

Shri G. S. Institute of Technology & Science

Department of Management Studies

07/06/2022

Minutes of the meeting for Board of Studies in MBA held on 07/06/2022 at 04.00 PM in the office of Chairman BOS, (Management Studies) in the Department of Management Studies.

Following members has attended the meeting of Board of Studies:

- | | |
|--------------------------|---|
| 1. Prof. Girish Thakar | Chairman |
| 2. Dr. R. K. Saxena | Member (Director, SGSITS) |
| 3. Prof. Nishith Dubey | Member (Prof. NITTTR, Bhopal) (Present Online) |
| 4. Prof. Mukesh Barua | Member (Prof. DOMS, IIT Roorkee) (Present Online) |
| 5. Dr. Sangeeta Jain | Member (Prof. Director, IMS, DAVV, Indore) (Present Online) |
| 6. Dr. Anupama Paliwal | Member (Asst. Prof., DOMS) |
| 7. Dr. Mayura Kemkar | Member (Asst. Prof., DOMS) |
| 8. Dr. Ashish Mahajan | Member (Asst. Prof., DOMS) |
| 9. Prof. A Dalpati | Invitee (Head IPD, SGSITS) |
| 10. Dr. Shweta Choudhary | Invitee (Asst. Prof., DOMS) |

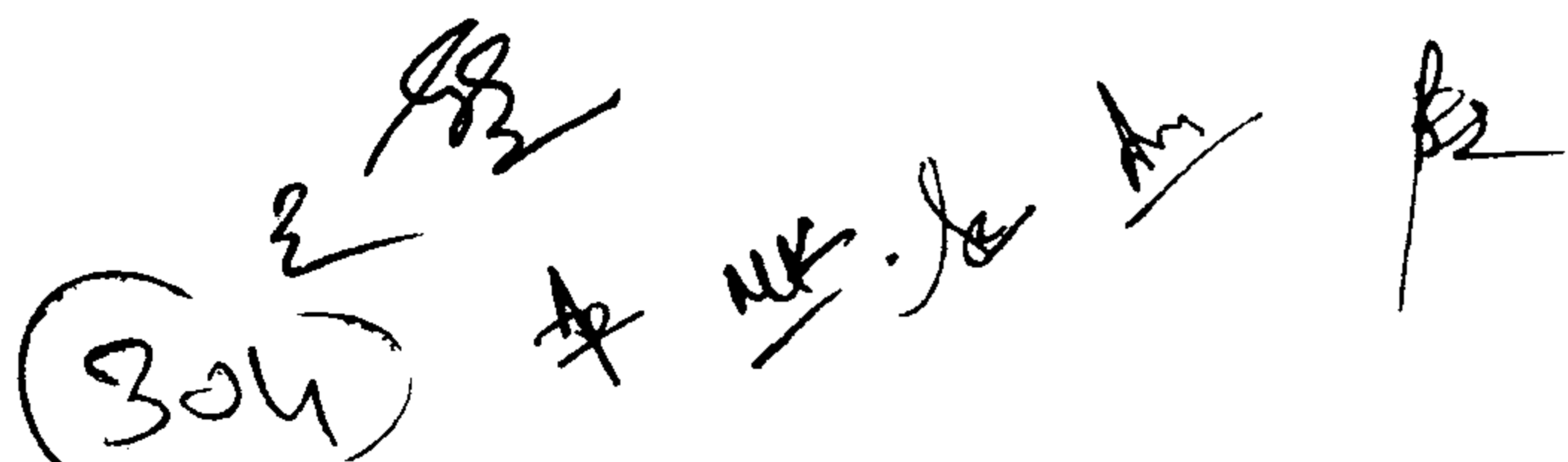
Following members could not attend the meeting:

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|------------------------|--|
| 1. Mr. Avanish Mundhra | Member (Founder & CEO - Cantilever Labs) |
| 2. Ms. Seema Hussain | Member (Alumnus, DoMS, SGSITS) |

The members discussed and resolved the following:

1. The proposed modifications in the following syllabi of the subjects are discussed and approved:

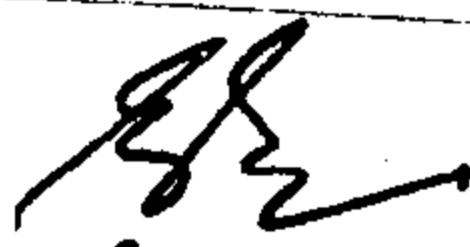
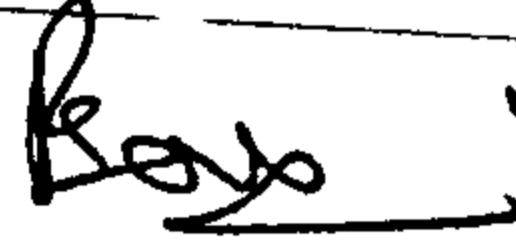
- A) MBA4504 Compensation & Reward management (< 15%) (Annexure I)




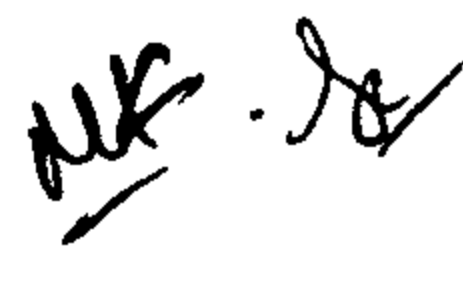
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- B) MBA 1009 Organization Behaviour (< 15 %) (Annexure II)
- C) MBA3107 Strategic Brand Management (< 15 %) (Annexure III)
- D) MBA2011 Financial Management (< 15 %) (Annexure IV)
- E) MBA3005 Business Analytics (< 5 %) (Annexure V)
- F) A new subject on 'Strategic Financial Management' is introduced in the semester-IV as a elective subject of Finance specialization . The Subject MBA4305 Corporate Structure Financing will not be offered as elective hereafter. A new subject code is proposed to be assigned for the proposed subject. (Annexure VI)
- G) Topics 'differential calculus and Maxima-Minima' are requested to be added to MAA 1104 Mathematics and Statistics for Managers. The re-framing of this syllabus is requested from Applied Mathematics Department.
2. The List of NPTEL courses to be offered as electives to students of MBA III Sem (July - June 2022) is discussed and approved. (Annexure VII)
3. The minutes of DPAQIC meeting held in DoMS on 02 June 2022 were presented and approved.
4. A new course MBA (Hospital Administration) is introduced in DoMS. The scheme for this Two Year, full time course is discussed and approved. (Annexure VIII)

The Meeting ended with the vote of thanks to the chair.

Committee recommends the enclosed annexures for Scheme and Syllabi which are to be approved by Academic Council of the institute

S. No.	Name of members		Signature
1.	Prof. Girish Thakar	Chairman	
2.	Dr. R. K. Saxena	Member	
3.	Prof. Nishith Dubey	Member	Present Online
4.	Prof. Mukesh Barua	Member	Present Online

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5.	Dr. Sangeeta Jain	Member	Present Online
6.	Dr. Anupama Paliwal	Member	Anupama
7.	Dr. Mayura Kemkar	Member	Mayura
8.	Dr. Ashish Mahajan	Member	Ashish
9.	Prof. A Dalpati	Invitee	A Dalpati
10.	Dr. Shweta Choudhary	Invitee	Shweta

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Annexure I: MBA4504 : Compensation & Reward Management

Annexure II: MBA 1009 Organization Behaviour

Annexure III: MBA3107 Strategic Brand Management

Annexure IV: MBA2011 Financial Management

Annexure V: MBA3005 Business Analytics

Annexure VI: MBA ___ Strategic Financial Management

Annexure VII: List of NPTEL courses

Annexure VIII: Scheme of MBA (Hospital Administration)

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MBA 4504: COMPENSATION AND REWARD MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to familiarize students with the dynamics of wage and salary administration, relevant and applicable acts and current trends in India.

COURSE OUTCOMES: At the completion of this course, the students will be able to.

1. Define the objectives, methods and factors affecting wage and salary administration, incentive plans and employee benefits.
2. Explain the different sections and sub sections of Provident Fund Act 1952 and Payment of Bonus Act, 1965
3. Explain the different sections and sub sections of Minimum wages Act 1948 and Payment of wages Act 1936.
4. Differentiate between compensation plans for different organizational levels and prepare sample plan for the same

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance-regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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MBA 4504: COMPENSATION AND REWARD MANAGEMENT

COURSE CONTENTS:

1. Wage and Salary Administration: Definition & Goals of Wage and Salary Administration, Job Evaluation, Wage and Salary Surveys (Methods, Advantages), Time and Piece Rate, Merit pay Vs. Skill based pay, Factors affecting wage Case Studies

2. Incentive Plans and Employee Benefits: Individual and Group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Cost-to-Company (CTC), Supplemented Pay, Insurance & Retirement benefits, Employees service benefits, ESOPs, Flexible benefits and Benefit Surveys. Case Studies

3. Provident Fund Act 1925, The Employee's Provident Funds And Miscellaneous Provisions Act, 1952 & Payment of Bonus Act, 1965: Definitions, Protection of Compulsory Deposits, Provisions Regarding Repayment, Rights of Nominee, Power to Make Deductions, Latest Amendments, Payment of Bonus Act, 1965 - Introduction, Objective, Applicability, Eligibility, Mode and Time of Payment, Offences and Penalties, Set On Set Off Case Studies

4. Minimum wages Act 1948 & Payment of wages Act 1936- Definitions, Minimum Rates of Wages, Fixing & Payment of Minimum Rates of Wages, Advisory Board, Committees, Fixing Hours Of Working Day, Registers And Records, Payment Of Wages Act 1936- Responsibility & Time of Payment of Wages, Fixation Of Wage-Periods, Deductions, Fines, Maintenance Of Registers And Records, Inspectors, Penalties. Case Studies

5. Designing Compensation for Chief Executives, senior managers, knowledge workers etc. and Current Trends in Compensation and Reward Management. Case Studies

TEXT READINGS:

1. Compensation Management- Dipak Kumar Bhattacharyya, Oxford Press 2009
2. Compensation Management- Bhatia Kanchan, Himalaya Publishing House 2011

SUGGESTED READINGS :

1. Compensation - Milkovich, New man, Venkataratnam, TataMcGraw - Hill Education, 2009
2. Kumar H.L. Practical Guide to Employee's Compensation Act and Rules, Shanti Law House

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MBA 1009: ORGANIZATION BEHAVIOUR

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				TOTAL MARKS
						THEORY		PRACTICAL		
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to introduce the various concepts of organizational behavior to students. The course covers various important concepts related to learning, motivation, leadership, conflict management and organizational change and culture.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Define the concepts related to Individual, Organizational and Group behavior, Learning, Perception and Motivation.
2. Explain and differentiate between various Leadership theories and apply these theories to solve given problems
3. Define the various types of Conflicts, Conflict Process, Conflict Management Techniques and explain the Negotiation process and strategies
4. Explain Organizational Change, Stress management and Organizational Culture.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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MBA 1009: ORGANIZATION BEHAVIOUR

COURSE CONTENTS:

- 1. Foundations of Individual, Organizational and Group Behavior:** OB Models, Personality, Determinants and Attributes, **Models of Personality,** Values, Job Attitudes, Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making. **Case Studies**
- 2. Learning, Perception and Motivation** Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory, Motivation: Needs, Contents and Processes: Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior Modification. **Case Studies**
- 3. Leadership:** Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid, Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational leadership theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership **Case Studies**
- 4. Conflict and Negotiation:Types of Conflict:** Intra-individual, Interpersonal, Intergroup, Organizational, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, **Negotiation process and strategies. Case Studies**
- 5. Organizational Change , Stress Management and Organizational Cultures:** forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress, Definition of culture, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture. **Case Studies**

TEXT READING:

1. Robbins, Judge, Sanghi —Organizational Behavior, Prentice Hall, New Delhi, 2009
2. K Aswathappa- Organizational Behavior, 9th Edition, Himalaya Publications, 2012

SUGGESTED READINGS:

1. Newstorm and Davis- Organizational Behaviour, McGraw Hill: 11th Edition, 2004
2. Khanka -Organizational Behavior, S Chand & Co Ltd, 2006
3. Hitt, Miller and Colella- Organisation Behaviour , 3rd Edition, Wiley, 2010

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MBA 3107: STRATEGIC BRAND MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to provide students an understanding of fundamental concepts and importance Branding and its application in Brand Management in different business scenario. It includes the process and the steps needed under Brand Management.

COURSE OUTCOMES:

At the end of the course, the student will be able to

1. Describe the basic fundamentals and importance of the brand.
2. Identify and apply the concepts of Brand Equity, Brand Value, Positioning and Repositioning, Legal perspectives of brand and Process of managing brand
3. Analyze Brand elements and sketch marketing programs, with the use of tools of IMC They will also be able to implement concepts like Brand Mapping, leveraging secondary brand knowledge, Managing and measuring Brand equity and market performance
4. Discuss Brand Value Chain, Brand equity management system, Managing Brands over Time, Managing Brands over Geographic Boundaries They shall also be able to identify Brand Hierarchy.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularly, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%)

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MBA 3107: STRATEGIC BRAND MANAGEMENT

COURSE CONTENTS:

- 1. Brands and Brand Management:** The concept of Brand, Importance and Significance of Branding, Challenges and Opportunities, Brand Health, Brand Awareness, Brand Image, Brand Personality, Brand Association, The Positioning Decisions, Brand Identity, Brand Loyalty, Brand Evolution.
- 2. Identifying and Establishing Brand Positioning and Values:** Brand Equity Concept, The Role of Brands, Strategic Brand Management Process, Legal Perspectives of Branding, Brand Positioning and Repositioning, Brand Valuation, Service Brands, and Global Branding, Customer Based Equity, Making a Brand Strong: Brand Knowledge, Sources of Brand Equity, Building Strong Brands, Brand Building Implications, Identifying and Establishing Brand Positioning, Defining and Establishing Brand Values.
- 3. Planning and Implementing Brand Marketing Programs:** Criteria for Choosing Brand elements, Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Knowledge to Build Brand Equity.
- 4. Measuring and Interpreting Brand Performance:** Developing a Brand Equity Measurement and Management System, Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System, Measuring Sources of Brand Equity: Capturing Customer Mindset, Measuring Outcomes of Brand Equity: Capturing Market Performance
- 5. Growing and Sustaining Brand Equity:** Designing and Implementing Branding Strategies, Introduction and Naming New Products and Brand Extensions, Managing Brands over Time, Managing Brands over Geographic Boundaries and Market Segments, BCG Product - Portfolio Matrix.

TEXT READINGS:

1. A nag, strategic management, vikas publishing house, 2013
2. Mellahi, Global Strategic Management 2e, Oxford
3. Kevin Lane Keller, Strategic Brand Management, Second Edition, Pearson Education, New Delhi, 2007.
4. Lynn B. Upshaw, Building Brand Identity, John Wiley & Sons, Inc., 1995.

SUGGESTED READINGS:

1. Debashis Pati, Branding Concepts and Process, First Edition, Macmillan India Ltd 2002
2. Ajay Kumar, Brand Management, Text and Cases, First Edition, Wisdom Publications, Delhi, 2005
3. YLR Moorthi, Brand Management, The Indian Context, Vikas Publishing House Pvt. Ltd., New Delhi, 1999
4. Harsh V. Verma, Brand Management, Text and Cases, Second Edition, Excel Books, New Delhi, 2006.
5. Subroto Sengupta, Brand Positioning, TMH Publishing Co. Ltd., New Delhi, 1996

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MBA 2011: FINANCIAL MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				TOTAL MARKS
						THEORY		PRACTICAL		
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Describe the nature, scope and objectives of financial management.
2. Analyze financial statements.
3. Apply techniques of capital budgeting to evaluate investment proposals.
4. Design capital structure of a firm.
5. Determine working capital requirements of a firm

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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MBA 2011: FINANCIAL MANAGEMENT

COURSE CONTENTS:

1. **Introduction:** Concept, nature, scope, and objective of financial management, finance functions, long term and short term, sources of finance, concepts of profit and wealth maximization.
2. **Financial Statement Analysis:** Liquidity, activity, profitability, solvency, leverage, operating, financial and combined leverages, leverage ratio analysis, interpretation of ratios with cases, common-size statement, comparative statement, Trend analysis Cost-volume profit analysis
3. **Capital Budgeting:** Time value of money, DCF and Non DCF methods for evaluating projects (PBP, ARR, NPV, IRR, PI)
4. **Cost of Capital:** Cost of long term sources of finance, weighted average cost of capital, capital structure theories and significance of dividend, dividend policy, dividend theories.
5. **Working capital Management and Statement of Changes in Financial Position:** Need, determinants and computation of working capital, cash flow statement and fund flow statement.

TEXT READINGS:

1. Pandey, I.M., "Financial Management", Vikas Publication House, New Delhi, 9th edition 2009
2. Khan, M.Y., Jain, P.K., "Financial Management", Tata Mc Graw Hill, New Delhi, 5th edition 2012
3. K Shashi Gupta, Financial Management, Kalyani Publisher, India, 3rd edition 2010

SUGGESTED READINGS:

1. Chandra, Prasanna, "Financial Management", Tata McGraw Hill, New Delhi, 7th edition 2008
2. P.V Kulkarni, Financial Management, New Delhi, 2006
3. Kishore, Ravi M., "Financial Management", Taxmann Publications, New Delhi, 7th edition 2009
4. Damodaran Aswath, "Corporate Finance", John Wiley Publication, 4th edition 2014

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MBA3005: BUSINESS ANALYTICS

PERIOD PER WEEK						CREDITS					MAXIMUM MARKS			
T	P	Tu	CW	SW	Tu	THEORY		PRACTICAL		TOTAL MARKS				
						CW	End Sem	SW	End Sem					
3	-	-	3	-	-	30	70	-	-	100				

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The course is design to equip the students with the modern concepts of Business Analytics. The emphasis will be on the application of data processing to take management related decisions including problem solving and making effective predictions accurately.

COURSE OUTCOMES: At the end of the course, the student will be able to:

1. Explain business analytics to formulate and solve business problems and to support managerial decision making.
2. Apply different analytical tools for descriptive, prescriptive and predictive analysis.
3. Use and apply Excel, Excel add-ins, SPSS and other related software packages to solve business problems.
4. Classify, categorize & normalize data for analysis and its graphical representation.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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MBA3005: BUSINESS ANALYTICS

COURSE CONTENTS:

- 1. Introduction, Scope and Application:** Introduction, Evolution, Classification, Trends, Scope and data for Business Analytics. Application of Business Analytics in various aspects of management. Exploring data and analytics on spreadsheets. Data mining, its introduction, phases, comparison with classical statistics
- 2. Descriptive and Inferential Analytics:** Data visualization, Data charts and graphs. Measures of location, dispersion and shape. Descriptive statistic for grouped and categorical data. Statistical inference, power of test, confidence intervals. Categorical Data Analysis, Goodness of fit.
- 3. Predictive and Analytics:** Linear, Non Linear and multiple regression, multicollinearity, heteroscedasticity, Autocorrelation, dummy variable and categorical variable regression modeling, autoregressive modeling, Logistic regression, Holt Walter time series forecasting with seasonality, Adjusted R^2 .
- 4. Machine Learning:** Data preparation, variable conversion, Performance matrix, Data reduction techniques, missing data, overlapping data, over fitting, outliers, data normalization, types of data, data partitioning, multidimensional visualization, Principle Component Analysis, Classification and misclassification, Introduction to k-NN, Naive Bias, pruning, Classification and Regression Trees, Artificial Neural Networks, Discriminate Analysis.
- 5. Prescriptive Analytics:** LPP, Integer Programming, Sensitivity, applications in management, excel solver, Conditions for Optimality, Infeasibility, Degeneracy & Multiple Solution, decision models, Monte Carlo simulation and risk analysis.

TEXT READINGS:

1. James Evans, Business Analytics 2e, Pearson, 2017
2. Davenport and Harris, Competing on Analytics, Harvard Business School Press
3. Kimbrough and Lau, Business Analytics for Decision Making, CRC Press

SUGGESTED READINGS:

1. Meyers, Gamst and Gaurino, Performing Business Analysis using IBM SPSS, Willey
2. Hodeghatta and Nayak, Business Analytics using R, Apress.

Laursen and Thorlund, Business Analytics for Managers 2e, Wiley, 2017

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MBA _____ : STRATEGIC FINANCIAL MANAGEMENT

PERIOD PER WEEK						CREDITS				MAXIMUM MARKS			
T	P	Tu	GW	SW	Tu	THEORY		PRACTICAL		TOTAL MARKS			
						CW	End Sem	SW	End Sem				
3	-	-	3	-	-	30	70	-	-	100			

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objectives are to focus the student attention on various aspects of financial decision making, and to help him develop skills of critical analysis, thinking and synthesis in the process of decision making.

COURSE OUTCOMES: At the end of the course, the student will be able to:

1. Analyse the capital structure of companies.
2. Evaluate the impact of various corporate restructuring techniques.
3. Take strategic long term and short-term financial decisions.
4. Design, develop and evaluate dividend and investments policy.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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MBA _____ : STRATEGIC FINANCIAL MANAGEMENT

COURSE CONTENTS:

- 1. DESIGNING CAPITAL STRUCTURE:** Determinants of capital structure, capital structure theories, Weighted and marginal cost of capital, EBIT-EPS analysis, Dividend Policy and Valuation of Firms. Case studies related to designing capital structure and dividend policy.
- 2. FINANCING DECISIONS: Long Term Financing Decisions:** shares, debentures, warrants, right issues and valuations of financial instruments, lease and hire purchase decisions, leverage buy outs, securitization, and initial public offer (IPO), FPO, Venture capital financing. Case studies related to raising long term fund.
- 3. Current Assets Management:** Working Capital Management and financing, Management of Cash and Marketable Securities, Receivables Management and credit policy decision. Case studies related to evaluation of credit policy.
- 4. CORPORATE RESTRUCTURING STRATEGIES AND BUSINESS VALUATION:** Mergers, acquisitions and amalgamations, takeovers and reverse merger strategies, Valuation of Mergers, Motives and benefits of mergers, hostile takeover and Antitakeover Defences – Buy Back of Shares – Leveraged Buyouts (LBOs) – Divestiture – Demergers. Case studies related to business valuation and buy back and takeover
- 5. INVESTMENTS DECISIONS UNDER RISK AND UNCERTAINTY –** Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation. Case studies related to capital budgeting decision

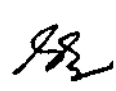
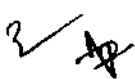

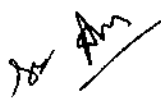
TEXT READINGS:

1. Ashwath Damodaran, "Corporate Finance", Tata McGraw Hill, New Delhi, 2000
2. M.Y Khan, Financial Management: Text, Problems and Cases | 8th Edition, 2018
3. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011

SUGGESTED READINGS:

1. Weston, Chung, Hoag " Merger restructuring and Corporate Control", PHI Publication 2010
2. Van Horne, "Financial Management and Policies", PHI Publications 2011

318

SGSITS, Department of Management Studies
Online Course List July - Dev 2022

Course Start date: 25 July 2022

Course End date: 14 Oct 2022

Enrollment End date: 1 Aug 2022

S. No.	Discipline	Course Name	SME Name	Institute	Co-ordinating Institute	Duration	Exam date	UG/PG
Financial Management								
1	Management	Working Capital Management	Prof. Anil K. Sharma	IITR	IITR	12 Weeks	Oct 30, 2022	UG/PG
2	Management	Quantitative Investment Management	Prof. J P Singh	IITR	IITR	12 Weeks	Oct 30, 2022	UG/PG
3	Management	Security Analysis & Portfolio Management	Prof. J P. Singh	IITR	IITR	12 Weeks	Oct 29, 2022	UG/PG
4	Commerce	Introduction to GST	Prof. Anirban Ghosh	Netaji Subhas Open University	IGNOU	12 Weeks	Start Date: July 1, 2022 Exam Date: To be announced	Diploma
5	Management	Strategic Management for Competitive Advantage	Prof. Sanjib Chowdhury	IITKGP	IITKGP	12 Weeks	Oct 30, 2022	PG
6	Management	Decision Support System For Managers	Prof. Kunal Kanti Ghosh Prof. Anupam Ghosh Prof. Sujoy Bhattacharya	IITKGP	IITKGP	12 Weeks	Oct 30, 2022	PG
Human Resource Management								
1	Management	Managerial Skills for Interpersonal Dynamics	Prof. Santosh Rangnekar	IITR	IITR	12 Weeks	Oct 29, 2022	UG/PG
2	Management	Performance And Reward Management	Prof. Susmita Mukhopadhyay	IITKGP	IITKGP	12 Weeks	Oct 30, 2022	PG
3	Humanities and Social Sciences	Human Resource Development	Prof. KBI. Srivastava	IITKGP	IITKGP	12 Weeks	Oct 29, 2022	PG

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SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE
DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (Hospital Administration)

MBA(HA) Scheme (2022-2024) (Choice Based Credit System)

MBA(HA) FIRST YEAR (2YDC) (First Semester)

No	Sub. Category	Sub. Code	Subject	L	T	P	Credits		Th	CW	SW	P	Total
							T	P					
	CC		Fundamentals of Management	3	-	-	3	-	70	30	-	-	100
2	CC		Accounting for Managers	3	-	-	3	-	70	30	-	-	100
3	CC		Organization Behaviour	3	-	-	3	-	70	30	-	-	100
4	CC		Operations Management	3	-	-	3	-	70	30	-	-	100
5	CC		Mathematics & Statistics for Managers	3	-	-	3	-	70	30	-	-	100
6	SSC		Business Communication	3	-	-	3	-	70	30	-	-	100
7	CC		IT for Managers	3	-	-	3	-	70	30	-	-	100
8	CC		Medical Ethics	3	-	-	3	-	70	30	-	-	100
9			Comprehensive Viva	-	-	-	-	4	-	-	-	100	100
Total				24	-	-	24	4	560	240	70	130	1000

C - Core Courses, SSC - Soft Skill Courses, EGC - Elective Generic Courses

Total 8 theory subjects

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SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORI
DEPARTMENT OF MANAGEMENT STUDIES

MBA(HA) Scheme (2022-2024)(Choice Based Credit System)

MBA(HA) FIRST YEAR' (2YDC) (Second Semester)

S No	Sub. Category	Sub. Code	Subject	L	T	P	Credits		Th	CW	SW	P
							T	P				
1	CC		Human Resource Management	3	-	-	3	-	70	30	-	-
2	CC		Research Methodology	3	-	-	3	-	70	30	-	-
3	CC		Marketing Management	3	-	-	3	-	70	30	-	-
4	CC		Financial Management	3	-	-	3	-	70	30	-	-
5	CC		Materials Management	3	-	-	3	-	70	30	-	-
6	CC		Business Legislation	3	-	-	3	-	70	30	-	-
7	SSC		Hospital Administration and Planning	3	-	-	3	-	70	30	-	-
8	CC		Quantitative Decision Making	3	-	-	3	-	70	30	-	-
9			Comprehensive Viva	-	-	-	-	-	-	-	-	-
Total				21	-	-	4	-	-	-	100	-
							1	500	10	70	100	

CC - Core Courses, SSC - Soft Skill Courses, EGC - Elective Generic Courses

\$ Total 8 theory subjects

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SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE
DEPARTMENT OF MANAGEMENT STUDIES

MBA(HA) Scheme (2022-2024)

(Choice Based Credit System)

MBA(HA) SECOND YEAR (2YDC) (Third Semester)

S No	Sub. Category	Sub. Code	Subject	L	T	P	Credits		Th	CW	SW	Pr	Total	
							T	P						
1	cc		Business Analytics	3	-	-	3	-	70	30	-	-	100	
2	cc		Hospital Information System	3	-	-	3	-	70	30	-	-	100	
3	cc		Hospital Support Services-I	3	-	-	3	-	70	30	-	-	100	
4	cc		Hospital Support Services-II	3	-	-	3	-	70	30	-	-	100	
5	ELECTIVES		Any two out of following Four: - 1. Quality Accreditation of Healthcare Organization* 2. Marketing of Hospital Services* 3. Environmental Issues & Safety and Disaster Management* 4. Human Resource Development*											
6														
7														
8														
9														
	Generic subjects:													
10			Summer Training#	-	-	2	-	2	-	-	50	50	100	
11			Major Research Project (Phase I)#	-	-	2	-	2	-	-	50	50	100	
12			Comprehensive Viva#	-	-	-	-	4	-	-	-	-	100	
			Total	18	0	4	18	8	490	210	100	200	1000	

^ Core Subjects # Generic subject

* Discipline centric subject- Students are to select a total two subjects from four electives.

§ Total 6 theory subjects

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MBA(HA) Scheme (2022-2024)

(Choice Based Credit System)

MBA(HA) SECOND YEAR (2YDC) (Forth Semester)

S No	Sub. Category	Sub. Code	Subject	L	T	P	Credits		Th	CW	S W	Pr	T
							T	P					
1	cc		Project Management in Healthcare	3	-	-	3	-	70	30	-	-	100
2	cc		Contemporary Issues in Healthcare	3	-	-	3	-	70	30	-	-	100
3	cc		Strategic Management in Healthcare	3	-	-	3	-	70	30	-	-	100
4	cc		Taxation and Insurance in Hospitals	3	-	-	3	-	70	30	-	-	100
5	ELECTIVES*		Any two out of following Four: -										
6			1. Financial Markets and services*	3	-	-	3	-	70	30	-	-	100
7			2. Logistics and Supply Chain Management in Health Care*	3	-	-	3	-	70	30	-	-	100
8			3. Compensation and Reward Management*	3	-	-	3	-	70	30	-	-	100
9			4. Consumer Behaviour*	3	-	-	3	-	70	30	-	-	100
	Generic subjects:												100
10			Major Research Project (Phase II)#	-	-	4	-	2	-	-	50	50	100
11			Comprehensive Viva#	-	-	-	-	4	-	-	-	100	100
Total				18	0	4	18	6	490	210	100	200	1000

^ Core Subjects

Generic subject

* Students are to select a total two subjects from four electives

\$ Total 6 theory subjects

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MBA (HA)-First semester syllabus

FUNDAMENTALS OF MANAGEMENT

Semester)	Th	CW	S W	Pr	PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
					T	P	Tu	CW	SW	Tu	THEORY		PRACTICAL		TOTAL MARKS
					3	-	-	3	-	-	CW	End Sem	SW	End Sem	
0		30	-	-				3	-	-	30	70	-	-	100

Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to help the students gain understanding of principles and concepts of Management and functions & responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Describe the management evolution and demonstrate the roles, skills and functions of managers.
2. Explain the planning process, describe the need of MBO, and analyze the role of Policies and strategies in business.
3. Discuss the basic aspects of organizing in management and explain the need of decentralization, delegation and optimum span of management in an organization
4. Identify the importance of control, explain its process and types, illustrate the upcoming issues in management.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

(325)

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

FUNDAMENTALS OF MANAGEMENT

COURSE CONTENTS:

1. **Concept of Management:** Functions and Responsibilities of Managers, Fayol's Principles of Management Thought - The Classical School, The Human Relations School, Systems Theory, Contingency Management, Case Studies.
2. **Planning, Concept and Nature of Objectives :** Nature and Purpose of Planning, Principles of Planning, Types of Planning, Advantages and Limitations of Planning, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Strengths and Weaknesses of MBO, Case Studies.
3. **Strategies and Policies:** Concept of Corporate Strategy, Formulation of Strategy, Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Strategies, The Porter, Effective Implementation of Strategies, Types of Policies, Principles of Decision Making Process, Case Studies.
4. **Organizing:** Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Line and Staff Relationship, Line-Staff Conflict, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.
5. **Controlling:** Concept and Process of Control, Control Techniques, Control as a Feedback System, Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Controller. The Use of a borderless world, Valuing diversity, its dimensions and attitudes, minority-challenges, Managing diversity issues in management, Case Studies.

TEXT READINGS:

1. R. D. Agrawal, Organization and Management, New Delhi, Tata McGraw Hill, 1982
2. L.M Prasad, Management, Sultan Chand & Sons, 2007
3. S.K. Mandal, Management: Principles and Practice, Jaico Publishing house, 2011
4. Robbins, Stephens, Fundamentals of Management, Pearson Education, 2009

SUGGESTED READINGS:

1. Richard L. Daft, The New Era of Management, Cengage Learning India Private Limited, 2012
2. Griffin Ricky W., Management Principles & Applications, Cengage Publications, 2012
3. Stoner James A.F., Management Principles & Applications, Pearson Education, 2003

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
 Department of Management Studies
 MBA(HA)-SCHEME AND SYLLABUS (2022-24)

ACCOUNTING FOR MANAGERS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

Objective of this course is to acquaint students with the basic concepts and applications of financial, management and cost accounting.

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Understand accounting process and principles and apply it to prepare financial statements as well as emerging dimensions of modern accounting and computerized accounting
2. Identify cost elements and determine cost of product and services.
3. Prepare budgets and understand key elements of cost control and cost reductions.
4. Take various strategic managerial decisions involving profit and cost considerations.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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ACCOUNTING FOR MANAGERS

COURSE CONTENTS:

- 1. Introduction to Accounting:** concept and conventions, accounting standards, journalizing the transaction, posting entries in ledger accounts, triple column cash book, preparation of final accounts of various types of organizations including companies as per schedule III of Companies Act, 2013, bank reconciliation, depreciation.
- 2. Introduction to Cost Accounting:** Nature, role, scope, concept of cost centers and cost units, classification of cost by nature and behaviors, essentials while establishing a cost system, elements and managerial uses of unit cost, batch cost, job order costs, contract cost, process cost, joint product cost and by-product cost, preparation of cost sheet.
- 3. Cost Management:** Understanding difference between cost reduction and control meaning, advantages and limitations of budgetary controls, types of budget, and preparation of budgets.
- 4. Cost Analysis for Decision Making and Standard Costing:** Make or buy decisions, accept or reject decisions, concept of standard costing, concept of variance, calculating material, labor and overhead variance.
- 5. Recent Developments:** Understanding basic difference between GAAP and IFRS, understanding concept and importance of (IA) inflation accounting and (HRA) human resources accounting, Calculation of IA and HRA, computerized accounting : features, creating ledgers & making voucher entries in accounting software package.

TEXT READINGS:

1. S. N. Maheshwari, "A Textbook of Accounting for Managers", Vikas Publishing House, New Delhi, 2008
2. Jawharlal, "Accounting for Managers", 5th ed., Himalaya publication, New Delhi, 2012
3. S. N. Maheshwari, "Cost Accounting, Theory and Problems", 12th ed. 2014, Vikas Publications, New Delhi

SUGGESTED READINGS:

1. Management Accounting / Hansen, Don, R., 8th edition 2006, Thomson south western USA
2. Ramachandran, N, Financial Accounting for Management, 3rd ed. 2013, McGraw Hill Education
3. Tulsian, P.C, Financial Accounting New Delhi, 2nd edition 2014, McGraw Hill

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
 Department of Management Studies
 MBA(HA)-SCHEME AND SYLLABUS (2022-24)

ORGANIZATION BEHAVIOUR

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				TOTAL MARKS
						THEORY		PRACTICAL		
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to introduce the various concepts of organizational behavior to students. The course covers various important concepts related to learning, motivation, leadership, conflict management and organizational change and culture.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:


- 1 Define the concepts related to Individual, Organizational and Group behavior, Learning, Perception and Motivation.
- 2 Explain and differentiate between various Leadership theories and apply these theories to solve given problems.
- 3 Define the various types of Conflicts, Conflict Process, Conflict Management Techniques and explain the Negotiation process and strategies.
- 4 Explain Organizational Change, Stress management and Organizational Culture.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

ORGANIZATION BEHAVIOUR

COURSE CONTENTS:

1. **Foundations of Individual, Organizational and Group Behavior:** OB Models, Personality: Determinants and Attributes, Models of Personality, Values, Job Attitudes. Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making. Case Studies
2. **Learning, Perception and Motivation** Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory. Motivation: Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior Modification. Case Studies
3. **Leadership:** Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational leadership theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership. Case Studies
4. **Conflict and Negotiation:** Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict: Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process and strategies. Case Studies
5. **Organizational Change , Stress Management and Organizational Cultures:** forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress, Definition of culture, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture. Case Studies

TEXT READING:

1. Robbins, Judge , Sanghi —Organizational Behavior, Prentice Hall, New Delhi, 2009
- 2: K Aswathappa- Organizational Behavior, 9th Edition. Himalaya Publications, 2012

SUGGESTED READINGS:

1. Newstorm and Davis- Organizational Behaviour, McGraw Hill; 11th Edition, 2004
2. Khanka -Organizational Behavior, S Chand & Co Ltd, 2006
3. Hitt, Miller and Colella- Organisation Behaviour , 3rd Edition, Wiley, 2010

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OPERATIONS MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
T	P	Tu	CW	SW	Tu	THEORY		PRACTICAL		TOTAL MARKS
						CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control, purchasing and materials management, and application of technical models and techniques for solving production problems.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. To acquire an understanding of the basic functions and fundamentals of operations management;
2. To develop analysing skills in solving operation management problems such as design of efficient plant location and plant layout models.
3. To comprehend the significance of applications of scheduling and quality control aspects
4. To demonstrate an understanding of the concepts of materials and maintenance management such as MRP, stores management and replacement models.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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OPERATIONS MANAGEMENT

COURSE CONTENTS:

1. **Introduction to Production and Operations Management:** Nature of Production / Operations Management, Production Function and Its Environment, Functions of Production/Operations Management, Organization of Production Function, Evolution of operation management, Types of Production Systems
2. **Facilities and Layout Planning:** Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative and Qualitative Models, Production layout, Process Layout, Fixed Position and Group Layout, layout design: Relationship based and Load-Distance cost matrix.
3. **Production Planning & Control:** Capacity Planning, Machines and Labour Planning (Computation of Number of Machines and Workers) and Learning Curve Application. Introduction to PPC, Production Activity Control for Mass Manufacturing, Rules for batch Processing, Job Shop scheduling - n Jobs on Single Machine, n-Jobs on Two/Three Machines (Johnson's Rule).
4. **Quality Control:** Quality Control Function, Acceptance Sampling (Single Sampling, Double Sampling and Multiple Sampling), Statistical Process Control, Operating Characteristics Curve and Its Applications (for Attributes and Variables), Application of Control Charts (C-chart, P-chart, X and R charts), Quality Circles, Quality Improvements, Introduction to Six Sigma Quality Concept and Its Role in Quality Management Cost of Quality.
5. **Materials Management:** Management in Relation to Materials: Meaning, Definition, Areas, Objectives, Importance, Role of Materials Manager, Integrated Materials Management, Materials Planning, Materials Identification, Codification and Standardization **Maintenance and Replacement Models:** Preventive and break down maintenance, Single Equipment Replacement Model and Group Replacement. Replacement of items which deteriorate with time and items which fails suddenly

TEXT READINGS:

1. Chase Aquilino Jacobs, Operations Management, Tata MC Hills, India
2. Norman Gaither, Operations Management, Cengage publications, India
3. P. Gopalkrishnan and M. Sundaresan, Materials Management: Integrated Approach, Prentice Hall, New Delhi

SUGGESTED READINGS:

1. Donald W. Dobler, Lamer Lee Jr. & David N. Burt, Purchasing & Materials Management, Tata Mc Graw Hill, New Delhi
2. B. Mahadevan, Operations Management, Himalaya publications, India

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MATHEMATICS AND STATISTICS FOR MANAGERS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				TOTAL MARKS
						THEORY		PRACTICAL		
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of the course is to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Apply the probability theory and distribution for taking business decisions.
2. Solve business problems using the concept of determinants and matrices.
3. Apply the tools and techniques of statistics for taking managerial decisions.
4. Understand the components of time series to identify various types of trends.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

MATHEMATICS AND STATISTICS FOR MANAGERS

COURSE CONTENTS:

1. **Sets theory and probability:** Sets, Subsets, Types of Sets, Operations on Sets, Cartesian Product of Sets, Applications. Probability Theory: Concepts, Additive, Multiplicative, Conditional Probability Rules, Bayes Theorem
2. **Introduction to matrices, determinant & differential calculus, and its Business Applications:** Types of Matrices, Operations on Matrices, Adjoint Matrix, Inverse Matrix, Elementary Row Operations. Solution of Simultaneous Linear Equations using Matrices, Input/ Output Analysis. differential calculus and Maxima and Minima.
3. **Introduction to Statistics:** Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions, Measures of Central Tendency and Dispersion. Correlation and Regression
4. **Probability Distributions:** Theoretical distributions - Binomial, Poisson and Normal Distributions. Their characteristics and applications.
5. **Time Series and Statistical Decision Theory:** Time Series and Its Components, Analysis, Models of Time Series, Measurement of Trend, Seasonal Variations and Cyclic Variations. Introduction to Statistical Decision Theory, Decision Making Process, Decisions under Uncertainty and Risk, Decision tree.

TEXT READINGS:

1. J.K. Sharma, Mathematics for Management and Computer Applications, Galgotia Publication
2. D.N. Elhance, Veena Elhance, Fundamentals of Statistics, Kitab Mahal, 1964
3. R. K. Ghosh and S. Saha, Business Mathematics and Statistics, Calcutta, New Central Book Agency, 2012

SUGGESTED READINGS:

1. J. N. Kapur and H. C. Saxena, Mathematical Statistics, S Chand and Company Ltd., 2013
2. Jayprakash Reddy and M. Reddy, A Text Book of Business Mathematics, Ashish Publishing House, 2004
3. K. B. Dutta, Matrix and Linear Algebra, Printice Hall of India, 2004

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

BUSINESS COMMUNICATION

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

Lectures are of 1 Hour Duration each

COURSE OBJECTIVES:

The objectives of the course are to help the students acquire the basics of interpersonal communication and public speaking, so as to improve their communication skills and ability to understand others.

COURSE OUTCOMES

At the end of the semester, the students will be able to:

1. Understand key elements of a communication process and types of communications.
2. Understand key requirements of effective communication and effective listening.
3. Develop interpersonal communication skills in the light of communication etiquettes and ethics.
4. Draft concise and precise business letters, mails, memos, business plans reports etc and develop public speaking and demonstration skills like presentations etc.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

BUSINESS COMMUNICATION

COURSE CONTENTS:

- 1. Basics of Communication:** Defining Communication, Process of Communication, Objectives of Communication, Communication Model. Principles of Effective Communication, Difference between Business and General Communication, and Importance of Feedback. Introduction to Corporate Communication Channels and Types of Communication: Verbal, Non-verbal, Formal, Informal, Internal, External and Communication Networks.
- 2. Factors Affecting Communication:** Barriers to Effective Communication: Physical, Organizational, Psychological and Socio-cultural Barriers and ways to overcome them. Effective Listening: Importance of Listening. Types and Essentials of effective listening. Barriers to Effective Listening. Developing Listening Skills.
- 3. Interpersonal Communication:** Understanding Communication through Transactional Analysis Contemporary Trends: Technology enabled Communication, Online etiquettes, Cell phone etiquettes, Ethics in Business communication, Meeting Etiquettes
- 4. Mechanism of Business Writing:** Basic patterns of Business Letters. Approaches to writing-Direct, Indirect and Persuasive Styles. Cover Letters, Résumés, Applications, Sales and Credit Letters. Reports and Proposals. Drafting e-mails and Memos.
- 5. Presentation Strategies:** Techniques of Oral Presentations. Defining the Purpose, Analyzing the Audience. Establishing the main idea, Selecting the Appropriate Channel and Medium. Public speaking. Communication approaches during Interviews. Group Discussions.
Practical: Group Discussion □ Role plays. □ Case analyses, □ Presentation. Comprehension skills based on reading and listening using audio-visual media.

TEXT READINGS:

1. Chaturvedi, P.D. *Business Communication Concepts Cases and Application*. New Delhi: Pearson Edu., 2010.
2. Raman, M. and P. Singh. *Business Communication*. New Delhi: Oxford University Press, 2012.

SUGGESTED READINGS:

1. Lehman. *Business Communication*. New Delhi: Cengage publication, 2012.
2. Nawal. *Business Communication*. New Delhi: Cengage publication, 2012.
3. Pal, Rajendra. *Essentials of Business Communication*. New Delhi: Sultan Chand, 2010.
4. Rai and Rai. *Business Communication*. New Delhi: Himalaya publication, 2014.
5. Sharma, R.C and Krishna Mohan. *Business correspondence and report writing*. New Delhi: Tata Mc Hills, 2010.
5. Sinha, K. K. *Business communication*. New Delhi: Galgotia publication, 2010.

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
 Department of Management Studies
 MBA(HA)-SCHEME AND SYLLABUS (2022-24)

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PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				TOTAL MARKS
T	P	Tu	CW	SW	Tu	THEORY		PRACTICAL		
						CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and issues related to Design and Development of Information Systems.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Describe basics of computer hardware, software and computer languages.
2. Explain the process of creating spreadsheets, word documents, presentation slides and database using various application software packages.
3. Explain role, types and security aspect of E-business and E-payment system
4. Analyze various types of management information and office Automation system.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
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MBA(HA)-SCHEME AND SYLLABUS (2022-24)

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COURSE CONTENTS:

1. **Introduction to Computer:** Hardware-input/ output devices; Software-System and application software
Computer Languages

2. **Application Software**

Word processing

Formatting (Index, Tab, bullet, numbering, etc.); Adding images, comments, symbols, diagrams

Adding header and footer, Changing Case, Text Direction, Rearranging Text into Columns; Mail Merge

Columns text (Tables, pictures, etc.); Importing and exporting data and files

Spreadsheets

Entering data (numeric, text, date, time, comments)

Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)

Formatting (text style, text orientation, increase/decrease width of columns and rows)

Changing Chart and Data Series; Charts (bar, pie, line, etc)

Value Axis Scaling and Formatting Lines; Consolidating Data; Creating Automatic Subtotals.

Using Pivot Tables and Pivot Charts; 11.Using Analysis Tool – Goal Seek and Solver

Presentations

Creating presentations using Wizards

Creating blank presentation; Various type of views and their uses

Applying templates on presentations; Applying color schemes on presentations

Implementing Slide Transactions and Custom Animations; OLE Concepts

Database Creation

Creating tables (Understanding fields, data types, range etc.) ; Establishing relationships

Creating Tables using Wizard; Creating Tables using Data View

Creating Select Queries; Designing queries with QBE Grid

Creating other types of queries (Cross tab, update etc.); Creating forms using wizards and Toolbar

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Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

Inserting data in tables using forms; Validating Forms; Creating Reports for table data

E- Business Fundamentals and Electronic Payment System: E-Business Framework, E-Business Application, Network Infrastructure for E-Business. Implementation issues of E-Business, E-Business models (B2B, B2C), Type of E-payment, Digital Token-Based E-payment, Smart Card, Credit Card Payment Systems, Risk on E-payment, Designing E-payment System, Role of Banking in Electronic Payment.

Inter-Organization Management and E-business Standards : EDI Application in Business, Standardization and EDI, EDI Software Implementation, VANs (Value Added Network), Internet Based EDI, Cyber Laws, Cyber Crimes and Frauds, Types and Tools of Hacking. Security and E-business: Client-server security, Data and Message Security, Document Security, Firewalls.

Introduction to Information Systems and Future of Electronic-Business: Definition, Types of Information Processing Systems Transaction Processing Systems, Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems, Mobile and Wireless Computing Fundamentals and Applications, Virtual Factory, Strategies for Electronic business.

EXT READING:

P.K. Sinha, "Computer Fundamentals", BPB Publications, New Delhi.

Kalakotta, Ravi, Whinston, B., Frontiers of E-Commerce, New Delhi, Addison- Wesley

James A. O'Brien, "Management Information Systems", Galgotia Publications Pvt. Ltd., New Delhi.

SUGGESTED READINGS:

Muneesh Kumar, "Business Information Systems", Vikas Publishing House Pvt. Ltd., New Delhi

Arora, Ashok. Management Information Systems-New Delhi

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Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

MEDICAL ETHICS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	GW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVES: To Introduce Medical ethics and guidelines to code of conduct and issues in Health care.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Achieve familiarity with some basic ethical frameworks and understand how these ethical frameworks can help us think through contemporary questions in medical ethics.
2. Summarize and describe Moral Principles and issues in health care
3. Interpret and apply Law and guidelines related to health care sector.
4. Craft well-argued, well-written papers that show understanding of and analytical engagement with the subject matter.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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MEDICAL ETHICS

COURSE CONTENTS:

Introduction to Medical Ethics and ethical theories Introduction to medical ethics-Moral Development-Relativism-
Medical Theories-Utilitarianism-Natural Law theory-Justice as fairness Decisions based on Ethical Principles -Case
presentations and case studies.

Moral Principles in health care Non-Maleficance, Beneficence, utility, Distributive justice, Autonomy-Role of
Physician-Doctor-Patient Relationship -Case studies

Moral Issues in health care Indignities, Denied Information, Invaded privacy, coerced decisions, Wrong
diagnoses, and medications-Case studies

Law and guidelines to code of conduct Laws-statutes-Administrative Regulations- Common Law - Constitutional
Law -Codes of Conduct- Law and Morality-Basic rights Case presentations and case studies

Ethical Issues Confidentiality-Truth telling-Informed consent-Abortion-Seriously ill patients-Euthanasia-Medical
Experimentation-Cloning-Justice and health care system

TEXT READING:

John B. Purtle and Regina F. Doherty. Ethical Dimensions in Health Professions. 5th edition. Paperback. 2018

Shaun D. Pattinson. 'Medical Law and Ethics' 4th edition. Sweet and Maxwell publishers. 2014

SUGGESTED READINGS:

Richard H. Loewy. 'Textbook of Medical Ethics' Springer 2009

John M. Francis. 'Medical Ethics' Jaypee Publishers. 3rd edition, 2007

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Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

COMPREHENSIVE VIVA

COURSE OBJECTIVE:

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Face interview both at the academic and the industrial level.
2. Prepare comprehensively to answer questions from all subjects.
3. Attain Oral Presentation skills by answering questions in precise and concise manner.

COURSE ASSESSMENT:

Students will be assessed on-

An end-term examination through a comprehensive viva (100 Marks).

EXAMINATION SCHEME:

Every student will be required to undergo comprehensive viva-voce at the end of first semester of MBA. A panel of examiners will conduct the comprehensive viva-voce examination. Comprehensive viva-voce will be of four virtual credits. The panel will award credit to the students.

COURSE CONTENT:

The viva-voce shall normally cover all the subjects taught in the first semester of MBA Program.

342

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Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

MBA FIRST YEAR
SECOND SEMESTER SYLLABUS

SUBJECT CODE	LIST OF SUBJECTS
MBA	HUMAN RESOURCE MANAGEMENT
MBA	RESEARCH METHODOLOGY
MBA	MARKETING MANAGEMENT
MBA	FINANCIAL MANAGEMENT
MBA	MATERIAL MANAGEMENT
MBA	BUSINESS LEGISLATION
MBA	HOSPITAL ADMINISTRATION AND PLANNING
MAA	QUANTITATIVE DECISION MAKING
MBA	COMPREHENSIVE VIVA

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Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

HUMAN RESOURCE MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVES:

The objective of this course is to introduce the various concepts of human resource management to students & provide an understanding of the fundamental concepts and importance of human resource management, with particular reference to HRM policies and practices in India.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

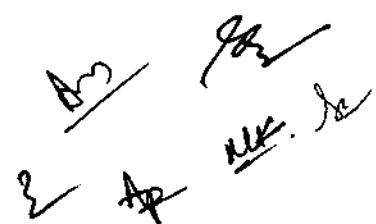
- 1 Explain the Concept, Functions, Structure, Roles and Responsibilities of the HR department and acquisition of Human Resources.
- 2 Write sample HR policies and describe the Administrative, Operational and Strategic Role of HR.
- 3 Explain the process, method and evaluation of Training and Development, Performance Appraisal, Career and Succession Planning.
- 4 Explain the maintenance and separation process for the human resources.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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HUMAN RESOURCE MANAGEMENT

COURSE CONTENTS:

- The Field of HRM:** An Overview of HRM, Concept, Functions of the HR department, Personnel to Human Resource shift, ASTD HRM Model, Structure of Human Resource Management, Role and Responsibilities of the Human Resource
- Acquisition of Human Resources:** Objectives, Policies and Process of Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design (Nature, Job Characteristics, Reengineering Jobs, Advantages and Disadvantages, Consequences), Recruitment, Selection, Induction, Promotion and Transfer.
- Human Resource Policies:** Administrative, Operational and Strategic Role of Human Resource, Formulation and Essentials of Sound Human Resource Policies, Concept of virtual organization, Flexi timings at work place. Case Studies
- Development of Human Resources:** Concept of Training and Development, Evaluation of Training and Performance Appraisal (Appraising Individual and Team Performance), Introduction to Career and Succession Planning. Case Studies
- Maintenance and Separation Processes:** Job Evaluation, Designing and Administering the Wage and Salary Structure, Compensation, Grievance Handling Procedure, Turnover, Retirement, Layoff, Retrenchment Discharge, Mechanism of VRS, VRS in Public Sector and Private Sector. Case Studies

TEXT READINGS:

- DeCenzo, Robbins, Verhulst-Fundamentals of Human Resource Management, 11th edition, Wiley, 2012
- Halder Uday Kumar, Human Resources Management, Oxford University Press, 2013
- Dessler, Gary, Varkkey, Biju, Fundamentals of HRM, 11th Edition, Pearson - Prentice Hall, India, 2009

SUGGESTED READINGS:

- Sharma V S P, Human Resource Management, 3rd Edition, Excel Books India, 2007
- Subba Rao, Essentials of Human Resource Management, Himalaya Publications, India, 2010
- Shwathapa K, International Human Resources Management, Tata Mc-graw hill India, 2007

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

RESEARCH METHODOLOGY

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				TOTAL MARKS
						THEORY		PRACTICAL		
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVES:

The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

COURSE OUTCOMES:

At the end of the semester, the students will be able to :

1. Develop an understanding of business research, and explain the basic framework of research process and different research designs.
2. Identify the sources of information for literature review and describe the sampling techniques in research.
3. Illustrate the techniques of data collection, understand the measurement scales in research, test the hypothesis by applying data analysis tools and techniques.
4. Prepare the report, explain the results and develop an understanding of ethical dimensions of conducting research.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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RESEARCH METHODOLOGY

COURSE CONTENTS

Prerequisites: Student are suppose to have knowledge of Measures of Central Tendency, Measures of Dispersion, Simple Correlation and Regression Analysis. These concepts are taught to them in earlier semesters. **There will be no questions in examination from Prerequisites.**

- 1. Introduction to Research Methods:** Role and objectives of business research, types of research and various research design (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher. Experimental research design will comprise of Completely Randomized Design, Latin Square Design and Factorial Design.
- 2. Literature Review and Sampling:** Purpose of LR, LR methodology, Sources and Outcomes of LR. Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors
- 3. Data Collection and Questionnaire:** Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews
- 4. Hypothesis testing and Data Analysis :** Parametric & Non-Parametric Tests, Testing and Interpretation sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test, ANOVA, chi square test, Introduction and Applications of Multiple Regression, Factor Analysis, Cluster Analysis, Multidimensional Scaling, Discriminate, Canonical Analysis, Conjoint Analysis.
- 5. Interpretations and Report Writing:** Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports, Limitations of RM, Philosophical issues in Research, Ethics and Research.

Recommended Readings: LATEST EDITION

1. C. R. Kothari, "Research Methodology: Methods and techniques", Vishwa Prakashan, New Delhi
2. William G. Zikmund, "Business Research Methods", Dryden Press, Orlando.
3. Hair Anderson, Tatham and black, Multivariate data analysis, Pearson publications

Suggested Readings: LATEST EDITION

1. Asthana & Braj Bhushan, statistics for social science, Prentice hall, India

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

MARKETING MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:-

- 1 Describe Philosophies of Marketing Management, Marketing Environment and Marketing Mix Elements.
- 2 Explain Market Segmentations, Differentiation and Positioning Strategy.
- 3 Discuss Product Classification, Product Diffusion Process, Repositioning and Pricing.
- 4 Identify the importance and concept of Distribution Channel, CRM, Green Marketing, E-Marketing, and Tools of IMC.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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MARKETING MANAGEMENT

COURSE CONTENTS

Marketing Concepts: Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between Marketing and Selling, Marketing and Corporate Strategy.

Market Segmentation, Targeting, Positioning: Market Segmentations, Levels of Market Segmentations, Terms, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Differentiation, ways of differentiation, Tool for Competitive Differentiation, Developing a Positioning Strategy.

Product Decision: Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Fusion Process, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling, New Product Development Process. **Pricing Decision:** Pricing Objectives, Demand Estimating, Pricing Decision Network, Pricing Methods and Strategies, Pricing Practices, Internet and Transfer Pricing.

Distribution Decisions: Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, VMS and HMS, Wholesaling, Retailing, Promotion Decisions: Effective Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Direct and Indirect Marketing.

Emerging Trends in Marketing: An Introduction to Internet Marketing, Multi Level Marketing, Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

TEXT READINGS:

1. Kotler, Philip, Principles of Marketing Management, New Delhi, Prentice Hall, India, 13 edn
2. Jain subash, Marketing Strategy: Planning, control, Cengage publication, India 2004
3. Pradhan, Marketing Management: A Case Book, Cengage publication, India, 2012

SUGGESTED READINGS:

1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Houghton Mifflin Co., Boston 8th Edition, 1993
2. Czinkota, Michael R. Marketing Management, -Australia, 2005

349

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
 Department of Management Studies
 MBA(HA)-SCHEME AND SYLLABUS (2022-24)

FINANCIAL MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Describe the nature, scope and objectives of financial management
2. Analyze financial statements.
3. Apply techniques of capital budgeting to evaluate investment proposals.
4. Design capital structure of a firm.
5. Determine working capital requirements of a firm.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

FINANCIAL MANAGEMENT

COURSE CONTENTS:

- Introduction:** Concept, nature, scope, and objective of financial management, finance functions, long term and short term, sources of finance, concepts of profit and wealth maximization.
- Financial Statement Analysis:** Liquidity, activity, profitability, solvency, leverage: operating, financial and combined leverages, leverage ratio analysis, interpretation of ratios with cases, common-size statement, comparative statement, Trend analysis. Cost-volume profit analysis.
- Capital Budgeting:** Time value of money, DCF and Non DCF methods for evaluating projects (PBP, ARR, NPV, IRR, PI)
- Cost of Capital:** Cost of long term sources of finance, weighted average cost of capital, capital structure theories and significance of dividend, dividend policy, dividend theories.
- Working capital Management and Statement of Changes In Financial Position:** Need, determinants and computation of working capital bank regulations, funds flow statement; total resource method, working capital method and cash method, concept of cash flow.

TEXT READINGS:

1. Pandey, I.M., "Financial Management", Vikas Publication House, New Delhi, 9th edition 2009
2. Khan, M.Y., Jain, P.K., "Financial Management", Tata Mc Graw Hill, New Delhi, 5th edition 2012
3. K Shashi Gupta, Financial Management, Kalyani Publisher, In dia, 3rd edition 2010

SUGGESTED READINGS:

1. Chandra, Prasanna, "Financial Management", Tata McGraw Hill, New Delhi, 7th edition 2008
2. P.V Kulkarni, Financial Management, New Delhi, 2006
3. Kishore, Ravi M., "Financial Management", Taxmann Publications, New Delhi, 7th edition 2009
4. Damodaran Aswath, "Corporate Finance", John Wiley Publication, 4th edition 2014

351

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
 Department of Management Studies
 MBA(HA)-SCHEME AND SYLLABUS (2022-24)

MATERIALS MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
T	P	Tu	CW	SW	Tu	THEORY		PRACTICAL		TOTAL MARKS
4	-	-	3	-	-	CW	End Sem	SW	End Sem	
						30	70	-	-	100

COURSE OBJECTIVE: Objective of this course is provide the students exposure to the advanced concepts of Materials Management, and issues like selective inventory control, procurement, e-procurement, Vendor rating, Designing Materials purchase, inventory and waste management policies.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

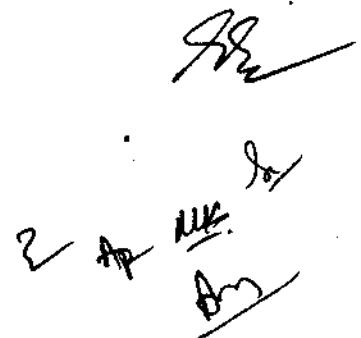
1. Comprehend the basic fundamentals and significance of materials management in modern era.
2. Integrate the organization wide materials requirement to develop an overall plan (MRP).
3. Identify, study, compare, and evaluate alternatives, select and relate with a good supplier.
4. Apply various purchasing method and inventory controlling techniques into practice as well as integrate important materials functions including stores management.

COURSE ASSESSMENT:

Students will be assessed on the basis of following-

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

MATERIALS MANAGEMENT

COURSE CONTENTS:

- 1. Introduction:** introduction to Materials Management and Productivity, Functions of materials management, Organization structures in materials management, role of materials management techniques in improved material productivity. Materials Planning: Objectives, Material requirement planning, manufacturing resource planning, JIT production planning, Strategic materials planning, Material control: Acceptance Sampling, Inspection.
- 2. Purchasing:** Importance of good purchasing system, Organization of purchasing functions, Purchase policy and procedures, Responsibility and limitations, Purchasing decisions, Role of purchase in new product development, Role of purchasing in cost reduction, Negotiations and purchase, Purchasing research: Identification of right sources of supply, Vendor rating, Standardization, Vendor certification plans, Vendor and supply reliability, Developing new source of supply.
- 3. Cost reduction:** Cost control v/s cost reduction, Price analysis, Material cost reduction techniques, Variety reduction, Cost reduction and value improvement, Techniques of cost control, Standard costing, Cost effectiveness, Cost analysis for material management, Material flow cost control. Make or buy decision, Economic analysis, Break even analysis, Break-even point theory, whether to add or drop a product line
- 4. Inventory management:** Inventory v/s Stores, Types of inventory, Inventory control, EOQ model, Various inventory models, Inventory models with quantity discount, Exchange curve concept, Coverage analysis, Optimal stocking and issuing policies, Inventory management of perishable commodities, Selective inventory control (ABC, VED analysis, FSN, HML, XYZ, GOLF, Music 3D), Design of inventory distribution systems, Information system for inventory management,
- 5. Stores and waste management:** Design of Stores for manufacturing organisation and retail stores, Centralisation v/s Decentralisation, Types of stores, Waste Reduction, and waste disposal system planning. Case studies.

TEXT READINGS:

1. A.K. Chitale, R.C. Gupta, Material management, PHI
2. A. K. Dutta, Materials management PHI

SUGGESTED READING:

1. P. Gopalkrishnan, & M. Sundersen, Material management- An integrated approach, PHI
2. W.R. Stelzer Jr. Materials Management, PHI

358

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
 Department of Management Studies
 MBA(HA)-SCHEME AND SYLLABUS (2022-24)

BUSINESS LEGISLATION

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to acquaint the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

Course Outcomes:

At the end of the course, the student will be able to:

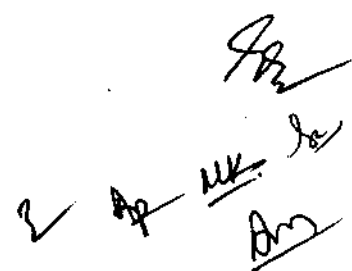
1. Describe essential elements of a valid contract and consequences of its breach.
2. Explain legal framework relating to partnership business and sale of goods contracts.
3. Draft various types of valid negotiable instruments and understand law relating to filing complaint under consumer protection act.
4. Explain different kinds of companies and major provisions of companies act 2013 relating to constitution, prospectus and winding up.
5. Paraphrase law relating to competition in India and Indian banking structure.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance-regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

354



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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
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COURSE CONTENTS:

1. **The Indian Contract Act 1872:-** Essentials of a valid Contract, void & voidable agreements, Contingent Contracts, Performance of Contracts, Quasi Contracts, Breach of Contracts & its Remedies, Indemnity, Guarantee, Bailment & Pledge
2. **Indian Partnership Act 1932:-** Nature of Partnership, Relations of Partners and with third Persons, Minor as a partners, Incoming and outgoing partners, Dissolution. Indian Sales of goods Act 1930 (Essentials only).
3. **The Negotiable Instruments Act 1881:-** Nature & Types, Negotiation & liability, Presentment, Discharge from liability, Dishonor of Negotiable Instruments, Crossed Cheques, Penalties CPA 1986 Consumer, Protection of Consumers, Central consumer Protection Council, Consumer Dispute Redressal Agencies.
4. **The Companies Act:-** Nature & types of Companies, Memorandum of Association, Article of Association, Prospectus, Shares, types of shares, Shareholders & Debenture Holders, Minority Protection, Winding Up of company.
5. **Competition Act 2002:-** CCI, Powers, Functions & Duties of Commission, Prohibition of certain Agreements, abuse of Dominant Position, Penalties. Banking Law:- History, nature & development of Banking in India, Kinds of Banks and functions, RBI, functions of RBI, FEMA Features, Contravention and Penalties, Evaluation.

TEXT READING:

1. Kumar Ravinder, Legal Aspects of Business, Cengage publication, 3e
2. Pathak Akhileshwar, Legal Aspects of Business, 6e Mc Graw Hill education, 6e
3. Chawala and Garg, Mercantile and Industrial Law, New Delhi, Kalyani Publications
4. Chopra, R.K., Business Laws, Himalaya publications
5. Albuquerque Daniel, Legal aspects of business, Oxford Higher Education. 2013

SUGGESTED READINGS:

1. Tulsani P.C, Business and Corporate Laws, New Delhi, S. Chand & Co. Ltd. 1 edn, 2011
2. Stim Richard, Intellectual Property, Cengage Learning, 2e.
3. Francis Cherunilam, Business Environment, New Delhi, Himalaya Publishing House

355

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
 Department of Management Studies
 MBA(HA)-SCHEME AND SYLLABUS (2022-24)

Hospital Administration and Planning

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

* Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to acquaint the students various functions, which are to be observed in performing the day-to-day operations in hospitals and develop required skills.

Course Outcomes:

At the end of the course, the student will be able to:

1. To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases in Hospitals;
2. To provide the necessary foundation for all other courses based on management practice across the world
3. Define Hospital Administration and Management and explain how management differs according to level and whether a manager is a line manager or an enabling role
4. Describe and attain various level of skill in the Hospital Management Processes

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

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- 1.4 Hosp utilization
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Hospital Administration and Planning

UNIT-1 Management Concept and Theories: Content

- 1.1 Hospital administration- Principles Management Concept and Theories, Introduction to the hospital field.
 - 1.2 Definitions -- Hospital and Medical Care, types, control.
 - 1.3 Functions-- Medical Care, Prevention, Professional Education and Research. Role of Hospital in Health spectrum.
 - 1.4 Hospital of India-to-day. Classification & Accreditation, Number type ; size, distribution; ownership; utilization; ratios; trends ; problems
 - 1.5 Trends of Hospital Administration Abroad. Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator
 - 1.6 Importance of qualified v/s non qualified, Medical v/s non Medical Hospital Administrator
- Problems of hospital administration and their expected solutions.

Unit-2 Planning

1. Guiding principles in planning Hospital facilities & services Planning of type, size and facilities for Hospital Operational plan and functional plan Facility Master Plan Design (Internal & External Aspects)
2. Management of different Clinical, Paraclinical, and Support serviced departments in Hospitals
3. Administration of Government (Rural, District & Municipal Hospital) v/s Private Hospitals
4. Administration of a teaching hospital.
5. Administration of a corporate hospital. Administration of a voluntary & charitable hospital
6. Planning of Equipment Organizational plan Administrative Services including Executive suit, Professional service unit, financial management unit, HIS, Nursing service administration unit, HRM unit, PR Deptt., Marketing

Unit-3 Strategies, Policies and Planning

1. Nosocomial Infection
2. Management of Medical Records Department (manual & computerized)
3. Management of Hospital Information System (Manual, Online & Offline) Management of Biomedical Waste in Hospitals (Law & the Reality)

Unit-4 Organizing

1. Organization of Hospital. The governing authority; the administrator; business aspects; clinical aspects; channels of authority and communication.
2. Basics for requirements for Clinical Service Departments. And Ancillary departments OPD, Emergency, Lab., Radiology, Nuclear Medicine, Surgical, Labour room & delivery room, Physical Medicine & rehabilitation, Occupational & recreational therapy
3. Department, MRD, CSSD, Materials Management, Food Service, Laundry, Repair Maintenance & Engineering, Air conditioning, Medical Gases, Communication, BMW Management

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SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

- Engineering, Air conditioning, Medical Gases, Communication, BMW Management
- 4.4 Hospital utilization and its evaluation
 - 4.5 Hospital Audits, Financial Audit, Clinical Audit, Tissue Audit
 - 4.6 Quality Management in Hospitals-Certification & Accreditation
 - 4.7 TQM in Hospitals

Unit -5 Controlling & Decision Making

- 5.1 Public Relations in Hospitals
- 5.2 Role of Administration in Medical & Paramedical Education and Research
- 5.3 Recent trends in hospital administration.
- 5.4 Health Education in Hospital, Responsibilities of the hospital to the general public. Methods of Health Education in hospital and their importance.
- 5.5 Patient Education through I.T.
- 5.6 Hospital hazards
- 5.7 Disaster Management Programs and Disaster Preparedness
- 5.8 Telemedicine
- 5.9 Medical Tourism

TextBooks

- 1. Hospital Planning and Management by: Mc Caullay, Kunders, Tabish, Shaktikant Gupta, B M Sakharker
- 2. B.M. Sakharker. Principles of Hospital Administration and Planning ,Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2009.
- 3. Peter M Ginter, W. Jack Duncan, Linda E Swayne. 'Strategic Management of health care organization' 8th edition, Wiley, 2017

SUGGESTED READINGS:

- 1. S.Srinivasan (ed.), Management Process in Health Care ,Voluntary Health Association of India, New Delhi, 2009
- 2. Stephen P Robbins and Mary Coulter. 'Management'. Prentice Hall of India Pvt. Ltd., New Delhi

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Department of Management Studies
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QUANTITATIVE DECISION MAKING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				TOTAL MARKS
						THEORY		PRACTICAL		
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objectives of this course are to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

COURSE OUTCOMES:

At the end of the semester, the students will be able to :

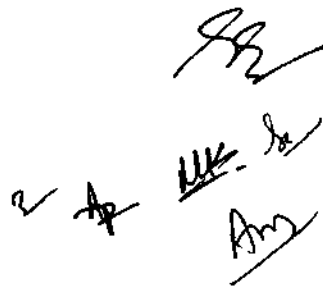
1. Formulate and solve linear programming problems.
2. Apply algorithm of transportation model to solve minimization as well as maximization problems.
3. Solve Queuing problems using different waiting line models.
4. Forecast using simulation and markov chain analysis.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

(359)



SHRI G. S. INSTITUTE OF TECHNOLOGY & SCIENCE, INDORE
Department of Management Studies
MBA(HA)-SCHEME AND SYLLABUS (2022-24)

COMPREHENSIVE VIVA

COURSE OBJECTIVE:

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

COURSE OUTCOMES:

At the end of the semester, the students will be able to :

- 1 Face interview both at the academic and the industrial level.
- 2 Prepare comprehensively to answer questions from all subjects.
- 3 Attain Oral Presentation skills by answering questions in precise and concise manner.

COURSE ASSESSMENT:

Students will be assessed on-

An end-term examination through a comprehensive viva (100 Marks).

EXAMINATION SCHEME:

Every student will be required to undergo comprehensive viva-voce at the end of first semester of MBA. A panel of examiners will conduct the comprehensive viva-voce examination. Comprehensive viva-voce will be of four virtual credits. The panel will award credit to the students.

COURSE CONTENT:

The viva-voce shall normally cover all the subjects taught in all the semesters of MBA Program

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QUANTITATIVE DECISION MAKING

COURSE CONTENTS:

Quantitative Techniques and Operations Research: Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques/Operation Research, Operation Research Process.

Linear Programming: Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Analysis, Solution of LPP: Simplex Method, Big-M Method, Advantage and limitations of LPP.

Transportation Model: Transportation Problem as a particular case of LPP Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method.

Waiting Line Models and Game Theory: Introduction, Scope in Management Decisions, Queuing Models Single Server, Multi server with infinite capacity. Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Rule of dominance, Solutions of Games using -Algebraic and Graphical Methods, Game Theory and Linear Programming.

Markov Chain Analysis and Simulation: Computation of sequential probability of states for different methods, Steady State Probability of states and application of Markov Chain. Introduction to simulation, Monte Carlo Technique and its applications, single stage and multi stage simulation.

TEXT READING:

- D. Vohra "Quantitative techniques" New Delhi, Tata McGraw Hill, India
- K Kapoor, "Problems and solution in operation research, India
- K. Gupta and D. S. Hira, "Operations Research", Sultan Chand Publications, New Delhi

SUGGESTED READINGS:

- D. Sharma, "Operations Research", Kedar Nath Ram Nath and Co. Meerut, India
- Chandra P Sen Operation Research, PHI publications, India
- Robinson, Wayne L., Operation Research applications and algorithms, Wadsworth Publishing Company
- Malabarba

361

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