

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore
M.B.A. (Executive)

SEMESTER – IV
 Sep 2017

C-41	STRATEGIC MANAGEMENT
C-42	ENTREPRENEURSHIP

Finance Specialization

EF-01	PROJECT MANAGEMENT
EF-02	FINANCIAL PRODUCTS AND SERVICES
EF-03	SECURITY ANALYSIS
EF-04	DERIVATIVES & RISK MANAGEMENT

Systems Specialization

ES-01	SOFTWARE ENGINEERING
ES-02	DATA BASE MANAGEMENT SYSTEM
ES-03	INTRODUCTION TO NETWORKING
ES-04	OPERATING SYSTEM

Operations Specialization

EO-01	BUSINESS PROCESS REENGINEERING
EO-02	STATISTICAL QUALITY CONTROL AND TQM
EO-03	LOGISTICS AND SUPPLY CHAIN MANAGEMENT
EO-04	STRATEGIC INFORMATION TOOLS

Human Resource Specialization

EH-01	HUMAN RESOURCE DEVELOPMENT
EH-02	INDUSTRIAL RELATIONS AND LABOUR LAWS
EH-03	SOCIAL PSYCHOLOGY
EH-04	ORGANIZATIONAL DEVELOPMENT

Marketing Specialization

EM-01	INTEGRATED MARKETING COMMUNICATION.
EM-02	INTERNATIONAL MARKETING
EM-03	RETAIL MARKETING
EM-04	CONSUMER BEHAVIOUR

Hospital Specialization

EA-01	HOSPITAL ADMINISTRATION .
EA-02	HOSPITAL PLANNING
EA-03	HEALTH ADMINISTRATION
EA-04	MGT INFORMATION SYSTEM FOR Hospital

Core Paper for All specialization students

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SEMESTER – IV
Sep 2017

Course Objective

C-41

STRATEGIC MANAGEMENT

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organisation in the long-run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Contents

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioural;
2. Mission, Business Definition and Objectives; Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.
3. SWOT Analysis General, Industry and International Environmental Factors; Analysis of Environment, Environmental Threat and Opportunity Profile (ETOP) Strategic Advantage Profile (SAP).
4. Strategy Alternatives: Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.
5. Strategy Choice Making: Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Prescriptions for choice of Business Strategy;
6. Strategy Implementation, Evaluations and Control: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Control and Evaluation Process; Criteria for Evaluation; Measuring Feedback; and Corrective Action.

Text Readings:

1. Azhar Kazmi, Business Policy and Strategic Management, TMH,2010
2. Fred David, Strategic Management Concepts and Cases, PHI, 12 Ed
3. Wheelen, Concepts in Strategic Management and Business Policy, Pearson,2010
4. Dess, Strategic Management: text and Cases, TMH, 2009

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Core Paper for All specialization students

SEMESTER – IV

C-42

ENTREPRENEURSHIP

Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Contents

Entrepreneur: Concept, Nature, Definition Characteristics, Functions, Kinds, Role, difference between entrepreneur and Manager.

Entrepreneurship: Concept, Nature, Definition Characteristics, Importance, Role of entrepreneurship in development of economy, ethical dimensions.

Theories of Entrepreneurship : Innovative theory, Theory of social change, Theory of model. personality, Theory of Social behavior.

Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International.

Project Identification and Formulation: Criteria for selecting a particular project, scanning of business environment and identifying projects, steps in project formulation and project evaluation.

Preparation of Business Plan/Project Report: Significance contents, formulation planning commission guidelines for formulating the project report and common errors in project formulation.

Text Reading:

1. Barringer, Entrepreneurship: Successfully Launching New Ventures, Pearson, 2010
2. David H. Holt, Entrepreneurship: New Venture Creation, PHI, 2008
3. Rajeev Roy, Entrepreneurship, Oxford, 2008 Ed.

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Specialization **Finance**

SEMESTER – IV

EF-01

PROJECT MANAGEMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of Project Management.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. **Project Planning and Phases:** Need and importance, phases of capital budgeting, project_analys facts, resource allocation framework, (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting), Generation and screening of project ideas.
2. **Project analysis:** Market and demand analysis, (including demand forecasting) technical_analysis and financial analysis (Cost of project, working capital requirement & its financing).
3. **Project Selection:** Project cash flow, cost of capital, appraisal criteria and analysis of risk.
4. **Project Management and Control:** Project organizations, planning and control of project and human aspects of project management.
5. **Network Techniques for project management:** Basic concepts of networks, line estimation and determination of critical path (for both PERT and CPM models). Network cost system and activity crashing.
6. **Project review:** Need of review, initial review, performance evaluation, abandonment analysis.

Text Readings:

1. Prasanna Chandra. “ Project Planning, analysis, selection implementation and review”, New Delhi, Tata McGraw Hill publication 2010
2. Pinto, Project Management Achieving Competitive Advantage, Pearson,2010
3. Panneerselvam, Project Management, PHI,2010

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Specialization **Finance**

SEMESTER – IV

EF-2

FINANCIAL PRODUCTS AND SERVICES

Course Objective

To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course Contents

Introduction to Indian and Global Financial System: Structure and Characteristics.

Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Dematerialization, Major stock exchanges in India.

Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's.

Financial Services : Nature and Scope of Financial Services, Fund based and fee based services.

Mutual funds: Concepts, types of mutual funds- income, growth and balance funds, advantages, and disadvantages, exit and entry load.

Leasing: Meaning, concept and comparison, types of lease, financial evaluation of lease.

Hire Purchase: Concepts, Taxation aspects of hire purchase, Consumer credit, financial evaluation of hire purchase.

Factoring and Forfeiting: Concepts, types, mechanism, advantages, disadvantages.

Banking Services: Concept, Types, Structure and their Significance.

Credit Cards: Concepts, operational procedure, advantages, disadvantages.

Venture Capital Finance: Concepts, Procedure, and Importance.

Text Readings

1. Tripathi, Financial Services, PHI, 2009
2. Siddaiah, Financial Services, Pearson, 2010
3. Shanmugham, Financial Services, Wiley, 2008
4. Guruswamy, Financial Services and Systems. TMH, 2009

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Specialization **Finance**
SEMESTER – IV
EF-3

SECURITY ANALYSIS

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of Security Analysis.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Concept of Investment, Investment V/S Speculation, Financial And Economic Aspect Of Investment, Types, Characteristics And Objectives Of Investment.
2. Concept Of Risk And Return, Systematic And Unsystematic Risk, Valuation of securities, Concept of Beta, Capital Assets Pricing Model, SML And CML Valuations.
3. Valuation of Bonds: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conversity, Bond Value Theorem.
4. Valuation Of Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio .
5. Security Analysis: Fundamental Analysis And Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories.

Text Readings

1. Barua, Portfolio Management, TMH, 2009
2. Ranganatham, Investment Analysis and Portfolio Management Analysis, Pearson,2009
3. Kebin, Portfolio Management, PHI, 2008
4. Pandian, Security Analysis and Portfolio Management, Vikas, 2010

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SEMESTER – IV
EF-4

DERIVATIVES & RISK MANAGEMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of Risk and Derivatives.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction: Concepts, Types, Forwards, Future, Options and Swaps, Participants-hedgers, speculators and arbitragers,
2. Fundamentals of Futures: Difference between forward future, Trading of Futures, Basics_of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future.
3. Mechanism of Future: Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Convergence of Forward and Futures Pricing Hedging using Futures, Basic Risk, Pricing of Future.
4. Fundamentals of Options: Types of Options, Payoffs from Options, Trading Strategies Bull-Bear, Butter Fly, Calendar and Diagonal Spread,
5. Option Pricing: Black Schole's Model, Concept of Delta, Theta, Gamma, Vega, Exchange Traded Option.

Text Reading

1. Hull, Option, Futures and other Derivatives, Peason, 7th Edition,2010
2. Verma, Derivative and Risk Management, TMH, 2009
3. Robert A. Strong, "Derivatives, An Introduction", Cengage Publication,2009

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Specialization System
SEMESTER – IV

ES-1

SOFTWARE ENGINEERING

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of software development and engineering.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. The Product and The Process: The Evolving Role of Software, Software Characteristics A_layered Technology, Process, Methods, and Tools, The Software Process, Software Process Models, Linear Sequential Model, Prototyping Model, RAD Model, The Incremental Model, The Spiral Model, The WINWIN Spiral Model, The Concurrent Development Model, The Component-Based Development, The Formal Methods Model, Fourth Generation Techniques, Process Technology, Product and Process, Critical Practices.
2. Projects Management Concepts, Software Process and Project Metrics: The Management Spectrum- The People, The Product, The Process, and The Project, The W⁵HH Principle, Measures, Metrics, and Indicators, Project Scheduling and Tracing: Basic Concepts, The Relationship Between People and Effort, Defining a Task Set for the Software Project, Selecting Software Engineering Tasks, Refinement of Major Tasks, Defining a Task Network, Scheduling, Earned Value Analysis, Error Tracking, The Project Plan.
3. Software Quality Assurance: Quality concepts, the quality movement, software quality assurance, software reviews, formal technical reviews, formal approaches to SQA, statistical software quality assurance, software reliability, mistake-proofing for software, The ISO 9000 quality standards, SQA Plan, Software Configuration Management, The SCM Process, Identification of objects in the software configuration, version control, change control, configuration audit, status reporting SCM standards.
4. Analysis & Design Concepts and Principles: Mechanics of structured analysis, Data flow_design and Entity Relationship design, Overview of Object Oriented Design Concepts, Design Concepts and principles, Effective modular design, Data modeling.
5. Software Testing Techniques & Strategies: Objectives white box testing methods, Black box testing, Testing for specialized environments, architectures, and Applications, A strategic approach to software testing, strategic issues, Unit Testing, Integration Testing, Validation Testing, System Testing and the Art of Debugging.

Text Readings

1. Rajib Mall, Fundamentals of Software Engineering, PHI,2010
2. Sommerville, Software Engineering, Pearson, 2010
3. Khurana, Software Engineering, VikasPublishing, 2009

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Specialization **System**

SEMESTER – IV

ES-2

DATA BASE MANAGEMENT SYSTEMS

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of data management system.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. Data Environments: Definition of data & Information. Database concepts, Database Management System, Need of database management, Areas of database management, Advantages of DBMS.
2. Logical Data Models: Types of DBMS – Hierarchical, Relational and Network Modes & Which one is popular, why.
3. Database Design : Preliminary design phase detailed design phase, Normalization Theory.
4. Entity Relationship Model (ER Model): Basic concepts, Design Issues, Mapping constraints, keys E-R Diagram, weak entity set extended E-R features, Design of and E-R database schema reduction of an E-R schema to Tables.

TEXT READING:

1. Panneerselvam, Database Management System, PHI,2011
2. Hoffer, Modern Database Management Systems, Pearson, 2010

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Specialization System

SEMESTER – IV

ES-3

Introduction to Networking

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of data communication and networks.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question.

COURSE CONTENT:

1. Networking concepts, goals distributed systems & clients/server model, Layer, structure, Point to point and Broad Cast Transmission Technology. Services, Protocol. Connectivity standard problem.
2. Design issues of layers OSI model, Open System Inter-charge Model. Brief description of TCP/IP SNA, Novell Netware.
3. Signals encoding, Transmission media, Type and performance, Error detection techniques, Telephone System FDM, TDM, WDM. Circuit Switching Packet switching, Message Switching, Addressing Physical and Logical.
4. Introduction to LAN, MAN, WAN, LAN, Components, Hardware Software Media Topology Access Technology (CSMA/CD, Token Ring)
5. Reporter Bridge, Switch, Router Gateway, Subnet Internet, Advanced Networking concepts.

Readings:

1. Black, Computer Networks, Protocols, Standards and Interfaces, PHI, 2010
2. Comer and Narayanan, Computer Networks and Internet, Pearson, 2010

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Specialization System
SEMESTER – IV
ES-4
OPERATING SYSTEM

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of operating system.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

Concept of time sharing, multiprogramming, Batch processing, real time operating system and distributed processing.

Processor Scheduling: Process, scheduling, various processor scheduling algorithms, measurements of performance of processor schedule algorithms.

Inter processor communication: Mutual exclusion & Synchronization, Concept of SEMAPHORS, Classical IPC problems.

Deadlocks: Deadlock Prevention, Detection, Recovery & Avoidance, Bankers' Algorithms.

Memory Management: Functions, Algorithms, Single user memory Management, Static & Dynamic Partition, Compaction & Relocation.

File Systems: File structure, Directory Structures, Disk block Allocation, Unix File System, File System consistency, Protection and sharing.

I/O Systems: Various I/O devices. Structure of I/O software , Clock.

TEXT READINGS:

1. D.M. Dhamdhare, Operating systems, Tata McGraw Hill.2009
2. Pal Chaudhury, Operating Systems Principles and Design, PHI, 2010
3. Haldar, Operating Systems, Pearson, 2010

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Specialization **Operations**
SEMESTER – IV

EO-01

BUSINESS PROCESS RE-ENGINEERING

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of business process reengineering.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

Evolution of Business and BPR: Introduction, evolution of Organization and Management Concepts, The realities of the New Economy, Evolution of Organizational Structure, Business World in transition, The Twenty-first Century Organization, Re-engineering Defined.

Characteristics and Implications of Re-engineered business processes: Characteristics of Re-engineered processes, Change accompanying business process Re-engineering.

The role of information technology, creativity and human resources in Re-engineering: Inductive thinking Vs Deductive thinking, Information management principles in BPR, Role of IT as an enabler in Re-engineering, Role of Creativity in BPR, Human Resources Enablers.

Planning and Designing for BPR: Organizing for Re-engineering, Business Processes, Choosing the Processes to Re-engineer, Measuring the Current Process, Developing a Vision of new Process, Mapping the Process, Process Improvement Techniques.

BPR implementation: Re-engineering Implementation Framework, Succeeding at Re-engineering, Barriers to re-engineering due to existing culture and attitude, Initiating and implementing Re-engineering bottom-up, Assigning an incompetent Re-engineering leader, Granting inadequate resources to Re-engineering, Bury Re-engineering in the middle of the corporate agenda, Embarking on many Re-engineering projects at once, Attempting to Re-engineer without an assured commitment, Failure to Distinguish Re-engineering from improvement programs.

BOOKS:

1. R Radhakrishnan and S Balasubramanan, Business Process Reengineering- Text and Cases, PHI,2008
2. Sethi, Organizational Transformation through Business Process RE Engineering, Pearson, 2010

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Specialization **Operations**
SEMESTER – IV
EO-02

STATISTICAL QUALITY CONTROL AND TQM

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of quality control.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Quality Control:Definitions, place of quality control in industries, quality control organization, difference between inspection and quality control, application of quality control in industries, economic of quality systems, quality assurance. Theory of Control Charts Sample size and frequency of sampling, out control, control for variables and attributes and their application design of X and R charts, Process capability studies.
2. Acceptance Sampling: Single sampling planes, double sampling& sequential sampling planes, rectifying inspection for lots, sampling planes for continues production, selection of sampling planes for different situation, economics of acceptance sampling.
3. TQM: Evolution of total quality management , historical perspective, elements of TQM - Deming's wheel ,Deming's 14 points – pros and cons in industrial engineering context , Philip Crosby philosophy , Juran philosophy , Quality function deployment.
4. Concepts & Application of 6 – Sigma Quality: Comparison between 3-sigma & 6-sigma quality , DMAIC approach to 6-sigma implementation application to service industry, link between 6- sigma & DOE. ISO 9000 Series and SPC, Quality Circles

BOOKS RECOMMENDED:

1. Gupta, Quality Management, TMH, 2009
2. Kanishka Bedi Quality Management, Oxford Press
3. harantimath, Total Quality Management, Pearson Education,2011
4. Janakiraman & Gopal, Total Quality Management : Text and cases by, PHI,2009

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Specialization **Operations**
SEMESTER – IV

EO-3

LOGISTIC AND SUPPLY CHAIN MANAGEMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities supply chain.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction to logistics and SCM; Logistics network configuration, data Collection and validation, key features of Network configuration.
2. Inventory Management and Risk pooling; Single warehouse models, Demand Uncertainty, Supply control, Periodic review policy, Centralized v/s decentralized systems, Forecasting
3. Value of Information: Bullwhip effect, Lead time reduction, Information and supply chain trade- offs.
4. Supply Chain integration; Push-Pull supply chain, Demand driven strategies, Distribution strategies, Central v/s Local facilities, Strategic Locations, Alliances, 3PL.
5. Procurement and Outsourcing Strategies; Outsourcing, Framework for Buy/Make decisions, Customer Value and supply chain management

Books:

1. Janak Shah “ Supply Chain Management ” by, Pearson Education. 2010
2. Rangaraj, Supply Chain Management for Competitive Advantage, TMH 2009
3. Ailawadi and Singh, Logistics Management, PHI, 2009

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Specialization **Operations**
SEMESTER – IV

EO-4

STRATEGIC INFORMATION TOOLS

Course Objectives

The Course aims at developing understating about the various functions of Information Technology as a tool and development of Strategic application of IT.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. **Strategic role of information system:** information systems in business, information as a strategic Resource, fundamentals of strategic advantage, Porter's competitive forces model, information Technology for strategic advantage, implications for managers and organizations.

2. **Information Technology Infrastructure:**

IT infrastructure and emerging technologies, Infrastructure components, Introduction to Telecom systems, Typical Telecommunication Network technologies, Management issues in infrastructure.

3. **Telecommunication Systems and management:**

Use of telecommunication media, Strategic integration of telecommunication platforms, International telecommunication management, Role of customer, Business value of customer, introduction to CRM.

4. **Knowledge Management System:** Managing knowledge, Knowledge management value chain, Types of Knowledge management systems, Knowledge work systems, various intelligent techniques – Neural networks, GA and Experts systems.

5. **E-Commerce:** Electronic commerce fundamentals, scope of e-commerce, essentials of e-commerce processes, electronic commerce payment systems, e-commerce applications and issues, Business-to- Consumer (B2C) e-commerce, Business-to-Business (B2B) e-commerce, M-commerce.

6. **Securing Information Systems:** Security challenges of IT, Computer crime and privacy issues, business value of security and control, framework for security and control, technologies and tools for security.

TEXT READINGS:

- Murdick, Information System for Modern Management- PHI, 2009
- Loudon, Management Information Systems, Pearson,2010

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M.B.A. (Executive)
Specialization **Human Resource**
SEMESTER – IV

EH-1

HUMAN RESOURCE DEVELOPMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of human resource and its development.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. Human Resource Development: Concept and Historical Perspective, Elements of Good HRD, HRD and Organizational Effectiveness.
2. HRD Mechanisms I: Training- Training Policy, Assessing Training and Development Needs, Design of Training Systems, Implementation and Evaluations of Training System, Employee Counseling, Performance Appraisal-Different Methods and their impact on Employees Effectiveness.
3. HRD Mechanisms II: Career Planning and Development, Succession Planning, Potential Appraisal, Coaching – The Skills of Coaching, coaching and performance management, Mentoring- Selection of Mentor, Mentoring Methods and their Benefits
4. HR Accounting and Information System.
5. HRD Audit

Text Readings

1. T.V. Rao, “**HRD Audit**”, New Delhi, Sage Publications, 1999.
2. Kandula, Strategic Human Resources Development, PHI, 2009

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Specialization **Human Resource**
SEMESTER – IV

EH-2

INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of industrial relation.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Case.

Course in detail:

1. Industrial Relations in India, Overview and Appraisal, industrial Disputes Act, 1947.
2. Workers Participation in Management (WPM): Meaning, Objectives, Essential Conditions, forms, Reasons for Limited Success and Suggestions for Improvement, WPM in India.
3. Collective Bargaining: Meaning, Functions, Process and Prerequisites._
4. Industrial Employment (Standing Orders) Act, 1946.
5. Trade Unions: Meaning, Functions, Problems, Trade Union Movement in India and Trade Union Act, 1926
6. Factories Act, 1948
7. E.S.I.C. Act, 1948
8. Payment of Gratuity Act, 1972
9. Contract Labour (Regulation and Abolition) Act, 1970

Text Readings:

1. Padhi, Labour and Industrial Laws, PHI,2009
2. Sinha, Industrial Relations, Trade Unions, Labour Legislations, Pearson, 2010
- 3.

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Specialization **Human Resource**
SEMESTER – IV
EH-3
SOCIAL PSYCHOLOGY

Course Objectives

The Course aims at developing understating about the various functions activities of social psychology.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Social and Industrial Psychology: Definition, Nature and Background. _
2. Social Perception: Non-Verbal Communication, theories of Attribution, Impression formation and impression management.
3. Social Identity: Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self-focusing.
4. Social Influence: Conformity, Compliance and Obedience. _
5. Understanding Groups
6. Organizational Citizenship Behavior

Text Readings

1. Baron, Social Psychology, Pearson, 2010 12th Edition
2. Myers, Social Psychology, TMH, 2009

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Specialization **Human Resource**
SEMESTER – IV
EH-4

ORGANISATION DEVELOPMENT

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of organization development.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization_Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.
5. Emerging Trends in OD with special emphasis on future organizations.

Text Readings

1. Wendell L. French , Cecil N. Bell Jr. and Veena Vohra, “**Organization Development**” Pearson Education, 2009
2. French and Bell, organizational Development and Transformation, TMH,2009
3. Ramnarayan, T.V. Rao and Kuldeep Singh, Organizational Development, Response Books, Sage Publications,

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Specialization **Marketing**
SEMESTER – IV

EM-1

INTEGRATED MARKETING COMMUNICATION

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of marketing communication.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Understanding Integrated Marketing Communication: Understanding Marketing, Understanding Marketing Communication, Integrated marketing Communication, Marketing Strategy, Marketing Mix Strategy, Integrating IMC in the Marketing Mix, Communications, Communication Response Hierarchy, Consumer Involvement.
2. Advertising: Fundamental of an advertising campaign, spelling out the Strategy, Choice of Strategic Approaches, Concept of Big Idea, Creativity for Big Idea, Creative Execution of Big Idea, Creativity in Ad. Execution, preparing a creative brief, Creative Execution elements, celebrity support in execution.
3. Other Promotion Tools: Sales Promotion: Introduction to Sales Promotion, Types of sales promotions, Sales Promotions Objectives and budget allocation. Direct Marketing: Introduction, Elements, Media, Internet and Direct Marketing. Publicity: Objective and Tools.
4. Media Planning and Strategy: Print media, Broadcast Media, Out of Home Media, Developing the Media Plan.
5. Promotion Objectives and Budget Determination: Setting Communication objectives, The DAGMAR Approach, Budgeting for Marketing Communication, Arriving at Marketing Communication Budget, Allocating the Marketing communication Budget.
6. Measuring IMC Performance: Measuring Communication Effectiveness, Research to Measure Communication Effectiveness, Advertising Testing Process, Post-Testing Tools and Techniques.

Text Readings:

1. Belch and Belch, Advertising and Promotions: An IMS Perspective, TMH, 2009
2. Clow, Integrated Advertising, Promotion and Marketing Communication, Pearson, 2010
3. Shah, Advertising and Promotions an IMC Perspective, TMH,2008

Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore

M.B.A. (Executive)
Specialization **Marketing**
SEMESTER – IV

EM-02

INTERNATIONAL MARKETING

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of international marketing.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. The decision whether to internationalize:
 - a. Global Marketing in the firm.
 - b. Initiation of Internationalization.
 - c. Internationalization Theories.
 - d. Development of the Firm's International Competitiveness.
2. Deciding which markets to enter
 - a. Global Marketing Research.
 - b. The political and economic environment.
 - c. The socio cultural Environment.
 - d. The International market selection process.
3. Marketing entry strategies
 - a. Some approaches to the choice of entry mode.
 - b. Expert modes.
 - c. Intermediate entry modes.
 - d. Hierarchical modes.
 - e. International sourcing decisions and the role of the sub supplier.
 - f. Global e- marketing.
4. Designing the global marketing programme
 - a. Product decisions.
 - b. Pricing decisions and terms of doing business.
 - c. Distribution Decision.
 - d. Communication Decisions (Promotion Strategies)
5. Implementing and coordinating the global marketing programme
 - a. Cross-cultural sales negotiations.
 - b. Organization and control of the global marketing programme.

Text Readings:

1. R.S. Joshi, International Marketing, Oxford, 2009
2. Cateora Philip, International Marketing, Tata McGraw Hill, New Delhi.
3. Hollenson, Global Marketing, Pearson, 2010

RETAIL MARKETING

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of retail sector.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction: Introduction to Retail Management, Retail Marketing, Global Retail market, Challenges, Market Factors, HR, Technology, Supply Chain and Logistics, Retail in India size of Market, Challenges.
2. Retail Models and theories of retail Development, Environment theory, Cyclical theory, Conflict theory, Retail life cycle, Service Retail, Business Models, Factors Influencing retail shopper, Consumer Decision Making process.
3. Retail Strategies: Introduction, Simulation, Analysis, Strategic Plan, Retail Value Chain, Acquisitions and mergers, Franchising/Licensing advantages and disadvantages, Retail Brand, Franchising in India. Retail Store Locations, Steps involved Retail location.
4. Merchandising, Introduction evolution, role and responsibilities, Merchandise Planning Process and its implications, Merchandise Procurement, overview of evaluation merchandise performance.
5. Organization structure and HR Management in retail, Training and Motivation, Retail Store Operations, Customer Service, Service Environment, Managing Inventories.
6. Communication and Service: Retail Marketing Mix, Sales Promotion, Retail Store Design, Role of lighting, Fixture etc. Information Management for Retail, SCM, Collaborative Logistics, Cross Docking, Retail Logistics, Need for Supply Chain Management and Integration.

Text Readings:

1. Burman and Evans, Retail Management, Pearson, 2011
2. Pradhan, Retail Management: Text and Cases, TMH,2010

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M.B.A. (Executive) Specialization Marketing SEMESTER – IV
EM-4

CONSUMER BEHAVIOUR

Course Objectives

The Course aims at developing understating about the various functions, operations and activities of consumer behaviour.

Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

Course in detail:

1. Introduction:
 - a. Introduction Diversity in the Marketplace.
 - b. Consumer Research
 - c. Market Segmentation
2. The Consumer as an Individual
 - a. Consumer Motivations.
 - b. Personality and Consumer Behaviour
 - c. Consumer Perception.
 - d. Consumer Learning
 - e. Consumer Attitude Formation and Change.
 - f. Communication and Consumer Behaviour
3. Consumer in their Social and Cultural Settings
 - a. Reference Group and Family influences.
 - b. Social Class and Consumer Behaviour
 - c. The influence of Culture on Consumer Behaviour
 - d. Subcultures

1. Majumdar, Consumer Behaviour Insights from Indian Market, PHI,2010
2. Schiffman, Consumer Behaviour, 10th Edition,2010
3. Kumar, Consumer, Behaviour: Concepts, Reading and Cases: The Indian Context, Pearson, 2010

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M.B.A. (Executive) Specialization **Hospital Administration**
SEMESTER – IV
EH-1
HOSPITAL ADMINISTRATION

Objective: The objective of the course is to enable students to have a good understanding of Hospital Administration

Examinations : The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contents: Hospital administration

- Principles

Introduction to the hospital field.

- Definitions -- hospital and medical care, types, control.
- Functions-- medical care, prevention, professional education and research.
- Role of hospital in health spectrum.

Hospital of India-to-day. Classification & Accreditation

- Number ; type ; size ; distribution; ownership; utilization; rations; trends ; problems Trends of Hospital Administration Abroad.

Hospital administration

- Principles
- Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator

Organization of Hospital.

The governing authority; the administrator; business aspects; clinical aspects; channels of authority and communication.

Importance of qualified v/s non qualified, Medical v/s non Medical Hospital Administrator

Problems of hospital administration and their expected solutions.

Management of different Clinical , Para clinical , and Support service departments in Hospitals

Hospital hazards

Administration of Government (Rural , District & Municipal Hospital) v/s Private Hospitals

Administration of a teaching hospital. Administration of a corporate hospital.

Administration of a voluntary & charitable hospital.

Hospital utilization and its evaluation, Public Relations in Hospitals

Quality Management in Hospitals-Certification & Accreditation TQM in Hospitals

Management of Medical Records Department (manual & computerized)

Management of Hospital Information System (Manual, Online & Offline)

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M.B.A. (Executive) Specialization **Hospital Administration**
SEMESTER – IV
EH-1

MANAGEMENT INFORMATION SYSTEMS FOR HOSPITAL

Objective: - The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Content:

1. The meaning and use MIS systems View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, Systems Approach in Planning Organizing and Controlling MIS.
2. Planning Implementation and controlling of Management information systems.
3. Fundamentals of data processing computer operations of manual information systems, components of computer systems, flow chart, conversions of manual to computer based systems, computer systems Application software, Telecommunication Modem.
4. Management Decision Making, Characteristics and components of Decision support systems.
5. Systems Design: Systems design consideration, input/output design, forms design file organization and database, data management, file design, control and security.

Text Reading:

1. Robert G. Murdick, Information Systems for Modern Management, New Delhi .
2. Godzdam B. Davis and Margrathe, Management information systems.

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M.B.A. (Executive) Specialization **Hospital Administration**
SEMESTER – IV
EH-1

HOSPITAL PLANNING

Objective: The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals.

Examinations-The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The end semester examination will be worth 60 marks will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain cases/practical problems.

Hospital Industry- Definition of hospital, Effects of declaration of Industry status for hospitals, Types of care and hospitals, Type of ownership and hospital planning, provisions of subsidies and benefits for constructing hospitals in MP and other states.

Hospital Planning-

- Planning as a management function, Hospital Planning - Meaning & scope, steps of hospital planning from idea to inauguration of hospital,
- Concept of building a Hospital-- Availability of Finance & land, Feasibility Studies catchments area and demand analysis, Site Surveys--- Physical environment, possibility for expansion; utilities-water-electricity, sewer, lines, telephone, transportation etc.
- Guiding principles in planning Hospital facilities & services, Planning of type, size and facilities for Hospital, Facility Master Plan, Design (Internal & External Aspects), Design team—role and criteria for the choice of Architect, role of Engineers and hospital administrator in hospital planning and designing
- In the planning stages; preliminary sketches; final plans, working; drawing; specification; construction problems and contract modifications.
- Planning for Equipment** --preparing equipment list for the new hospital-Built in equipment, Non-expendable/ imported, Expendable equipment, Capital equipments.
- Role of Administration** in Building a Hospital Planning of Specified Hospitals--- 1000 bed hospital teaching or general/ 500 bed hospital/ 200 bed hospital/ Special hospitals-Primary Health Centre and community Health Centre.
- Alternation and addition in and existing hospital planning the maintenance department, Engineer's office, Workshop of various types.
- Concept and role of Hospital Consultancy
- Hospital Polices & other guidelines, Planning for Research & Education facilities, Future Expansion Plans, Accreditation Planning
- Recent trends in hospital planning, Pros and cons of Modular structures.

□ WHO Standards and Recommendations, National & International Standards

Recommended Text : Text Books on Hospital Planning and Management by Mc
Caullay, Kunders,
Tabish and Shakti Singh

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M.B.A. (Executive) Specialization **Hospital Administration**
SEMESTER – IV
EH-1

HEALTH ADMINISTRATION

Objective: The objective of the course is to enable students to have a good understanding of Health Administration.

Examinations

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the Student. The semester examination will be worth 60 marks. The Students are required to attempt 5 Question out of 7 Questions. All Questions carry equal Marks.

Course Contents:

Basic concepts:

- Meaning & Concept of Health, Disease , Care and Administration
- Various levels of prevention/care & cure, levels of management
- Health administration in India;
- Organization of health services at Centre, State & District level
- General introduction to organisation of health care delivery system in India.

Detailed Studies:

- An Overview of various committees and their recommendations on health care in India
- National Health Programs, their rationale and their impact
- Population demography & its medical significance
- Reasons for increasing need and demand for medical care and Need/Demand assessment
- Factors determining Availability and Cost of medical care steps/techniques to reduce the cost of medical care.
- Urban medical care system including that in metropolitan cities.
- Rural medical care including the role of State, NGO's, Private medical practitioners and community at large
- Organization and administration of better medical care
- National Health Policy and National Population Policy (Latest reviews)
- Information Education & Communication (IEC)
- Inter sectoral Co-ordination
- Healthcare resource planning and allocation
- Management of Cost Benefit Analysis of Healthcare Plans and Programs

- Success / Failure Analysis for various Health Plans, Programs, Schemes etc.and Research for their Causes.
- Significance of Materials Management in Healthcare.
- Alternative systems of health care :-General introduction and their role in overall healthcare system, Yoga & its Global relevance.
- Rehabilitation
- WHO and other International Health Agencies.
- Immunization, International recommendations for immigrant's vaccination
- Quarantine and Isolation.

Suggested text:

K Park Park's Text Book of Preventive and Social Medicine.

B.K. Mahajan Text Book of Preventive and Social Medicine

WHO publications