

Kannur University MBA Syllabus from the Academic Year 2023-24.

SEMESTER.I

MBMBA0ICOI : MANAGEMENT THEORY & PRACTICE

Course Objective :

To provide an understanding of basic concepts and principles of management will inculcate the ability to apply the multifunctional approach to organizational objectives. It enables the students to develop managerial skills required to create a productive work environment

Course Outcomes:

1. Understand management approaches, theories, and contributions of key thinkers.
2. Develop abilities to organize and manage a business organization.
3. Learn the skills to effectively recruit and manage staff
4. Understand the importance of properly directing and controlling the critical resources.
5. Develop awareness of the recent management issues.

Course Content:

Unit-I Meaning and scope of Management - Approaches to Management - Schools of Management thoughts - Contribution by modern thinkers - Processes and functions of management.

Unit-II Planning and decision making - Objectives - Concepts and principles - Elements Techniques-Processes - Types of plans- Implementation - MOB - Organizing: Nature and purpose of organizing -Formal and informal organization - Organization levels and span of management Decantation - Centralization and decentralization -Delegation of authority

Unit-III Staffing - Recruitment & selection - Performance appraisal -Training & Development - Directing and leading - supervision - motivation- leadership and communication-Controlling: The control process - Control techniques - Concept of repining and budgeting.

Course Objective To provide an understanding of basic concepts and principles of management will inculcate the ability to apply the multifunctional approach to organizational objectives. It enables the students to develop managerial skills required to create a productive work environment

Unit-IV Key issues in Modern Management - sustainable development-corporate social responsibility corporate governance - Recent management trends - crisis management - knowledge management - talent management - electronic business- business analytics-management of big data.

Text Books:

1. Principles of Management : P. C. Thripathi and P. N. Reddy
2. Essentials of Management : Harold Koontz & Heinz Weirich

Reference Books:

1. The Practice of Management : Peter Drucker
2. Management : Stoner J
3. Essentials of Management: Joseph.L. Massie
4. Management and Organization : Louis Allen
5. Management: Concepts & Strategies : J.S.Chandan
6. Management: Principles Processes and Practices : Anil Bhat and Aryakumar

7. Management text and cases : A. Satyaraju and A. Parthsarathy

SEMESTER-I MBMBA01CO2 : ECONOMICS FOR MANAGERS

Course Outcomes :

1. Understand basic concepts and theories of micro economics.
2. Develop critical thinking skills with the use of economic techniques .
3. Develop the ability to analyse different business situations by employing various tools of econometrics
4. Improve decision making skills in demand forecasting , production . pricing etc
5. Ability to apply economic models in business decision making.

Unit-I - General Foundations of Managerial Economics, Nature and scope of managerial economics - Circular flow of activity, - Basic principles of managerial economics-managerial economics and decision making - Nature and objectives of the firm - Basic idea on Managerial theories of the firms Baumol's model, Mary's Theory , Williamson's Theory.

Unit-II - Demand analysis and estimation - meaning of demand - determinants of demand - types of demand - individual, market and firm demand, law of demand - elasticity of demand - demand forecasting - methods of forecasting demand .

Unit-III - Production Analysis - production function - laws of production - economy & diseconomy of scale - laws of returns and business decisions-. Cost Analysis - Various concepts of cost - cost output relationship - cost control and cost reduction.

Unit IV - Pricing - theory of price - pricing policies and practices - pricing of a new product., Price determination --.under perfect competition - under monopoly - under monopolistic competition - under oligopoly.

Text Books:

1. Managerial Economics : Gupta G.S
2. Managerial Economics : Varshney and Maheshwary

Reference Books: 1. Managerial Economics : D.N Dwivedi

2. Managerial Economics : Liia J Truett and Dale B Truett
3. Managerial Economics : Dominick Salvatore
4. Managerial Economics : Mote Paul & Gupta
5. Managerial Economics : Chopra. O P
6. Business Economics : Adhikary M
7. Business Economics : Mankar and Din

SEMESTER-I
MBMBA01C03 COMMUNICATION FOR MANAGERS

Course Objective The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, verbal and non verbal medium. Sensitivity towards cross-cultural communication will be developed with familiarity in global business etiquette and protocols.

Pedagogy' Lectures, Assignments, Practical exercises, Case discussion, Seminars etc
Core Course 4 Credits 4 teaching hours. pct service i Hrs. End S Exam :80 Marks

Course outcomes : L Understand the principles of effective communication.

2. Relate the importance of communication to business situations
3. Gain an awareness on how to apply business etiquette appropriately in professional settings, including communication norms, behavior, and attire.
4. improve communication, presentation and speaking skills.
5. Design organizational communication that effectively uses presentations. reports etc.

Course content

Unit-I - Communication : Principles of communication-Types of communication: Verbal and non verbal communication -Methods and media of communication - Process of communication - Impromptu Communication - Barriers to communication - Strategies for improving communication effectiveness.

Unit-II- Organizational Communication- Types of organizational communication -communication interpersonal influences-Principles of effective organizational communication - Causes of poor Organizational communication - Effective leadership communication - Cross culture communication -Public speaking skills- presentations skills-Interviewing- How to face an interview- preparation before, during and after interview, Dos and Don't s of interview- Business etiquette-group discussions -Listening skills.

Unit-III - Non-verbal communication-postures-body language- power of silence-Written communication- Structures and methods of written communication - Letter for different kinds of situations - Enquiries-Customers' complaints-Collection letters - Sales promotion letters.- Memorandum- Notices -Reports-Memo - Agenda - Proposals -Minutes - Professional papers - Agreement documents -Press releases - Preparation resumes.

Unit IV - Conducting meetings-Procedure - Preparing agenda, minutes and resolutions-Conducting seminars and conferences- Group discussion-Drafting speech -Report writing - Structure of reports - Long & short reports -Formal & Informal reports -Technical Reports- Norms for including Exhibits & Appendices.

Text Books:

- 1 Business communication : P C Bhatia
2. Business Cor-respondence & Repon \\rriting: RC Sharma & Krislma Mohan
3. Business Communication : Gufly Mary Elenn

SEMESTER-I
MBMBA01C04- : ACCOUNTING FOR MANAGERS

Course Objective

The Objective of the course is to develop an insight into the postulates, principles and tools of financial accounting from the managerial perspective. The course also aims to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organization.

Pedagogy Lectures, Assignments, Practical exercises, Case discussion, Seminars etc 4 Credits
4 teaching hours. per week 3 Hrs.

End Sem. Exam : 80 Marks

Course Outcomes:

1. Understand principles and practices of accounting
2. Gain theoretical knowledge and its application in real time accounting.
3. Become capable of preparing financial statements of companies.
4. Comprehend emerging trends in accounting and computerization of accounting systems
5. Gain skills to analyse financial statements and make appropriate decisions.

Course Contents:

Unit I- Nature of Accounting-Branch's of accounting-Types Of ownership- Capital Structure- GASP Concepts and Conventions - Preparation of journal, ledger, and trial balance.

Unit II- Trading, Profit and Loss account and Balance sheet Preparation - Management accounting -utility and limitations - ratio analysis - comparative statement - common size statements.

Unit III - Elements of Cost - Types of Costs - Preparation of Cost Sheet - Absorption costing Vs Marginal Costing- Preparation of Income statement- Cost Volume Profit Analysis- Break - even chart preparation.

Unit IV - Depreciation -meaning causes methods of calculating depreciation: Straight Line Method, Core Course Diminishing Balance Methods, and Annuity Method - Emerging Issues in Accounting:

Human resource Accounting (theory), Forensic Accounting (theory). and Sustainability Reporting. Applicability of INDIANS - Indian Accounting Standards.

Reference books: Fundamentals of accountancy :R. L.Gupta.

Management Accounting :S.PGupta Cost Accounting :M.L.A-sarual

Financial Accounting :S.N.maheswar

Advanced cost accounting :S.PJain and Narang

Human Resource Accounting : K. Kanaka Raju. Bharat's Nerv Ela of

Forensic Accounting: Jyot Baxi &: T N Manohar

SEMESTER.I
MBMBAOI CO5 -INDIAN BUSINESS ENVIRONMENT

Course Outcomes:

- 1. Understand the economic, technological, social, political, legal, ecological, and global policies of the country.**
- 2. Gain the ability to evaluate the complexities of the Indian business environment and their impact on the business.**
- 3. Develop the skills to analyze the relationships between Government and business**
- 4. Gain confidence to evaluate present and future opportunities in the business environment.**
- 5. Increase awareness of the interrelationships between the various Indian and Global economic institutions.**

Course Content:

Unit-I -Business Environment- Concept- significance- environmental analysis - Economic Environment - Patterns of Indian economy - characteristics of Mixed economy - sectors of economy and their relative importance - Planning commission vs. NITI Aayog - Monetary & Fiscal Policy - GST - implications of economic environment to business.

Unit-II - Technological and Social Environment - Features, Impact of Technology on business, Technology and Society; industrial Revolution 4.0, Issues & Challenges; Social Environment Business Ethics- Its impact on Business Decisions

Unit-iii - Political Environment: Importance - Political factors that affect the business environment - Demonetization concept - Legal environment: Importance - its impact on business - Environment Impact Assessment Report (EIA) - National Green Tribunal (NGT) - Land Acquisition, Rehabilitation and Resettlement Bill 2013

Unit-IV - Investment Environment - Capital Market - Capital market institutions - SEBI & its functions - Foreign investment in India - Global Environment :Globalization - Meaning - Role of WTO - WTO Functions - IBRD- Trade Blocks, BRICS, SAARC, ASEAN in Globalisation.

Tert Books: 1. Business Environment- Text & Cases : Francis Chcrunilam
2. Business Environment: Justin Paul

Reference Books:

- 1. Indian Economy : Datta R and Sundaram KPM**
- 2. Economic and Managerial Environment : Surinder P Pruthi**
- 3. Economic Environment of Business : Adhikary**
- 4. Indian Industrial Economy :**

SEMESTER-I

MBMBA01C06: QUANTITATIVE TECHNIQUES FOR Managers

Course Objective

To make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Pedagogy

Lectures, Assignments, Practical exercises, Case discussion , Seminars etc Core Course 4 Credits ,1 teaching hrs. per week 3 Hrs.

End . Exam :80 Marks

Course Outcomes:

- 1 Understand the role of quantitative techniques in managerial decision-making.
2. Ability to apply basic mathematical concepts to solve real-world business problems effectively.
3. Improve the capacity to analyses and interpret data using various descriptive statistical measures.
4. Increase skills to take data driven business decisions .
5. Create innovative business solutions using quantitative techniques.

Course Content Unit I - Introduction to Quantitative Techniques-Definition and importance of quantitative techniques-Role of quantitative techniques in managerial decision making-Basic mathematical concepts and terminology.

Unit II - Descriptive Statistics-Measures of central tendency (mean, median, mode)-Measures of Dispersion - Range - Quartile Deviation Mean Deviation - Standard Deviation - Coefficients of Dispersion - Skewness and Kurtosis -Frequency distributions and histograms .Probability and probability distribution: Basic concepts of probability-Probability distributions-Bayes Theorem Binomial Distribution- Poisson -Distribution - Normal Distribution.

Unit III - Sampling and Estimation-Sampling techniques - Sampling distributions-Estimation of population parameters (point estimation, interval estimation)-Confidence intervals Hypothesis Testing-Null and alterative hypotheses-Types of errors (Type I and Type II errors)- Tests of hypothesis-Chi-square test and analysis of variance (ANOVA) - t test and Z test- Correlation and Regression Analysis: Different Types of Correlation Karl Pearson's coefficient of correlation Spear-man's rank correlation- Regression Analysis-Sirenic linear regression-Multiple regression

Unit fV - Introduction to decision support systems (DSS)-Data analytics and business intelligence-Data visualization techniques-Case studies and applications of quantitative techniques in business.

Text Books :

- 1. Statistics for Management**
- 2. Statistical Methods for Management**
- 3. Business Statistics**

Reference Books :

- 1. Statistics for Management using MS Excel**
- 2. Quantitative Techniques fbr Managerial Decisions**
- 3. Mathematics and Statistics**
- 4. Mathematical and Statistics for Management**
- 5. Business Statistics for Contemporary Decision Making**

MBMBA01C07

Business Ethics and corporate governance

Course Objective

To provide an understanding of basic concepts and principles of management will inculcate the ability to apply the multifunctional approach to organizational objectives. It enables the students to develop managerial skills required to create a productive work environment

The course introduces the concept and importance of business ethics, corporate governance and aims to sensitive participants towards consequences of their decisions involving ethics.

Pcdagogy : Lectures, Assignments, Practical exercises, Case discussion, Seminars etc Core

Course 4 Credits 4 teaching hrs. per week 3 Hrs. End Semr. Exam : 80 Marks

Course Outcomes:

- 1. Understand philosophical frameworks that shape the sense of morality while doing business in a cross-cultural global business environment.**
- 2. Sensitize participants towards negative outcomes of unethical practices at the level of organization, community, environment and self.**
- 3. Facilitate the development of critical thinking to solve ethical dilemmas in work life**
- . 4. Develop the sensitivity to implement an ethical work culture in an organization .**
- 5. Ability to create an ethically self governing system.**

Course Content:

Unit I - Business ethics - Meaning - Definition -Scope - Objectives- Ground Rules - Classification- The Utilitarian view - The separatist view - The integration view - Myths - Ethics Vs Morality- Ethical considerations in business and the costs of being unethical-

Arguments against business ethics- Business Ethics: Cross-County Perspectives - Corporate social responsibility.

Unit II - Ethical Dilemma - Ethical Decision Making - Philosophical frameworks for ethical decisions: West-em Teleological, De ontological and Modem theories- Ethical Reasoning Ethical issues - Ethics Course Objective The course seeks to bridge the gap between the ethical behavior of the individual and the ethical challenges posed by organized business activity in the global marketplace.

Management Programs - Benefits of Managing Ethics in Work Place - Organization Ethics Development System (OEDS) - Code of ethics - Guidelines for developing Comprehensive Ethics program -Value based leadership. Unit III - Ethical Values - Characteristics - Types - Importance - Basic principles of management as per ancient Indian wisdom and insight - work life in Indian philosophy - Indian ethos for the work life - Indian values for the work place - Respect for elders - Respect fbr hierarchy and status - Rights and duties - Quality of work life in Indian philosophy - Work Ethics - Work Culture - Ethical Theories - Ethical Values- Professional Ethics- Environmental Ethics - Challenges of Cyber Age - Intellectual Property rights - Discrimination related to gender - caste and class - Sexual harassmt at work place.

Unit IV- Corporate Governance : Meaning - Mechanism - Principles - Code of Corporate Governance - Audit Committee - Role of Independent Directors - Protection of Stakeholders - Corporate Social Responsibility - Changing Roles of Corporate Boards with changing tinctures - Whistle blowing concept and implementation of ethical policy in the organization - Issues in Corporate Govemance - Emerging Trends - Cases in Business ethics and Corporate Governance.

Reference:

- 1. Bhatia, S.K., Business Ethics and Corporate Covemance, Deep & Deep Publication.**
- 2. B.N Ghosh, Business Ethics and Corporate Govemance, Mc Graw Hill.**
- 3. Daniel Albuquerque, Business Ethics, Oxford Univ. Press**
- 4. Laura P Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.**
- 5. Chakraborty, S.K., Management by Values, Oxford Univ. Press**
- 6. C., Femando, Business Ethics and Corporate Govemance. New Delhi: Pearson''**
- 7. Sanjay Mohapatra , Case Shrdies in Business Ethics and Corporate Govemance. New Delhi: Pearson.**
- 8. Griseri, P, &Seppala N, Business Ethics and Corporate Social Responsibiliry. South-Western Cengage Lear:ring 9**
- . Sims., R.R, Ethics and Corporate Social Responsibility, Why Giants Fall. Greenwood publishing.**

MBMBA02C08 FINANCIAL MANAGEMENT

Course Objectives The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. It considers the main financial decision facing a company, approaches how these decisions are made and introduces analytical tools

Pedagogy Lectures. Assignments, Practical exercises, Case discussion, Seminars etc

Course Outcomes:

- 1. Recognize the importance of financial management from a strategic perspective**
- 2. Ability to compute cost of capital and develop innovative financial strategies**
- 3. Develop skills to understand and discuss the dividend policy of a firm.**
- 4. Analyze the capital structure decisions through relevant models.**
- 5. Ability to take both long-term and short-term financing decisions**

Course content:

Unit-I- Financial Management - Financial goals - Profit vs. Wealth Maximization; Finance Functions - Investment, Financing and Dividend Decisions - Cost of Capital - Significance of Cost of Capital - Calculation of Cost of Debt - Cost of Preference Capital - Cost of Equity Capital (CAP Model and Gordon's Model) and Cost of Retained Earnings - Combined Cost of Capital (weighted/Overall).

Unit-II - Operating and Financial Leverage - Measurement of Leverages Effects of Operating and Financial leverage on Profit - Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage. Capital Structure Theories - Traditional approach - M.M. Hypotheses - without Taxes and with Taxes Net Income Approach (NI) - Net Operating Income Approach (NOI) - Determining capital structure in practice

Unit-III Capital Budgeting - Nature investment Decisions - Concept of time value-investment Evaluation criteria - Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) - NPV and IRR comparison- Dividend Policies - Issues in Dividend Decisions - Relevance Theory - Walter's Model - Gordon's Model - Irrelevance Theory - M-M hypothesis - Dividend Policy in Practice - Forms of Dividends - Stability in Dividend-Policy - Corporate Dividend Behavior.

Unit-IV Management of Working Capital - Significance and types of Working Capital - Calculating Operating Cycle Period and Estimation of Working Capital Requirements - Short Term Asset Management: Strategic Planning and Estimation of Short-Term Funding. Need -

Financing Sources Management of Cash(Cash budget preparation, Baum's model, Miller & Orr Model), Inventory GOQ, EBQ calculations & Stock level calculations)and Receivables (Problems of extending and contacting credit periods).

Reference Book

- 1. Financial Management :I.M.Pandey**
- 2. Basic Financial Management :Khan My. Jain Pk**
- 3. Financial Management : Chandra, Prasanna,.**
- 4. Fundamentals of Financial Management : Bhabatosh Banerjee,**
- 5. Fundamentals of Financial Management ; Chandra Bose D**
- 6. Fundamentals of Financial Management : Preeti Singh**

MBMBA02CO9: MARKETING MANAGEMENT

Course Objectives	To Appreciate the relevance of Marketing in the organization and foresee career prospects in Marketing. To understand the integration of product, price, distribution, promotion, packaging, people and physical evidence as an integrated marketing concept. To understand the application of IT and communications trends on marketing.
Pedagogy'	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc
	4 Credits 4 teaching hours. per week 3 Hrs. End Sem. Exarn : 80 Marks

Course Outcomes:

- 1. Develop in students an understanding of various marketing philosophies.**
- 2. Ability to comprehend the marketing mix and their interrelationship with the marketing environment**
- 3 Understand the basis of segmentation, targeting of customers and positioning of products and services.**
- 4. Comprehensive understanding of consumer and organizational buying behavior.**
- 5. Ability to create and manage effective distribution channels.**

Unit-I - Meaning and Scope of Marketing - Marketing Philosophies - Marketing Management Process - Understanding the impact of Macro and Micro environment on Marketing - Marketing information system and Fundamentals of Marketing Research - Customer Value - Holistic Marketing - Global Marketing.

Unit-II - Concept of Marketing Mix - Consumer Buying Behavior - Organizational Buying Behavior - Demand Forecasting - Market Segmentation, Targeting and Positioning Strategies -Niche & Local Marketing - Value Proposition & USP - - Preparation of a marketing plan - Competitor analysis - Marketing Warfare Strategies.

Unit.III - Product and Pricing Decisions - Product Concept - Planning and Development - Types of Products - Product Levels - Major Product Decisions - Product Life Cycle - Nerv Product Development and consumer adoption process - Branding - Packaging and labeling decisions - Pricing Decisions - Determinants of Price - Pricing Process - Policies and

Strategies. Promotion decisions - integrated Communication process - Role of Promotion in Marketing -Promotional tools - Advertising - personal selling - publicity and sales promotion.

Unit IV- Designing Distribution Channels - Managing Conflicts and Controls in Channels - introduction to Inventory management - Warehousing - Transportation and insurance - Building customer satisfaction contention - Emerging trends and issues in marketing Societal Digital marketing Introduction to Marketing analytics, - Customer management - Rural marketing. Social media marketing. - Search engine-

Suggested Readings: 1. Philip Kotler, Kevin Lane Keller. Abraham Koshy, and Mithridates Jha;

"Marketing management - A South Asian Perspective" Pearson Education India Limited, New Delhi, 2. KS Chandrasekhar.

"Marketing array strengthen and Cases". Vijay Nicole Publishing.

3. Etzel.M., Walker,B., Stanton, W., and Pandit, Marketing Management. Tata McCraw Hill, New Delhi

4. Ramaswamy" VS., and Narayana, S Marketing Management: Global Perspective Indian Context, Macmillan Publishers India Ltd.. New Delhi

5. Saxena. Rajan. Marketing Management. Fourth Edition. Tata McCraw Hill Education Pvt. Ltd., New Delhi. (r. Louis E. Boone and David L. Kurtz, Principles of Marketing. Cengage Learning.

7. P. Kotler, William, M., and O.C. Ferrell. Marketing Planning. Implementation and Control, Cengage Learning. New Delhi. u. Etzel Walker : Fundamentals of Marketing. Stanton, Tata-McGraw Hill, New Delhi 9. McCally F..J : Basic marketing : A Managerial Approach. Irwin. New York.

MBMBA02c10 ;OPERATIONS RESEARCH

Course Objectives	To acquaint the student with the applications of Operations Research to Business and industry and help them to grasp the significance of analytical techniques in decision making
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion. Seminars etc
Core Course	4 Credits 4 teaching hours. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcome:

- 1. Understand the fundamental principles and concepts of Operations Research.**
- 2. Demonstrate proficiency in solving transportation and assignment problems.**
- 3. Develop decision-making skills under different environments and effectively construct decision trees to analyze complex business scenarios.**
- 4. Apply the various OR tools to analyze and improve single-channel systems.**
- 5. Understanding the concept of duality and performing sensitivity analysis for decision-making.**

Course content:

Unit-I - Introduction to Operation Research (O R) - features, importance, scope of OR - OR and modern business management-Modeling in OR -Types of Models-general methods of solution for OR models tools of OR-phases of OR- Limitations of OR

. Unit-II - Programming techniques - Linear programming and applications formulation of mathematical model to LPP Linear programming graphical methods - maximization problems - minimization problems - Concepts of duality- Sensitivity anal

Unit-III - Transportation problem Basic assumption and uses of TP- Transportation algorithms North West Corner Method (NWCM) - Least Cost Method (LCM) - Vogel's Approximation Method (VAM) - MODI method - Degeneracy in transportation problem -

unbalanced TP- Maximization in TP . Assignment problem-mathematical formulation of assignment problem- difference between transportation problem and assignment problem- Solution methods of assignment problem- Hungarian method- maximization assignment problem-unbalanced assignment problem- Prohibited assignments.

Unit-IV - Decision theory- components of decision problem- pay off table and regret tables- Types of decision making environment- Decision making under certainty, risk and uncertainty - decision tree Inventory control- objectives and causes of inventory control- Deterministic models- Queuing theory - single channel problems - Simulation - Monte-Carlo simulation - problems

Text Books:

Operations Research concepts and cases : Frederick S. Hillier and Gerald J. Lieberman

Operations Research : R. Panigrahi Quantitative Techniques in Management : N D Vohra

Operations Research : J K Sharma

Reference Books:

Operation Research : Wayne. Winston. Operation Research with C programs : S. Kalavathy

Operation Research : Rathindra P. Sen Introduction to operations Research : Billy E. Gillett

Operation research for management : Gupta.M.P. & J.K.Sharma

Operation Research -Techniques for Management : Banerjee.B

Operations Research principles and Applications : G.Srinivasan

MBMBA02C11 ORGANIZATIONAL BEHAVIOR

Course Objectives	To familiarize the students with the basic concepts of an organization and to enhance the understanding of the interaction between the individual and the
Pedagogy'	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc
Core Course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcome:

- 1. Ability to diagnose and effectively deal with the issues of human behavior in organizations.**
- 2. To apply different theories of motivation in the real situation affecting human behavior in an organization**
- 3. Improve skills to analyses and apply different styles in managing change and conflict management.**
- 4. Increase awareness on how to deal with diversity in the workplace.**
- 5. Ability to manage and work with and in groups.**

Course Content:

Unit-I - Organizational behavior - Meaning-Contributing disciplines to the OB field Emerging challenges and opportunities for OB - Various approaches to study of Ob.

Unit-II - Basic psychological processes - Perception - Factors influencing perception Attribution theory Laming - Theories of learning - Basic motivational concepts - Theories of motivation.

Unit-II - Personality - determinants of personality Theories of personality - Major personality attributes influencing organizational behavior Attitudes and job satisfaction- Stress management, Basic idea on emotional and Social intelligence.

Unit-IV - Group Dynamics - Basic forces of group behavior - Team management - Basic styles of leadership - recent trends in readership style: servant Leadership, authentic leadership ,level 5 leadership - Power and politics in organization Change management - conflict management , Organizational Development - Basic idea on nature and Techniques of organizational development Interventions - Grid management - Transactional analysis .

Text Books:

- 1. Organizational Behavior : Fred Luthans**
- 2. Organizational Behaviour : Robbins .S P**
- 3. Organizational Behavior : Umasekharan**

Reference Books

I . Understanding Organisational Behar,iour : Uday Pareek

2 Human Behaviour at Wort : David Kcith .

3 Managing individual and -group behaviour in organizations C Fieldman & Hugh Arnold

4. Organization theory & design : Edwin Gerlof

5 Organizational Behavior : Porter LW. Lauler EE & Hackma

MBMBA02C12 HUMAN RESOURCE MANAGEMENT

Course Objectives	To aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resources so as to facilitate employing, maintaining and promoting a motivated force in an organization.
Pedagogy'	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc
Core Course	4 Credits 4 teaching hours. per week

Course Outcome

- 1 - To understand the foundations of managing human resources .**
- 2. Ability to independently manage and plan for the workforce.**
- 3. To undertake recruiting , staffing and manpower planning.**
- 4. Ability to design and carry out effective performance appraisal in an organization.**
- 5. Gain skills to design appropriate compensation and exit packages for the human resources.**

Course Content -

Unit-I Introduction to Human Resource Management: - Nature, Scope,-Functions- Objectives-Processes Importance and Evolution of HRM- Roles and responsibilities of HR managers, Competitive Challenges in HRM: Technological Changes- Workforce Diversity- Employee Empowerment- Managing Protean Careers-Moonlighting Phenomenon etc.

Unit II - Strategy and Workforce Planning: Strategic Planning and HR Planning- - Job Analysis- Job Design: Behavioral Concerns- Ergonomic Considerations and Flexible Work Schedules.. Expanding the Talent Pool: Recruitment. Selection- Career Management- Career Development Initiatives: - Training & Development

Unit-III - Performance Appraisal Programs- Processes and Methods- Job Evaluation- Managing Compensation- Incentives and Employee Benefits- Health and Social Security Measures-. Computing Turnover and Absenteeism, Managing Labor Relations- An Overview

Unit IV HR - Strategic Human Resource Management- International Human Resource Management and talent migration- Human Resource Information Systems- Human Resource Audit Human Resource Accounting ,Wellness Programs and Work Life Balance- QWL, Workplace spirituality and Green HRM.

Text Books

- 1. Human Resource Management : Snell et al**
- 2. Human Resource Management : Gomez, Mejia et al**

Reference Books

- 1 . Armstrong's Handbook of Human Resource Practice: Armstong, M.**
- 2. Human Rcsource Management: Lepak, D. & Gowan M**
- 3. Human Resource Management : Ivancevich ,1. HRM an Introduction : Denisi, A S, GritIn,R W**

MBMBA02C13 PRODUCTION AND OPERATIONS MANAGEMENT

COURSE OBJECTIVES	This course is designed to help the students understand the role of operations in improving the efficiency of an organization in- To help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance
PEDAGOGY	Lectures, Assignments, Practical exercises. Case discussion, Seminars etc
CORE COURSE	4 Credits 4 teaching hours. per week 3 Hrs. End Sem EXAM 80 Marks

Course Outcomes:

- 1. Understand the role of operations in both manufacturing and service organizations**
 - 2. Understand the significance of operations strategy in the overall business.**
 - 3. Gain knowledge on the importance of facilities location**
 - 4. Learn different types of production processes and facility layout**
 - 5. Develop a thorough understanding of range of inventory models available as also the suitability of particular inventory model in a particular context**
- .

Course Content:

Unit I - Production as an organization function-Importance of Production Function- Scope of Production and Operations Management - Types of Production Systems -Strategic Operation

Management - Operations Strategies - Elements of Operations Strategy - 5 Ps of Operations - Emerging trends in Operations Management.

Unit II - Plant location & Layout : Location Theories -Steps in Location - Location Models - Plant Layout -Factors influencing layout -Principles of layout - Layout Tools and Techniques - Materials Handling - Material Handling Principles - Types - Selection and Design of Handling System.

unit III - Materials Management - Vendor Rating - Inventory Models - EOQ -Reorder point - EOQ with Discounts - MRP-I,MRP-II - Selective Inventory Control(SIC) -Just In Time(JIT) - Basics of Kanban - VMI and ERP - Work Study - Work Measurement.

Unit IV - Role of production planning & control in Operations Management -Factors Determining Production Planning -Aggregate Planning -Master Production Schedule - Scheduling - Loading - Routing -Product Planning for Various Production Systems - LineBalancingandsequencing - EBQ - CapacityPlanning - Quality Management System - Statistical Quality Control(SQC) -Total Quality Management (TQM) - Six sigma - Lean operations and Toyota Production System - SCM Basic Concepts - TPM - overview of FMS and Robotics.

Text Books:

- 1. Production Management - Systems and Synthesis : Starr. Martin K**
- 2. Production and Operations Management : Paneerselvam**
- 3. Production and Operations Management : S.C. Sharm**

Reference Books

- 4. Production and operations management : Kanishka Bedi**
- 5. Production and Operations management : Norman Gaither**
- 6. Production and operations Management : Martin K. Staff**
- 7. Production & operation & Management : Aswathappa**
- 8. Production and operations management : S N. Chary**
- 9. Production and operations management : V K Khurana**

MBMBA02C14 RESEARCH METHODOLOGY

Course Objective	To understand the meaning and significance of research methodology and its applications in managerial decision-making. To develop the skills to define and formulate research problems,. conduct literature reviews, and -generate hypotheses. To equip students with data processing and analysis techniques, interpretation skills, and report writing abilities using statistical software packages.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc
Course credit	4 Credits 4 teaching hours. per week 3 lrs End Sem. Exam : 80 Marks

Course Outcomes:

- 1. Demonstrate a clear understanding of research methodology concepts and their relevance in managerial decision-making.**
- 2. Ability to formulate research problems, develop hypotheses, and conduct literature reviews effectively.**
- 3. Skills to apply various research designs, data collection methods, and ethics considerations in real-world research scenarios.**
- 4. Ability to analyze and interpret research data using appropriate statistical techniques**
- 5. Develop skills to present research findings professionally through comprehensive reports.**

Course Content

Unit 1: Research Methodology - Meaning and Applications of Research Methodology
Importance of research in managerial decision making - The Research Process and types of Research. Defining the Research Problem - Problem Formulation and Statement of Research Problem- Scop and limitation of research- Review of literature process- Hypothesis formulation and testing

Unit 2: Research Design - Need for research design- Variables and research framework
research GAP. Types of data and its features. Significance of Interdisciplinary research. Types of Research Designs - Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches - use of longitudinal and cross-sectional research - Applications of research.

Unit 3: Data collection Process - Data collection and its significance- Sampling process - probability and non probability Sampling Designs. Observational and other survey methods Fieldwork in research. Development and designing of tools of data collection - questionnaire validation process- Attitude measurement Like scales - Levels of measurement and questions of Validity and reliability.

Unit 4: Data Processing and report - Analysis and Interpretation of Data- Data cleaning and descriptive analysis- Uni-variate analysis, Bi-variate analysis - Correlation and Regression. Theoretical idea of Testing of Hypothesis and interpretations-Parametric and Non-parametric tests - 't' test, One way ANOVA, two-way ANOVA and Chi square statistic, Practical application of Mann Whitney, Kruskal Wallis tests . Essential ideas of Multivariate analysis of data, Factor Analysis, Cluster Analysis, Conjoint Analysis & Discriminant Analysis - Use of Statistical Software Packages. Reporting of research work - Types of Reports - Format of Report- Presentation of Response.

Text Books: Bennet, R. (2018). Management Research. Oxford University Press. Cooper, D. R., & Schindler, P. S. (2019).

Business Research Methods. (13th ed.). McGraw-Hill Education. Kothari, C. R. (2014).

Research Methodology: Methods & Techniques. (3rd revised ed.). New Age International (P) Ltd. Reference Books Bryman, A., & Bell, E. (2015).

Business Research Methods. (10th ed.). Oxford University Press. Carlberg, C. (2013).

Statistical Analysis: Microsoft Excel 2010. Que Publishing. Paneerselvarn, R. (2014).

Research Methodology. (2nd ed.). PHI Learning Private Limited. Bajpai, N. (2017).

Business Research Methods. Excel Books. Chinna, K., Karuthan, C., & Wan Yuen, C. (2017).

Statistical Analysis using SPSS. Pearson

MBMBA03C15 A ORGANIZATIONAL STUDY

MBMBA03 C16 :LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVE	To understand the strategic role of logistics management. It focuses on studying the important modes of logistics operations .To know supply chain techniques in an international perspective.
PEDAGOGY	Lectures, Assignments, Practical exercises ,Case discussion, Seminars etc
Core Course 4	4 Credits 4 teaching hrs. per week 3 Hrs End Sem. Exam : 80 Marks

Course Outcomes:

- 1. Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.**
- 2. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally**
- 3. Examine the activities in supply chain management**
- 4. To develop competencies to become a logistic professional.**

Course Content

UNIT-I - Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management -Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis. SCM and Logistics relationships.

UNIT-II - Sourcing strategy: Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning. Channels of Distribution -meaning, factors- - Transportation Functionality and Principles; Multi modal

Transport: Modal Characteristics; Modal Comparisons; Air Cargo Transport; Coastal and Ocean transportation

, UNIT-III - Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Consumer Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards-. Inventory Strategy - meaning and process.

UNIT-IV- Containerization: Genesis, Concept, Classification, Benefits and Challenges, Loading, Key issues in Containerization; Inland Container Depot (ICD): Roles and Functions, Advantages and disadvantages; CFS: Functions, Importance; – Customer Service Strategy: Identification of Service needs, cost of services .

References:

- 1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.**
- 2. Burt, Dobbler, Starling, World Class Supply Management, TMH.**
- 3. Donald J Bowersox, David J Closs, Logistical Management, TMH**
- 4. Pierre David, “International Logistics”, Biztantra.**
- 5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, IndV**
- 6. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning 1. and Operation; Pearson Education**

MBMBA03C17 : BUSINESS LAW

Course objective	To provide knowledge about important laws relevant to individuals, business and individuals, business and industry.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc
Core course	4 Credits 4 teaching hrs. per week 3 Hrs End Sem. Exam : 80 Marks

Course Outcomes:

After completing the course, students will be able to

- 1: Familiarize themselves with various legal issues in business transactions.**
- 2. Enhance critical thinking and problem solving regarding legal issues by reviewing factual situations .**
- 3. Acquire knowledge of basic legal terminology.**
- 4. Applying sound legal reasoning to the real problems in the organization in compliance with the legalities.**

Course Content

Unit I - Indian Contract Act, 1872 – Definition - Essentials of a valid contract - Classification of contracts - Offer and acceptance – Consideration - Capacity to contracts - Free consent -

Legality of object - Illegal agreements - Performance of contract - Discharge of contract - Remedies for breach of contract - Quasi contracts .

Unit-II - Sale of Goods Act, 1930 - Essentials of a contract of sale - Sale and agreement to sell - Conditions & Warranties - Transfer of property - Rights and duties of seller and buyer-remedies for breach: Rights of Unpaid-seller. Consumer Protection Act, 1986 - Salient features and objectives - Different Consumer redressal Forums - Composition and jurisdiction of district, state and National forum - Mode of complaints-procedures for disposal of complaints – Penalty

Unit-III - Negotiable Instruments Act, 1881- Definition and characteristics of negotiable instruments - Parties to a negotiable instrument and their capacity-Cheques -Bills of exchange - Promissory notes. Basic idea about Ombudsman

.Unit-IV - Companies Act, 2013 - Definition - Nature and kinds of companies - Formation-Memorandum & Articles of association – Prospectus -Membership in a company - Company management - Meetings and proceedings - Winding up of companies .

Text Books:

- 1. Elements of Mercantile Law : N D Kapoor**
- 2. Business Law including Company Law : S S Gulshan**

Reference Books:

- 1. Business Laws and Corporate Laws : P C Tulsian ,**
- 2. Business Law : M C Kuchchal**
- 3. Business Law : M S Pandit & S Pandit**
- . 4. Legal Aspects of Business : Akhileshwar Pathak**
- 5. Anson's Law of Contract : Anson & J Beatson**
- 6. Indian Contract Act : Pollock & Mulla**
- 7. Legal Aspects of Business : Akhileshwar Pathak**
- 8. Consumer Protection Jurisprudence : Balakrishna,Justice Eradi**

MBMBA03C18 : INFORMATION TECHNOLOGY

Course Objective	o gain a comprehensive knowledge and understanding of the role and importance of information systems in business and management and to assess the impact of the Internet and Internet technology on business electronic commerce and electronic business.
Pedagogy	Lectures, presentations and discussions for conceptual awareness, reviews of research articles, field surveys for collection of consumer data, book reviews and case analyses.
Core course	4 credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes;

- 1: Understand the processes of developing and implementing information systems**
- 2: Improve business processes through the effective application of information technology concepts and practices.**
- 3: Have knowledge of the different types of management information systems.**
- 4: Understand the basic concepts and technologies used in the field of management information systems.**

Course Content

UNIT I - Foundations of information systems : System concepts – components of an IS – IS resources Management Information & Decision Support Systems – Management Information Systems – Expert Systems – Examples, Executive Information Systems - Strategic roles of IS - Business Information Systems – Marketing Information Systems – Manufacturing – Information Systems – Human Resource Information Systems – Accounting Information Systems, Financial Information Systems – Transaction Processing System.– trends in IS.

UNIT II - Strategic uses of IT – using IT for strategic advantages – Managing Data Resources: Data resource management – types of databases – database management approach – data

warehouse, data mining. Enterprise networking – trends in telecommunications – the Internet revolution – the business value of Internet, Intranet and Extra net. Business Analytics and Big Data – Scope and Importance.

UNIT III - E Business : IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models – Enterprise e-Business systems – Customer relationship management (CRM) – Enterprise resource planning (ERP) and Supply chain management (SCM) E-Commerce Systems: Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements – Clicks-and- bricks in e-Commerce- m- Commerce.

UNIT IV - Security and ethical challenges: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – inter networked security defenses – security measures – Information Technology Act 2008 in India. Enterprise and global management of IT: Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and microeconomic challenges Global business/IT strategies and applications – global IT platforms

Text books:

- 1. Information Systems Today : Leonard Jessup and Joseph**
- 2. Management of Information systems : S.A. Kelkar**
- 3. Introduction to Information Systems :Alexis Leon and Mathews Leon**

Reference Books:

- 1. O'Brien, J. A, Marakas, G. M. Management Information systems (10th Edition) McGraw Hill, New Work: 2011**
- 2. Kenneth, C. L. Jane P. L Management Information Systems (12th Edition) Pearson Education New Jersey 2010**
- 3. Tesone, D. F. Hospitality Information System & E-commerce John Wiley & Sons,**

MBMBA03 E 01: Marketing Elective course

Consumer Behavior

Course Objective	To provide a strong conceptual understanding of Consumer Motivations, buying decision processes and their applications in actual purchase situations ·To extend the conceptual knowledge to the purchase, acquisition and consumption of emerging products and services
Pedagogy	Lectures, presentations and discussions for conceptual awareness, reviews of research articles, field surveys for collection of consumer data, book review and case analyses.
Core course	4 credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes :

- 1. To relate the concepts with actual buying situations**
- 2. To examine the various motivators and dimensions of individual and social buyer behavior**
- 3.To design research frameworks for collecting and analyzing consumer data through systematic field surveys to cover various products and services.**
- 4. To apply different models in the consumption of emerging digital and physical services.**

Course Content :

Unit 1 – Foundations of Individual & Social Buying Behavior - Consumer Decision Making Environment, Family Decisions and Reference Groups – Gifting Behavior- Creating conceptual models of buying situations using theoretical foundations and/or actual cause and effect variables. E.g. Generation Z, Millennial, Women and Digital Consumers

Unit 2- Psychological Foundations - Consumer Exposure and Message responses- Pr-attentive processing, Just Noticeable Differences, Subliminal Perception – Cognitive Learning- Central & Peripheral Routes of Persuasion – Consumer perceptions of Self and Brand identities – Role of Gender Identity in Consumer Socialization and Product/ Brand Image. Unit 3 – Conceptual Models - Elaboration Likelihood Model, Ideal Point Model, Theory of Reasoned Action, Zeithaml’s Model for Price, Quality and Value

Unit 4 – Consumer Research and Practice - Analysis of research articles on consumption of various products and services- emerging trends, tools and techniques in consumer research – Application of concepts in segmentation, targeting, promotions and analytics of digital consumers in popular social media platforms and streaming media.

Textbooks :

- 1. Consumer Behaviour : Schiffman and Kanuk**
- 2. Consumer Behaviour : Ramanuj Majumdar**
- 3. Consumer behaviour : Mudit Sharma**

References Books:

- 1. Consumer Behavior : Building Marketing Strategy | 14th Edition- David L. Mothersbaugh, Del I. Hawkins, Susan Bardi Kleiser & Amit Mookerji (McGraw Hill, 2022)**
- 2. Consumer Behaviour- Prof. (Dr.) Smriti Srivastava, Prof. (Dr.) Divya Gangwar, Prof. (Dr.) Pavitra**
- 3. Consumer Behavior, (12th Ed)- Kumar Leon G., Schiffman;Joe, Wisenblit;S. Ramesh (Pearson Education, 2018)**
- 4. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World- Chuck Hemann , Ken Burbary (Que Publishing, 2018)**
- 5. Indian Journal of Marketing**

6. Case Studies in Brand Management & Services Marketing – Simon George (Manipal University Press)

7. Leveraging Consumer Behavior and Psychology in the Digital Economy - Norazah Mohd Suki, Norbayah Mohd Suki (Business Science Reference, 2020)

**SEMESTER III
MARKETING MANAGEMENT ELECTIVE COURSE**

MBMBA03E02 : SALES AND DISTRIBUTION MANAGEMENT

Course Objective	To make the student aware of issues related to sales force management focusing “selling” as a tool of Marketing Communication. The study of Channel Management offers an appreciation of logistics of information and goods, and exposes students to the types of systems required to optimize organizational efficiency through this function.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc.
Core course	4 Credits 4 teaching hours per wee 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes:

- 1. Understand the basic concepts and techniques of selling and their applications to managerial decision makings in the field.**
- 2. Describe and formulate strategies to effectively manage a company's sales operations.**
- 3. Apply the interpersonal and team skills necessary in successful relationship selling.**
- 4. Able to design and implement various channel strategies.**

Course Content

Unit I - Introduction to Sales Management: Scope and Importance- Emerging Trends of Sales Management - Types of Salesperson - Personal Selling Process - Theories of selling.

Unit II - Sales Organization: Setting up a Sales Organization - Basic types of Sales Organization - Sales Planning, Sales forecasting, Budgeting - Sales Forecasting - Management of Sales Territory - Routing - Setting sales quotas - Sales Force Management: Sales Force Job Description- Recruitment and Selection- Training Sales Personnel Sales Force Motivation - Changing roles of Sales force Compensation- Evaluating Sales Performance

Unit III - Distribution Planning and Control: Functions of Intermediaries - Types and Role of Channel Intermediaries in India for Consumer and Industrial Products - Patterns of Distribution-Marketing channel systems - Channel Strategy and Design -Selection - Motivation and Evaluation of channel partners

Unit IV - Channel management - Power - Channel coordination - Channel Conflict- Ethical and Legal Issues in Sales and Distribution Management in Indian context - Logistics and Marketing Channels: Physical Distribution, Logistics, Supply Chain Management - Objectives - Overview of Transportation, Warehousing and Inventory Decisions - Reverse logistics – Technology in logistics – Recent trends

Text Books: 1. Sales Management : Still, R. R. & Cundiff, E. W., Govoni, N. A. P.

2. Marketing Channels - A Management View : Rosenbloom, Bert

3. Sales Management : Venugopal, Pingally

4. Marketing Channels - A Relationship Approach : Pelton, Lou E; Strutton, David; Lumpkin, James R.

Reference Books:

1 Selling and Sales Management : Jobber, David and Lancaster, Geoffery

2. Sales Management : Tanner, Honeycutt and Erffmeyer

3. Sales and Distribution Management : Panda, T.K. and Sahadev, S 4. Sales and Distribution Management Text and Cases : Havaladar, K K. and Cavale, VM.

Semester III-

FINANCE MANAGEMENT ELECTIVE COURSE

MBMBA03E09 :Security Analysis and Portfolio Management

Course Objective	This course aims to provide a basic knowledge of the investments field and the investment environment. It aids in comprehending the functionalities of the securities market and in construction of optimal portfolio through theories and practices of modern portfolio choice and investment decision. The course will acquaint students with some fundamental concepts such as analysis of security risk and return, risk diversification, portfolio selection, portfolio revision etc. The outcomes are also expected as a way to apply certain techniques to evaluate and analyze risk and return characteristics of securities such as individual stocks, mutual funds, and government and corporate bonds
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc
Core course	4 Credits 4 Teaching hrs. per week 3 Hrs End Sem exam : 80 marks

Course Outcomes:

- 1. Demonstrate a broad and coherent knowledge of risk and return profiles of individual financial assets such as equity, bonds, option and the ability to apply these to investment contexts.**
- 2. A broad and coherent understanding of portfolio analysis, optimization and performance evaluation and the ability to apply these to investment contexts**
- 3. Demonstrate a broad and coherent understanding of both passive and active investment strategies involving various asset classes**

4. Use a range of cognitive and communication skills to review, analyses, consolidate and synthesize relevant information drawn from a range of sources in order to demonstrate critical thinking and judgment in solving complex investment-related decisions.

5. Work independently and/or collaboratively to plan and execute tasks to enhance professional knowledge and skills in the area of investment analysis and decision-making.

Unit – I - Understanding Investments and Securities Markets - The Investment Decision Process Investment vs. Speculation- The Indian Securities Market: Constituents, Regulations and Trading Investment Alternatives: Marketable and Non-marketable Securities -Returns and Risk Measurement of Risk and Return: Ex-post and Ex-ante-Risk and Return in a Portfolio Context

. Unit - II - Portfolio Theory - Introduction to Portfolio Theory-Diversification and Risk Mark and Efficient Frontier- Asset Pricing Models; The Capital Asset Pricing Model (CAPM)- Security Market Line-Arbitrage Pricing Theory- Other Multi factor Models-Market Efficiency-Variou s Forms of Efficient Markets- Tests and Implications of Various Efficiency Levels.

Unit – III - Fundamental Analysis - Economic Analysis: Global and Domestic Economic Indicators, Business Cycles - Industry Analysis: Analysis of Industry and Sectors, Life Cycle and Competitive Analysis, Industry Forecasts- Company Analysis: Analysis of Company Strategies, Interpretation of Financial Results, Earnings and Profitability Estimation. Fixed Income Securities & Derivatives .Pricing and Valuation- Interest rate risk and Bond Prices- Duration and Immunization- Bond Portfolio Management- Futures and Options. Valuation of Equity . Discount Models (Dividend & Free Cash Flow)-Relative Valuation methods (PE, P/BV, MV/BV etc.)- Issues and Perspectives on Valuation.

Unit – IV - Technical Analysis - Conceptual Framework- Charting Techniques- Technical Indicators-Moving Averages and Stochastic Indicators. Portfolio Management- Specification of Investment Objectives-Portfolio Selection and Strategies Portfolio Re balancing- Application of Derivatives in Portfolio Management. Evaluation of Performance .Measures of Return- Risk Adjusted Measures of Performance- Market Timing Other Issues in Performance Evaluation.

Books and References 1. Jones, Charles P. Jones, ‘Investment Management’, 6th edition, John Wiley, New Delhi, 2019.

2. Reilly, Frank K., Keith C. Brown, ‘Investment Analysis & Portfolio Management’, 6th Edition, South-Western College, USA, 2002

. 3. Chandra, Prasanna, ‘Investment Analysis and Portfolio Management’, 2nd Edition, McGraw Hill, New Delhi, 2021.

4. Bodie, Zvi , Alex Kane and Alan J. Marcus, ‘Investments’ 6th Edition, McGraw Hill, 2019.
 5. Gordon J. Alexander, F. Willian Sharpe and V. Jeffery Bally, ‘Fundamentals of Investments’,

5 th Edition, Prentice Hall, 2001.

6. Damodaran, Aswath, ‘Valuation: Security Analysis for Investment and Corporate Finance’, Latest Edition, John wiley, New York, 2006.

7. Elton, Edwin J. and M.J.Gruber, ‘Modern PortfolioTheory and Investment Analysis’, 4th Edition, John Wiley and Sons, 1991. 8. Francis, J.C., ‘Investments : Analysis and Management’, 5th Edition, McGraw Hill, 1991.

**Semester III-FINANCE MANAGEMENT ELECTIVE
 COURSE MBMBA03E10 :Financial Markets and Institutions**

Course Objective	To give the students insights into the principles, Operational policies, and practices of the prominent financial markets and institutions, their structure and functioning in the changing economic scenario and to make critical appraisal of the working of the specific financial institutions in India
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc
Core course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam :80 Marks

Course Outcomes:-

1. At the end of the course, students should be able to understand, financial architecture of an economy and its key players, the fabrication of Indian Financial markets, Working of Capital market, debt market, money market in India
2. It helps to analyse the functioning of different players in the financial market including Regulators like RBI ,SEBI, PFRDA and IRDA
3. It helps to identify the problems and challenges in financial markets.
4. After learning the course they will understand the role and importance of Central Bank, commercial and non-banking financial institutions in the economic development of the country.

Course Content

Unit I -Indian Financial System and major Institutions:- Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial

reforms and restructuring— Indian Fiscal Systems. Regulatory Institutions in India: RBI, SEBI, IRDA, PFRDA, Corporate Governance and SEBI Role of central bank and commercial banks, Commercial Banking : Role of Banks, NPA, Risk Management in Banks, Basel Norms, Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need and importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, CAMELS rating system, Basel Norms, MCLR based lending NBFCs and its types; comparison between Banks and NBFC

Unit II - Financial Markets in India: - Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Mutual Fund: types of Mutual Funds and different types of schemes, concept of NAV, Credit Rating Agencies : Role and mechanism, Merchant Bank: role and types, Venture Capital Funds concept, stages of investment , exit options; Private Equity. Foreign Exchange Market: Foreign Exchange Market (Introductory, only Conceptual) Foreign Capital – FDI & FII.

Unit III- Capital Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Primary and Secondary market, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split); on index with numerical, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins (with numerical), kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE. Corporate Listings: Listing and Delisting of Corporate Stocks Commodity Markets – Structure, Operations and trends.

Unit IV - Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Debt Market: Introduction and meaning, Primary Market for Corporate Securities in India: Issue of Corporate Securities, Market for Government/Debt Securities in India, Secondary market for government/debt securities, over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

Text Books: 1 .Financial Institutes and Markets :Bhole I.M

2. Indian Financial System-Markets, Institutions and Services : Pathak, Bharti V

Reference Books:- 1. Financial Services (8th ed) : Khan, M.Y.

2. Management and Financial Institutions :Hull. John C

3. Foundations of Financial Markets and Institutions :Fabozzi, Frank J.

4. Indian Financial System :Varshney and Mittal

Periodicals/Websites: Goods and Services tax

<http://www.gstcouncil.gov.in/about-gst> Insolvency & Bankruptcy Code:

<http://www.mca.gov.in/Ministry/pdf/TheInsolvencyandBankruptcyofIndia.pdf> RBI Guidelines on Payment Banks, Monetary Policy Committee, Universal Banking, CAMELS rating system and MCLR based lending.

Semester III-FINANCE MANAGEMENT ELECTIVE COURSE

MBMBA03E10 :Financial Markets and Institutions

Course Objective	To give the students insights into the principles, Operational policies, and practices of the prominent financial markets and institutions, their structure and functioning in the changing economic scenario and to make critical appraisal of the working of the specific financial institutions in Indi
pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars et
Core Course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam :80 Marks

Course Outcomes:-

1. At the end of the course, students should be able to understand, financial architecture of an economy and its key players, the fabrication of Indian Financial markets, Working of Capital market, debt market, money market in India
2. It helps to analyse the functioning of different players in the financial market including Regulators like RBI ,SEBI, PFRDA and IRDA
3. It helps to identify the problems and challenges in financial markets. 4. After learning the course they will understand the role and importance of Central Bank, commercial and non-banking financial institutions in the economic development of the country. Course Content

Unit I -Indian Financial System and major Institutions:- Structure of Indian Financial

System: An overview of the Indian financial system, major reforms in the last decade:

Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial reforms and restructuring– Indian Fiscal Systems. Regulatory Institutions in India:

RBI,SEBI,IRDA,PFRDA, Corporate Governance and SEBI Role of central bank and

commercial banks, Commercial Banking : Role of Banks, NPA, Risk Management in Banks,

Basel Norms, Products offered by Banks and FIs: Retail banking and corporate banking

products. Universal Banking: need and importance, trends and RBI guidelines, Core banking

solution (CBS); RTGS and internet banking, CAMELS rating system, Basel Norms, MCLR based lending NBFCs and its types; comparison between Banks and NBFC

Unit II - Financial Markets in India: - Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Mutual Fund: types of Mutual Funds and different types of schemes, concept of NAV, Credit Rating Agencies : Role and mechanism, Merchant Bank: role and types, Venture Capital Funds concept, stages of investment , exit options; Private Equity. Foreign Exchange Market: Foreign Exchange Market (Introductory, only Conceptual) Foreign Capital – FDI & FII.

**Unit III- Capital Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Primary and Secondary market, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins (with numerical), kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE. Corporate Listings: Listing and Delisting of Corporate Stocks
Commodity Markets – Structure, Operations and trends.**

devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

Text Books:

- 1 .Financial Institutes and Markets :Bhole I.M**
- 2. Indian Financial System-Markets, Institutions and Services : Pathak, Bharti V**

Reference Books:- 1. Financial Services (8th ed) : Khan, M.Y.

- 2. Management and Financial Institutions :Hull. John C**
- 3. Foundations of Financial Markets and Institutions :Fabozzi, Frank J.**
- 4. Indian Financial System :Varshney and Mittal**

Periodicals/Websites: Goods and ServicesTax-

<http://www.gstcouncil.gov.in/about-gst> Insolvency & Bankruptcy Code:
<http://www.mca.gov.in/Ministry/pdf/TheInsolvencyandBankruptcyofIndia.pdf>

RBI Guidelines on Payment Banks, Monetary Policy Committee, Universal Banking, CAMELS rating system and MCLR based lending

SEMESTER III-
Human Resource Management Elective Course
MBMBA03E18 : TRAINING & DEVELOPMENT: SYSTEMS & PRACTICES

Course Objective	To educate students on the importance of training needs and the issue of human resource development in organization.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.
Core course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sr. Exam : 80 Marks

Course Objective:

- 1. To understand training needs, identification of training needs, training processes, training methods, and evaluation of training;**
- 2. To inculcate training and development in the context of organizational strategy.**
- 3. To practice different or emerging trends in training and development;**
- 4. To train the employees for better performance**

Course Content:

Unit I - The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process Strategic Training: Models of Training- Faculty,

Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures, Training Investment Leaders etc.

Unit II - Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business

Unit III - Program Design: Learning Environment, Pr-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

Unit IV - Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development. Types of MDP's, EDP's/Seminars and Conferences, Symposium, Career Management: Traditional Career vs. Protean Career, Models of Career Development,

Challenges in Career Management: Onboarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T & D.

Text Books:

- 1. Training in Organizations : Goldstein, I.L. & Ford, J.K.**
- 2. Effective Training: Systems, Strategies and Practices : Blanchard, P. N. & Thacker, W. J.**

Reference Books:

- 1. Employees Training and Development : Raymond Noe, A**
- 2. Training for Organizations : O'Connor, Browner & Delaney**
- 3. Training for Organisational Transformation : Lynton Rolf, P. & Pareek, Udai**
- 4. The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills : Leatherman, D. (2007)**

SEMESTER III- Human Resource Management

Elective Course MBMBA03E19: PERFORMANCE MANAGEMENT

Course Objective	To apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.
Core Course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sr. Exam : 80 Marks

Course Outcome:

- 1. Understand and implement key elements in the performance of employees.**
- 2. Design a strategic organisational and departmental objective in terms of the human resource.**
- 3. Evaluate and select success factors and performance measures**
- 4. Deploy a successful methodology for developing and implementing goal metrics.**

Course Content :

Unit I - Foundations of Performance Management: Concept , Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management.. Performance Management versus Performance Appraisal; Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management.

Unit II - Planning and Implementation of Performance Management- Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

Unit III - Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Management Audit,

Unit IV - Other Performance Management and Development Issues: Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

Text Books:

- 1. Performance Management : Agunis, H**
- 2 Performance Management : Kohli, A.S. & Deb, T**

Reference Books:

- 1. Performance Management : Bagchi., S.N**
- 2. Performance Management: Putting Research into Practice : Smither, J.W.**
- 3. Performance Management and Appraisal Systems:HR Tools for Global Competitiveness : Rao, T.V**

4. Performance Management : Kandula, S.R

SEMESTER III - HEALTH CARE MANAGEMENT ELECTIVE COURSE MBMBA03E25 : HEALTHCARE MANAGEMENT

Course Objective	To comprehend the structure, organization and mechanism for administering sustainable healthcare services to the society .It also focuses on providing practical exposure to the governance of healthcare infrastructure in the country by benchmarking with global best practices.
Pedagogy	Lectures for introduction of concept, field visit to hospitals and healthcare service providers; seminars and symposium on the present and prospects o Healthcare Management
Core course	4 credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes

1. To describe the existing healthcare infrastructure in India

2. To illustrate the different applications of healthcare management principles
3. To assess the implementation of Governmental programmes at primary, secondary and tertiary levels of healthcare provision in the country.
4. To explore the advancements in Healthcare technology, policies and strategies.

Course Content

Unit 1: The Indian Healthcare Industry - Market statistics and trends-Present Government schemes Role of Public- Private Partnership in furthering the healthcare infrastructure in the country-Provisions in Union Health Budget- Indian Medical Association, Indian Healthcare Federation, Indian Dental Association-Medical Tourism in India- Opportunities and Challenges

Unit 2: The Organization for Indian Healthcare - Hospitals – Types, scope and functions – major healthcare centers in Delhi, Mumbai, Chennai and Bengaluru -Primary, Secondary & Tertiary Healthcare in India -Health Insurance – processes, providers, pros and cons- Diagnostics: As a service industry, advancements in diagnostics-Healthcare Marketing- Scope, approaches and case studies

Unit 3: The Pharmaceutical Sector - Leading National and International Pharma Companies and their products/ services.

Unit 4: Technology and Healthcare - Medical Devices and equipment for detection, diagnosis and curing of lifestyle diseases and critical illnesses-Latest trends in Information Technology applications in the healthcare sector

Texts & Reference

1. **Management of Healthcare Organizations: An Introduction (Third Edition) - Peter Olden (Publisher-Health Administration Press, 2019)**
2. **Healthcare Management- Anam Faruqi (OrangeBooks Publication, 2021)**
3. **Medical Tourism and Inequity in India: The Hyper-Commodification of Healthcare (The Anthropology of Tourism: Heritage, Mobility, and Society)- Kristen Smith (Publisher: Lexington Books, 2023)**
4. **Doctorpreneur: The Best Business & Marketing Book in the World for Healthcare Providers – Clay Clark & Timothy Johnson (Publisher: Thrive Edutainment, LLC, 2020)**
5. **Indian Brand Equity Foundation Sectoral report and other Industry Reports**
6. **Online news portals (The Economic Times, The Hindu Business Line)**

SEMESTER III - HEALTH CARE MANAGEMENT ELECTIVE COURSE

MBMBA03E28 : HOSPITAL ADMINISTRATION

Course Objective	The course trains the students to master general administration, planning and infrastructure management of hospitals. It helps to stay abreast of developments in functional areas of hospital management. It aids to up skill in health informatics and health insurance which is considered vital in the healthcare industry. As a whole it gives a broader understanding of the healthcare field.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc.
Core Course	4 Credits 4 Teaching hrs. per week 3 Hrs End Sem exam : 80 marks

Course Outcomes

- **Demonstrate adequate knowledge and mastery of techniques relevant to hospital management and/or to demonstrate a clear understanding of concepts, information and techniques at the forefront of the hospital management discipline**
- **Develop awareness of the responsibilities of senior hospital management, including understanding the role and functions of hospitals and their health care context and prepare to handle the management and development issues faced by a hospital manager, including structure and organization; planning and managing resources; and reviewing and evaluating services.**
- **Recognize how operational problems and situations are handled in practice by undertaking and reporting at a hospital attachment**

- Formulate ideas and develop and participate in implementation of plans
- Take a proactive and self-reflective role in working and to develop professional relationship

Unit I Principles of Hospital Management and Hospital administration Hospital-Introduction- to give an idea about hospital and its role-peculiarities and factors influencing hospital care – Roles, responsibilities and profile of hospital administrator (CEO), applications of Hospital Information System (HIS) and Management Information System (MIS)- different types of models in healthcare administration.

Unit II Systems view of hospitals and emerging trends-Hospital as a system-System approach to hospital administration - Role of hospital administration in education and research.-Health and medical informatics for an improved healthcare delivery- Health Insurance- process and settlement-Admission and discharge procedures – discharge summary – hospital utilizations – statistics and census – report of different departments like matrons, Medical Officers (MO), ICU, NICU, ICCU and OT, security and maintenance department – Medico Legal Cases (MLC)- Significance of the meetings, follow-up services, feedback.

Unit III Hospital resource planning and administration of functional issues-Planning and management of materials and utility services- Purchase, finance department , ward management, Human Relation and employee welfare- Job description and specification for various departments, staff selection and recruitment, orientation program, training and counseling, guidance, public relation - Introduction of Medico Legal Aspects of emergency services, labor loss, consumer protection, transplantation of human organs etc.

Unit IV Legal Acts and Registration procedure-Laws pertaining to establishment, registration and regulations of hospital, Transplantation of Human Organs Act, 1994, Laws pertaining to health: Central Births and Death Registration Act, 1969, MTP Act, 1971, nursing home registration Act, Medical ethics / doctor patient relationship, preventive steps for doctors, consent form, life support medicine and other disciplines / anesthesia – legal recruitment of licenses, certificates for hospital.

Reference Books:

1. Hospital Management, SM Jha, Himalaya Publishing House
2. Hospital Administration, CM Francis & Mario C DSouza, Jaypee
3. Hospital Administration & Management, Sudhir Davra, Mohit Publications, New Delhi.
4. Principles of Hospital Administration and Planning, B. M. Sakharkar, Jaypee
5. Hospital Facilities Planning and Management, G. D. Kunders, Tata McGraw Hill
6. Hospital designs for healing, Prism Publications

7. Principles of Hospital Administration, John McGibbony

8. Hospital administration and planning, A. G. Chandorkar, Paras Publications

**SEMESTER-IV
MBMBA04C19 : STRATEGIC MANAGEMENT**

Course Objective	To enlighten the students with the concepts and practical application of business policy and the process of strategic management
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc
Core Course	4 Credits 4 teaching hrs. per weeks 3 Hrs. End Sem. Exam :80 Marks

Course outcomes :

- 1: Understand the fundamentals of Strategic Management, including Business Policy and its role in organizational success.**
- 2: Analyze the significance of Business Ethics in the context of Strategic Management.**
- 3: Develop skills in Strategic Formulation by conducting Environmental Analysis, including External, Organizational, and Industry Analysis.**
- 4: Comprehend the nature of Strategy Evaluation, including Review and Control.**
- 5: Analyze the relationship between Strategy and Organizational Structure and the need for creating a supportive culture for successful strategy implementation.**

Course content

Unit-I - Overview of Strategic Management –Business Policy and Strategic Management – Corporate, SBU and Divisional Strategies - Strategic Management Model – Business Ethics and Strategic Management. Strategic management Practice in India.

Unit-II - Business Vision, Mission, Objectives- Strategic Intent-Characteristics of Vision, Mission, difference between vision and mission statement -Types of Strategies- Generic and grand Strategies- Integration Strategies-Intensive Strategies-Diversification Strategies- Michael Porter Generic Strategies.

Unit-III - Strategic formulation; Environmental analysis; External, Organizational and Industry analysis, OCP & SAP, Scenario Analysis, SWOT, PESTEL, ETOP,QUEST; Strategic Analysis and Strategic Alternatives, Balanced Scorecard- Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice.

Unit IV - Strategic Implementation: The nature of strategic implementation- Resource allocation – Strategy and structure – Implementing strategies in functional areas. Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control.

Text Books:

- 1. An Integrated Approach to Strategic Management : C.W.L Hill & G.R Jones**
- 2. Strategic Management and Business Policy : Glueck, William F**
- 3. Business Policy & Strategic Management : Azhar Kazmi**

Reference Books:

- 1. Strategic Management : Hugh McMillan**
- 2. Strategic Management : Hitt, Ireland and Hoskisson**
- 3. Cases in Strategic Management : Budhiraja, S.B. and Athreya, MB.**
- 4. Strategic Management : John A. Pearce II , Richard B & Robinson, Jr.**
- 5. Strategic Management : J.D.Hunger & T.L.Wheelen**
- 6. Business Policy & Strategic Management : P.S Rao,**

SEMESTER-IV

MBMBA04C20 : Entrepreneurship and Start-ups

Course Objective	To familiarize the students with the concepts of entrepreneurship and entrepreneurial functions. This course will help the students to acquire entrepreneurial and business development skills Course Description. The course will familiarize the students with the process of entrepreneurship and the institutional Facilities available to an entrepreneur in India.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc
Core course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam :80 Marks

Course Outcomes:-

- 1. Upon successful completion of this course, students will be able to analyze and evaluate the key principles and concepts of entrepreneurship.**
- 2. By the end of the course, students will be equipped with the necessary skills to develop a comprehensive business plan.**
- 3. To learn the basic concepts of MSMEs and entrepreneurship.**

4. To understand the different phases of entrepreneurship, from pre start-up to growth and maturity

5. To identify the opportunities and avenues for financing new ventures and acquiring new businesses.

6. To study the life cycle stages of entrepreneur and various intellectual property rights associated with entrepreneurship

Course Contents:-

Unit I - Introduction to Entrepreneurship – concept and Definitions, Key attributes/skills of an entrepreneur, myths and realities of entrepreneurship - Types of entrepreneurs; role of entrepreneur in economic development, Entrepreneur and Professional manager - Intrapreneurship- concept, corporate practices, - Social entrepreneurship, rural entrepreneurship and women entrepreneurship-Problems of women entrepreneurs . Entrepreneurship Theories and innovation: - Entrepreneurship theories -Entrepreneurial motivation - Innovation- Process and techniques, Innovation and invention - Types of innovation,

Unit II - Entrepreneurial Development: – Entrepreneurial Development Programmes (EDPs): Need and objectives of EDP - Institutional Support systems for small entrepreneurs - DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs) . Entrepreneurship development indicators at global level. Position of India and Indian entrepreneurship firms in global environment - Start-up: meaning, start-up policies, start-up revolution in India, start-up ecosystem – Kerala state Start-up Mission Business Incubators.

Unit-III - Setting of SME –Formalities and steps in setting up an Enterprise- Location of Enterprise– incentives and subsidies. Acquiring an Established venture: Advantages and disadvantages of acquiring established business considerations for evaluating business opportunities – Methods of valuing a business - Franchising and franchisee's perspective.

Unit-IV - Financing a startup: Startup Choices- Financing and its effects on effective asset management– Alternate methods of financing- Venture capital and new venture financing-working out working capital requirement- Government agencies assisting in financing the project. Life cycle of an entrepreneurial venture - Role of an entrepreneur during various transition stages – growth- Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copyright and the concept of fair use- Protection of intellectual property.

Text Books:- 1. Dynamics of Entrepreneurship Development: Vasant Desai 2. Entrepreneurship Development : S.S.Khanka

Reference Books:-

1. Innovation and Entrepreneurship : Peter Drucker.

2. Innovation and Entrepreneurship : Christina Ellen Shalley, Michael A. Hitt

Reference Books:-

- 1. Innovation and Entrepreneurship : Peter Drucker.**
- 2. Innovation and Entrepreneurship : Christina Ellen Shalley, Michael A. Hitt, Jing Zhou.**
- 3. Projects: Planning, Analysis, Selection, Implementation : Prassana Chandra.**
- 4. Entrepreneurship: Peters Hisrich.**
- 5. Entrepreneurship Development: Anilkumar, Poornima.**

**SEMESTER-IV – MARKETING MANAGEMENT ELECTIVE
COURSE MBMBA04E05 : RETAIL MANAGEMENT**

Course Objective	To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc
Core Course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam :80 Marks

Course Outcome

- 1: Understand the principles and concepts of retail management.**
- 2: Analyze and apply effective strategies for visual merchandising and store layout.**
- 3: Demonstrate proficiency in inventory management and control techniques.**
- 4: Develop skills in customer relationship management and enhancing customer experience.**

Course Content

**Unit 1 : Introduction to Retailing : Retailing and Retailing in a changing environment
Significance of retail industry and Indian retail scenario and future prospects. - Retail management functions - Theories of retail development - Retail marketing mix.**

Unit 2 : Retail Formats and Consumers: Classification of retail stores - Understanding the Retail Consumers and the factors influencing retail shopper.- Consumer decision making process - Changes in the Indian consumer - Use of marketing research tools in retail settings .Store Location Analysis: Store location and its importance - Types of store locations - Steps in choosing location and the factors affecting location decisions - Location analysis - Measures of retail performance.

Unit 3 : Retail Merchandising and Pricing: Merchandising and the process of merchandising buying - Procedure for selecting vendors and building partnership - Concept of private labels and manufacturers' brand - Concept of category management . Retail pricing and its elements and factors - Developing a pricing strategy and Adjustment to retail price.

Unit 4 : Store Design and Visual Merchandising: Store image and store design - Components of exterior and interior - Consideration for selecting layout - Visual merchandising in retail - Safety and security measures. Multichannel retailing: integration of online and offline channels-E-commerce and m-commerce in retail – Digital marketing and social media in retail -Emerging trends and challenges in retail management.

Text Books

1. Retailing Management Levy M Weits

2.Retailing Management Gibson

3.Retailing Management Suja Nair

SEMESTER-IV – MARKETING MANAGEMENT Elective Course
MBMBA04E06 : ADVERTISING AND BRAND MANAGEMENT

Course Objective	To acquaint the learner with the industry and business of Advertising as a Marketing Communications Tool. and to provide a firm conceptual foundation of Brand, Brand Management, Brand Equity and its strategic implications
Pedagogy	Lectures for introduction of concept, Quizzes for brand awareness, recognition and recall, Case analysis on advertising campaigns, media planning and brand management.
Core Course	4 credits 4 teaching hrs. per week 3 Hrs. End

Course Outcomes

1. To explain the strategic role of advertising; how an Advertising Agency functions, and how it contributes to the revenue flow within the Ad Ecosystem.
2. To examine the impact of technology and social media on the Advertising sector
3. To prepare the learner for a career in Advertising in the roles of Account Executive, Media Manager, Brand Manager etc.
4. To understand the essentials of a brand, the stages of brand development, sustenance and continuity.

Course Content

Unit 1 - Advertising as a Marketing Communication Tool - Promotion Mix-Consumer Funnel and relevant examples -Hierarchy of Effects Model and DAGMAR approach to advertising- Concept of Advertising Effectiveness- classical and contemporary methods for measuring ad effectiveness.

Unit 2- The Advertising Ecosystem - Industry reports on advertising (Indian Brand Equity Foundation/ Pitch Madison Advertising Report) -Role of advertising agency as an interface between client and media- Organization of advertising agencies, roles & responsibilities in an ad agency-Careers in Advertising-Social Media/ Digital Advertising- SEO and SEM- Google Ad words and Ad sense- Content Marketing- Influence r Marketing- Social Media Analytics.

Unit 3- Financial aspects of Advertising - Methods for Setting Advertising Budget-Preparation of Media Plan -Measuring Advertising Returns on Investment (RoI)-Customer Lifetime Value (CLV) approach towards measuring RoI .

Unit 4- Concepts of Brand and Brand Management - Product Vs. Brand-Strategic Brand Management Process -Brand Health (Equity, Salience, loyalty) - Keller's Brand Equity Model-Brand Valuation-Brand Image and Brand Personality -Using Paperer's Brand Identity Prism with examples-Market Share and Brand Development Index-Brand Positioning & Re-positioning -Brand Reinforcement and Revitalization- Branding in Services Sector – Tourism, Media & Entertainment, Healthcare, Education, telecoms, Mobile applications-based services applications-based services

**Textbooks & References 1. Advertising Management (5th Edition)- Batra, Aaker, Myers, Swaminathan, Pearson, 2022 2. Advertising Management in a Digital Environment: Text and Cases- Kelley & Sheehan, 2021 ,
Routledge**

3. <https://advertising.amazon.com/library/guides/marketing-funnel>

4. Research articles on Advertising Effectiveness (e.g. A Study of Millennials's Preferences for Social Media Advertising in Delhi NCR, Indian Journal of Marketing, 2018)

5. <https://e4mevents.com/pitch-madison-advertising-report-2023/download-report>

6. <https://www.ibef.org/industry/media-entertainment-india>
7. https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview
8. <https://advertising.amazon.com/library/guides/advertising-budge>
9. <https://www.hubspot.com/ads-calculator>
10. <https://hbr.org/2017/07/a-refresher-on-marketing-roi>
11. **Brand Management (2 nd Edition)- Kirti Dutta , Oxford Publications (2022)**
12. **Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition- Kevin Keller and Vanitha Swaminathan (Pearson Global, 2019)**
13. **Advanced Brand Management -- 3rd Edition: Building and activating a powerful brand strategy- by Paul Temporal, Harriman House, 2019**

**Semester IV-Financial Management Elective Course
MBMBA04E13 : FINANCIAL DERIVATIVES**

Course Objective	To impart an understanding of the characteristics of the different financial derivatives, familiarize with the different pricing models of financial derivatives and to develop skills in application of derivatives for risk management..
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc
Core Course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam :80 Marks

Course Outcomes:-

- 1. Familiarize with the characteristics of the relevant financial derivative instruments.**
- 2. It helps to describe and explain the fundamental features of a range of key financial derivative instruments.**
- 3. Acquire knowledge of how forward contracts, futures contracts, swap and options work, how they are used and how they are priced.**
- 4. Ability to decide which securities to use for hedging and/or speculative purposes.**
- 5. It helps to exercise basic quantitative and mathematical skills in pricing derivative instruments.**

Course Content:

Unit I - Introduction to Derivative Securities: meaning, importance, Users of derivative instruments, Evolution of this market; Participants and functions – Development of exchange traded derivatives – Global derivatives markets – Exchange traded vs. OTC derivatives markets – Derivatives trading in India – L.C.Gupta Committee, J.R.Varma committee-Requirements for a successful derivatives markets Forward Contracts on Non-Dividend Paying Stocks ,Defining, pricing, using, and valuing forward contracts; cost-of-carry.Forward Contracts on Dividend Paying Stocks and Stock Indices .Forwards price/predict future dividends; dividend yield; transaction costs.

Introduction – Options terminology – Types – Options pay off – Equity options contracts in India – Index options – Stock options – Options trading strategies – Hedging – Speculation – Arbitrage – Straddle – Strangles – Strips and straps – Spread trading.

Unit III - Factors affecting options pricing – Option pricing models – Binomial pricing model – The Black and Scholes Model – Pricing of index options -Sensitivity of option premia (Delta, Gamma, Lambda, Theta, Rho). Interest rate options-caps-floors-collars-swaptions-hedging-credit derivatives-credit risk management -Currency futures and options-trading strategies - Weather, energy and insurance derivatives-Real options-Derivative mishaps-lessons.

Unit IV - SWAPS (Only theory): · Swaps: meaning, types, terminologies · Forward swaps · Swaptions · Equity swaps · Commodity swaps. Emerging Structure of Derivatives Markets in India- Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments.

Text Books:-

- 1. Options, Futures and other Derivatives: John Hull.**
- 2. Financial Derivatives: S.L.Gupta.**

Reference Books:-

- 1. Financial Derivatives: Parameshwaran.**
- 2. Options and Futures- An Indian Perspective: D. C. Patwari.**
- 3. Security Analysis and Portfolio Management: Punithavati Pandian.**
- 4. Security Analysis and Portfolio Management: Prasanna Chandra.**
- 5. A Guide to Indian Capital Markets: Sanjeev Aggarwal.**

**Semester IV-Financial Management Elective Course
MBMBA04E14 :INTERNATIONAL FINANCE MANAGEMENT**

Course Objective	To develop those skills that equip students to understand and appreciate the international financial issues that companies face when they operate in several separate countries.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc
Core Course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam

Unit I Global Financial Environment an Overview- Nature and Scope of International Financial management- Structure of Balance of Payments- Equilibrium, Disequilibrium and Adjustment

Unit II The International Monetary System –Special Commodity Standard- Gold Standard- Bretton Woods System of Exchange Rates-IMF

Unit III Foreign Exchange Market- Nature, Structure- Types of transactions- Exchange rate quotation & Arbitrage, Spot & Forward

Unit IV Foreign Exchange Market in India- Nature, Structure, Operations & Limitations, Exchange Rate Determination- Structural Models of Exchange Rate Determination-The Exchange Rate of Rupee Foreign Exchange Risk Exposure- Types of Risk- The Risk Management Process-Hedging Swaps- Futures, Options-Types of Derivatives- Role of SEBI/RBI.Foreign Investment Decision

Text Books:

- 1. International Financial Management : Bhalla. V. K**
- 2. International Financial Management : Siddaiah**

Reference Books:

- 1. International Financial Management : Apte, P.G**
- 2. International Financial Management : Vij. Madhu**
- 3. Multinational Financial Management : Shapiro**
- 4. International Financial Management : V. Sharan**

SEMESTER IV-

Human Resource Management Elective Course

MBMBA04E21: STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective	To appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance and International Context.
pedagogy	Lectures, Assignments , Case discussion,

	Seminars etc.
Core Course	4 Credits 4 teaching hrs. per week 3 Hrs.End Sr.Exam : 80 Marks

Course Outcome:

- 1. To understand the knowledge and skills of the disciplines that comprise the human resources field**
- 2. To implement strategic based decisions in role of human resources in the organization, Create and managing global workforces,**
- 3. Apply the theories and skills needed to become a strategic partner in the core business of the organization .**

Course Content:

Unit I - Introduction to SHRM: Definition, need and importance, evolution of SHRM, HRs New Role Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions

Unit III - International Human Resource Management- Introduction to IHRM, Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross- Cultural Problems, IHRM trends and Future Challenges

Unit IV - Global Human Resource Management Process- Global Human Resource Planning, International Staffing, Compensation and Benefits, Global Workforce Training and Development .Performance Management in International Organization, International Reward systems, Integrating two cultures, Models of people management in different cultures, Expatriation and Repatriation, Organizational Ethics in International Context

Text Books:

- 1. Strategic Human Resource Management ::Armstrong, M.**
- 2. Strategic Human Resource Management : Mello, J.**
- 3. International Human Resource Management Managing People in a Multinational Context. : Dowling, P.J. & Welch, D.E.**
- 4. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. : Vance, C.M. & Paik Y.**

Reference Books:

- 1. Strategic Human Resource Management. : Greer, C.**
- 2. Strategic Human Resource Development. : Kandula S. R**
- 3. International Human Resource Management Edwards, T. & Rees, C.**
- 4. International Human Resource Management: Text and Cases : Rao, P.L**

SEMESTER IV-Human Resource Management Elective Course
MBMBA04E22 : ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Objective	Focus on understanding various techniques in bringing out organizational effectiveness
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc
Core Course	4 Credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam :80 Marks

Course outcomes

- 1.Understand the the effect of change in the organisation**
- 2.Analyze the impact of technological advancements on the process of Organizational Development.**
- 3.Learn different data collection methods and techniques for diagnosing organizational issues.**
- 4.Manage the workforce in the real situation during resistance to change.**

Course content :

UNIT I - Organizational change- Introduction, nature of change, Determinants of change , Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning. Resistance to change- reasons for the resistance, overcoming resistance for the change ,skills of leaders in change management,

UNIT II - Organizational Development: Definition- Nature and Characteristics of Organization Development.-Theories of Planned Change.-Goals, Values, and Assumptions of OD: Competencies of the OD practitioner.Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Intervention

UNIT III - OD Intervention : Survey Feedback.Sensitivity Training, Process Consultation,- Third-Party Interventions, Team Building, Organization Confrontation Meeting, TechnologyDriven Interventions for Intergroup Relations: Exploring the use of digital collaboration tools and online platforms to address intergroup dynamics and foster collaboration.

UNIT IV - Human Process Interventions: Human process interventions (individual, group and inter-group human relations):Basic idea of the human process interventions. Individual based: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc., Group based: conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. Inter-group based: Organization mirroring, third party peacemaking interventions.OD's future.

Text Books

- 1. Organizational Development and Change : Cummings, T.G. & Worley, C.G**
- 2. Organizational Development : French, W., Cecil, H. Bell & Jr**

Reference Books:

- 1. An Experiential Approach to Organization Development : Brown, D.R. & Harvey, D**
- 2. Organizational Design and Change : Jones, G. R.**
- 3. Organizational Design and Development Concepts and Applications Srivastava, B**
- 4. The Road to Organic Growth : Edward.D.H**
- 5. Nilakant, V. and Ramnaryan, S., Managing Organizational Change, Response Books, New Delhi**

**SEMESTER IV- Healthcare management elective course
MBMBA04E29 : HOSPITAL PLANNING & ENGINEERING**

Course Objective	To gain an insightful and practical understanding of modelling, designing, developing and managing hospital construction projects.
Pedagogy	Lectures for introduction of concept, field visit to hospitals and healthcare service providers; seminars by architects, engineers and hospital consultants
Core Course	4 credits 4 teaching hrs. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes

- 1. To represent the hospital design and construction as a business project**
- 2. To prepare rough layout plans for hospital buildings and allied services**
- 3. To interpret the evolving approaches towards green and sustainable design**
- 4. To understand the regulatory provisions involved in the design and development of hospitals**

Course Content

Unit 1- Business & Design Concept of Hospital - The Business Model of the Hospital - Architectural Design & Design Review - Remodelling, Renovation and Expansion- Emerging views on hospital design - Best practices in ergonomic and sustainable hospital design

Unit 2- Hospital Project Management - Business Model & Business Plan- Accreditation & Regulatory Compliance- Financial Feasibility & Planning - Medical Equipment Planning - Inventory Management

Unit 3- Spatial Design & Planning - Bed Ratio and Hospital Size -Layout of key services- front office , casualty, specialities (general medicine, operation theatres, cardiology, radiology, dental, ophthalmology, synecology, neurology) .Waste Management in hospitals- Planning, Implementation, Maintenance

Unit 4- Support Services Design and Layout - Supportive Services -Clinical Laboratories- radiological services- medical records- front office- billing- staffing- housekeeping- transportation dietary services- emergency services- infection control- mortuary services.

Textbooks and References

- 1. Manual of Hospital Planning and Designing: For Medical Administrators, Architects and Planners- Ajay Garg & Anil Dewan (Publisher:**
- 2. Planning & Designing of Specialty Health Care Facilities- Shakti Kumar Gupta, Sunil Kant & Chandrasekhar (Publisher: Jaypee Brothers Medical Publishers, 2021)**
- 3. NABH Accreditation Standards for Hospitals (Latest Edition)**

SEMESTER IV- Healthcare management elective course

MBMBA04E30 : PATIENT BEHAVIOUR AND CARE

Course Objective	The Course is designed to understand and develop a system for better patient care. It also provides an understanding about the significance of quality health care, patient's rights, responsibilities of hospital staff etc. It helps to attain a general level of competence in hospital management and to enable them to act with creative, innovative and entrepreneurial potentials with management tools.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc.
Core Course	4 Credits 4 Teaching hrs. per week 3 Hrs End Sem exam : 80 marks

Course Outcome:

CO1. Build up competencies to specify approaches for planning, implementing, and managing social behavioral health education-focused programs and/or policies to promote human health.

CO2. Demonstrate deep knowledge in the legal aspects related with patient care and interventions.

CO3. Understand the drivers of patient health behaviours – Learn how to identify and interpret specific individual drivers of health behaviours.

CO4. Appreciate the significance of quality assurance and explain current trends in patient care.

Unit I Introduction – Patient Rights -Patient Behavior– Models of Patient Behavior-Patient Motivation–Patient Perception – Attitudes – Attitude Change – Personality-Patient Involvement and Decision Making- Reference Group Influence – Opinion Leadership – Family Decision Making Patient care -Importance of improving the quality care of patients- role of natural and human resources in patient care management- patient counseling- for surgical procedures, for treatment grief counseling- protocols- medicare standards.

Unit -II Policies and procedures of the hospitals for patients and personnel-Service Buying Behavior– Psycho-graphics – Lifestyles – – Information Search Process – Evaluating Criteria- Audit of Patient Behavior. Legal responsibilities -Essential documents-state license-civil rights-authority of examination- treatments-autopsy-responsibilities of medical staff – insurance-use of investigational drugs.

Unit –III Hospital Administration -Role of Medical Superintendent-Hospital Administrator Resident Medical Officer-Night duty Executive-Public and guest relation- importance in

patient care- information regarding patients- code of press relations- medical information- patient information booklets- attendants' management.

**Unit IV Geriatrics and gerontology – Economic and social implication of aging population
General policies and procedures of the hospitals for patients and personnel-need-legal
implications- Pollution Control Board act-Bio medical waste management-safe collection-
segregation-disposal-dumping , incineration and training.**

References:

- 1. Hospital Administration and Planning : Llewellyne Davis and H.M.Macacaulay,**
- 2. Hospital and Health services :Administration Principles and Practice : Syed Amin Tabish 3. Srinivasan A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi.**
- 4. Gopalakrishna, P., Materials Management, Prentice Hall, New Delhi.**
- 5. Gopalakrishna, P., Purchasing and Materials Management, Tata McGraw Hill, New Delhi.**
- 6. Raghuram, G. and Rang raj, N., Logistics and Supply Chain Management, Concepts and Cases.**
- 7. Sahay, B.S., Supply Chain Management for Global Competitiveness,**
- 8. Chopra, Sunil and Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Addison Wesley Longman, New Delhi**