service Across the Firm	Alan Wilson Valarie Zeithaml Mary Jo Bitner Dwayne Gremler	McGraw-Hill Education
2	Services Marketing	Rao	Pearson Education India
3	Services Marketing and Management	B. Balaji	S. Chand Limited



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Course: Marketing Fundamentals for Healthcare Services

Course Type: Core Course (CC)

Course Code: MBA402MM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	UNDERSTAND Services Marketing in the domain of Healthcare.
2	APPLYING	DISCOVER and appreciate the innovations in Healthcare.
3	ANALYSING	FOCUS on foundational understanding of Basics in Hospital Marketing Management.
4	JUDGING	CONSIDER the impact of attributes of regulation and laws in Health Sector.
5	CREATING	DEVELOP an experiential learning of contemporary approaches to Health Care Entrepreneurship.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Marketing Fundamentals for Healthcare Services	- Meaning & Definition: Services, Understanding Service Marketing, Characteristics of services in context to healthcare, Classification of services - Healthcare Service Marketing - Categories of Healthcare Services - 7 P's of Marketing In Healthcare - Importance of Marketing in Health Care Services - Major Services In Health Care System - Healthcare Marketing Strategies - Service Marketing triangle (Internal, External and Interactive Marketing strategies) - Role of Marketing In Healthcare Introduction - International Health Systems	9



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2	Innovations in Health Care	- Introduction to basic determinants of healthcare delivery model - Innovation in Healthcare Delivery - Integrating Innovation within the Organisation - Advances in Medical Technology: Sensors, Digital Medical Treatment and Diagnostic Device - Advances In Healthcare Informatics Related Areas - Newer Internet-Based Healthcare Business Models - Healthcare Providers and Healthcare Reforms - Challenges In Healthcare	9
3	Hospital Marketing Management Basics	- Basics of Hospital Management - 4 P's of hospital marketing - Healthcare marketing - Role of marketing in hospital management - Healthcare and Traditional Marketing - Strategic tools - Analysis and evaluation of Healthcare marketing - Different Models of Quality in Healthcare and Hospital services - Importance of SWOT in healthcare marketing - Challenges in Healthcare marketing	9
4	Regulation and Laws in Health Sector	- Healthcare delivery models of India - Overview of legal system in the country - Laws that directly and indirectly affect the health care system - Critical analysis of legal system and its components - World Health Organisation (WHO); its composition and function - Government Regulation in Health Sector	9
5	Health Care Entrepreneurship	- Introduction- Healthcare Entrepreneurship and the Entrepreneurial process - Idea Generation, Application of Marketing Strategies, Identifying Opportunities and Evaluation - Creativity and Innovation - Managing Growth - Social entrepreneurship and Innovation - Corporate Entrepreneurship	9

Text Books:

Sr. No.	Title / Edition	Author	Publisher
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1	Marketing Fundamentals for Healthcare Services	---- (Author)	IP Erudite, Ghaziabad, U.P.
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Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Essentials of Health Care Marketing	Berkowitz	Jones & Bartlett Learning
2	Strategic Marketing for Health Care Organizations: Building A Customer-Driven Health System	Philip Kotler Joel I. Shalowitz Robert J. Stevens	Wiley
3	Branding Health Services: Defining Yourself in the Marketplace	Amy Ziegenfuss	Aspen Publishers



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Course: Financial Institutions and Services

Course Type: Core Course (CC)

Course Code: MBA401FM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DESCRIBING	UNDERSTAND the Financial Systems and Financial Markets.
2	ANALYSING	EVALUATE the concept and importance of Financial Institutions.
3	INTERPRETING	DISCOVER a strong understanding of Regulations in Finance.
4	MEASURING	JUDGE the impact of attributes and behaviours of NABARD and NBFC.
5	INTEGRATING	COMPILE the contemporary approaches to Mutual Funds.

Unit No	Title of Unit	Content	No. of Hours
1	Financial Systems and Financial Markets	Introduction to Financial System- Financial System's Functions- Elements of Financial System- Overview of Financial Market- Introduction to Primary Market and Secondary Market- Introduction to Money Market- Kinds of Money Market Instruments	9
2	Financial Institutions	Meaning of Financial Institutions- Different types of Financial Institutions- Importance of Financial Institutions in Economic Development- Introduction to Commercial Banks- Commercial banks' use of financial innovation	9



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3	Regulations in Finance	Introduction to Reserve Bank of India- Role played by RBI- Important functions of RBI- Introduction to SEBI- Guidelines directed by SEBI- Different types of Exchanges	9
4	NABARD and NBFCs	Overview of NABARD- Different Roles and Functions of NABARD- Concept of NBFCs- Guidelines related to NBFCs- Brief introduction to different NBFCs- Introduction to SIDBI-SIDBI's Operational Guidelines	9
5	Mutual Funds	Overview of UTI- Different Types of Mutual Funds- Importance of Mutual Funds- Performance and Growth of Mutual Funds in India- Investment Advisors: Guidelines for Investment Advisors while selling Mutual Funds to the clients.	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Financial Institutions and Services	---- (Author) Priyam Agarwal (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Financial Markets, Institutions and Financial Services	Clifford Gomez	PHI Learning
2	Financial Institutions Management: A Risk Management Approach	Anthony Saunders Marcia Millon Cornett	McGraw-Hill Education
3	Foundations of Global Financial Markets and Institutions	Frank J. Fabozzi Frank J. Jones Francesco A. Fabozzi Steven V. Mann	MIT Press



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Course: Financial Reporting, Statement and Analysis

Course Type: Core Course (CC)

Course Code: MBA402FM

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	UNDERSTANDING	EXPLAIN the concept of Accounting standards.
2	CLASSIFYING	ANALYSE the financial reporting of Mutual funds.
3	DISCOVERING	INTERPRET the relationship between EVA and MVA.
4	CREATING	DEVELOP better understanding of types and issues related to financial statements.
5	EVALUATING	ASSESS the Financial ratios.

Unit No	Title of Unit	Content	No. of Hours
1	Accounting Standards	Introduction to International Accounting Standards - Overview and List of International Accounting Standards – Introduction to International Financial Reporting Standards (IFRS) - Objectives & Importance of IFRS – Indian Accounting Standards – Benefits and Applicability of Ind AS – Introduction and Applications of US GAAP – Applications of IFRS	9
2	Financial Reporting and Analysis: Part-1	Financial Reporting and Analysis: Financial Reporting of Mutual Funds- External and Internal – External and Internal Financial Reporting Frameworks – Importance of Financial Reports – Meaning and Role of Non-Banking Finance Companies (NBFC) – Financial Reports of NBFC – Value Added Statement (VAS):	9



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		Meaning – Necessity and Advantages of VAS – Format of VAS – Numerical Problem on VAS	
3	Financial Reporting and Analysis: Part-2	Financial Reporting and Analysis: Economic Value Added: Introduction – Numerical Problem on EVA – Meaning of Market Value Added – Relationship between EVA and MVA – Benefits of MVA – Shareholder's Value Added: Meaning and Implications – Introduction to Human Resource Accounting - Models of HRA – Inflation Accounting: Meaning and Importance	9
4	Financial Statements	Financial Statements: Introduction – Types and Issues Related to Financial Statements – Financial Statements of Group Companies – Consolidated Financial Statements - Procedure of Consolidation – Numerical Problems on Consolidation – External Reporting: Meaning and Recent Developments – Introduction and Objectives of Corporate Governance – Reasons of Corporate Governance	9
5	Financial Analysis	Financial Analysis: Financial Ratios: Meaning and Importance – Meaning of Short-Term and Long-Term Debt Ratios – Operating Cycle – Current Assets and Current Liabilities, Current Ratio and Quick Ratio, Working Capital Ratio, Cash Ratio: Overview – Introduction of Turnover Ratios – Income Statement Considerations – Debt Ratios: Introduction – Meaning of Debt Equity Ratios	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Financial Reporting, Statement and Analysis	---- (Author) Priyam Agarwal (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Financial Reporting and Analysis: Using Financial Accounting Information	Charles H. Gibson	Thomson South-Western
2	Financial Reporting, Financial Statement Analysis and Valuation	James M. Wahlen Stephen P. Baginski Mark Bradshaw	Cengage Learning
3	Financial Statements: Analysis and Reporting	Felix I. Lessambo	Springer International Publishing



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Course: Performance Management System

Course Type: Core Course (CC)

Course Code: MBA401HR

Credit: 03

LTP: 2:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	CREATING	PREPARE the Performance Management Process and Planning.
2	INTERPRETING	DISCOVER the concept of evaluation of Performance and Ethics and types of Performance Management Tools.
3	MEASURING	JUDGE the importance of Performance Management - Aspects of Performance Planning and Analysis of Jobs.
4	CLASSIFYING	FOCUS on the impact of philosophy of Compensation and Management.
5	MANAGING	FACILITATE experiential learning of Employee Retention, Motivation and Incentives.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Performance Management Process and Planning	Introduction to Process of Performance - Features of the PM System - Performance Management's Function - Describe Performance Planning - How to Perform a Performance Review	9
2	Evaluation of Performance and Ethics and types of Performance Management Tools	Contemporary Appraisal Techniques - Integrity in Performance Evaluation - An Outline of Performance Appraisal - Strategic Plan in Performance Appraisal - The Reasons for Implementing Performance Evaluations - The 5As method of defining goals - Instantaneous Feedback - Personal Development Strategies	9
3	Importance of Performance Management - Aspects of Performance	Promotes financial success - Motivates staff members with praise and incentives - Prevents jobs from duplicating - Allows for the development of ideas - Performance Planning and Performance Appraisal	9



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	Planning and Analysis of Jobs	Overview - Key Performance Indicators and Important Outcome Areas - Legislation Affecting Performance Management - Meaning, Importance, Components, Methods, Process of Job Analysis - Results of a Job Analysis	
4	Philosophy of Compensation and Management	Introduction to Compensation Management - Compensation Management's Elements and Types - Internal and External Factors Considered while Determining Compensation - Philosophy of Compensation	9
5	Preparing for Employee Retention, Motivation, and Incentives	Strategy for Retaining Employees - Causes of Employee Exit from the Company - Theory of Wages and Maslow's Theory of Need Hierarchy - Adam's Equity Theory of Motivation - Summary Incentive Programs -Plan for Employee Stock Ownership -Summary of Wage Board - Introduction to Pay Commission	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Performance Management System	---- (Author) Lata Pandey (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Performance Management Systems: Design, Diagnosis and Use	Chiara Demartini	Physica-Verlag
2	Designing Performance Appraisal Systems: Aligning Appraisals and Organizational Realities	Allan M. Mohrman, Jr. Susan M. Resnick-West Edward E. Lawler, III Michael J. Driver	Wiley
3	Performance Management System	R K Sahu	Excel Books



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Course: Training and Development

Course Type: Core Course (CC)

Course Code: MBA402HR

Credit: 04

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	UNDERSTAND about learning and development for employees and basic training concepts.
2	APPLYING	PREAPRE foundational understanding of overview education, training and development concepts and trends.
3	ANALYSING	FOCUS on Training Needs and Training Design.
4	JUDGING	CONSIDER the impact of education and development and assessment of E-Learning.
5	CREATING	FACILITATE learning models for e-learning training, evaluation of training and data gathering for evaluation.

Unit No	Title of Unit	Content	No. of Hours
1	Learning and Development for Employees and Basic Training Concepts	Training and Development Overview - The Factors Affecting Learning and Working - Learning Theories: Social Learning Theory and Reinforcement Theory - The Fundamentals of Education - Goals for Training - Employee Training Types - Techniques and Methods for Training	9
2	Overview Education, Training and Development Concepts and Trends	Learning about Training and Development – Differences Between Training from Development - Ethical Concerns in Education - How to Improve the Effectiveness of Staff Ethics Training - Overview of the Training Setting -	9



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		Environment's Function in Training - Training Methodology - Latest Training Trends	
3	Assessments of Training Needs and Training Design	Techniques for Determining Training Needs - Assessment of Training Requirements - Benefits and Drawbacks of Training Need Analysis - Introducing Training Design - Creating a Training and Development Program - Designing a Training Program Process	9
4	Education and Development and Assessment of E-Learning	Conducting Training and Development Program - Advantages of Development and Training - Process Structure for Training - Roadmap for the Training Program's Development Model - E-Learning concept	9
5	Models for E-Learning Training, Evaluation of Training and Data Gathering for Evaluation	E-Learning Training - Increasing Technology's Impact on Training and Development - Changing Technological Developments in the Market - Overview Training Assessment - Analyse the Success of the Training Program - The Training Model of Donald Kirkpatrick - ROI Calculator by Philip - Data Gathering and Analysis - Techniques of Data Collection	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Training and Development	---- (Author) Lata Pandey (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Employee Training & Development	Raymond Noe	McGraw-Hill Higher Education
2	Training and Development in Organizations: An Essential Guide For Trainers	Stanley C. Ross	Taylor & Francis
3	Approaches To Training And Development	Dugan Laird Elwood F Holton Sharon S. Naquin	Basic Books



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Course: Services Management

Course Type: Core Course (CC)

Course Code: MBA401OM

Credit: 04

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DEMONSTRATING	REVIEW and develop an understanding of the Service Behaviour Management.
2	ILLUSTRATING	DISCOVER and appreciate Service Planning and Strategies.
3	DEVELOPING	CREATE a foundational understanding of Service Concept.
4	CLASSIFY	FOCUS on the impact of Competitive Marketing Strategy.
5	INTEGRATING	COMPILE and facilitate experiential learning of Services on the Web.

Unit No	Title of Unit	Content	No. of Hours
1	Service Behaviour Management	Service Behaviour Management - Principles in Service Marketing - Service Quality - Service Quality Issues - Service Quality Models - Significance of Quality	9
2	Service Planning and Strategies	Service Strategies - Market Positioning - Service Blueprinting - Influencing Customer - Perceptions and Expectations - Yield and Capacity Management	9
3	Service Concept	Overview of the Indian Economy - Importance of Services in the Economy - India's Services Sector - Performances of Major Services - Challenges and Outlook - Performance Measurement in Services	9
4	Competitive Marketing Strategy	Service Recovery Strategies - Managing Demand, Supply and Productivity - Managing Waiting Lines - Service	9



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		Encounter - Service Experiences - Creation and Evaluation	
5	Services on the Web	Internet in Services - Technology in Service Marketing - Cost Drivers - Internet Service Design - Service Development - Process Design Innovation	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Services Management	---- (Author) Parul Pundhir (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Service Management: Strategy and Leadership in Service Business	Richard Normann	Wiley
2	Service Management: Theory and Practice	John R. Bryson Jon Sundbo Lars Fuglsang Peter Daniels	Springer International Publishing
3	Service Management: Operations, Strategy, Information Technology	James A. Fitzsimmons Mona J. Fitzsimmons	McGraw-Hill



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Course: Healthcare Operations Management

Course Type: Core Course (CC)

Course Code: MBA402OM

Credit: 04

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	DEMONSTRATE an understanding of the Healthcare Operations Management.
2	OUTLINING	ANALYSE and inculcate the concept of Six Sigma and Healthcare Finance for the Operations Manager.
3	APPLYING	CONSTRUCT a foundational understanding of Optimising Patient and Process Flows.
4	EVALUATING	ASSESS the impact of Planning for Operational Excellence.
5	PREPARING	DEVELOP experiential learning of Supply Chain Management.

Unit No	Title of Unit	Content	No. of Hours
1	Healthcare Operations Management	Key Functions of Healthcare Operations Management - Significance of Hospital Operations Management - Goals for the Operations Manager in the Healthcare Facilities - Improving Financial Results - Enhance Logistics Flow and Lower Variability - Increased Output and Enhance the Level of Service - Continually Improve Processes - Advantage of Competition in Operations - Trends in Operations Management - Best Practices for Operations Manager Success	9



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2	Six Sigma and Healthcare Finance for the Operations Manager	Implications for Operations and Logistics Management - Financial Distress in Healthcare - Causes of Financial Distress in Healthcare - Implications of Financial Distress in Healthcare - Strategies to Mitigate Financial Distress - Mitigating Financial Distress in Healthcare - Risk Management and Financial Planning - Six Sigma - Importance of Six Sigma in Operations Management - Principles for Improving Operations - Approaches for Operations Management - Tools for Operations Management - Six Sigma Initiatives being implemented in Operations Management - Real Cases of Six Sigma in Operations Management - Benefits of Six Sigma for Operations Management Professionals	9
3	Optimising Patient and Process Flows	Basic Principles of Forecasting – Forecasting Techniques - Types of Forecasting - Applications of Forecasting and Limitations of Forecasting - Importance of Data Quality - Forecasting Patient Demand and Volumes - Capacity Planning: Aligning Capacity with Demand	9
4	Planning for Operational Excellence	The Planning Process – Process Reengineering and Technology Management - Operations Strategy in Healthcare - Total Quality Management and Six Sigma - Supply Chain Management - Management of Process Flow and Capacity - Analyse Operations and Environment – Implement, Measure and Revise	9
5	Supply Chain Management	Define Supply Chains – Flows in Supply Chain – Material Flows, Information Flows and Financial Flows - Supply Chain Strategy for Hospitals	9

Text Books:

Sr. No.	Title / Edition	Author	Publisher
1	Healthcare Operations Management	---- (Author)	IP Erudite, Ghaziabad, U.P.



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Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Hospital Operations: Principles of High Efficiency Health Care	Wallace J. Hopp William S. Lovejoy	Pearson Education
2	Healthcare Operations Management	Daniel McLaughlin	Health Administration Press
3	Operations Management in Healthcare: Strategy and Practice	Corinne M. Karuppan, PhD, CPIM, Michael R. Waldrum, MD, MSc, MBA, Nancy E. Dunlap, MD, PhD, MBA	Springer Publishing Company



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Course: ENTERPRISE RESOURCE PLANNING

Course Type: Core Course (CC)

Course Code: MBA401IT

Credit: 04

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	EXPLAINING	DESCRIBE the Enterprise Resource Planning and related technologies.
2	CLASSIFYING	FOCUS on enhancing process skills to integrate ERP.
3	EVALUATING	ASSESS the foundational understanding of ERP Architecture and implementation.
4	APPLYING	DISCOVER the concept of Supply Chain Management and ERP.
5	DEVELOPING	FACILITATE the learning of SAP and its implementation.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Enterprise Resource Planning	Information System and Its Components - Value Chain Framework - ERP and Related Technologies - Enterprise Resource Planning (ERP) and Evolution of ERP - Features and Needs of ERP - Various Components of ERP - On-line Analytical Processing (OLAP) - Customer Relationship Management (CRM) - Electronic Data Interchange (EDI)	9
2	ERP Integration	Enterprise Integration/ERP - Information Mapping - Role of Common Shared Enterprise Database - System Integration - ERP's Role in Logical and Physical Integration - BOM - Bill of Material - MRP - Manufacturing Resource Planning - DRP - Distributed Requirement Planning - PDM - Product Data	9



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		Management	
3	ERP Architecture and Implementation of ERP	ERP System Components, Generic Model of ERP System - Types of ERP - Service Oriented Architecture - ERP Selection - Proof-of-Concept - General Implementation of ERP - Vanilla Implementation - Evaluation Criteria of ERP Packages	9
4	ERP and Supply Chain Management	Supply Chain Management - Flows of Supply Chain Management - Supply Chain Management Key Drivers and Their Significance - Problems and advantages of Supply Chain Management - ERP vs. SCMs – How to select Vendor Selection - Key Supply Chain Management Vendors	9
5	SAP	Definition and Concept of SAP - SAP Architecture - SAP Scalability - SAP ERP Business Modules - SAP ERP Core Applications - SAP Industry Solutions - Integrated SAP Model	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Enterprise Resource Planning	---- (Author) Kushaldeep (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Concepts in Enterprise Resource Planning	Ellen Monk Bret Wagner	Cengage Learning
2	Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk	Daniel E. O'Leary	Cambridge University Press
3	Enterprise Resource Planning Concepts: Understanding the Power of ERP for Today's Businesses	Jill O'Sullivan Gene Caiola	IMAE Publications



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Course: Technology Application in Healthcare Organisations/Healthcare Informatics

Course Type: Core Course (CC)

Course Code: MBA402IT

Credit: 04

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	UNDERSTAND the gamut of health informatics.
2	DISCOVERING	INTERPRET how healthcare data, information, and knowledge works.
3	DEVELOPING	SUPPORT a foundational understanding of healthcare data analytics.
4	EVALUATING	ASSESS and understand electronic health records.
5	INTEGRATING	COMPILE and facilitate learning of artificial intelligence in health care.

Unit No	Title of Unit	Content	No. of Hours
1	Overview of Health Informatics	Introduction – Informatics Definition – Historical Highlight – Key Players in Health Information Technology – Organisation Involved in HIT –Barriers in HIT Adoption - Health Informatics Programs, Organisations and Careers - Health Informatics Careers - Future Trends	9
2	Healthcare Data, Information, and Knowledge	Data, Information and Knowledge - Converting Data to Information to Knowledge - Clinical Data Warehouses - Use of Aggregated Clinical Data - What Makes Informatics Difficult - Why Health IT Fails Sometimes	9



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3	Healthcare Data Analytics	Terminology of Analytics - Challenges to Data Analytics - Research and Application of Analytics - Role of Informaticians in Analytics	9
4	Electronic Health Records	Introduction to EHR - Need for Electronic Health Records - EHR as a Transformational Tool - Electronic Health Record Key Components - Computerised Physician Order Entry - Clinical Decision Support Systems - Electronic Prescribing - Electronic Health Record Adoption	9
5	Artificial Intelligence for Health and Health Care	AI In Health Diagnostics - Evolution of Standards for AI in Medical Applications - Blockchain in Healthcare - Benefits of Blockchain Using in Healthcare	9

Text Books:

Sr. No.	Title / Edition	Author and Co-Author	Publisher
1	Technology application in Healthcare Organisations/Health Informatics	---- (Author) Jagriti Chopra (Co-Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Healthcare Technology Management Systems: Towards a New Organizational Model for Health Services	Rossana Rivas Luis Vilcahuamán	Elsevier Science
2	The Strategic Application of Information Technology in Health Care Organizations	John P. Glaser	Wiley
3	Healthcare Technology Management - A Systematic Approach	Francis Hegarty John Amore Paul Blackett Justin McCarthy Richard Scott	CRC Press



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Course: Public Health and Policy Issues

Course Type: Core Course (CC)

Credit: 04

Course Code: MBA401HCM

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	REVIEWING	UNDERSTAND about various public health global burden.
2	FOCUSING	ANALYSE various public health issues in India.
3	APPLYING	PREPARE and present a basic understanding of health policy and population health.
4	JUDGING	CONSIDER how performance measuring system helps.
5	DEVELOPING	CREATE and express concepts of infectious and chronic diseases.

Unit No	Title of Unit	Content	No. of Hours
1	Introduction to Public Health Principles and Practice	Public Health: The Population Health Approach Evidence-Based Public Health Health Policy Advocacy Ethical Issues in Public Health Public Health Data and Communications Social and Behavioural Sciences	9



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2	Public Health in a Global Context	<p>Global Health: Key Concepts</p> <p>Global Health: Successes</p> <p>Global Health: Challenges</p> <p>Gender, Wellbeing and Global Health</p> <p>The Post-2015 Agenda: Improving Health Systems</p> <p>Calamity and Connections</p>	9
3	Infectious and Chronic Diseases	<p>Infectious Diseases: Global Burden</p> <p>Chronic Diseases: Global Burden</p> <p>Vaccine Controversies</p> <p>Foodborne Outbreak</p> <p>Hospital Acquired Infections</p> <p>Community-Based Obesity Prevention Programs</p>	9
4	Most Common Public Policy Issues	<p>Public Health in India: Issues & Challenges</p> <p>Public Health Policy- Definition</p> <p>Public Health Workforce: Challenges and Policy Issues</p> <p>Key Public Health Policy Issues</p> <p>Health Law, Policy, and Ethics</p> <p>Health Disparities</p>	9
5	Integrating Medicine and Public Health	<p>Healthcare Organisation and Financing</p> <p>Measuring the Performance of Health Systems</p> <p>Introduction to Environmental Health</p> <p>Health Policy Issues</p> <p>Public Health Institutions and Systems</p> <p>The Future of Population Health</p>	9



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Text Books:

Sr. No.	Title / Edition	Author	Publisher
1	Public Health and Policy Issues	---- (Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	Public Health Policy: Issues, Theories, and Advocacy	Dhrubajyoti Bhattacharya	Wiley
2	Public Health: Policy and Politics	Rob Baggott	Macmillan Education UK
3	Making Health Policy	Kent Buse Nicholas Mays Gill Walt	McGraw-Hill Education



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Course: Healthcare Quality and Patient Safety

Course Type: Core Course (CC)

Course Code: MBA402HCM

Credit: 04

LTP: 3:1:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	DESCRIBING	UNDERSTAND about quality of care for practitioners.
2	ANALYSING	EVALUATE the importance of patient safety.
3	DEVELOPING	CREATE strategies to ensure quality care.
4	MEASURING	JUDGE how to measure quality.
5	APPLYING	DISCOVER the role of epidemiology in public health.

Unit No	Title of Unit	Content	No. of Hours
1	Science of Patient Safety	Patient Safety: Definition and Importance Understanding Science of Safety Principles of Patient Safety Patient Safety Goals The Burden of Harm Resolution (WHA 72.6) on Patient Safety	9
2	Introduction to Quality of Care for Practitioners	Advanced Practice Providers in Healthcare Measuring the Quality of Health Care Quality Improvement in Primary Care Quality of patient Care by Nurse Practitioners Major Strategies to Ensure Quality of Care Encouraging Quality in Early Childhood Education	9



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		and Care	
3	Introduction to Epidemiology and Public Health	Epidemiology and Public Health: Definition and Importance Epidemiology in Public Health Practice Epidemiology and Health Care Quality Management Role of Epidemiology in Public Health Principles of Epidemiology Clinical Epidemiology and Its Relevance	9
4	Healthcare Quality & Safety	Defining Patient Safety and Quality Care Leading Healthcare Quality and Safety ISO: Caring about Health and Safety NABH and JCI Accreditation Workplace Safety in Health Care Creating Safety Systems in Health Care Healthcare and Hospitals: Safety Basics	9
5	Health Care Policies and Economics	Health Economics Global Introducing Health Care Policy and Economics National Health Policies, Strategies and Plans (NHPSPs) Decentralisation in Health Care Health Equity Rural Health Care System in India	9

Text Books:

Sr. No.	Title / Edition	Author	Publisher
1	Healthcare Quality and Patient Safety	---- (Author)	IP Erudite, Ghaziabad, U.P.

Reference Books

Sr. No.	Title / Edition	Author	Publisher
1	To Err Is Human: Building a Safer Health System	Linda T. Kohn Janet M. Corrigan Institute of Medicine Molla S. Donaldson	National Academies Press



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		Committee on Quality of Health Care in America	
2	Handbook of Healthcare Quality & Patient Safety	Girdha J Gyani Alexander Thomas	Jaypee Brothers Medical Publishers
3	Crossing the Quality Chasm A New Health System for the 21st Century	Committee on Quality of Health Care in America Institute of Medicine	National Academies Press