

D Y Patil Deemed To Be University School of Management  
Choice Based Credit System with effect from the Academic Year  
2020-21

MASTER OF BUSINESS ADMINISTRATION

COMMON SUBJECTS SEMESTER I

MBA 001                                  Marketing Management

Objectives:

- To understand the concepts of marketing management .
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers in decision situations
- To understand the marketing environment.
- To Study how to communicate with the potential buyer .

Course Outcomes:

- On completion of this course, the students will be able to demonstrate strong conceptual knowledge in the functional area of marketing management.
- Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.
- Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management

Syllabus:

UNIT 1: Understanding Marketing Management.

Basic Concepts of Marketing : Definition, Concept of Exchange-Needs & Wants, Economic Utility, Evolution of Marketing, Marketing Concept, Marketing Myopia, Significance of Marketing, Delivering Values, Satisfaction & Retention. Ambush Marketing.

UNIT 2: Connecting with consumers and understanding their Behavior :

Consumer behaviour, Organizational markets & buying behaviour, Market segmentation & market targeting. Case Study

UNIT 3: Shaping the marketing Offering:

Marketing Mix , Assembling and managing marketing mix,Service Mix ,Sectors in service Industry .

UNIT 4: Delivering Value (Marketing Channels and Distribution) :

Nature of marketing channels, Role of marketing channels, Functions of marketing channels, Designing distribution channels, Channel management, Channel dynamics. Case study

UNIT 5: Building the strong brands /Products and Positioning :

Product and product line, Product classification, Product life cycle, New product development, Branding and packaging,Brand Failure .Case Study

UNIT 6:Communication values :

Integrated Marketing Communications,Benefits of advertising, Developing and advertising program, Understanding the Media and Advertising Agency .Sales promotion, public relation, personal selling.Case Study

Unit 7 :Capturing the Marketing Insights :

Business components, Customer satisfaction, Concept of value, Analyzing market opportunities: Marketing environment: Macro environmental factors.

Text Books

- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2012), Marketing Management A South Asian Perspective, 14th Edition, Pearson Education, New Delhi.
- Ramaswamy, V. S., & Namakumari, S. (2017), Marketing Management: Indian Context with Global Perspective, McGraw hill.

## Reference Books;

- Kotler, Philip. Marketing Management, Millennium Edition. Intl ed. US: Prentice Hall, 2002. ISBN: 8120316096.
- Principles of Marketing, Kotler and Armstrong, Pearson, 12th edition., 2008, ISBN: 978-81-317-1547-5

MBA002

## Principles of Management

### Objectives:

1. To help students understand managerial concepts and practices.
2. To familiarize students to the topics of “planning, organizing, coordinating, staffing, directing, budgeting, controlling, and evaluating functions of management; leadership roles and styles, and the human aspects of management.
3. To help the students gain an understanding of the functions and responsibilities of managers.
4. To provide them tools and techniques to be used in the performance of the managerial job.
5. To enable them to analyze and understand the environment of the organization.
6. To help the students to develop cognizance of the importance of management principles.
7. To Demonstrate students role of values and ethics in management

### Course Outcomes:

- On completion of this course, the students will be able to demonstrate strong conceptual knowledge about the varied functions of management.

- Students will demonstrate effective understanding of levels of decisions on rational basis.
- Students will demonstrate analytical skills in identification and resolution of problems pertaining to varied functional areas of business.

Syllabus:

UNIT-I Nature and Functions of Management, Importance and Process of Management, Historical Roots of Contemporary Management Practices: Pre-modern era- Classical Contributions, Development of Management Thoughts, Managerial Roles: Role of a Manager, Levels of Management, Managerial Skills, Social Responsibilities of Business.

UNIT-II Nature and Importance of Planning -Types of Plans, Steps in Planning-Making Planning Effective, Strategic Considerations in Planning, Management by Objectives, Decision Making: Rationality in Decision Making, Decision Making and MIS, Forecasting: Techniques of Forecasting.

UNIT-III Need for Organization, Principles and Process of Organizing, Span of Management, Organization Structure, Variables affecting Structure, Departmentalization, Authority, Delegation and Decentralization, Committees.

UNIT-IV Staffing and Directing: Staffing as a Function of Management, Requirement of Effective Direction, Functions of Direction, Principles of Direction, Supervisor and his Qualities, Supervisor's Role and Functions, Effective Supervision.

UNIT-V Co-Ordination, Need for Co-Ordination, Principles and Techniques of Coordination, Control: Need for Control, Steps in Control Process, Control Techniques.

Prescribed Text:

- Principles of Management, Koontz
- Principles of Management, Davar
- Management a competency Building Approach, Heil Reigel, Jackson, Slocum

References:

- Joseph L. Massie, Essentials of Management, Prentice, Hall of India Private Limited, New Delhi.
- P.C.Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- James A.F., R.Edward, Daniel R. Stoner, Freeman, Gilbert, Management, Prentice Hall of India Private Limited, New Delhi.
- Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
- J.S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Limited, Delhi.
- D. Chandra Bose, Principles of Management and Administration, Prentice-Hall of India Private Limited, New Delhi.

MBA003

Organizational Behaviour

Objectives:

- To introduce students to frameworks that are useful for diagnosing problems involving human Behavior.
- To increase students' understanding of psychological and sociological phenomena that regularly occur in organizations.
- To help them learn how to exercise leadership to solve problems-from managing the motivation and performance of individuals and teams to leading at the executive level.
- To understand the dynamics of human organizations and organization structure.
- To understand the concepts at an individual as well as the group level.

### Course Outcomes:

- The student is enabled to understand organisation, its structure and behavioural patterns.
- The student gets better insights into his personality
- The student gets an understanding of the reason for conflict and how to address it.
- The students are introduced to the concept of motivation and how to make people work in teams.
- The student gets insight into aspects of soft variables in an organisation for productivity.

### Syllabus:

- Introduction to Organizational Behavior : Origin, Nature and Scope of organizational Behavior and its relevance to organizational effectiveness and contemporary issues.
- Personality : Meaning and Determinants of personality; process of personality formation; personality types; assessment of personality traits for increasing self awareness.
- Perception, Attitude and Value : Perceptual processes, effect of perception on individual decision making, attitude and Behavior. Sources of value, effect of values on attitudes and Behaviors. Effects of perception, attitudes and values on work performance.
- Motivation Concepts : Motives, Theories of motivation and their application for Behavioral change.
- Group Behavior and Group Dynamics : Work groups, formal and informal groups and stages of group development : Concepts of group dynamics, group conflicts and group decision making. Team effectiveness : high performing teams, team roles, cross functional and self directing teams.
- Organizational Design : Structure, size, technology, environment; organizational roles: concept of roles; role dynamics; role conflicts and stress. Organizational conflicts.
- Leadership : Concepts and skills of leadership; leadership and managerial roles, leadership styles and effectiveness; contemporary issues in leadership, power and politics, sources and uses of power; politics at workplace; tactics and strategies.
- Organizational development; organizational change and culture, environment, organizational culture and climate; contemporary issues relating to business situations. Process of change and organizational development.

- Prescribed Text:
- Organizational Behavior- Aswathappa.
- Organizational Behavior-L. M. Prasad

References:

- Understanding Organizational Behavior – Uday Parekh
- Organizational Behavior – Stephen Robbins.
- Organizational Behavior – Fred Luthans.
- Organizational Behavior – L. M. Prasad, Sultanchand.

MBA004

Finance I

Objectives:

- To make students understand and prepare financial statements.
- To make students read financial statements.
- To make students aware of tools of financial analysis
- To make students understand sources and application of funds

Course Outcomes:

- Students will be thorough with concepts of accounting and finance.
- By the end of this course students will be able to prepare, read and interpret financial statements
- By the end of this course, students will be able to understand the importance of financial management and what are the sources and application of funds for companies
- Students will be able to understand the importance of time value of money in finance discipline and determine how the future affects value today.
- Students will be able to interpret different ratios and will be able to calculate

Syllabus:

- Introduction to Financial Accounting: Basic Terminology, Accounting Standards, GAAP, IFRS. Accounting Cycle-Meaning and practicals, Difference between accounting and finance.
- Accounting statements- Trading and Profit and Loss Account, Balance Sheet and Cash Flow Statements
- Financial statement Analysis- Meaning, significance, utility and tools of financial analysis. Preparation of comparative statements, common size statements and trend analysis, Ratio Analysis.
- Introduction to Financial Management: Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and other Business Functions.
- Capital Structure: Introduction, features of Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure.
- Time Value of Money: Introduction, Rationale, Future Value, Present Value. Valuation of Bonds and Shares: Introduction, intrinsic value, book value, Valuation of Bonds, Valuation of Shares.
- Working Capital Management. Preparation of Cash flow and fund flow statement.

Prescribed Text:



Management Accounting, M.Y.Khan & P.K.Jain

Financial management by I.M.Pandey

Financial management by P.V.Kulkarni

Financial Accounting, R. Narayanswamy

References:

Financial Accounting Text and Cases, Deardon & Bhattacharya

Financial Accounting for managers, T.P.Ghosh.

Financial Accounting Rick Antle, Stanley J. Garstka, This book covers Questions, Exercises, Problems, Case Problems, Cases and Thomson Analytics

MBA005. Field Foundations

Objectives:

- To bridge the gap between the industry and academics
- To ensure that the student gets the knowledge by working on field
- To assimilate industry specific knowledge
- To make the students industry ready
- To familiarize students with real world business problems

Course Outcomes:

- The students will be able to work in teams in an organisation for achieving organisational goals.

- To understand the the challenges faced by the organisations
- Able to work in the area of their specialisations
- The students will be able to solve real world problems

The students are expected to do the live projects with the company one day in a week and gain experience of field work. The key takeaways from the project should be documented by the student in the form of a report and viva would be held on the same by external experts.

## Electives

### MBA006 Foreign Language(French)I

#### Objectives:

1. To develop a competitive advantage amongst our students that will set them apart from their monolingual peers.
2. French is the second most widely taught language in the world after English.
3. French is the sixth most widely spoken language in the world after English, Mandarin Chinese, Hindi, Spanish and Arabic.
4. Therefore it is our endeavor to impart the basics of French to our students.

#### Course Outcomes:

- At this semester the students will be able to read and understand basics of French language

- Students show emerging awareness of esthetic properties of language and literary style.

Syllabus:

1. Basic nouns
2. Articles (Definite & indefinite articles)
3. Numbers (0-100)
4. Colors
5. Constructing simple sentences using nouns, articles and colors
6. Different materials e.g. silk, cotton, cloth etc.
7. Prepositions.
8. Negation & inversion of verbs.
9. Verbs, Etre and Avoir.
10. Greetings and Salutations. (Formal & informal greetings)

Prescribed Text: Collins easy learning French grammar and practice

References:

1. <https://www.babbel.com/learn-french>
2. <https://www.elearningfrench.com/>
3. <https://www.thefrenchexperiment.com/>

## Objectives:

- It is planned to develop and communication basic framework and conceptual heritage of the discipline of tourism: method.
  - Practices and technique of analysis, motivation and processes of decision making.
- General trend and typology of tourism.
  - Component of tourism management of tourism impact and implications and planning and strategy
- Appreciate how important this industry is to the economy of the world and of many countries.
- Understand the magnitude of world tourism in terms of the vast numbers of organizations that serve the needs of their diverse memberships.

## Course Outcomes:

- Display an understanding of the production, implementation, and impacts of tourism development locally, nationally, and internationally.
  - Demonstrate cultural and environmental sensitivity through an appreciation for various forms of diversity in our worlds.
  - Conduct research ethically, as evidenced through effective research design and implementation.
  - Write clearly and concisely in the conventions of tourism studies.
  - Exhibit effective oral communication through personal interaction as well as classroom presentations, individually or as part of a group, to a larger audience.

## Syllabus:

CHAPTER 1 Tourism in Perspective : Introduction, What Is Tourism?, Components of Tourism and Tourism Management, Basic Approaches to the Study of Tourism, Economic Importance, Benefits and Costs of Tourism

CHAPTER 2 Tourism through the Ages : Introduction, Early Beginnings, Early (and Later) Tourist Attractions, Early Economic References, The First Travel Agents, Historic Transportation, Accommodations, Chronologies of Travel

CHAPTER 3 Career Opportunities: Introduction, Job Forecasts, Job Requirements Career Possibilities, Career Paths in Tourism

CHAPTER 4 World, National, Regional, and Other Organizations: Introduction, International Organizations, Developmental Organizations (International and National) , Regional International Organizations, National Organizations, Regional Organizations, State and Community Organizations

CHAPTER 5 Passenger Transportation: Introduction, The Airline Industry. The Rail Industry The Automobile, The Cruise Industry, Other Modes of Transportation

CHAPTER 6 Hospitality and Related Services, Introduction, The Lodging Industry, The Food Service Industry, Meeting Planners

CHAPTER 7 Organizations in the Distribution Process: Introduction, Travel Agents, The Internet, Consolidators, The Tour Wholesaler, Specialty Channelers, Choosing Channels

CHAPTER 8 Attractions, Entertainment, Recreation, and Other: Introduction, Attractions Gaming, Recreation, Entertainment, Festivals and Events, Shopping

CHAPTER 9 Motivation for Pleasure Travel: Introduction, A Focus on Customers, The Need for a Theory, The Development of Motivation Models

CHAPTER 10 Cultural and International Tourism for Life's Enrichment: Introduction, Importance, Life-Seeing Tourism, The Romance of Pleasure Travel, Developmental and Promotional Measures, Anthropography (Geography of Humankind), Types of Destinations as Travel Experiences, Other Tourist Appeals, Tourism and Peace

CHAPTER 11 Sociology of Tourism: Introduction, Effects on the Individual, Effects on the Family, Effects on Society, Life Characteristics and Travel, Emergence of Group Travel

Patterns, Social (Subsidized) Tourism, Summary of the Principal Social Effects of Tourism, The International Tourist, Barriers to Travel

CHAPTER 12 Hospitality and Related Services: Introduction, The Lodging Industry, The Food Service Industry, Meeting Planners

CHAPTER 13 Motivation for Pleasure Travel: Introduction, A Focus on Customers, The Need for a Theory, The Development of Motivation Models

CHAPTER 14 Cultural and International Tourism for Life's Enrichment: Introduction, Importance, Life-Seeing Tourism The Romance of Pleasure Travel, Developmental and Promotional Measures, Anthropography (Geography of Humankind), Types of Destinations as Travel Experiences, Other Tourist Appeals Tourism and Peace

CHAPTER 15 Sociology of Tourism: Introduction, Effects on the Individual, Effects on the Family, Effects on Society, Life Characteristics and Travel, Emergence of Group Travel Patterns, Social (Subsidized) Tourism, Summary of the Principal Social Effects of Tourism, The International Tourist Barriers to Travel

CHAPTER 16 Tourism's Economic Impact: Introduction, Tourism's Economic Impact: An International Perspective Comparing International and Domestic Expenditures Optimization, Economic Multipliers

Why Tourism Planning Is Necessary: The Planning Process Goals of Tourism Development, Political Aspects of Tourism Development, Development of Tourist Potential,

CHAPTER 17 Tourism and the Environment: Introduction, Does Tourism Threaten the Environment? The WTTC Position, Sustainable Development Ecotourism: Common Terms Used, Current Tourism Industry Practices

CHAPTER 18 Tourism Marketing: Introduction, Marketing Concept, The Marketing Mix Market Segmentation, Marketing Planning: The Tourism Marketing Plan, Joint Marketing Efforts

Prescribed Text:

1. Tourism – Principles practice and philosophies, Charles R.Goeldner J.R Brent Ritchie 11<sup>th</sup> Edition John Wilvey and Sons,Inc.
2. Mathics ‘n. Flitter. “Tourism: Economic, physical and Social Impacts” (Longman)
3. Degg , Richard (ed.). Leisure, Recreation, and Tourism Abstracts, quarterly. Wallingford, Oxfordshire, UK : CAB International

References:

- 1.Crouch , Geoffrey I. “ The Market for Space Tourism: Early Indications. ” Journal of Travel Research, Vol. 40 , No. 2 ( 2001 ), pp. 213 – 219 .
2. Faulkner , Bill , Eric Laws , and Gianna Moscardo . Tourism in the 21st Century: Learning from Experience. London : Continuum International Publishing Group , 2000 .
- 3.Foot , David K. , and Daniel Stoffman . Boom Bust and Echo: Profi ting from the Demographic Shift in the 21st Century, rev. ed. Toronto, Canada : Stoddart Publishing , 2001

MBA008

## Managerial Economics

### Objectives:

- To impart knowledge and understanding to students on managerial economics and their application to business decision making.
- To integrate the basic concepts of economics with the tools of statistics in order to analyze and make optimal business decisions.
- An objective of managerial economics is to implement devices that will measure and analyze a broad scale of a company & rsquo;s financial goals.
- To decide upon investing in new business or product venture is financially sound

### Course Outcomes:

- The students will be able to understand the roles of managers in firms
- The students will be able to understand the internal and external decisions to be made by managers
- The students will be able to analyze the demand and supply conditions and assess the position of a company
- The students will be able to design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- The students will be able to analyze real-world business problems with a systematic theoretical framework.

### Syllabus:

- Introduction: Meaning and relevance of Managerial Economics-Relationship to Economic Theory-Relationship to the decision sciences.
- The management revolution-Role and Responsibilities of a Managerial Economist- The Firm, objectives and constraints.
- Demand Analysis: Demand Theory, Demand determinants, Using elasticities in managerial decision making. Demand Estimation and Demand Forecasting
- Production and Cost Analysis: Cobb Douglas Production Function



- ISO quant approach, Scale line, Factor substitutability – Cost concepts for business decisions - Cost-output relationship in the short-run and the long run Learning and Costs
- Market Structure and The Theory of Prices: Concept of Perfect Competition Price and output decisions under monopoly, oligopoly and monopolistic competition - Pricing practices.
- Case study on demand forecasting/elasticity/pricing practices.

#### **Prescribed Text:**

- Managerial Economics – Joel Dean
- Managerial Economics, Concepts and Cases – Mote, Paul & Gupta.
- Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
- Economics – Samuelson.
- Managerial Economics – R.L.Varshney & Maheswari.

#### **References:**

- Managerial Economics, Joel Dean.
- Managerial Economics – Concepts and Cases, Mote, Paul & Gupta.
- Economics, Samuelson.
- Keat, Paul.G & Young, Phillip K.Y. 3rd Edition, Managerial Economics; Economic tools
- Fortoday's decision makers.
- Schiller, The Micro Economy Today.
- Salvatore Dominic, 3rd Edition, Managerial Economics in a Global Economy.

#### **Internet References.**

- [www.economist.com](http://www.economist.com)
- [www.epw.org.in](http://www.epw.org.in)

## MBA in Sports Business Management

### MBA 009 Principles of Management and Organization Behaviour

#### Objectives:

- To help students understand managerial concepts and practices.
- Importance of managerial traits
- Importance of managerial function.
- To understand the dynamics of human organizations and organization structure.
- To understand the concepts at an individual as well as the group level.
- To help them learn how to exercise leadership to solve problems-from managing the motivation and performance of individuals and teams to leading at the executive level
- To increase students understanding of psychological and sociological phenomenon that regularly occur in organizations
- To exercise better managerial decisions

#### Course Outcomes:

- The course refines a students understanding about organisation and its work patterns.Enables the student with basic concepts of management.
- Makes the student identify his/her personality and work over his/her perception.
- Brings leadership skill understanding
- Enable the student to be prepared for conflict management
- Students also get insights of values to be followed in business.

#### Syllabus:

- Introduction to organisation-Organisational structure-Traits for being successful manager-Diverse workforce culture in a global market.
- Basic concepts of management function -Planning-types of plan and where it is applied/Organising/Staffing /Delegation and Controlling.

- Introduction to Organizational Behavior : Origin, Nature and Scope of organizational Behavior and its relevance to organizational effectiveness and contemporary issues.
- Personality : Meaning and Determinants of personality; process of personality formation; personality types; assessment of personality traits for increasing self awareness.
- Perception, Attitude and Value : Perceptual processes, effect of perception on individual decision making, attitude and Behavior. Sources of value, effect of values on attitudes and Behaviors. Effects of perception, attitudes and values on work performance.
- Motivation Concepts : Motives, Theories of motivation and their application for Behavioral change.
- Group Behavior and Group Dynamics : Work groups, formal and informal groups and stages of group development : Concepts of group dynamics, group conflicts and group decision making. Team effectiveness : high performing teams, team roles, cross functional and self directing teams.
- Organizational Design : Structure, size, technology, environment; organizational roles: concept of roles; role dynamics; role conflicts and stress. Organizational conflicts.
- Leadership : Concepts and skills of leadership; leadership and managerial roles, leadership styles and effectiveness; contemporary issues in leadership, power and politics, sources and uses of power; politics at workplace; tactics and strategies.
- Organizational development; organizational change and culture, environment, organizational culture and climate; contemporary issues relating to business situations. Process of change and organizational development.

Prescribed Text:·

- Organizational Behavior- Aswathappa
- Organizational Behavior – Stephen Robbins.
- Organizational Behavior – Fred Luthans.
- Organizational Behavior – L. M. Prasad, Sultanchand.
- Principles of Management, Koontz
- Principles of Management, Davar

References:

- Organizational Behavior, Fred Luthans.
- Organizational Behavior, Stephen Robbins.
- Organizational Behaviour -Uday Parik
- Organizational Behavior, L. M. Prasad.

Course Objectives:

- Students will learn to recognize and distinguish critical social issues from other sorts of intellectual considerations that are relevant to modern sport.
- Students will be able to demonstrate a critical awareness of theoretical perspectives related to a selection of contemporary sport
- Students will be familiar with a range of contemporary issues in research and practice in the sport area
- Students will be introduced to various types of critical analysis and develop acceptable competence in applying them to social/political issues in sport.

Course Outcome:

- A student should be able to Critically review applied contemporary issues for a selection of key sport and physical education
- A student should be able to demonstrate the importance of an evidenced based approach to sport and education recommendations
- A student should be able to design, construct and facilitate discussion focused towards and based upon various aspects of Sports and other issues
- A student should be able to understand the roles and responsibilities of Society, different authorities in development of sports

Syllabus:

UNIT I : History of Modern Sports and other Forms of Organized Physical Activity  
A Historical Overview of Sports, Evolutionary Processes of Modern Sports, Relation between Physical education and Sports, Exercise Physiology

UNIT II : Physical Education and Sports

History and Principles of Physical Education, Organization, Administration and Methods in Physical Education, Elements of statistics for physical Education. Supervision and Curriculum design in Physical Education (Case Study)

### UNIT III : Role of Govt in promotion of Sports

Role of Ministry of HRD in Development of sports and physical education, various boards and Statutory Bodies established by Govt. for control and promotion of Sports, their roles and functions, importance and contributions.

### UNIT IV : Drugs and banned substances (Case Study)

### UNIT V : Roles and Functions of National/International Sports Organizations

Roles Of IFA, FIFA, BCCI, ICC, CAB, Sports Authority of India (SAI), National Hockey Association, Volleyball Associations, Tennis Associations, Their Functions and Importance in the Promotion and management of Sports

### UNIT VI : Social, Cultural and Political Environment of Sports Organizations

Role of Sports in Society, issues that Sports Administrators face on Day to Day basis in the contemporary World, Drug Abuse and Gratuitous Violence.

#### Prescribed Text & References:

- Contemporary Issues in Sport Management: A Critical Introduction by Dr. Terri Byers (2015)
- Current Issues in Contemporary Sport Development by Kay Biscomb, Richard Medcalf, Gerald Griggs
- The Sports Digest Journal published by the United States Sports Academy
- International Cases in the Business of Sport by Simon Chadwick and Dave Arthur

## MBA in International Business Management

### MBA011 Introduction to IB and Managing International Business Organization

#### Objectives

program will produce MBAs who:

Are competent, creative, and highly valued professionals in industry, academia, or government.

Are flexible and adaptable in the workplace, possess the capacity to embrace new opportunities of emerging technologies, and embrace leadership and teamwork opportunities, all affording sustainable management careers.

Act with global, ethical, societal, ecological, and commercial awareness expected of practicing management professionals.

#### PROGRAM OUTCOMES

- An ability to identify, formulate and solve INTERNATIONAL BUSINESS management problems
- The broad education necessary to understand the impact of INTERNATIONAL BUSINESS management solutions in a global and societal context
- A knowledge of contemporary issues and
- An ability to use the techniques, skills, and modern tools necessary for INTERNATIONAL BUSINESS management practice.

#### SYLLABUS:

Introduction to International Business

- Considering the importance of International Business in general and that of products and business practices in Indian environment in particular, the course will flow in many parallel streams.
  - Introduction to international business.
  - Major decisions in international business.

- International business environment and assessing political risks.
- Barriers to international trade.
- Methods of entering international business.
- International strategic alliance.
- Strategy making in international business management.
- Competitive advantage.

#### Managing International Business Organizations

- Managing in a changing environment and in multinational context.
- Management of international organizations.
- Country evaluation and selection; organizational structure and control.
- Organizational culture and Management styles.
- A different approach to international management.
- An international firm, a multi domestic firm, a transnational firm, a global firm.
- International aspects of functional roles of management -
- Management of fianance & accounting, HR, and Marketing

#### Prescribed Text:

- International Business – A Strategic International Marketing, Black.
- International Business, Dr. Francis Cherunilam
- International Business, Sundaram and management approach, Allen Rugman.
- Managing a Multinational Enterprise, Christopher Bartlett & Sumantran Ghoshal.
- Competitive Global Management, Alkhafaji Abbas.

#### References:

- International Business Issues and Concepts, Reed Moyer.
- International Business, Dr. R. Chandran.
- International Business, Micheal Czinkota, Micheal Moffet.



## MBA in Banking and Insurance

### MBA012 Treasury and Forex Management

#### Objectives:

- To know how to calculate and interpret return and risk associated with investments
- To understand the working of cash and futures markets and various derivative products and their role
- To understand the significance of capital structure and know the sources of funds and calculation of their cost
- To know the various risks that manufacturing companies are exposed to and the treasury management products that help in mitigating them
- To understand the risks of banking and finance companies and role of treasury management in mitigating them
- To appreciate the accounting issues that have a role in treasury management decisions
- To know the various treasury management processes and risk management

#### Course Outcomes:

- Students will be able to analyse practical aspects of the management and techniques of financial, treasury and forex management
- Students will understand the challenges and opportunities in Global Market
- Students will understand the practical aspects of Treasury operations in Bank
- Students will be able to analyse the practical implications of FX products

#### Syllabus:

#### UNIT I : INTRODUCTION TO TREASURY MANAGEMENT

Meaning, Objectives, Significance, Functions and Scope of Treasury Management, Relationship between Treasury Management and Financial Management; Role and Responsibilities of Chief Finance Officer, Tools of Treasury Management; Internal Treasury, Controls; Environment for Treasury Management, Liquidity Management,

Regulation, Supervision and Control of Treasury Operations, Implications of Treasury on International, Banking

UNIT II: Treasury Products -Types of financial markets, Cash Market, Debt market, Future, Forwards Options SWAPs. Interest Rate Swap, Currency Swap, Credit Default Swap (CDS), Swap Option Selectively -Invest Classification Scheme for Investment Products Off-Balance Sheet Exposures

UNIT III: Treasury Management in Banking & Finance Companies .Capital Adequacy, Balance Sheet, Yield Curve and Spreads, Credit Risk, Interest Risk. Re-financing Risk. Asset-Liability Management, Securitisation, Foreign currency risk, Equity Exposure

UNIT IV Treasury Management Processes and Accounting Issues in Treasury Management: Long-term supply arrangements, Foreign Currency borrowing for a fixed asset, Hedge and Hedged Instrument, Investment types, Domestic Remittances, International Remittances. Liquidity Management

UNIT V Forex Management : Nature, Significance and Scope of Forex Management, Foreign Exchange Market and its Structure, Foreign Exchange Rates and its Determination, Exchange Rate Quotes; Types of Exchange Rates; Forex Trading; Currency Futures and Options, Foreign Exchange Risk Exposures and their Management; Exchange Rate Forecasting; Risk in Foreign Exchange Business

Prescribed Text:

- Prasanna Chandra : Financial Management – Theory & Practice; Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- I.M. Pandey : Financial Management (2005); Vikas Publishing House Pvt. Ltd., New Delhi.
- R.P. Rustagi : Strategic Financial Management – Taxmann Publication Pvt. Ltd.
- J.B. Gupta : Strategic Financial Management – Taxmann Publication Pvt. Ltd.
- Ravi M. Kishore : Strategic Financial Management – Taxmann Publication Pvt. Ltd.
- Treasury and Forex Management, IIBF publications

References:

R. Charles Moyer, : Contemporary Financial Management; West Publishing Company.

James R. McGuign & William J. Kretlow

Rajiv Srivastava & Anil Mishra : Financial Management, Oxford University Press

## MBA in Logistics and Supply Chain Management

MBA013

Introduction to Logistics and SCM

Objectives:

- To help students understand the basic concepts of Logistics management.
- To help students understand various tools/models for solving issues in SCM.
- To help students comprehend various situations and logistics terminologies.
- To help students to understand industry culture.

Course Outcomes:

The student can now-

1. Demonstrate what is Market estimation, market potential, demand forecasting and sales forecasting.
2. Understand about Logistics, Warehouse Management, Inventory, Distribution system.
3. Understand about SCM value analysis.
4. Can Demonstrate about freight Management.

Syllabus:

Introduction to Logistics and SCM: Concepts, Definition, Nature & Importance, Functions; Logistics role in Economy and Organization; Principle logistics network; Integrated Logistics System; SCM: Nature and Concepts; Value chain and SCM effectiveness.

- Elements of customer service- phases in customer service, customer retention
- Definition of procurement/ outsourcing: Benefits of logistics outsourcing, Critical issues in logistics outsourcing
- Global supply chain: Organization for global logistics, Strategic issues in global logistics, Forces driving globalization, Modes of transportation in global logistics, Barriers to global logistics, Markets and competition
- Supply Chain strategies and Implementation, Requirements for an effective logistics strategy, Strategic logistic planning & implementation of strategy

- Function of logistics information system(LIS)- LIS flow, RFID, Principles of logistics information
- Centralized and decentralized structures, Stages of functional aggregation in organization, Global Logistics and Supply Chain organization
  - Supply chain performance measures, Steps in ABC costing, Financial gap analysis
- Need for integration, Activity centres in integrated logistics, Economics of scale in supply Chain

**Prescribed Text:**

- Materials & Logistics Management - L.C.Jhamb
- Introduction to Materials Management – Arnold
- Logistics & Supply Chain Management – Martin Christopher

**References-**

- Materials & Logistics Management - L.C.Jhamb
- Introduction to Materials Management – Arnold
- Logistics & Supply Chain Management – Martin Christopher

References:

## MBA in Biotechnology Management

MBA014

Introduction to Life sciences and Biotechnology

Objectives:

- To familiarize the students with the basic concepts of life sciences and Biotechnology.
- To familiarize the students with the basic concepts of Bioinformatics
- To Help students learn in depth of Basic Biotechnology
- To clear the understanding of Life sciences in general

Course Outcomes:

- The Course refines a student about learning a Life science subject.
- The course helps them to understand basic concepts of Biotechnology.
- Help students to brush up the learning of Biotechnology and its applications.
- Help students to understand Biotechnology and Life science subjects in a more specialised way.

Syllabus:

- Cell Biology, Genetics, Microbiology
- Levels of organisms and size of organisms
- Cell theory, Pro karyotic and Eu karyotic cells
- Organelles; structure and functions
- Cell membrane, Cell cycle
- Mitosis and Meiosis
- Karyotyping, Phage genetics, growth of microorganisms, anti-biotics
- Application of microbes in various industries
- Principles of bioenergetics
- Enzyme kinetics, metabolism and regulation
- Integrated overview on biotechnology
- Traditional v/s. Modern Biotechnology
- DNA, RNA and Protien structure and Functions

- Gene expressions
- Enzyme Technology
- Application of Biotechnology in Industry

#### Introduction To Bioinformatics

- What is Bioinformatics
- Scope of information technology in Biology
- Management Information System
- Impact of technology migration
- Databank, data capture, data analysis
- Pairwise alignment, multiple alignment, BLAST, FAST algorithm for analysis sequence comparison, accessing databank
- Protein structure databank and application

#### Prescribed Text:

- Biological Sciences, D.J.Taylor, NPO Green and G.W.Stout
- General Microbiology, H.G.Schlegel
- Biotechnology, John E. Smith
- An Introduction to Bioinformation Algorithms, Jones
- Bioinformatics and Molecular Evolution, Higgs

#### References:

- Biotechnology-Demystifying the Concepts, D.Bourgaize
- Biotechnology, A. Borem

## MBA in Health and Hospital Management

### MBA015 Management Principles and Organizational Behavior

#### Objectives:

- To help students understand managerial concepts and practices.
- Importance of managerial traits
- Importance of managerial function.
- To understand the dynamics of human organizations and organization structure.
- To understand the concepts at an individual as well as the group level.
- To help them learn how to exercise leadership to solve problems-from managing the motivation and performance of individuals and teams to leading at the executive level
- To increase students understanding of psychological and sociological phenomenon that regularly occur in organizations
- To exercise better managerial decisions

#### Course Outcomes:

- The course refines a students understanding about organisation and its work patterns.Enables the student with basic concepts of management.
- Makes the student identify his/her personality and work over his/her perception.
- Brings leadership skill understanding
- Enable the student to be prepared for conflict management
- Students also get insights of values to be followed in business.

#### Syllabus:

- Introduction to organisation-Organisational structure-Traits for being successful manager-Diverse workforce culture in a global market.
- Basic concepts of management function -Planning-types of plan and where it is applied/Organising/Staffing /Delegation and Controlling.
- Introduction to Organizational Behavior : Origin, Nature and Scope of organizational Behavior and its relevance to organizational effectiveness and contemporary issues.



- Personality : Meaning and Determinants of personality; process of personality formation; personality types; assessment of personality traits for increasing self awareness.
- Perception, Attitude and Value : Perceptual processes, effect of perception on individual decision making, attitude and Behavior. Sources of value, effect of values on attitudes and Behaviors. Effects of perception, attitudes and values on work performance.
- Motivation Concepts : Motives, Theories of motivation and their application for Behavioral change.
- Group Behavior and Group Dynamics : Work groups, formal and informal groups and stages of group development : Concepts of group dynamics, group conflicts and group decision making. Team effectiveness : high performing teams, team roles, cross functional and self directing teams.
- Organizational Design : Structure, size, technology, environment; organizational roles: concept of roles; role dynamics; role conflicts and stress. Organizational conflicts.
- Leadership : Concepts and skills of leadership; leadership and managerial roles, leadership styles and effectiveness; contemporary issues in leadership, power and politics, sources and uses of power; politics at workplace; tactics and strategies.
- Organizational development; organizational change and culture, environment, organizational culture and climate; contemporary issues relating to business situations. Process of change and organizational development.

Prescribed Text:

- Organizational Behavior- Aswathappa
- Organizational Behavior – Stephen Robbins.
- Organizational Behavior – Fred Luthans.
- Organizational Behavior – L. M. Prasad, Sultanchand.
- Principles of Management, Koontz
- Principles of Management, Davar

References:

- Organizational Behavior, Fred Luthans.
- Organizational Behavior, Stephen Robbins.
- Organizational Behaviour -Uday Parik
- Organizational Behavior, L. M. Prasad.

Objectives:

- To familiarize students with the basic concepts of cost and various methods and techniques of costing.
- Present course has been designed to develop the financial and managerial skills of the students.
- To enable the students to prepare different kinds of Financial Statements

Course Outcomes: Cost Accounting

- Aimed to familiarize the concept of cost accounting
- Helps to gather knowledge on preparation of cost sheet in its practical point of view
- To facilitate the idea and meaning of material control with pricing methods
- Develop the knowledge about remuneration and incentives
- To introduce the concept of overhead cost

Course Outcomes: Financial Accounting

- To familiarize the concept of Branch account and its system
- To understand the Scope of departmental accounting

Syllabus:

- Unit I Specialised areas of accounting:
  - Financial, Cost and Managerial Accounting – Aims and objectives of Cost and Managerial Accounts as a part of Management Information System.
- Unit II Cost Classification:
  - The Elements of Cost – Direct Material; Direct Labour; Direct Expenses; Overhead; Cost Behaviour; other methods of classification to suit the requirements of management.

- Unit III Accounting of Costs:
  - Materials:
  - Purchasing procedures; Organisation of stores, Stores Records – Methods of valuing material issues – Inventory control procedures.
  
- Unit IV Labour:
  - Engagement, Time Keeping and Time booking – Methods of remuneration – Factors influencing the wage settlements – Treatment of different items included in the compensation package for labour –
  - Preparation of wage sheet and payment of wages – Accounting for labour.
  
- Unit V Overheads Expenses:
  - Classification into Production, Administration and Selling and
  - Distribution – Distribution of overheads – Apportionment, recovery of overheads. Methods of calculating depreciation; Obsolescence; Interest on Capital. Treatment of overheads in valuation of work-in-progress and finished goods inventory.
  
- Unit VI Cost Book Keeping:
  - Cost Ledgers and Control accounts for recording transactions – Link between financial and cost books – Reconciliation of cost and financial accounts – Integrated accounts.
  
- Unit VII Costing Methods
  - Basic grouping job/process costing methods
  - Job order cost systems
  - Contract costs.
  - Process costing:
    - Cost flows in job
    - Process costing methods
    - Treatment for joint and by products in process costing
    - Cost Accounting for services

- UNIT VIII BRANCH ACCOUNTING

Branch accounts –objectives of branch accounts –types of branches –dependent branches –independent branch –accounting system

- UNIT IX DEPARTMENTAL ACCOUNTS

Departmental accounts –accounting procedure –allocating procedure –allocation of common expenses –interdepartmental transfer

Prescribed Text:

- P.C. Tulsian, “ Financial Accounting”, Tata MC GrawHill Ltd, 2003
- T.S.Reddy & A.Murthy, “Financial Accounting”, Margham Publications, Sixth Revision Edition, 2011.
- Cost Accounting: A Managerial Emphasis’ (CAME) 11th edition, by Charles T Horngren, George Foster and Srikant M Datar. Prentice Hall of India Pvt. Ltd. New Delhi.
- Cost Accounting – 1 January 2012 by [T.S.Reddy](#) (Author), [Y. Hariprasad Reddy](#)

References:

- Assish K. Bhattacharyya, “Financial Accounting”, Prentice of hall of India, 2002.
- N. Vinayagam and B. Charumaki, “Financial Accounting”, S.Chand& Company Ltd., 2002, Reprint –2008.
- ‘Students’ Guide to Cost Accounting’ by Ravi M Kishore. Taxmann publication
- ‘Cost Management: A Strategic Emphasis’ by Edward J Blocher, Kung H Chen and Thomas W Lin. Irwin McGraw Hill publication
- ‘Accounting for Decision Making and Control’ by Jerold L Zimmerman. Irwin McGraw Hill publication
- ‘Chartered Accountant’ published by the Institute of Chartered Accountants of India, New Delhi

- ‘The Journal of Accounting’ published by the Indian Accounting Association, New Delhi
- ‘Accounting World’ published by the Institute of Chartered Financial Analysts of India, Hyderabad.

#### Internet References

- The Institute of Chartered Accountants of India, [www.icai.org](http://www.icai.org)
- The Institute of Cost and Works Accountants of India, [www.icwai.org](http://www.icwai.org)
- The detailed information of Indian companies, industry and economy, [www.indiainfoline.com](http://www.indiainfoline.com)
- The news of economy and business, [www.economictimes.com](http://www.economictimes.com)
- The Business Magazine for business and economy news, [www.business-today.com](http://www.business-today.com)
- The International Accounting Standards Board, UK, <http://www.iasc.org.uk>
- The American Institute of Certified Public Accountants, <http://www.aicpa.org/index.htm>

## MBA017 Organization & Administration of Supportive & Utility Services

### Objectives:

- To enable students to understand the importance and contribution of supportive & utility services in providing health care delivery in hospitals.
- To enable the students gain understandings into various aspects like significance, functions, policies and procedures, organizing, controlling, coordinating, manpower, reporting and documentation of clinical & non-clinical supportive services in a hospital.
- To understand the theory and practices of supportive services in detail with respect to patient care to achieve the optimum satisfaction level of patients
- To make students aware about the inter and intra departmental relationships in the hospitals
- To understand the specifics of contracting or outsourcing of supportive services in the hospital.

### Course Outcomes:

- Students will be learning the role of hospital supportive and utility services in the hospitals, excelling their domain knowledge.
- Students will be able to understand the functioning and SOPs of various supportive services in the hospital.
- Students will be getting knowledge of practical aspects of contracting or outsourcing of supportive services
- Students will be able to understand the administration and management of administrative and clinical supportive services.

### Syllabus:

#### Supportive services:

- Introduction to supportive services in the hospital service system

- Role of supportive services and approaches to organizing supportive services for hospitals of different sizes, scope and ownership, contracting of supportive services.
- Radiological and other imaging services : Design, layout, staffing, equipments, Policy & procedure
- Laboratory services planning design, layout, staffing and equipments, Policy & procedure
- Central store sterilization Department (CSSD) :Design, layout, reception, auto cleaning, issue, Types of sterilization, staffing equipments,
- Medical Record Department : definition, functions of medical record: out patients record, filling, numbering, Medico legal records, incomplete records, computerization of record, census & discharge analysis, assembling of records, deficiency check, patient index, coding, filling, group study, vital & health statistics

#### Utility Services:

- Transportation & Ambulance Services: History, transportation bay, Administrative aspects, Basic Life Support (BLS) and Advanced Life support (ALS).
- Dietary services: Planning and designing, function, various diets, modern cooking gadgets, layout, fresh and dry ration store, staffing, Therapeutic diets, Role of Dietitian.
- Linen & Laundry services: Function, design, layout, modern mechanical laundry equipment, receipt of linens, repair shop, disinfection and washing, pressing/ calendaring, storing and issue.
- Blood Bank and Transfusion services
- Housekeeping & BioMedical WasteManagement
- Mortuary: Mortuary services, physical facilities & staffing, policies & guidelines and managerial concerns.,Security: Its functions, Security risks and types of security system.,
- Pharmacy: Role & types of pharmacies, drug distribution systems, procurement of drugs and managerial issues
- Basic Engineering Services: Civil Assets, Electricity Supply, Water supply, Gas manifold
- Allied Engg services: Air conditioning, Refrigeration, non-conventional energy devices. Maintenance & store management, Engg service department

Prescribed Text:



- Principles of Hospital Design; H & J Gainsborough
- Hospital Supportive Services – S.L Goel, R. Kumar
- Hospitals Planning, Design & Management – By Kunders & Gopinath.
- Principles of Hospital Administration & Planning – By B.M. Sakharkar – Jaypee Brothers.

References:

- Management of Hospitals – Hospital Administration in the 21 st Century – S.L Goel, R. Kumar
- Modern trends in Planning and designing of Hospitals: Principles and Practice: Shakti Kumar Gupta, Sunil Kant, R Chandrashekhar.
- Hospital Core Services: Hospital administration in 21stcenturyVol 1 Kumar R, S.L. Goel
- Hospital Management, Dr. A.K. Malhotra, Global India Publications Pvt ltd, New Delhi
- Hospital Management : A guide to departments, Howard S. Roland, Beatrice L Rowland
- Useful Readings for Hospital Management – Col. S.S Khare, P.D Gupte Lewellyn Davis R & Macaulay HMC,
- Hospital Planning and Administration, Monograph Series, Geneva, WHO, Jaypee Brothers
- Park K, Text Book on Hygiene and Preventive Medicine, Banarasidas Bhanot
- Hospital and Health Services Administration. Principles and Practice S A Tabish 4 th edition.
- Francis CM & Mario C de Souza, Hospital Administration, 3 rd ed, Jaypee Brothers, New Delhi
- George MA, The Hospital Administrator, Jaypee Brothers, New Delhi
- Kusum Samant, Hospital Ward Management, Vora Medical Publications, Mumbai

## MBA018 Live Project 1

### Objectives:

- To have a practical exposure to various departments of a hospital. It is included in the syllabus to make the students aware of the functioning of different departments of hospital.

### Course Outcomes:

- The student will work independently on a project in one of the areas of Health & Hospital management in the Sem I, M.B.A. program. They will work under a guidance of the course coordinator and industry mentor for the whole semester. The students will have to give a presentation at the end of the semester. Students will be going in the organization for 3-4 in a week for live projects.

## Electives

### MBA019 Healthcare Research & Biostatistics

#### Objectives:

- To familiarize the students with basic concepts of biostatistics.
- To understand the importance of statistical applications in healthcare
  - To understand the role of statistics in estimation of burden of diseases ,methods applicable to health.
- To study the various research projects related to healthcare administration
- To understand the use of statistical and mathematical models to conduct organized research and study on various health issues, process of analysis of data, measurement of result and drawing inferences.

#### Course Outcomes:

- Students will be learning the role of biostatistics and research tools for excelling in their domain knowledge.
  - Students will be able to understand the disease burden, pattern and various rates & ratios related to health
  - Students will be applying the research knowledge in their live projects
  - Students will be able to understand the analysis of various health services

#### Syllabus:

- Basic Concepts : Introduction & definition, meaning – branches – biostatistics – health statistics – vital statistics, Application and uses of biostatistics in health management and epidemiology.
  - Classification of data – construction of frequency distribution table – tabulation of data – general rules of tabulation – types of tabulation,

- Measures of central tendency – mean (calculation for individual, discrete and continuous series) median (Calculation for individual, discrete and continuous series – mode (for individual series)., Empirical relation connecting mean, median and mode. Merits and demerits of each type.

- Measures of dispersion: Range and Mean deviation (for individual series) – Standard deviation (Calculation for individual, discrete and continuous series.) Coefficient of correlation – uses – different types of correlation – scatter diagram – correlation coefficient – rank correlation coefficient. Regression – basic concepts – linear regression – lines of regression – estimation using lines of regression.

- Concept of Sampling : Probability and non probability sampling techniques, selection methods, size of sampling, sampling distribution, error in sampling, and normal curve & poisson distribution.

- Health & Hospital Statistics : Introduction, utilization of basic data, source of health statistics, common rates & ratios in India, incidence & prevalence rate, health reports, Notifiable diseases.

- Data Presentation, frequency distribution, charting of data – Bar Chart, Pie chart, Line Diagram, Tables, Histogram, scatter-pictogram-spot map-histogram-frequency polygon-frequency curve

- Defining Healthcare Research : Introduction, defining healthcare research problems, selection of problems, technique involved defining problems.

- Healthcare Research design: Meaning of research design, need for research design, and features of good design, different research design, and basic principles of experimental design.

- Sampling: Sampling design, census & sample survey, Implication of a sample design, steps of sample design, characteristic of good sample design, different types of sample design, how to select random sample.

- Data collection, Processing Analysis: Various methods of collection of data, selection of appropriate methods with special reference to disease surveillance.

- Testing Hypothesis & report writing: What is hypothesis, Normal test, T-Test, Chi square Test, procedure of testing, important parameters, significance of report, writing types of reports & presentation

Prescribed Text:

- Element of Health Statistics – Rao, NSN
- Biostatistics - K S. Negi , A.I.T.B.S Publishers
- Text book of Biostatistics – B.K Mahajan, Jaypee
- Research Methodology : C.R Kothari,
- Research Methodology : P.K Mahajan

References:

- Elementary Statistics for Medical Works, Jaypee – I.Singh
- Kirkwood and Sterne. Essential Medical Statistics
- Dawson and Trapp. Basic and Clinical Biostatistic
- An introduction to Bio statistics. A manual for students in health science – PSS

Rao.

## MBA020 Healthcare Communication & Managerial Skills in Hospitals

### Objectives:

- To understand the process of communication in the organization
- To understand the concepts of communication at an individual as well as the group level.
- To learn how to exercise leadership to solve problems from managing the motivation and performance of individuals and teams to leading at the executive level
- To increase student's understanding of managerial phenomenon in the hospitals
- To enable students for building relationship Skills for developing positive interpersonal communication for smooth functioning of the hospitals

### Course Outcomes:

- The course improves a student's understanding about organisation and its work patterns.
- This subject will enhance a student's with basic concepts of management.
- Makes the student identify his/her personality and work over his/her perception.
- This course will bring leadership skills and in depth understanding of teamwork

### Syllabus:

#### Healthcare Communication

- Communication in healthcare management process: Effectiveness, Communication opportunities, Communication process, types, Formal, Informal, techniques and barriers
- Group communication: Methods, Problems and Solutions, Meetings – Committees in the healthcare
- Speeches: Structure of speech, Drafting of speech, Speeches for different occasions
- Report writing – Types of report, Structure, Methods of collecting and preparing material drafting of report,

- Business correspondence: Drafting of letters, emails, Circulars, Answering letters. Writing meeting reports, documentation, Organizational communication: its evaluation Research communication
- Electronic Media and communication Public relations: Scope, Tools, Public relation
- Self assessment: Self awareness, perception and attitudes, values and belief system, personal goal setting, Building self confidence.
- Team Building- TOT Stress Management Setting skills, Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application

#### Managerial Skills in the hospital:

- Introduction to skills & personal skills Importance of competent managers, skills of effective managers
- Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving
- Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, Personal interview management. Skill analysis
- Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works.

#### Prescribed Text:

- Business Communication by Urmila Rai.
- Business Communication by Raman and Singh
- Business Communication Concepts and applications in an electronic age by Hudson and Selzler

References:

- Healthcare Communication by Bruce Hugman
- Communication Skills for the Healthcare Professional by Laurie Kelly Mc Corry and Jeff Mason



## MBA021 Healthcare Economics

### Objectives:

- To make the students aware about economic data and events that are surrounded by and to place those into a rational and persistent context.
- To identify and analyse the consequences of various economic events viz policy framing & policy response, cost/benefit variables of healthcare.
- To understand healthcare related microeconomics and to study the determinants of supply and demand of healthcare services.

### Course Outcomes:

- Students will develop the understanding of basic fundamentals of economics and its applicability in the healthcare sector.

### Syllabus:

#### Introduction:

- Meaning and Relevance to Managerial Economics: Micro Economics, Macroeconomics and Managerial Economics, Economics Theories: Relationship to Economic Theories, Decision Sciences
- Healthcare Economics: Importance of Health Economics and Finance in Decision Making and Contribution of Economics to Health Planning,, What are health care resources? What mix of non- medical & medical services should be produced in the health economy? What mix of non-medical & medical services should be produced in the health economy? What specific healthcare resources should be used to produce the chosen medical goods & services? Who should receive the medical goods & services?

#### Consumer and Producer Behaviour – Market

- Demand Analysis: Demand Curve, Demand Theory
- Demand Determinants, Demand Estimation and Demand Forecasting

- Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour, consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale, Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

#### Product and Market Structure:

- Product market – perfect and imperfect market – different market structures, Firm's equilibrium and supply – Market efficiency -Economic costs of imperfect competition, Monopoly Methods
- Techniques of Economic Evaluation of Health Programmes, Economic costs of imperfect competition, Monopoly, Cost benefit & cost effective methods-output & input analysis., Health financing from various sources – Public, Private, and TPA, Overview of Economics for National Health Programmes, Health Care Budget: purpose, types & practices in Indian context.

#### Prescribed Text:

- Managerial Economics – Joel Dean
- Managerial Economics, Concepts and Cases – Mote, Paul & Gupta.
- Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
- Economics – Samuelson.
- Managerial Economics – R.L.Varshney & Maheswari.

#### References:

- Salvatore Dominic, 3rd Edition, Managerial Economics in a Global Economy.
- Introduction to Health Economics (Understanding Public Health) by Lorna Guinness , Virginia Wiseman
- Health Economics in India by Prasant Panda , Himanshu Rout

## MBA in Pharmaceutical Industry Management

### MBA022 Introduction to Pharmaceutical Business Environment

#### Objectives:

- To familiarize students with dynamics of Indian pharmaceutical market and its position as producer and consumer of pharmaceutical products
- To develop an appreciation of global pharmaceutical business environment
- To learn and appreciate the issues confronting individual firms in Indian competitive landscape
- Familiarize student with assessment process by which they can identify product characteristics, promotional strategies, and manage for long term profits
- To understand issues arising during implementation of marketing strategy in the pharmaceutical industry

#### Course Outcomes:

- The course helps understand the basic of Pharmaceutical Industry in general
- The Course helps to understand students about dynamics of Pharma markets and its Products
- Helps students understand issues arising during implementation of marketing strategy in the pharmaceutical industry
- Make students familiar with assessment process by which they can identify product characteristics, promotional strategies, and manage for long term profits

#### Syllabus:

- Characteristics of Indian pharmaceutical market.
- PEST analysis for the pharmaceutical Industry.
- Drivers of the Indian pharmaceutical Market.
- Skills/competencies for individual firms.
- Understanding competitiveness in the pharma sector.
- Analysis of top ten pharmaceutical companies in India and their strategies.

- Merger & Acquisition
- TRIPS
- DPCO

Prescribed Text:

- Pharmaceutical Operations Management, Mohan P.
- **BUILDING GLOBAL BIOBRANDS: TAKING BIOTECHNOLOGY TO MARKET**  
**FRANÇOISE SIMON AND PHILIP KOTLER**

**Internet References:**

- Understanding Pharma: The Professional's Guide to How Pharmaceutical and Biotech Companies Really Work Hardcover
- [https://www.amazon.com/Pharmaceutical-Lifecycle-Management-Making-Every/dp/0470487534?ref\\_=fsclp\\_pl\\_dp\\_2](https://www.amazon.com/Pharmaceutical-Lifecycle-Management-Making-Every/dp/0470487534?ref_=fsclp_pl_dp_2)

# MBA in Aviation Management

## MBA023 Introduction to Aviation

### Objectives:

- To arouse student's interest in the subject, engage them in proactive mobile learning, and set the scene for the rest of their study at Swinburne.
- To help the student get a panoramic view of aviation scenario in the world and in India,
- To help the student understand the international and national regulatory structure,
- To familiarize the student appreciate the role of aviation industry stakeholders,
- To help the student understand the fundamentals of flight, propulsion and meteorology

### Course Outcomes:

- The students will be able to demonstrate an ability to perform foundational skills in research, evaluation and written, oral and presentation skills, and communication required in a professional environment.
- The students will be able to achieve an understanding of the historical development of the civil aviation industry, including key milestones, and how this development has been influenced by commercial and safety imperatives.
- The students will be able to establish and identify the key characteristics of the aviation industry.
- The students will be able to Identify the components in aviation, including the global, regional and the Australian domestic regulatory framework.
- The students will be able to explain the functions of airports and Air Traffic management.
- The students will be able to describe the accepted fundamental introductory aviation human factors and aviation safety concepts and illustrate their importance in the aviation environment.
- The students will be able to identify and explain the need for, fundamental structure, relationships and tasks involved in airline operations control.

## Syllabus:

- Introduction to world and Indian aviation industry- major players and statistics,
- Introduction to regulatory players and their interrelationships,
- General understanding of the industry stakeholders and their relationships,
- Introduction to theory of flight, aircraft components and performance, different types of aerospace propulsion, basic meteorological terms and phenomena,
- Familiarization with the Draft Aviation Policy- Government of India,

## Prescribed Text:

- Principles of Flight- Taylor and Parmar,
- Aviation Weather – Sterling Book House (SBH)

## References:

- History of Flight, NASA Glenn Research Center,
- Indian Aircraft Act, 1934 as amended,
- Draft Aviation Policy Document- Government of India,
- A Dictionary of Aeronautical & Engineering Terms- Vishwanathan

## Internet

- [www.icao.com](http://www.icao.com)
- [www.iata.com](http://www.iata.com)
- [www.dgca.nic.in](http://www.dgca.nic.in)