

(Abstract)

M.B.A Programme- Scheme , Syllabus and Model Question papers (1st and IInd semester only) under Choice Based Credit and Semester System (in Outcome Based Education system- OBE) in Affiliated Colleges -Implemented with effect from 2023 admissions - Orders issued.

ACADEMIC C SECTION

ACAD C/ACAD C4/17849/2023

Dated: 01.09.2023

- Read:-1. U.O No. Acad C2/429/2017 Dated 08.09.2020
2. U. O No. Acad C1/21246/2019 Dated 07.12.2020
3 . U.O. No. Acad/C1/21246/2019 dated 16.02.2023 ,
4. U.O. No. Acad/C1/21246/2019 dated 20.04.2023
5. Minutes of the meeting of the CSMC & Conveners of Adhoc committee held on 15.06.2023
6. U.O. No. Acad/C1/21246/2019 dated 09.08.2023
7. Minutes of the Meeting of the Ad hoc committee for Management Studies held on 10.08.2023
8. Syllabus submitted by the Convenor, Ad hoc committee for Management Studies vide e-mail dated 25.08.2023

ORDER

1. A Curriculum Syllabus Monitoring Committee comprising the members of Syndicate was constituted for the Syllabus revision of UG & PG Programmes in Affiliated Colleges, vide paper read (1) above and as per the recommendation of this Committee in its meeting held on 20.11.2020, constitute a sub Committee to prepare the Regulation for PG programmes in Affiliated Colleges vide paper read (2) above.
2. As the reconstitution of Board of Studies of the University is under consideration of the Hon'ble Chancellor, considering the exigency of the matter, Ad hoc Committees were constituted vide paper read (3) above, & it has been modified vide paper read (4) above to revise the Curriculum and Syllabus of PG Programmes in Affiliated Colleges w.e.f 2023-24 academic year.
3. The combined meeting of the Curriculum Syllabus Monitoring Committee & Conveners of Ad hoc committee held on 15.06.2023 at syndicate room discussed in detail the draft Regulation, prepared by the Curriculum Syllabus Monitoring Committee, for the PG programmes under Choice Based Credit and Semester System to be implemented in Affiliated Colleges w.e.f 2023 admission and proposed the different phases of Syllabus revision process such as subject wise workshop , vide paper read (5) above.
4. Revised Regulation for PG programmes under Choice Based Credit and Semester System (in OBE- Outcome Based Education System) was approved by the Vice Chancellor on 05.08.2023 and implemented w.e.f 2023 admission vide paper read (6) above.
5. Subsequently, as per the paper read (7) above, the Ad hoc committee for Management studies finalized the Scheme, Syllabus and Model question papers of Ist & IInd semester M.B.A programme to be implemented w.e.f 2023 admission
6. As per the paper read (8) above, the Convenor, Ad hoc committee for Management studies submitted the finalized copy of the Scheme, Syllabus and Model question papers of Ist & IInd semester M.B.A programme for implementation w.e.f 2023 admission
7. The Vice Chancellor after considering the matter in detail and in exercise of the powers of the Academic Council conferred under section 11(1) Chapter III of Kannur University Act, 1996 and all other enabling provisions read together with, **accorded sanction to implement the Scheme, Syllabus and Model question papers of Ist & IInd semester M.B.A programme under Choice Based Credit and Semester System (in OBE- Outcome Based Education System) in Affiliated Colleges under**

the University w.e.f 2023 admission , subject to report to the Academic Council.

8. The Scheme, Syllabus and Model question papers of 1st and IInd semester M.B.A programme under Choice Based Credit and Semester System (in OBE- Outcome Based Education System) in Affiliated Colleges under the University w.e.f 2023 admission is uploaded in the University website
9. Orders are issued accordingly.

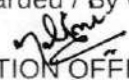
Sd/-

Sajesh Kottambrath
Assistant Registrar1
For REGISTRAR

- To: 1. Principals of Affiliated Colleges offering M.B.A Programme
2. Convenor, Curriculum Syllabus Monitoring Committee.
3. Convenor, Ad hoc Committee for Management Studies.

- Copy To: 1. The Examination Branch (Through PA to CE)
2. PS to VC / PA to PVC / PA to R/PA to FO
3. DR / AR 1 (Acad) /All sections of Academic Branch/Computer Programmer
4. SF / DF /FC
5. Web manager (for uploading on the website)
6. EG 1, EX C1 & EP III Sections.

Forwarded / By Order


SECTION OFFICER



B

KANNUR UNIVERSITY

**PROGRAMME REGULATION, COURSE OF STUDY,
SCHEME OF EXAMINATIONS & SYLLABI**

OF

**MASTER OF BUSINESS ADMINISTRATION
(M.B.A) PROGRAMME**

**CHOICE BASED CREDIT AND SEMESTER SYSTEM
FOR POSTGRADUATE PROGRAMME IN
AFFILIATED COLLEGES & EXTENSION CENTRES**

(OBE - OUTCOME BASED EDUCATION -SYSTEM)

(KUCBCSS-PG-2023)

ACADEMIC SESSION

2023-2024 ADMISSION ONWARDS

PROGRAMME REGULATIONS

The Regulations of PG Programme (KUCBCSS-PG-2023) is available on the Kannur University website. Following are the additional information with regard to MBA Programme under Credit Based Semester System for Affiliated Colleges and Extension Centres of Kannur University.

1. Title of the Programme

This Degree shall be called MASTER OF BUSINESS ADMINISTRATION (MBA).

2. Duration of the Programme

The duration of MBA Programme shall be a minimum of 2 years consisting of 4 Semesters. Each Semester consists of a minimum of 450 contact hours distributed over 90 working days.

3. Admission Eligibility

A pass in any bachelor's degree examination (10+2+3 pattern) in Arts, Science, Commerce, Management, Law, Engineering, Medicine, Agriculture etc. of Kannur University or any other Indian or Foreign University duly recognized by Kannur University as equivalent thereto. Candidates who are eligible to apply for admission to the programme are required to have scored not less than 50 % marks in aggregate or letter grade B under the grading system in the qualifying examination. However, candidates belonging to other backward communities are eligible for a concession of 5 percent marks (or equivalent grade) in the qualifying examination. Those belonging to scheduled caste/ scheduled tribes who have secured a pass (or equivalent grade) in the degree examination are eligible to apply for admission to the program.

4. Admission Procedure

Admission to MBA Degree programme of the Department is based on the score obtained in CMAT/CAT/KMAT, Group discussion and Personal Interview in the ratio of 80:10:10. Based on their performance in the Entrance Test, Group discussion, and Interview, the rank list for MBA

admission will be prepared. While preparing the rank list, if there are the same index marks for more than one candidate, he/she will be ranked on the basis of marks obtained in the entrance exam. Even after this, if there is a tie, they will be ranked on the basis of date of birth, that means the elder person is to be ranked higher. Reservation rules approved by Kannur University from time to time shall be strictly followed strictly in the admission to the Programme.

For Affiliated Institutions

Private Management Institutes/Institutions shall adopt the Management Aptitude Test, CMAT conducted by AICTE / CAT any other national or state or university level tests approved by UGC/AICTE/Government of Kerala as entrance test for admission to the MBA programme. Before the last date of receipt of applications for admissions by the private management institutes, the candidates shall have obtained his/her CMAT score or other test score in the approved entrance tests as referred above and the documentary evidence of the entrance score shall be submitted along with the filled in application form.

Based on such score, the candidate shall be shortlisted for Group Discussion (GD) and Personal Interview (PI). All the seats shall be filled up from the rank list prepared based on the aggregate score in Entrance Test, Group Discussion and Personal Interview. The private management institute shall inform the Registrar, Kannur University in advance as to which particular Entrance Test has been adopted by the Institute for selecting the candidates for the Programme . Admission shall be strictly based on the rank list or lists that the institutes shall prepare and publish based on the above. The Institute shall forward a copy of such final rank list and lists of the candidates admitted to the Programme to the Registrar, Kannur University within two weeks from the date of closure of admission to the Programme each year. The rank list thus forwarded to the Registrar shall also carry a statement showing all the details of the students admitted, viz; marks in the qualifying examination, score in the respective Entrance Test, Group Discussion, Personal Interview, caste, reservation category, panel of experts for GD and PI, dates on which GD and PI were conducted etc. Before initiating the admission process for each year, all the private management institutes affiliated to Kannur University shall obtain an approval letter in advance from the University for their proposed admission schedule for that year, which should include details viz;

- i) date of admission notification,
- ii) last date for receipt of filled in applications

iii) dates of GD and PI

iv) dates of admission and commencement of classes.

The University shall ensure that the private management institutes conduct the admission process of the MBA Programme strictly as per the University rules in this regard. It shall also be ensured that the first semester classes in all the private management institutes commence on a common date each year which shall coincide with the date of commencement of first semester classes in the MBA centres / Extension Centres of the University.

5. MBA Programme Focus

5.1 Graduate Attributes (GAs):

At the end of the MBA programme the learner shall exhibit:

1. Proficiency in Communication, Collaboration, Teamwork and Leadership
2. Research Aptitude, Scholarship & Enquiry
3. Proficiency in ICT, Digital Literacy and Life-Long Learning Orientation
4. Entrepreneurship & Intrapreneurship Orientation
5. Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

5.2. Programme Objectives (POs):

The MBA course is designed with the following objectives:

1. Increase awareness and knowledge about the business environment and society.
2. Develop competencies in quantitative and qualitative techniques.
3. Develop responsiveness to contextual social issues and problems.
4. Create understanding of business ethics and ability to resolve ethical dilemmas.
5. Improve various forms of communication for better articulation of ideas.
6. Increase skills for effective use of appropriate technology.
7. Improve logical reasoning to reach proper conclusions.
8. Develop competencies in leadership roles at various levels of the organisation.
9. Develop entrepreneurial and intrapreneurial skills.
10. Create business managers and leaders with appropriate social, technical and managerial skills.

6. Programme Structure

Courses: The MBA Programme shall include two types of Courses, namely, Core Courses (C) and Elective Courses (E). The Parent Department shall offer the Core Courses and appropriate Elective Courses for a specific programme.

Credits: As per AICTE regulations minimum number of class room contact teaching credits for MBA/ PGDM program should be 96 credits (one credit equals 10 hours) and field work/ internship should be at 06 credits, thus the minimum number of credits for award of MBA/ PGDM course should be 102 credits. Out of 96 credits, 54 credits are to be allotted for core courses and the rest of 42 credits for electives. Therefore the following structure is decided for the MBA course. The details of number of courses (core and elective), total credits in different semesters are as follows.

Semester	No. of Courses	Total Credits
FIRST	7 Core	28
SECOND	7 Core	28
THIRD	8 (3 Core + 1 OS + 4 Electives)	32
FOURTH	8 (2 Core + 2 Project + 4 Electives)	32
TOTAL	30 (22 Core + 8 electives)	120

6.1 Duration: The MBA Programme shall be completed within a period of minimum of four and maximum of eight consecutive semesters. If a student does not pass a course within the regular schedule, he/she shall reappear for the course examination along with the subsequent batch.

6.2. Mode of the Programme: The MBA Programme is offered on Double Specialisation Mode. Therefore, each student shall opt for 2 Elective Streams from the different Elective Streams offered for the Programme. A student shall study 4 elective courses (2 courses each from the 2 elective streams opted by the student) in the third semester and another 4 elective courses in the fourth semester (2 courses each from the 2 elective stream already opted by the student during the third semester) . Thus, each student shall study 8 elective courses for the whole programme.

6.3 Attendance: A student shall be permitted to appear for the semester examination, only if he/she secures not less than 75% attendance in each Semester or whose shortage of attendance has been condoned by the University for genuine reasons. If a student fails to secure the required attendance or condonation by the university, shall repeat the semester along with the subsequent batch after obtaining the re-admission.

Attendance	% of Marks for Attendance
90% and above	100
85-89%	80
80-84%	60
75-79%	40
Less than 75%	20

Guidelines:

7. a. Organisational Study (Third Semester) – MBMBA03C15

All the students shall undertake an organisational study for a minimum of three weeks either in the second or third semester (discretion of the institution) in any trading, commercial, industrial, financial or similar organisation to be approved by the Department/ Institution as the case may be for their respective students. The purpose of the study is to create awareness about the functioning of various departments in the organisation. Students shall submit their report on their organisational project in the prescribed format within a period of thirty days to the concerned department /institute. Each student shall be attached with one internal faculty guide, who will monitor the progress of the organisational study. Students shall submit two copies of the report on the organisational study in the prescribed format for evaluation. Group work is not permitted. Evaluation of the project will be done in the third semester.

General Format of the Organisational Study Report:

- The report shall be printed and bound (preferably spiral bound) with not less than 50 (A4 size) pages.
- Matter should be typed with 1.5 line spacing
- Font Size should be 12 with font style "Times New Roman".
- Margins of 1 inch each on all four sides.

The content of the Report should be sequenced as follows:

Preface Section:

- Title Page of the Report
- Declaration by the Student
- Certification from the Organization Head
- Certification from Supervising Teacher
- Acknowledgment
- Contents
- List of Tables
- List of Charts and Figures

Chapterisation

Chapter-I - Introduction, Significance or Scope of the Study, Objectives of the Study, Chapter Scheme.

Chapter-II - Profile of the industry

Chapter-III - Profile of the Organisation

Chapter-IV - Analysis and Interpretation

Chapter-V - Findings, recommendations and Conclusions

Annexures

- Bibliography (in standard format)

There shall be CE and ESE in the case of organisational study. ESE in the form of a report will be evaluated by an external examiner appointed by the University. The components of evaluation (CE and ESE) of organisational project and their respective weights shall be as follows:

Components of CE and ESE	Weight
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1	Objectives and Content	1 (25%)
2	Analysis and Style of presentation	2 (50%)
3	Grasp of knowledge of the industry/organisation by the student	1(25%)

7 .b. Major Project (Fourth Semester) –MBMBA04C21

The students shall do a major project or internship, preferably in the area of their specialisation during the final semester of MBA Programme. The duration of the major project is six weeks (for primary and secondary data collection work). Students shall report back to the Department /Institute after the allotted six weeks period. The succeeding two weeks shall be fully utilised by the students for analysis, interpretation and preparing the draft of the report under the supervision and guidance of the internal faculty guide. Each student shall be attached with one internal faculty guide, with whom he/she shall be in regular contact during the period of the major project (from the stage of selection of the topic of the major project till the submission of the report to the Department/Institute).

Students shall submit two copies of the report in the prescribed format with not less than 100 (A4 size) pages,- printed and bound, to the Head of the Department, Center, or Institute (within a period of two months from the date of reporting back by the students at the Department/Institute after their field work in connection with the major project). The Head of the Department, /Centre/Institute shall forward the projects of all the students to the Controller of Examinations for facilitation of ESE at least two weeks before the last day of the regular classes for the fourth semester without fail.

General Format of the Major Project Report:

- The report shall be printed and bound (preferably hard paper bound) with not less than 100 (A4 size) pages.
- Matter should be typed with 1.5 line spacing
- Font Size should be 12 with font style "Times New Roman".
- Margins of 1 inch each on all four sides.
- Both primary and secondary data may be used for the study
- Statistical tools should be used for data analysis in the appropriate context. -

The content of the Report should be sequenced as follows.

A. Preface Section:

- Title Page of the Report
- Declaration by the student
- Certificate from Supervisory Faculty countersigned by Head of the Institution. -
Acknowledgement
- Chapter Content
- Table Content.
- Graph/ Chart/ Figure Content

B. Chapterisation

Chapter-I - Introduction (Statement of the Research Problem, Significance or Scope of the study, Objectives of the study, Hypothesis if any, Methodology (sample design and size, data source, tools used for analysis etc), chapter scheme, limitations of the study.

Chapter-II - Review of related Literature

Chapter-III - Profile of the industry and Organization/Unit of Study

Chapter-IV - Data analysis and Interpretation

Chapter-V - Findings, recommendations and Conclusions

B. Annexures:

- Questionnaire/ Schedule if any
- Bibliography (in standard format)

There shall be CE and ESE in the case of the major project. ESE shall be conducted by a board of two external examiners. The components of evaluation (CE and ESE) of major project and their respective weight shall be as follows:

Sl. no Components of CE and ESE	Weight
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1.	Statement of the Research problem, Scope and relevance of the study, grasp of knowledge of the theoretical concepts of the topic of study/industry/organization by the student	1(15%)
2	Objectives, Methodology and Content	2(35%)
3	Data analysis, Style of presentation & proper formatting of the Report	2(35%)
4	Novelty of the topic, Seriousness, sense of responsibility and involvement exhibited by the student in the project work	1(15%)

8. Project evaluation and Viva Voce

At the end of fourth semester, each student shall attend a viva voce along with a project evaluation. Students shall be assessed in terms of their knowledge and understanding of the subjects of study as well as the in depth study of the project undertaken by them. The Viva Voce Board shall have two external examiners appointed by the University.

9. Evaluation:

The evaluation scheme for each course shall contain two parts:

1. Internal Evaluation and 2. External evaluation.

20% weightage is given for internal evaluation and the remaining 80% weightage is given for external evaluation. Hence all the Core and Elective papers will be evaluated out of 20 marks of internal and 80 marks of external examination. The organisational Study has to be conducted in an organisation for a duration of at least 3 weeks in the second or third semester and after the study, a report has to be submitted. The organisational study will be evaluated out of 100 marks, of which 20 marks will be awarded on internal evaluation and the remaining 80 marks will be awarded by an external examiner appointed by the

university. However the Major Project /internship work conducted at the beginning of IV semester for a duration of two months in an organisation shall have only external evaluation. The evaluation of the Major Project report will be made out of 150 and the Viva Voce will be out of 50 marks.

Course of Study & Scheme of Examinations

YEAR/ SEM	Course Code	Title of the Course	Inst. Hrs./ week	Credit	End Sem. Exam Hours	Marks
I YEAR / I SEM	MBMBA01C01	Management Theory & Practice	4	4	3	*Ext : 80 **Int : 20
	MBMBA01C02	Economics For Managers	4	4	3	Ext : 80 Int : 20
	MBMBA01C03	Communication for Managers	4	4	3	Ext : 80 Int : 20
	MBMBA01C04	Accounting for Managers	4	4	3	Ext : 80 Int : 20
	MBMBA01C05	Indian Business Environment	4	4	3	Ext : 80 Int : 20
	MBMBA01C06	Quantitative Techniques for Management	4	4	3	Ext : 80 Int : 20
	MBMBA01C07	Business Ethics and Corporate Governance	4	4	3	Ext : 80 Int : 20
I YEAR / II SEM.	MBMBA02C08	Financial Management	4	4	3	Ext : 80 Int : 20
	MBMBA02C09	Marketing Management	4	4	3	Ext : 80 Int : 20
	MBMBA02C10	Operations Research	4	4	3	Ext : 80

						Int : 20
	MBMBA02C11	Organizational Behaviour	4	4	3	Ext : 80 Int : 20
	MBMBA02C12	Human Resource Management	4	4	3	Ext : 80 Int : 20
	MBMBA02C13	Production and Operations Management	4	4	3	Ext : 80 Int : 20
	MBMBA02C14	Research Methodology	4	4	3	Ext : 80 Int : 20
II YEAR/ III SEM.	MBMBA03C15	Organisational Study	-	4	-	Ext:80 Int :20
	MBMBA03C16	Logistics and Supply Chain Management	4	4	3	Ext : 80 Int : 20
	MBMBA03C17	Business Law	4	4	3	Ext : 80 Int : 20
	MBMBA03C18	Information Systems And Technology	4	4	3	Ext : 80 Int : 20
	MBMBA03.....	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA03.....	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA03...	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA03.....	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA04C19	Strategic Management	4	4	3	Ext : 80 Int : 20
	MBMBA04C20	Entrepreneurship & Startups	4	4	3	Ext : 80 Int : 20
	MBMBA04.....	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA04.....	Elective	4	4	3	Ext : 80 Int : 20

IIYEAR/ IV SEM.	MBMBA04.....	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA04.....	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA04C21	Major Project	-	6	-	Ext : 150
	MBMBA04C22	Project Viva Voce	-	2	-	Ext : 50

*Ext: External Marks **Int: Internal Marks

Semester	No. of Courses	Total Credits	Total Marks
First	7 Core	28	700
Second	7 Core	28	700
Third	8 (3 Core + 1 OS + 4 Electives)	32	800
Fourth	8 (2 Core + 2 Project + 4 Electives)	32	800
Total	30 (22 Core + 8 Elective)	120	3000

LIST OF ELECTIVE COURSES

1) MARKETING

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBMBA03E01	Consumer Behaviour
	MBMBA03E02	Sales and Distribution Management
	MBMBA03E03	Marketing Research
	MBMBA03E04	International Marketing
FOURTH SEMESTER	MBMBA04E01	Retail Management
	MBMBA04E02	Advertising and Brand Management
	MBMBA04E03	Rural and Social Marketing
	MBMBA04E04	Services Marketing

2) FINANCE

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBMBA03E05	Security Analysis and Portfolio Management
	MBMBA03E06	Financial Markets and Institutions
	MBMBA03E07	Insurance and Risk Management
	MBMBA03E08	Cost Systems and Control
FOURTH SEMESTER	MBMBA04E05	Financial Derivatives
	MBMBA04E06	International Financial Management
	MBMBA04E07	Practice of Commercial Banking
	MBMBA04E08	Mergers, Acquisitions and Corporate Restructuring

3) HUMAN RESOURCES

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBMBA03E09	Team Building in Organisations
	MBMBA03E10	Training and Development: Systems & Practices
	MBMBA03E11	Performance management
	MBMBA03E12	Compensation Management
FOURTH SEMESTER	MBMBA04E09	Strategic and International Human Resource Management
	MBMBA04E10	Organisational change & Development
	MBMBA04E11	Industrial Relations and Labour Laws
	MBMBA04E12	Conflict Management

4) HEALTHCARE MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBMBA03E13	Health Care Management
	MBMBA03E14	Health and Development
	MBMBA03E15	Health Care Economics
	MBMBA03E16	Hospital Administration
FOURTH SEMESTER	MBMBA04E13	Hospital Planning and Engineering
	MBMBA04E14	Patient Behaviour and Care
	MBMBA04E15	Health Care and Insurance
	MBMBA04E16	Legal Issues in Hospital Management

SEMESTER-I

MBMBA01C01 : MANAGEMENT THEORY & PRACTICE

Course Objective	To provide an understanding of basic concepts and principles of management. It will inculcate the ability to apply the multifunctional approach to organisational objectives. It enables the students to develop managerial skills required to create a productive work environment
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 management approaches, theories, and contributions of key thinkers.
2. Develop abilities to organise and manage a business organisation.
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 – MBO - Organising: Nature and purpose of organising -Formal and informal organisation - Organisation levels and span of management Departmentation – Centralization and decentralisation -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 reporting and budgeting.

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

MBMBA01C02 : ECONOMICS FOR MANAGERS

Course Objective	To impart knowledge regarding the basic tools to deal with achieving a set of goals in a situation where resources are limited and choices must involve trade offs, taking into account all the external environment.		
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 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 economics.
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, Marry'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 : Lija 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 Dina

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. per week 3 Hrs. End Sem. Exam :80 Marks

Course outcomes :

1. Understand the principles of effective communication.
2. Relate the importance of communication to business situations
3. Gain an awareness on how to apply business etiquettes appropriately in professional settings, including communication norms, behaviour, and attire.
4. Improve communication, presentation and speaking skills.
5. Design organisational 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 - Organisational Communication- Types of organisational communication –communication for interpersonal influences-Principles of effective organisational communication - Causes of poor Organisational 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'ts of interview- Business etiquettes-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.- Memoranda- Notices -Reports-Memo - Agenda - Proposals -Minutes - Professional papers - Agreement documents -Press releases - Preparation of 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 Correspondence & Report Writing : RC Sharma & Krishna Mohan
3. Business Communication : Guffy Mary Elenn

Reference Books:

1. Foundations of Business communication :Dona. J.Young
2. Business Communication - Making connections in a digital world : Raymond V Lesikar and others
3. Business letter writing : Jasmin, S & Bright. JS
4. English & Commercial Correspondence : Carrad, H.L
5. Effective business communication : Herta A, Murphy & Charles E Pick
6. Business Communication : Thill John V

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 utilisation of accounting information for general purpose decision making in an organisation.	
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 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-Branches of accounting-Types of ownership- Capital Structure-GAAP 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,

Diminishing Balance Methods, and Annuity Method - Emerging Issues in Accounting: Human Resource Accounting (theory), Forensic Accounting (theory), and Sustainability Reporting, Applicability of IND AS – Indian Accounting Standards.

Reference books:

Fundamentals of accountancy :R.L.Gupta.

Management Accounting :S.P.Gupta

Cost Accounting :M.L.Agarwal

Financial Accounting :S.N.maheswari

Advanced cost accounting :S.P.Jain and Narang

Human Resource Accounting : K. Kanaka Raju.

Bharat's New Era of Forensic Accounting: Jyot Baxi & T N Manoharan.

SEMESTER-I

MBMBA01C05-INDIAN BUSINESS ENVIRONMENT

Course Objective	To present a broad overview of the Indian business environment. To create awareness regarding the social, cultural and political environment which affects businesses. To provide a basic grasp of related topics that helps the students to understand the intervention of government and its policies that have a direct impact on business.	
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 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 :Globalisation – Meaning – Role of WTO – WTO Functions - IBRD– Trade Blocks, BRICS, SAARC, ASEAN in Globalisation.

Text Books:

1. Business Environment- Text & Cases : Francis Cherunilam
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 : Sivavya and Das

Websites

1. www.rural.nic.in
2. www.knowledgecommission.gov.in
3. www.commerce.nic.in
4. www.indiatradefair.com

SEMESTER-I

MBMBA01C06 : QUANTITATIVE TECHNIQUES FOR MANAGEMENT

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	4 teaching hrs. per week 3 Hrs. End Sem. 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 analyse 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 alternative 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 Spearman's rank correlation- Regression Analysis-Simple linear regression-Multiple regression

Unit IV - Introduction to decision support systems (DSS)-Data analytics and business intelligence-Data visualisation 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 for Managerial Decisions
3. Mathematics and Statistics
4. Mathematical and Statistics for Management
5. Business Statistics for Contemporary Decision Making

SEMESTER-I

MBMBA01C07 -BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Objective	The course seeks to bridge the gap between the ethical behaviour of the individual and the ethical challenges posed by organised business activity in the global marketplace. The course introduces the concept and importance of business ethics, corporate governance and aims to sensitise participants towards consequences of their decisions involving ethics.	
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 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 organisation, 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 organisation .
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-Country Perspectives - Corporate social responsibility.

Unit II - Ethical Dilemma – Ethical Decision Making – Philosophical frameworks for ethical decisions: Western Teleological, Deontological and Modern theories- Ethical Reasoning – Ethical issues – Ethics

Management Programs – Benefits of Managing Ethics in Work Place – Organisation 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 for 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 harassment 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 times – Whistle blowing concept and implementation of ethical policy in the organisation - Issues in Corporate Governance - Emerging Trends - Cases in Business ethics and Corporate Governance.

Reference:

1. Bhatia, S.K., Business Ethics and Corporate Governance, Deep & Deep Publication.
2. B.N Ghosh, Business Ethics and Corporate Governance, 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., Fernando, Business Ethics and Corporate Governance. New Delhi: Pearson.
7. Sanjay Mohapatra , Case Studies in Business Ethics and Corporate Governance. New Delhi: Pearson.
8. Griseri, P., &Seppala N, Business Ethics and Corporate Social Responsibility. South- Western Cengage Learning
9. Sims., R.R, Ethics and Corporate Social Responsibility, Why Giants Fall. Greenwood Publishing.

SEMESTER II

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 that can assist in financial 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 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 (CAPM 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 of 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 Behaviour.

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, Baumol’s model, Miller & amp; Orr Model), Inventory (EOQ, EBQ calculations & amp; Stock level calculations)and Receivables (Problems of extending and contracting credit periods).

Reference Books:

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

SEMESTER II

MBMBA02C09 : 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
Core Course	4 Credits 4 teaching hours. per week 3 Hrs. End Sem. Exam : 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 organisational buying behaviour.
5. Ability to create and manage effective distribution channels.

Course content:

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 Behaviour - 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 - New Product Development and consumer adoption process – Branding - Packaging and labelling 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 - Value and retention - Emerging trends and issues in marketing – Societal marketing - Digital marketing - Green Marketing - Introduction to Marketing analytics, - Customer management - Rural marketing, – Social media marketing, – Search engine optimization, - Other emerging trends.

Suggested Readings:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileswar Jha; “MarketingManagement – A South Asian Perspective”, Pearson Education India Limited, New Delhi,
2. KS Chandrasekar, “Marketing management-Text and Cases”, Vijay Nicole Publishing.
3. Etzel,M., Walker,B., Stanton, W., and Pandit, Marketing Management, Tata McGraw Hill, New Delhi
4. Ramaswamy, V.S., and Namakumari, S Marketing Management: Global Perspective Indian Context,Macmillan Publishers India Ltd., New Delhi
5. Saxena, Rajan, Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
6. Louis E. Boone and David L. Kurtz, Principles of Marketing, Cengage Learning.
7. Pride,William, M., and O.C. Ferrell, Marketing Planning, Implementation, and Control,Cengage Learning, New Delhi.
8. Etzel Walker : Fundamentals of Marketing, Stanton, Tata-McGraw Hill, New Delhi
9. McCarthy E.J : Basic Marketing: A Managerial Approach, Irwin, New York.

SEMESTER II

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-Modelling 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 analysis.

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- Maximisation 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 a 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 : Fredrick S. Hiller and Gerald J. Lie Berman
Operations Research : R. Panerselvam
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. Gilett
Operation research for management : Gupta.M.P. & J.K.Sharma
Operation Research – Techniques for Management : Banerjee.B
Operations Research principles and Applications : G.Srinivasan

SEMESTER II

MBMBA02C11 : ORGANIZATIONAL BEHAVIOUR

Course Objectives	To familiarise the students with the basic concepts of an organisation and to enhance the understanding of the interaction between the individual and the organisation.
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 behaviour in organisations.
2. To apply different theories of motivation in the real situation affecting human behaviour in an organisation.
3. Improve skills to analyse 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 behaviour – 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 – Learning – Theories of learning – Basic motivational concepts – Theories of motivation.

Unit-III - Personality – determinants of personality – Theories of personality – Major personality attributes influencing organizational behaviour – Attitudes and job satisfaction- Stress management, Basic idea on

emotional and Social intelligence.

Unit-IV - Group Dynamics – Basic forces of group behaviour – Team management – Basic styles of leadership - recent trends in leadership 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. Organisational Behaviour : Fred Luthans
2. Organisational Behaviour : Robbins .S P
3. Organisational Behaviour : Umasekharan

Reference Books

1. Understanding Organisational Behaviour : Uday Pareek
2. Human Behaviour at Work : David Keith
3. Managing individual and group behaviour in Organizations : Danial C Fieldman & Hugh Arnold
4. Organisation theory & design : Edwin Gerlof
- 5 Organisational Behaviour : Porter LW, Lawler EE & Hackman

SEMESTER II

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	3 Hrs. End Sem. Exam:80 Marks

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 organisation.
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 Contemporary Issues in 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: Armstrong, M.
2. Human Resource Management : Lepak, D. & Gowan M
3. Human Resource Management : Ivancevich
4. HRM an Introduction : Denisi, A S, Griffin,R W

SEMESTER II

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 a range of inventory models available as also the suitability of a particular inventory model in a particular context.

Course Content:

Unit I - Production as an organization function–Importance of ProductionFunction– Scope of Production and OperationsManagement – Types of Production Systems –Strategic Operation Management – Operations Strategies - Elements of OperationsStrategy - 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 –Line Balancing and sequencing – EBQ – Capacity Planning – 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. Sharma

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

SEMESTER II

MBMBA02C14 : RESEARCH METHODOLOGY

Course Objectives	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	
Core Course	4 Credits 4 teaching hours. per week 3 Hrs	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 ethical

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- Scope 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 nonprobability Sampling Designs. Observational and other survey methods. Fieldwork in research. Development and designing of tools of data collection – questionnaire validation process- Attitude measurement Likert 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- Univariate analysis, Bivariate 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 Reports.

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*. (4th ed.). Oxford University Press.

Carlberg, C. (2013). *Statistical Analysis: Microsoft Excel 2010*. Que Publishing.

Paneerselvam, 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 Malaysia Sdn. Bhd.

MODEL QUESTION PAPERS

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C01: MANAGEMENT THEORY & PRACTICE

Time: 3 Hours

Maximum Marks: 80

PART A

(Answer any five questions. Each question carries 4 marks)

1. Define Management. Explain its features.
2. What are the limitations of planning?
3. Discuss the advantages and disadvantages of functional organisation.
4. Differentiate between delegation and decentralisation.
5. Distinguish between recruitment and selection.
6. What are the steps in controlling?

(5 x 4 = 20 Marks)

PART B

(Answer any three questions. Each question carries 8 marks)

7. Examine the contributions of classical theory to the field of management.
8. What steps are necessary for the effective implementation of an MBO programme in an organisation? Critique the use of MBO goals in the context of a specific organization.
9. Explain the concept of corporate governance. Why has it gained so much attention in the present day business world?
10. How does effective leadership and motivation contribute to achieving organizational goals?
11. How has the rise of big data analytics changed the way businesses make decisions?

(3 x 8 = 24 Marks)

PART C

(Answer any three questions. Each question carries 12 marks)

12. "If you try to control everything, you may end up by controlling nothing". Comment.
13. Why has performance appraisal taken on increased significance in recent years? Develop a set of performance metrics and design a system for evaluating managers performance.
14. Imagine you are a manager of a multinational company facing a crisis. How would you apply management principles to handle the situation and minimize the negative impact?

15. Why is it important for managers to consider ethics and social responsibility in decision making?
16. The Board of Directors of Susumi Ltd., decided at a meeting to expand the size of the Kanpur Plant. After the meeting, the HR Manager casually remarked to her secretary that some adjustments may be made in the staff of the Kanpur Plant. During his lunch break, the secretary told his friends that the Kanpur Plant would soon lay off people. All of them promised not to say anything about it. But within a week a delegation of the company's union met and the Manager of the Kanpur Plant warned of agitation if even a single worker was laid off.
- What caused the workers to believe that they would soon lose jobs?
 - How should the management deal with this problem?
 - How can the company avoid such things in future?

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C02: Economics For Managers

Time: 3 Hours

Maximum Marks: 80

Part A

(Answer any five questions. Each question carries 4 marks)

1. Explain the principles of managerial economics
2. Explain the various determinants of demand.
- 3 Explain the concept of price elasticity
4. Elucidate the features of oligopoly.
5. Differentiate cost control and cost reduction
6. Explain Innovation theory of profit.

(5 x 4 = 20 Marks)

Part B

(Answer any three questions. Each question carries 8 marks)

7. Comment on the practical significance of Managerial Economics in business decision making
8. How does the price of a product be determined in a perfectly competitive market?
9. State and explain the Law of Diminishing Marginal Returns.
10. Can government intervention help in controlling monopolies and regulating prices? Support your answer.
11. Show graphically the price-output determination under oligopoly

Part C

(Answer any three questions. Each question carries 12 marks)

12. Define 'Production Function'. Explain with a diagram, the three stages of the Law of Variable Proportions.
13. Discuss the factors affecting Price elasticity of demand with the help of suitable examples.
- 14 What is meant by 'Monopolistic Competition'? Give its features with examples.
- 15 Show how a monopoly firm reaches its equilibrium in the short run with the help of MR and MC curves.
- 16 .The following table gives the information regarding the units produced, total revenue, and total cost of production of a toy factory. Complete the table.

Units of output	Total Revenue (Rs.)	Total cost (Rs.)	Total Profit	Marginal cost	Marginal Revenue	Marginal Profit
250	1,000	752				
251	1,004	753				
252	1,008	755				
253	1,012	758				
254	1,016	762				
255	1,020	767				
256	1,024	773				
257	1,028	780				

- Determine the profit maximising output level.
- Is profit maximum at the output where marginal profit equals zero? Is this always the case?
- Is profit maximum where total revenue equals total cost?

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C03: Communication For Managers

Time: 3 Hours

Maximum Marks: 80

Part A

(Answer *any five* questions. Each question carries 4 marks)

1. State the common barriers to effective communication.
2. What is grapevine communication? What causes grapevine in organisations?
3. What is the difference between efficient communication and effective communication?
4. Explain the importance of mannerisms in communication.
5. Why should a speech be brief?
6. Differentiate between Directives and Instructions. (5 x 4 = 20 Marks)

Part B

(Answer *any three* questions. Each question carries 8 marks)

7. What is Memo? Describe the components of Memo.
8. Discuss the importance of group discussion in assessing the suitability of candidates for a job?
9. What are the main factors that you would bear in mind while conducting an interview?
10. "Communication can never be effective and complete without non-verbal communication". Comment
11. Explain the steps to be taken while preparing a report. (3 x 8 = 24 Marks)

Part C

(Answer *any three* questions. Each question carries 12 marks)

12. The single most significant characteristic of the human race is the ability to communicate". Comment
13. Discuss how communication is the lifeline of an organisation's good health.

14. Explain the communication process with the help of a diagram.
15. Discuss why listening is the most important of the communication skills.
16. What factors would you bear in mind while giving an oral presentation before a large group?

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C04: Accounting for Managers

Time: 3 Hours

Maximum Marks: 80

Part A

(Answer *any five* questions. Each question carries 4 marks)

1. Differentiate between marginal costing and absorption costing.
2. The following Trial Balance has been prepared wrongly. You are asked to prepare the trial balance correctly.

Name of accounts	Debit balance	Credit balance
Cash in hand		2000
Purchases returns	4000	
Wages	8000	
Establishment expenses	12000	
Capital	22000	
Carriage outward		2000
Discount received	1200	
Commission earned	800	
Machinery		20000

Stock		10000
Creditors		12000
Sales		28000
Purchases	28000	
Bank overdraft	14000	
Grand total	58000	58000

3. What are the methods of charging depreciation?
4. What are the advantages of management accounting?
5. The modern manufacturer furnishes the following data relating to the manufacture of a standard product during the month of October, 2012.
- (a) Raw Materials consumed : Rs. 15000
- (b) Direct Labour charges : Rs. 9000
- (c) Machine Hours worked : 900
- (d) Machine Hour rate : Rs. 5
- (e) Administration overheads : 20% on works cost
- (f) Selling overheads : Rs. 0.50 per unit
- (g) Unit produced : 17,100
- (h) Units sold : 16000 at Rs. 4 per unit

You are required to prepare a cost sheet from the above showing

- (a) The cost of production per unit
- (b) Profit per unit sold and profit for the period
6. Explain Forensic Accounting.

Part B

(Answer any three questions. Each question carries 8 marks)

7. Discuss in detail classification of cost?
8. Discuss the concept of Human Resource Accounting. Explain its importance in the present context.
9. From the following particulars pertaining to Assets and Liabilities of a company calculate:
- Current Ratio
 - Liquidity Ratio
 - Proprietary Ratio
 - Debt-equity Ratio
 - Capital Gearing Ratio

Liabilities	Rs.	Assets	Rs.
5000 Equity shares of Rs. 10 each	500000	Land & Building	500000

8% 2000 Preference shares of Rs. 100 each	200000	Plant & Machinery	600000
9% 4000 Debentures of Rs. 100 each	400000	Debtors	200000
Reserves	300000	Stock	240000
Creditors	150000	Cash & Bank	55000
Bank overdraft	50000	Pre paid expenses	5000
Total	1600000	Total	1600000

10. The following data is given:

Fixed cost = ₹12000

Selling price = ₹12 per unit

Variable cost = ₹ 9 per unit

- i) What will be the profit when sales are a) ₹ 60000 b) ₹ 100000?
ii) What will be the amount of sales desired to earn a profit of c) 6000; d) 15000?

11. A company bought an asset worth Rs.1,00,000 and has an expected useful life for four years on 01.01.17. It was after two years that the company decided to change the method of depreciation from the straight-line method to the written down value method at the rate of 10%.

Find the depreciation for the third and fourth year.

Part C

(Answer any three questions. Each question carries 12 marks)

12. "Financial statements are the only basis for measuring the performance of a company" Comment.

13. BALANCE SHEETS AS ON DEC. 31, 2007

LIABILITIES	S & CO. RS.	K & CO. RS.
Preference Share Capital	1,20,000	1,60,000

Equity Share Capital	1,50,000	4,00,000
Reserve & Surpluses	14,000	18,000
Long-term Loans	1,15,000	1,30,000
Bills Payable	2,000	-
Sundry Creditors	12,000	4,000
Outstanding Expenses	15,000	6,000
Proposed Dividend	10,000	90,000
Total	4,38,000	8,08,000
Land and Building	80,000	1,23,000
Plant and Machinery	3,34,000	6,00,000
Temporary Investment	1,000	40,000
Inventories	10,000	25,000
Book-Debts	4,000	8,000
Prepaid Expenses	1,000	2,000
Cash and Bank Balances	8,000	10,000
Total	4,38,000	8,08,000

You are appointed as manager of the company. Compare & give your comment with the financial position of the two companies with the help of a common size Balance Sheet.

14. What are the guiding principles for sustainability reporting?

15. Output and sales 40,000 units. Sale price per unit Rs. 15. Material and Labour cost per unit Rs. 8.

Production overheads:

Variable Rs. 2 per unit

Fixed Rs. 50,000

Other fixed overheads Rs. 1,00,000.

Prepare income statement under:

(a) Absorption costing and (b) marginal costing.

16. The following balances were extracted from the books of Thomas as on 31st March, 2018

Particulars	₹	Particulars	₹
Purchases	75,000	Capital	60,000
Returns inward	2,000	Creditors	30,000
Opening stock	10,000	Sales	1,20,000
Freight inwards	4,000	Returns outward	1,000
Wages	2,000		
Investments	10,000		
Bank charges	1,000		
Land	30,000		
Machinery	30,000		
Building	25,000		
Cash at bank	18,000		
Cash in hand	4,000		
	2,11,000		2,11,000

Additional information:

- i. Closing stock Rs. 9,000
- ii. Provide depreciation @ 10% on machinery
- iii. Interest accrued on investment Rs. 2,000

Prepare final accounts.

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C01-INDIAN BUSINESS ENVIRONMENT

PART A

(Answer any five questions. Each question carries 4 marks)

1. List the functions of SEBI
2. What do you understand about NITI aayog?
3. What do you mean by Industrial revolution 4.0 ?
4. Explain EIA .
5. What is environmental analysis?
6. What are capital market institutions ?

(5 x 4 = 20 Marks)

PART B

(Answer any three questions. Each question carries 8 marks)

7. Examine the role of the National Green Tribunal in regulating the impact of business on the environment.
8. Analyse the merits & demerits of Industrial Revolution 4.0.
9. Globalization led to the downfall of many Indian industries. Do you agree with this statement ? Discuss.
10. Evaluate the impact of the various trade blocks operating in different regions of the world on the Indian business environment.
11. How does socio-cultural aspects impact the way business is done ?

(3 x 8 = 24 Marks)

PART C

(Answer any three questions. Each question carries 12 marks)

12. Evaluate the impact of the investment environment in India on its economy.
13. SEBI has a great influence on the activities of Indian business. Analyse .
14. Mixed economy has enabled India's growth as an economic power. How far do you agree with this statement?
15. Growth of society is intrinsically related to growth in technology. Analyse.
16. Demonetization was a watershed in the history of the Indian economy. Evaluate.

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C06 : QUANTITATIVE TECHNIQUES FOR MANAGERS

Time: 3 Hours

Marks: 80

Section A

(Answer any five questions. Each question carries 4 Marks)

1. Find the geometric mean of the following distribution.

Dividend declared (in %)	0 – 10	10 – 20	20 – 30	30 - 40
Number of Companies	5	8	3	5

2. Differentiate between binomial distribution and normal distribution.
3. Differentiate between correlation and regression.
4. Explain DSS.
5. Explain, with suitable examples, the difference between Null Hypothesis and Alternative Hypothesis.
6. Explain the formula for calculating Chi-square statistics.

(5 x 4 = 20 Marks)

Section B

(Answer any three questions. Each question carries 8 Marks)

7. Explain the relationship between mean, median and mode.
8. For a population with a known variance of 185, a sample of 64 individuals leads to 217 as an estimate of the mean.
i) Find the standard error of the mean.
ii) Establish an interval estimate that should include the population mean 68.3 percent of the time.
9. What is business intelligence? What are the advantages of making decision using business intelligence?
10. Following data relate to average monthly price (X) and demand (Y) of a commodity during last ten months. Determine the coefficient of correlation.

Price (Rs.)	3.80	2.20	2.40	2.60	2.80	3.20	3.00	3.60	3.40	4.00
Demand (Kgs)	3.6	6.0	5.8	5.8	5.0	4.8	4.8	4.2	4.8	3.2

11. In a sample of 600 students of a college, 400 are found to use dot pens. In another college from 900 students, 450 were found to use dot pens. Test whether the two colleges are significantly different with respect to the habit of using dot pens. Use 5% level of significance.

(3 x 8 = 24 Marks)

Section C

(Answer any three questions. Each question carries 12 Marks)

12. What is Data Visualization? Explain different Techniques of Data Visualization.
 13. Define QT. Explain its application with examples.
 14. Compute the standard deviation and coefficient of variance for the following data and clearly state the fundamental difference between these two measures of variance.

Income (Rs.) Less than	No. of Families
700	12
800	30
900	50
1000	75
1100	110
1200	120

15. Compute the appropriate regression equation for the following data and estimate Y when X is 9.

Independent Variable (X)	2	4	5	6	8	11
Dependent Variable (Y)	18	12	10	8	7	5

16. From the table given below, calculate the Coefficient of Quartile Deviation.

Marks Secured	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50
Number of Students	7	10	13	26	35	22	11	5

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C07 : BUSINESS ETHICS AND CORPORATE GOVERNANCE

Time: 3 Hours

Marks: 80

Section A

(Answer any five questions. Each question carries 4 Marks)

1. Write a note on Ethical dilemmas in Business.
2. Explain Indian Ethos for work life.
3. What is the relationship between Ethics and Corporate Governance ?
4. What is the dharma of Indian organisations?
5. Write a note on the man machine equation.
6. What is the value for hierarchy and status?

(5 x 4 = 20 Marks)

Section B

(Answer any three questions. Each question carries 8 Marks)

7. Explain the need of value based holism in Indian management
8. Write a note on business ethics and profit.
9. Explain Indian values for the workplace.
10. Distinguish between CSR and business ethics.
11. Write arguments against business ethics.

(3 x 8 = 24 Marks)

Section C

(Answer any three questions. Each question carries 12 Marks)

12. Elaborate on the transnational value system in management in the era of Globalization.
13. Explain the need for value based holism in management in India.
14. Explain the role of organisational culture in ethics.
15. Explain the concept of TQM. What lessons can be drawn from Indian Ethos and values with regard to TQM ?
16. Enumerate the impact of ethics and corporate governance on the Indian business sector.

(3 x 12 = 36 Marks)

(Abstract)

M.B.A. Programme- Scheme (modified) and Syllabus (IIIrd and IVth Semesters) under Choice Based Credit and Semester System (in Outcome Based Education System- OBE) in Affiliated Colleges with effect from 2023 admissions - Implemented- Orders issued

ACADEMIC C SECTION

ACAD C/ACAD C4/17849/2023

Dated: 18.08.2024

- Read:-1. U.O No. Acad C4/17849/2023 dtd 01.09.2023
2. Minutes of the meeting of the BoS in Management Studies (PG) held on 22.06.2024
3. Modified Scheme & Syllabus for M.B.A programme submitted by the Chairperson, BoS in Management Studies (PG) vide e-mail dated 22.06.2024
4. The Minutes of the XXVIII th Meeting of Academic Council, held on 25.06.2024

ORDER

1. As per paper read (1) above, the Scheme, Syllabus and Model question papers of the M.B.A. programme (I & II Semesters only) under Choice Based Credit and Semester System (in Outcome Based Education System- OBE) in Affiliated Colleges were implemented w.e.f 2023 admission.
 2. As per the paper read (2) above, the meeting of the Board of Studies in Management Studies (PG) held on 22.06.2024 discussed and finalised the III & IV Semester Syllabuses of the M.B.A programme. The BoS changed the title of certain courses from already approved scheme. In the Marketing specialization, the Course, MBMBA03E03:Marketing Research was changed as MBMBA03E03:'Customer Relationship Management'. In the Health Care Management Specialization, MBMBA04E15: Health Care Insurance was changed as MBMBA04E31, 'Patient Care Management' and also included an additional specialization to the scheme, 'Tourism And Hospitality Management' with four papers each in third and fourth Semesters and also changed all the Course codes of the Elective Courses in to a continuous mode.
 3. Subsequently, as per the paper read (3) above, the Chairperson, Board of Studies in Management studies (PG) submitted the finalized copy of the modified Scheme and the Syllabuses of the III & IV Semesters of the M.B.A. programme for implementing w.e.f 2023 admission.
 4. The Syllabuses concerned were placed before the Meeting of the Academic Council, for consideration.
 5. The XXVIII th meeting of the Academic Council held on 25.06.2024 considered the matter and approved the Scheme (modified) and IIIrd and IVth Semesters syllabi of the M.B.A.programme under Choice Based Credit and Semester System (in OBE- Outcome Based Education System), applicable for the Affiliated Colleges under the University w.e.f 2023 admission in principle and permitted to publish the same, considering the urgency of the matter.
 - 5.The Scheme (modified) and Syllabus for M.B.A.programme under Choice Based Credit and Semester System (in OBE- Outcome Based Education System) in Affiliated Colleges under the University w.e.f 2023 admission are uploaded on the website of the University (www.kannuruniversity.ac.in).
- Orders are issued accordingly.

Sd/-

ANIL CHANDRAN R
DEPUTY REGISTRAR (ACADEMIC)
For REGISTRAR

To: 1. Principals of Affiliated Colleges offering M.B.A. Programme
2. Chairperson, BoS in Management studies (PG)

Copy To: 1. The Examination Branch (Through PA to CE)
2. PS to VC / PA to PVC / PA to R/PA to FO
3. DR / AR 1 (Acad) /All sections of Academic Branch/Computer Programmer/IT Centre
4. Web Manager (for uploading on the website)

5.EP II section.
6.SF/FC/DF

Forwarded / By Order
M. S. S.
SECTION OFFICER



Q

KANNUR UNIVERSITY
Centres and Affiliated Colleges
MBA Syllabus 2023
III & IV Semester

YEAR/ SEM	Course Code	Title of the Course	Inst. Hrs./	Credit	End Sem. Exam	Marks
IIYEAR/ III SEM.	MBMBA03 C15	Organizational Study	-	4	-	Ext:80 Int :20
	MBMBA03 C16	Logistics and Supply Chain Management	4	4	3	Ext : 80 Int : 20
	MBMBA03 C17	Business Law	4	4	3	Ext : 80 Int : 20
	MBMBA03 C18	Information System And Technology	4	4	3	Ext : 80 Int : 20
	MBMBA03 E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA03 E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA03 E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA03 E ...	Elective	4	4	3	Ext : 80 Int : 20
IIYEAR/ IV SEM.	MBMBA04 C19	Strategic Management	4	4	3	Ext : 80 Int : 20
	MBMBA04 C20	Entrepreneurships and Start ups	4	4	3	Ext : 80 Int : 20
	MBMBA04 E...	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA04 E...	Elective	4	4	3	Ext : 80 Int : 20

	MBMBA4E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA4E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBMBA04 C21	Major Project	-	6	-	Ext : 150
	MBMBA04 C22	Project Viva Voce	-	2	-	Ext : 50

Semester	No. of Courses	Total Credits	Total Marks
FIRST	7 Core	28	700
SECOND	7 Core	28	700
THIRD	8 (4 Core + 4 Electives)	32	800
FOURTH	8 (4 Core) + 4 electives)	32	800
TOTAL	30 (22 Core + 8 Electives)	120	3000

LIST OF ELECTIVE COURSES

I) MARKETING MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBMBA03E01	Consumer Behaviour
	MBMBA03E02	Sales and Distribution Management
	MBMBA03E03	Customer Relation Management
	MBMBA03E04	International Marketing
FOURTH SEMESTER	MBMBA04E05	Retail Management
	MBMBA04E06	Advertising and Brand Management
	MBMBA04E07	Rural and Social Marketing
	MBMBA04E08	Services Marketing

II) FINANCIAL MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
	MBMBA30E09	Security Analysis and Portfolio Management

THIRD SEMESTER	MBMBA30E10	Financial Markets and Institutions
	MBMBA03E11	Insurance and Risk Management
	MBMBA03E12	Cost Systems and Control
FOURTH SEMESTER	MBMBA04E13	Financial Derivatives
	MBMBA04E14	International Financial Management
	MBMBA04E15	Practice Of Commercial Banking
	MBMBA04E16	Mergers, Acquisitions and Corporate Restructuring

III) HUMAN RESOURCES MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBMBA03E17	Team Building in Organisations
	MBMBA03E18	Training and Development: Systems & Practices
	MBMBA03E19	Performance Management
	MBMBA03E20	Compensation Management
FOURTH SEMESTER	MBMBA04E21	Strategic and International Human Resource Management
	MBMBA04E22	Organisational Change and Development
	MBMBA04E23	Industrial Relations and Labour Laws
	MBMBA04E24	Conflict Management

IV) HEALTHCARE MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBMBA03E25	Health Care Management
	MBMBA03E26	Health and Development
	MBMBA03E27	Health Care Economics
	MBMBA03E28	Hospital Administration
	MBMBA04E29	Hospital Planning and Engineering

FOURTH SEMESTER	MBMBA04E30	Patient Behaviour and Care
	MBMBA04E31	Patient Care Management
	MBMBA04E32	Legal Issues in Hospital Management

V) TOURISM AND HOSPITALITY MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBMBA03E33	Tourism Principles and Practices
	MBMBA03E34	Tourism Products of India
	MBMBA03E35	Hospitality Management
	MBMBA03E36	Marketing for hospitality and tourism
FOURTH SEMESTER	MBMBA04E37	Destination Planning and Development
	MBMBA04E38	Travel Agency and Tour Operations Management
	MBMBA04E39	Ethical, Legal and Regulatory Aspects of Tourism Business
	MBMBA04E40	International Hospitality Law

Note: The MBA Programme is offered in Double Specialisation Mode. Therefore, each student shall opt for 2 Elective Streams from the 8 different Elective Streams offered for the Programme. A student shall study 4 elective courses (2 courses each from the 2 elective streams opted by the student) in the third semester and another 4 elective courses in the fourth semester (2 courses each from the 2 elective streams already opted by the student during the third semester). Thus, each student shall study 8 elective courses for the whole programme.

SEMESTER-III

MBMBA03C16 : 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 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; Multimodal 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, India
6. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning 1. and Operation; Pearson Education

SEMESTER-III
MBMBA03C17 : BUSINESS LAW

Course Objective	To provide knowledge about important laws relevant to 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

ReferenceBooks:

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

SEMESTER III

MBMBA03C18: INFORMATION SYSTEM & TECHNOLOGY

Course Objectives	To 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 Extranet. 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 – internetworked 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 geoeconomic 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, New Jersey ,2006

SEMESTER III- MARKETING MANAGEMENT ELECTIVE COURSE

MBMBA03E01 : CONSUMER BEHAVIOUR

Course Objectives	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 reviews 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 behaviour
3. To design research frameworks for collecting and analysing 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 Behaviour - Consumer Decision Making Environment, Family Decisions and Reference Groups – Gifting Behaviour- Creating conceptual models of buying situations using theoretical foundations and/or actual cause and effect variables. E.g. Generation Z, Millennials, Women and Digital Consumers

Unit 2- Psychological Foundations - Consumer Exposure and Message responses- Pre-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 Shrivastava , Prof. (Dr.) Prakash Divakaran & Dr. Mustafizul Haque (Iterative International Publishers(IIP), 2023)
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 Objectives	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 week	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 PersonnelSales 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 - MARKETING MANAGEMENT ELECTIVE COURSE

MBMBA03E03 : Customer Relationship Management

Course Objectives	To understand the concepts and principles of CRM. To appreciate the role and changing face of CRM as an IT enabled function .It also enable managing Customer Relationship		
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: To perceive the concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management
- 2: Have perception on CRM marketing initiatives, customer service and designing CRM strategy.
- 3: Appraise the benefits of CRM
- 4: Recognise the importance of managing and protecting customer data

Course Content:

UNIT - I - CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM definition - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT - II - CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

UNIT - III - Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. Analytical CRM - Managing and sharing customer data - Customer information databases - Data Warehousing and Data Mining concepts - Data analysis -

Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT-I V - CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out- sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

REFERENCES

1. Alok Kumar Rai, Customer Relationship Management ; CASES, Prentice Hall of India , Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
4. V. Kumar & Werner J., Customer Relationship Management, Wiley India, 2008

SEMESTER-III – MARKETING MANAGEMENT ELECTIVE COURSE
MBMBA03E04 : INTERNATIONAL MARKETING

Course Objective	The course aims at acquainting students with concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations.		
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: Analyze global market trends and identify opportunities for international expansion.
- 2: Develop effective marketing strategies that address cultural, legal, and ethical considerations in diverse international markets.
- 3: Apply market research techniques to assess international consumer behavior and preferences.
- 4: Formulate and execute international market entry plans for diverse product and service offerings.

Course Content

Unit 1: Introduction to International Marketing-Meaning, and Importance of International Marketing-International Marketing Orientation: E.P.R.G Approach- International Marketing Management Process International Marketing Environment-International Market Segmentation and Positioning -Screening and Selection of Markets

Unit 2: International Market Entry Strategies-Exporting: Modes, Advantages, and Challenges-export import procedure-Licensing and Contract Manufacturing-Joint Venture and Strategic Alliances-Merger and Acquisition (M&A)-Setting up Wholly Owned Subsidiaries Abroad- International Product Strategies: Product Design, -Managing Product Line-International Trade Product Life Cycle-New Product Development in International Markets.

Unit 3: Pricing, Distribution, and Promotion in International Markets-Factors Affecting International Price Determination-Price Quotations and Terms of Sale in International Markets-Distribution Channel Strategy for International Markets-Roles and Functions of International Distribution Channels-Selection and Management of Overseas Intermediaries-International Distribution Logistics- International Promotion Mix: Advertising and Other Modes of Communication- Standardization vs. Adaptation in Global Advertising-Global Advertising Regulations - Cultural and Ethical Considerations in International Advertising – Digital and Social Media Marketing in Global Context-Sales Promotion and Public Relations in International Markets- Sponsorship and Event Marketing in Global Arena

Unit 4: Emerging Trends in International Marketing-Regionalism vs. Multilateralism in International Trade-Trade Blocks and Important Groupings in the World-Legal Dimensions in International Marketing-Role of IMF and WTO ,Emerging Trends in International Marketing: Sustainability, CSR, and Green Marketing- Technological Advancements and their Impact on Global Marketing-Future Directions and Challenges in International Marketing

Text Books:

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|----------------------------|--|
| 1. International Marketing | : Cateora, Philip R. and Graham John L |
| 2. International Marketing | : Rajendra Nargundkar |

Reference Books:

- | | |
|---|-----------------------------------|
| 1. Global Marketing | : Hollensen, S. |
| 2. International Marketing- Strategy and Theory | : Onkvisit, Sak and Shaw Johan J. |
| 3. Global Marketing | : Keegan, Warren J. |
| 4. International Marketing | : Joshi, R M |
| 5. Export Import Management | : Aseem Kumar |

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.		
Elective 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, optimisation 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, analyse, consolidate and synthesize relevant information drawn from a range of sources in order to demonstrate critical thinking and judgement 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.

Course Content

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- Markowitz and Efficient Frontier- Asset Pricing Models; The Capital Asset Pricing Model (CAPM)- Security Market Line-Arbitrage Pricing Theory- Other Multifactor 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 Rebalancing-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', 5th 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 Portfolio Theory 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 NBFCs.

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

MBMBA03E11 : INSURANCE AND RISK MANAGEMENT

Course Objective	To provide an understanding about the different risk aspect of business to identify, analyze and manage various types of risk. Besides the students will be in a position to understand principles of insurance, the Insurance business and its usefulness in mitigating business risk.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sem. Exam :80 Marks

Course Outcomes:

1. Understand concepts and types of risks, methods to manage and mitigate risks.
2. Explore the development and nature of insurance, along with legal aspects.
3. Analyze the different insurance industries and its role in risk management and compute insurance premiums.
4. Analyze insurance malpractices, loss assessment
5. Gain insights into global insurance and disaster risk management, and the roles of intermediaries and IRDA.

Course Content

Unit I : Concept of Risk, Types of Risk, Managing Risk- Mitigation methods, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Management. Risk Retention and Transfer, Pooling, Loss Exposure, Disaster Risk Management.

Unit II: Development and Concept of Insurance, Need for Insurance, Nature of Insurance Contract, add-ons, riders, Insurable Interest, Insurance Industry in India. Globalization of Insurance Sector, Legal Aspects of Insurance Contract, Principles of Insurance, Estoppels.

Unit III : Classification of Insurance industry- Distinction between Life Insurance and General Insurance. Life insurance, Fire Insurance, Motor Insurance, Health Insurance, Marine Insurance, Automobile Insurance, Computation of Insurance Premium.

Unit IV : Control of Malpractices- Negligence, Loss Assessment and Loss Control- Exclusion of Perils, Insurance intermediaries, Actuaries .IRDA role and significance -Regulation of Risk Reduction by IRDA. Insurance linked Social security schemes in India, Reinsurance, Co-insurance.

Text Books:

1. Insurance and RiskManagement : Gupta. P. K.
2. Principles of RiskManagement and Insurance : George. E. Rejda.

Reference Books:

1. Principles of Insurance and RiskManagement :Mittal. Alka. & Gupta. S. L
2. Principles and Practices of Insurance : Panda. G.S
3. Principles and Practices of Insurance : Mishra. M. N
4. RiskManagement :Jeevanandam. C

Semester III-FINANCE MANAGEMENT ELECTIVE COURSE

MBMBA03E12 : COST SYSTEMS AND CONTROL

Course Objective	To provide an in-depth knowledge of the detailed procedures and documentation involved in cost ascertainment systems. To understand the concepts of Financial Management and its application for managerial decision making.		
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. To recognize interdependence of cost accounting and management accounting.
2. Apply marginal and absorption costing approaches in job, batch and process environments;
3. To Prepare and interpret budgets and standard costs and variance statements.
4. Identify and apply the concepts of Financial Management.

Course Contents:

Unit I - Methods of Costing: (a) Job Costing (b) Batch Costing (c) Contract Costing .Process Costing – Normal and abnormal losses, abnormal gain, inter process Profit. Pre-requisite of a good costing system, difficulties in installation of costing systems.

Unit II - Marginal Costing (i) Meaning of Marginal Cost and Marginal Costing (ii) Absorption Costing vs. Marginal Costing (iii) Break-even analysis (iv) Margin of safety (v) Application of Marginal Costing for decision making, Make or Buy decision , Key factor analysis, Sales mix decision (simple problems only). Standard Costing & Variance Analysis: (i) Concept of standard cost and standard costing (ii) Advantages and limitations (iii) Computation of variances relating to material and labour costs.

Unit III - Budget and Budgetary Control (i) Concepts, Types of Budgets (ii) Budgetary Control Vs Standard Costing (iii) Advantages and limitations (iv) Preparation of Budgets: Sales, Production, Material, purchase, labour and Production cost budget. Fixed and Flexible budgets. Zero based

budgeting (theory), Performance budgeting (theory), Programme budgeting (theory), Research and Development Cost Budget (theory).

Unit IV - Cost Audit: Objectives and Advantages. Concept of value analysis and value engineering, Steps in value analysis, strategic cost management. Cost Reduction -nature, scope, areas of cost reduction campaign. Difficulties in cost reduction, cost reduction and its organization.

Text Books:-

1. Management Accounting : Khan. Jain P.,
2. Management Accounting :Singhvi. Nm

Reference books:-

1. Cost Accounting: Theory and Practice:M L Agarwal
2. Advanced cost accounting: Khan and Jain
3. Cost Accounting: Texts and Problems: M. C. Shukla
4. Cost Accounting: Principles & Practices:M. N. Arora

SEMESTER III- Human Resource Management Elective Course
MBMBA03E17: TEAM BUILDING IN ORGANIZATIONS

Course Objective	To teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to sustain teams.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion and Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs. End Sr. Exam : 80 Marks

Course Objective:

1. To build a good team in an organization
2. To manage various dynamics and forces in the team in the real scenario.
3. To internalize corporate values and strengthen the team.
4. To resolve various problems in the team through effective communication

Course Content:

Unit I : Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.

Unit II :Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

Unit III : Communication and Creativity: Communication Process; Communication Effectiveness & Feedback;Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brainstorming; Electronic Brainstorming. Negative Brainstorming.

Unit IV : Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource - Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors. Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

Text Books:

1. Organizational Behaviour: Emerging Realities for the Workplace Revolution. : McShane, S. L & Glinow M. A. V.
2. Organizational Behaviour : Hellriegel, D. & Slocum, J. W.

Reference Books:

1. Organizational Behavior : Robbins, S. P.
2. Organizational Behavior : Luthans, F.
3. Understanding Organizational Behaviour : Pareek, Udai
4. Groups Theory & Experience : Naper, Rodhey, W & Gershenfeld Mattik,

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.		
Elective 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, Pre-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, Symposia, 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.		
Elective 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 – Human Resource Management Elective Course

MBMBA03E20 : COMPENSATION MANAGEMENT

Course Objectives	To promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing and analyzing and restructuring reward management systems, policies and strategies.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc.		
Core Course	4 Credi	4 teaching hours per week	3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes:

1. Define compensation management and identify its key components.
2. Analyze different compensation strategies and their impact on employee motivation and productivity.
3. Evaluate the challenges and ethical considerations in designing and implementing compensation plans.
4. Critically assess the effectiveness of compensation management practices in real-world organizations.

Course Content :

Unit I - Conceptual Framework of Compensation Management: Components of compensation - Importance and relevance of compensation management in organizations - Compensation Strategy and Design: Understanding compensation strategy - Factors influencing compensation decisions - Job analysis and job evaluation - Designing pay structures and pay levels - Variable pay plans and incentives - Emerging trends of compensation management.

Unit II - Compensation for Employees: Wage Theories - Wage Policy in India - - The Pay Commission - Wage Boards - Methods of Payment: Performance based pay systems, Knowledge based pay system, Team based pay system, Market based pay system, Incentive based pay system - ESOP's & EVA .

Unit III - Executives Compensation : Components of executive compensation - Guidelines of Companies Act Relating to CEO Compensation. Compensation and Benefits Administration - Compensation surveys and benchmarking - Salary administration and budgeting - Employee benefits and their role in compensation.

Unit IV - Tax Planning: Tax Implication of Employee Compensation Package to the Employer - Tax Efficient Compensation Package - V R S: Approaches to deal with the Workforce Redundancy - International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package.

Text Books:

1. Compensation Management in a Knowledge-based world : Henderson, R.I.
2. Compensation Management: Text and Cases : Deb, T.
3. Reward Management: A Handbook of Salary Administration, Kogan Page Ltd, 1988 : Armstrong, Michel and Murlis, Helen,
4. Compensation Management: Rewarding Performance : S.S. Upadhyay

Reference Books:

1. Compensation and Reward Management : Singh, B.D
2. Compensation, Evidence, and Strategic Implications : Gerhart, B. & Rynes, S.L
3. The Compensation Handbook-A State of the Art Guide to Compensation Strategy and Design : Berger & Berger.
4. Strategic Compensation: A Human Resource Perspective Approach : Martocchio, J.

SEMESTER III - HEALTH CARE MANAGEMENT ELECTIVE COURSE

MBMBA03E25 : HEALTHCARE MANAGEMENT

Course Objectives	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 symposia on the present and prospects of 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

MBMBA03E26 :HEALTH AND DEVELOPMENT

Course Objective	To give a broad picture about the healthcare system in India and its current status. To have knowledge on the committee reports and developments in the health care system over a wide period of time.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 Hrs End Sem exam : 80 marks

Course Outcome

- Measuring the community in terms of their healthcare needs and gaps and structuring a provision to provide the same.
- Develop awareness of the Healthcare industry structure in India and abroad to have an access to globalised system of healthcare and its development.
- Ability to identify and understand various socio economic indicators of the health aspects of a community/country.
- Formulate ideas and develop and participate in implementation of plans to improve healthcare aspects required.

Unit I

Evolution of Health care system in India- Historical overview-Indian health care system- Concept of health & disease-Spectrum of Health-Determinants of Health-Responsibility of Health.

Unit II

Measurement of Health status in the community - Indicators of health-Mortality-Morbidity-Disability-Nutritional status- Health care delivery-utilization rates-socio economic indicators- health policy indicators- indicators of quality life.

Unit III

Health care System in Developed and Developing countries-Developed & Developing reasons, Health Systems-Levels of health care-Health team concept- Millennium Development goal- International health-WHO, UNICEF, UNDP, ILO, SIDA, DANIDA-International Red Cross-CARE.

Unit IV

National Health plan and Review of report on Health care- National Five year Plans-Review of report on Health care-Bhore Committee-Mudaliar committee-Jain Committee-Chaddha Committee- Kartarsingh committee- Srivastava committee & committee on plan & projects- Bajja committee & Rao Committee.

Reference Books:

- 1.Social and PreventiveMedicine :K. Park
- 2.Preventive and Social Medicine : Prabhakar Rao

SEMESTER III - HEALTH CARE MANAGEMENT ELECTIVE COURSE

MBMBA03E27 : HEALTHCARE ECONOMICS

Course Objective	The course aims at providing an idea about health determinants, nature and characteristics about health care markets etc. It seeks to examine the factors that influence the industry's costs and quality care.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 Hrs End Sem exam : 80 marks

Course Outcome

- Achieves the primary objective of acquiring systems-based solutions to make healthcare more equitable, accessible and affordable for all. Health economists seek to understand the role that a broad range of stakeholders play in healthcare spending.
- Aids in understanding and developing value-based care which focuses on health care being delivered on the basis of quality over quantity driven by data from specific metrics like hospital or clinic readmissions, patient engagement etc.
- Recognize how people pay for care, how those payments are processed and how health systems around the world can be restructured and improved.
- To have a thorough understanding of how economic behavior factors into health and health care decisions that can be beneficial for anyone interested in this field.

Unit I

Nature of Economic Analysis – nature Economic – functioning of Economic systems – Circular flow and interdependence of Economic activity- Basic Economic concepts - scarcity – Opportunity cost –Discounting principle – Concept of margin – Utility – Demand – Supply and Elasticity – Relevance of Economics to health and medical care.

Unit II

Utility analysis – Nature of Demand and determinants – law of demand – Elasticity of Demand- Supply Curves – Cost Concepts and Cost Analysis - Unique Nature of Health – Health as a Consumer and investment Good – Valuation of Health –Externalities in Health care – Economic Evaluation in Healthcare.

Unit III

Market Configuration – Price determination under different market conditions – nature and Characteristics of Health care markets - Demand for and supply of Health care services- Market failures and Government intervention and control.

Unit IV

Health care indicators – Health policies - Health care expenditure – Financing of Health care, Allocations under 5 year plans.- National rural Health Machine (NRHM) – Human Development indices - Trends in Healthcare – Changing demography – Medical Technology and Escalating Health costs – Public - Private Partnership -effects of Globalization.

Reference Books:

1. Micro Economic Theory : Dwivedi, D.N
2. Health Economics and policy : James Henderson
3. Health Economics : Rexford E. Santerre
4. Economics of Health : Mills.A.& Lee,K
5. Health Economics : Peter Zweible & Friedrich Breyer
7. A Premier of Health Systems Economics : V.Raman Kutty
8. Health Economics in India : H.S.Rout&P.K.Panda

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 upskill 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.		
Elective 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, labour 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 / anaesthesia – legal recruitments 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 III

Tourism & Hospitality Management Elective Course

MBMBA03E33: TOURISM PRINCIPLES AND PRACTICES

Objective	To give an overview of concept of tourism, tourism industry and the various tourism organisations		
Pedagogy	Lectures, Assignments, practical exercises, case discussions seminars etc..		
Elective course	4credits	4Teaching hours per week	3 hrs end sem Exam: 80 marks

Course Outcomes

1. Students should gain a comprehensive understanding of the tourism industry, including its structure, key players, and major trends.
2. To familiar with the fundamental principles that govern the tourism industry.
3. To learn about destination management, including destination planning, development, and marketing strategies.
4. To get familiar with different forms of tourism industries.

Unit 1: Introduction to Tourism

Concepts and Definitions - Tourism: Concepts and definitions - Origin and development of tourism, Types and Forms of Tourism - Types of tourism: domestic, international, regional, inbound, outbound - Forms of tourism, Tourism Network and Components - Tourism network and components of tourism - Interdisciplinary approaches to tourism, Tourism Industry Structure - Attractions - Accommodation - Transportation - Food & Beverage (F&B) - Shopping - Entertainment - Infrastructure - Hospitality

Unit 2: Assessment of Tourism Impact

Trends in Tourism - Present trends in domestic and global tourism, Economic Impact - Positive and negative economic impacts of tourism, Socio-cultural Impact - Impact on local culture and society, Ecological Impact - Environmental effects of tourism

Unit 3: Sustainable Tourism Development

Carrying Capacity - Concept of carrying capacity in tourism - Measuring and managing carrying capacity, Sustainable Tourism Development - Principles of sustainable tourism - Strategies for sustainable tourism development-Emerging Areas of Tourism - Rural tourism - Eco-tourism - Medical tourism - Pilgrimage tourism - Other emerging tourism trends

Unit 4: Tourism Organizations and Planning

International Tourism Organizations - World Tourism Organisation (WTO) - Pacific Area Travel Association (PATA) - World Tourism & Travel Council (WTTC), National Tourism Organizations - Role and function of Ministry of Tourism, Govt. of India - Indian Tourism Development Corporation (ITDC) - Department of Tourism - PT&TC

Industry Associations - Federation of Hotel and Restaurant Associations of India (FHRAI) - Indian Hotel Association (IHA) - International Air Transport Association (IATA) Tourism Planning and Development - Overview of five-year plans with special reference to tourism development and promotion

Reference Books:

1. Travel Industry: Chunky Gee et al.
2. Tourism systems: Mill and Morisson
3. Successful Tourism Management: P.N Seth
4. Tourism Management- Vol.4: P.C. Sinha
5. Tourism Development: R. Gartner
6. Tourism Planning and Development: J.K Sharma
7. Tourism Principles, Philosophy, Practices: Goldener, C & Ritchie, B

SEMESTER III

Tourism & Hospitality Management Elective Course

MBMBA03E34: TOURISM PRODUCTS OF INDIA

Objective	To give an overview of different types of tourism products and destinations in India		
Pedagogy	Lectures, Assignments, practical exercises, case discussions seminars etc..		
Elective course	4 credits	4 Teaching hours per week	3 hrs end sem Exam: 80 marks

Course Outcomes

1. To make students aware about the tourism products and its related scope in the country.
2. To gain a comprehensive understanding of India's rich and diverse tourism resources, including natural attractions
3. To develop an appreciation for India's diverse cultural heritage, including its languages, religions, festivals, cuisines, performing arts, and handicrafts, and understand how these aspects contribute to India's tourism appeal.

Unit - 1

Unique features of Tourism Product in India – Historical perspective – Ancient, Medieval and modern – Geography of India – Physical and Political features – Astrology, Ayurveda, Yoga and Meditation – Languages and literature – Major Religions of India.

Unit - 2

Cultural Tourism - problems and prospects – Fairs and Festivals-Dance Festivals –Performing arts – Dance and Music forms - Music Festivals – Fruit and Flowers Shows – Food Festivals – Myths and Legends – Cuisines and specialty dishes- Artifacts and Handicrafts Architecture –Paintings and Sculpture.

Unit - 3

Archaeological sites – Monuments –Ancient Temples of India – Forts - Palaces and Museums – Buddhist heritage sites of India-Islamic Art & Architecture-Hill stations- pilgrimage centres- Beach Resorts of India- facilities and amenities. Wildlife sanctuaries- National parks –Botanical gardens and Zoological Parks- Biosphere reserve-facilities and amenities.

Unit - 4

Major tourism circuits of India – Emerging Tourism Destination of India – Pilgrimage tourism- ecotourism-Rural tourism-golf tourism-wine tourism-camping tourism Adventure tourism-potential & issues-promotional measures initiated by Ministry of Tourism- Govt. of India-State Governments and Private Tourism Agencies.

References:

1. The Wonder that was India: A. L Basham,
2. A Cultural History of India: A. L Basham,
3. India Plan your own holiday: S. Jaganathan
5. Travelers India: H.K. Kaul,
6. Museums of India: S. Punja
7. The Art of Ancient India: S. Huntington
8. Indian Architecture: Piercy Brown
9. Cultural Heritage of India: Shalin Singh
10. Incredibleindia.org.in.

SEMESTER III

Tourism & Hospitality Management Elective Course

MBMBA03E35: HOSPITALITY MANAGEMENT

Objective	To provide the students an understanding about accommodation and hospitality industry and emerging scenario in hospitality industry		
Pedagogy	Lectures, Assignments, practical exercises, case discussions seminars etc..		
Elective course	4 credits	4 Teaching hours per week	3 hrs end sem Exam: 80 marks

Course Outcomes

1. To understand about accommodation industries and different types of accommodations.
2. To Learn about marketing and sales strategies specific to the hospitality industry
3. To Understand the management of lodging facilities, including hotel operations, room division management, reservations, guest services, and housekeeping.

Unit -1

Introduction to accommodation industry – Types of accommodation and their grouping, classification, categorization and forms of Ownership - Activities in Accommodation. Management– Front office – Housekeeping – Bar and Restaurant - Supporting services.

Unit -2

The Room division - the food and beverage division - the engineering and maintenance division -the marketing and sales division - The A/C division - the HR division and the security division- Managerial Issues-Trends-Problems-success-factors-study of the working of selected Hotels/Motels/Restaurant etc.

Unit -3

Introduction to Hospitality industry and its distinctive characteristics – inflexibility- perishability fixed location-relatively large financial investment-Seven Ps of Marketing in Hospitality Marketing. Introduction to Restaurant Management, eating by drinking places, Hotel operations – Food services for the transportation market. Food services for the leisure market - retail food services –

Unit- 4

Business/ Industrial food services. Health care food services - club food services – Trends in lodging and food services. Future trends in hospitality industry-Usage of CRS in hotel industry-operational usage through chain of hotels-Role of association in hospitality management-Functions & Operations.

References:

1. Service Marketing: Zeithaml VA

2. Hotel and motel management and operations: Gray and Ligouri
3. Hotel front office training manual: Andrews
4. Hotels for Tourism Development: Negi S. 5. Hotel Assistant Manager: Arthur & Gladwell

SEMESTER III

Tourism & Hospitality Management Elective Course

MBMBA03E36: MARKETING FOR HOSPITALITY AND TOURISM

Objective	To make the students understand the various marketing concepts, principles and strategies specific to the marketing for hospitality and tourism		
Pedagogy	Lectures, Assignments, practical exercises, case discussions seminars etc..		
Elective course	4 credits	4 Teaching hours per week	3 hrs end sem Exam: 80 marks

Course Outcomes

1. To gain a comprehensive understanding of marketing principles and strategies specific to the hospitality and tourism industry.
2. To learn how to segment the hospitality and tourism market effectively.
3. To learn about distribution channels used in hospitality and tourism.
4. To get awareness about the importance of Tourism promotion

Unit- 1

Introduction: Marketing for Hospitality and Tourism – Definition – Core Marketing Concepts – Marketing Philosophies – Selling Vs Marketing, Differences between Products and Services – Technology and Marketing Specific features of Tourism Marketing – Marketing Environment (Macro) – Economic, Natural, Technological, Political – Legal and Socio Cultural.

Unit 2

Market Segmentation: Segmentation bases – Criteria to effective segmentation – Market Targeting – Market Positioning – Marketing Strategies – Alternative Strategies by Market Focus- Ps of Marketing- Product Mix – salient features of Tourism Products – New Product Development – Product Life Cycle – Strategies –Brand decisions.

Unit 3

Pricing: Pricing Considerations – Internal and External Factors – Pricing Approaches: Cost based– Break Even Analysis – Value based Pricing – Competition based Pricing – Pricing Strategies – New Product Pricing Strategies – Existing Product Pricing Strategies – Psychological Pricing – Promotional Pricing.

Unit 4

Promotion in Tourism Industry-objectives-Methods-Advertising-Sales Promotion—Personal Selling-Public Relations-Publicity in Tourism. Direct Marketing – Characteristics of each

Promotion. Packaging and Programming – Reason for the Popularity of Packaging and Programming – The distribution Mix – Nature and Importance in Travel Trade – Distribution Channels – Marketing of Tourist destinations

References:

1. Marketing for Hospitality and Tourism: Kotler, Philip, Bowen John, Makens James
2. Hospitality and Travel Marketing: Morrison Alistair &M, Delmar
3. Service Management and Marketing MA: Christian Gronroos
4. Managing Tourist Destination – Development, Planning, Marketing, Policies: Kamra, Krishna K

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		
Elective 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, 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. Omnichannel 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., Weitz B.A and Pandit A.
2. Retail Management: Functional Principles & Practices : Vedamani, Gibson G
3. Retail Management : Suja Nair

Reference Books:

1. Retailing Management – Text and cases : Pradhan S.
2. Merchandise Mathematics for Retailing : Easterling and Flottman
3. Managing Retailing : Sinha P.K & Uniyal D.P

SEMESTER-IV – MARKETING MANAGEMENT Elective Course

MBMBA04E06 : ADVERTISING AND BRAND MANAGEMENT

Course Objectives	· 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 Sem. Exam : 80 Marks

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- Organisation of advertising agencies, roles & responsibilities in an ad

agency-Careers in Advertising-Social Media/ Digital Advertising- SEO and SEM- Google Adwords and Adsense- Content Marketing- Influencer 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 Kapferer's Brand Identity Prism with examples-Market Share and Brand Development Index-Brand Positioning & Re-positioning -Brand Reinforcement and Revitalisation- Branding in Services Sector – Tourism, Media & Entertainment, Healthcare, Education, telecom, Mobile 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 (2nd 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
14. Cases in Brand Management and Services Marketing- Dr. Simon George, 2017

SEMESTER-IV – MARKETING MANAGEMENT Elective Course

MBMBA04E07 : RURAL AND SOCIAL MARKETING

Course Objectives	To create awareness about the applicability of the concepts, techniques, Processes of marketing in rural context To familiarize with the special problems related to sales in rural markets and to help understand the working of rural marketing institutions. ·		
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 Sem. Exam : 80 Marks

Course Outcomes;

- 1: Will be able to understand the concepts and techniques of marketing management and their application in rural marketing environment.
- 2: Will be able to understand and apply the rural marketing mix (4 A's) to meet the needs of rural consumers which will help the students in achieving employment in FMCG companies.
- 3: Will get the clarity who wants to become an entrepreneur and he/she wants its product would enter the rural market for promotion of his products and services.
- 4: To sensitize the students towards the needs and behavior of rural consumers and strategies implemented to fulfill them.

Course Content

UNIT- I - Rural Marketing Introduction- Definition- Rural Markets in India- Characteristics of rural Consumers- Rural Market Environment and Infrastructure-Challenges of Rural Marketing- attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process.

UNIT-II - Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades. Rural Marketing Strategies- Rural Market Segmentation- Product Strategies - Promotion Strategies- Pricing Strategies - pricing policies - innovative pricing methods for rural markets.

UNIT- III - Foundation of Social Marketing- Definition- Scope and Importance- Social Marketing Challenges- Conceptual Framework of Social Marketing- Social Markets Segmentation- Marketing Mix- Product Strategies- Pricing Strategies- Promotion- Strategies-Distribution.

UNIT- IV - Social Marketing Applications- Role of Govt. and NGO's in Social Marketing- Social Marketing Applied in Family Planning, Healthcare- Small Savings, and Literacy-AIDS Prevention- Environmental Protection-Anti-Smoking- Substance Abuse.

Text Books:

1. Social Marketing: Strategies for Changing Public Behavior : Kotler, P. Roberto, N. Lee, N
2. Rural Marketing : Kashyap, Pradeep, Amp, Raut, Siddhartha
3. Rural Marketing – Text and Cases : Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha,

Reference Books:

1. Rural Marketing : Balram, Dogra and Ghuman, Kharminder
2. Social Marketing: Influencing Behaviors for Good : Kotler, P. Lee, N. R., Lee, N
3. Strategic Marketing for Non-Profit Organisations : Kotler P and Andreasen
4. Advertising and marketing In Rural India : Bhatia, Tek K.

SEMESTER-IV – MARKETING MANAGEMENT Elective Course

MBMBA04E08: SERVICES MARKETING

Course Objective	This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing		
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 fundamental concepts and principles of service marketing.
- 2: Analyze the unique characteristics and challenges of marketing intangible services.
- 3: Apply strategies to design and develop effective service offerings for target markets.
- 4: Evaluate and implement service marketing tactics to enhance customer experience and loyalty.

Course Content:

Unit I -Emergence of Service economy: Nature of services; unique characteristics of services; Goods and services marketing; Classification of services; Origin and growth of Service marketing. Service marketing mix; - Services Marketing Management Process.

Unit II -Consumer Behaviour in Services: Consumer Decision Making in Services – Three stage model of service consumption- Customer Expectations - Perceptions – Satisfaction- Defining and Measuring Service Quality and Customer Satisfaction- Models of Measuring Service quality – GAPs Model – Servqual- Service Recovery – Principles of service recovery.

Unit III -Service Design and Development- Services design and development -Service Blueprint - Service Process - Service Positioning – Steps required for effective positioning - Managing the Integrated Services - Communication Mix - Physical Evidence and Servicescape – Elements and roles

Value Delivery of Services - Pricing of services – Pricing Tripod – Pricing policies - Services Distribution Management - New Channel formats, automated services. - Managing Service Personnel - Service Delivery – Employee role – Customer Role – Emotional Labour.

Unit IV - Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services, Current Developments in service sector.

Text

Books:

1. Services Marketing
2. Service Marketing

: Zeithaml, Jo Britner & Gremier
: Ravi Shanker

Reference Books:

1. Marketing of Services
2. Services Marketing
3. Marketing Text and Cases
4. Services Operations, Strategy & IT Management

: Hoffman, K. D. & Bateson, J. E.G
: Kurtz D. L. and Clow K. E.
: Rajendra Nargundkar
: Fitzsimmons J A & Fitzsimmons M J

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.

Unit II - Futures: Introduction – Futures terminology – Key features of futures contracts – Futures vs. Forwards – Pay off for futures – Equity futures in India – Index futures – Stock futures –

Futures trading strategies – Hedging – Speculation – Arbitrage – Spread trading. The cost of carry models for stock and index futures – Cash price and futures price , arbitrage opportunity. Options: 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.		
Elective 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 - Financial Management Elective Course

MBMBA04E15 : PRACTICE OF COMMERCIAL BANKING

Course Objective	To facilitate the learners to understand the concept of banking, its significance, types, functions, sectoral reforms, types of deposits, advances, customers, securities, charges and documentation by commercial banks.		
Pedagogy	Lectures, Assignments , Case discussion, Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

Course Outcomes:-

1. The learners will gain a comprehensive knowledge on the theoretical and practical aspects of commercial banking which will shape them as successful future bankers.
2. To understand Structure of commercial banking system.
3. To understand Managerial functions in banks. Such as management of deposits, advances etc.
4. Helps the students to understand Nature of bank investment.
5. To acquire required knowledge and demonstrate skills sets required for a Bank.

Course Contents:-

Unit I - Banking – Definition – Functions of Commercial Banks – Types of Commercial Banking Systems – Indian Commercial Banking Structure – Nationalization of Banks in India: Reasons, Achievements and Critical Evaluation – Financial Sector Reforms – Consolidation and Competition in the Indian Banking Industry – Payment Banks – Small Finance Banks.

Unit II - Deposit Mobilization by Commercial Banks – Deposit Mix – Different Types of Deposits – Factors affecting Deposit Levels – KYC guidelines Lending of Money by Banks – Principles of Sound Lending – Various Forms of Advances: Cash Credit, Overdrafts, Loans and Purchasing and Discounting of Bills – Retail Lending by Banks – Housing Loans and Personal Loans: Problems

and Prospects – EMI: Concept and Computation- Subsidiary Services of Banks: Traditional Services – Contemporary Services Including Cash Management- RTGS & NEFT.

Unit III - Different Types of Customers: Individuals, Joint Account Holders, Trustees, Executors and Administrators, Joint Hindu Family, Partnership Firm, Joint Stock Companies, Clubs and Societies, and Local Authorities – Points to be considered by the Banker While Opening and Conducting Accounts in the names of such Customers.

Unit IV - Different Types of Securities – Goods – Document of Title to Goods – Life Insurance Policies – Corporate Securities – Government Securities – Real Estate – Fixed Deposit Receipts – Bullions- Policy, Procedure and Practices of Lending against these securities.Modes of Creating Charges – Lien – Pledge – Hypothecation – Mortgage – Assignment – Documentation in respect of various types of Borrowers against Various types of Securities.

Text Book

1. Banking Theory, Law and Practice: Gordon and Natarajan
2. Banking Theory and Practice: Shekhar K C & Lekshmy Shekar

Reference Books:

1. Modern Banking: Theory and Practices: Muraleedharan.D
2. Bank management & Financial Services: Rose, Hudgins
3. Banking and Insurance, : Mohapatra and Acharya
4. Banking and Financial System: D.M. Mithani and E. Gordon
5. Banking Theory & Practice: Dr. Prem Kumar Srivastava
6. Legal Aspects of Bank Lending: M.J. Aslam
7. Banking Law and Practice in India : M.L. Tannan

SEMESTER IV - Financial Management Elective Course

MBMBA04E16 : MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

Course Objective	To prepare students to take advantage of the current liberalized economic scenario and understand how mergers a, acquisition and corporate restructuring is implemented.		
Pedagogy	Lectures, Assignments , Case discussion, Seminars etc.		
Elective Course	4 Credits	4 teaching hrs. per week	3 Hrs.End Sr.Exam : 80 Marks

Course Outcome

- 1: understand basic ideas about corporate restructure and its implications.
- 2: make a clear concept about merger and acquisition in detail
- 3: understand about the legal provisions regarding merger and acquisition
- 4: understand the calculation related to eps, er, market value of firm etc.

Course Content :

Unit I - Corporate Restructuring: Concept, Reasons for Restructuring, Barriers to Restructuring, Types of Corporate Restructuring, Synergy: Operating Synergy, Financial Synergy, Hubris Hypothesis of Takeovers, Strategic Alliances: types.

Unit II - Introduction in Mergers: Concept, Classification of Mergers, Motives behind M & A, Procedure of M & A, Reasons for failure, Reverse Merger, Recent Examples of M & A in India, Concept of Acquisition and types of Acquisitions, Reasons, Defense against hostile takeover, Poisson Pill, Bear Hug, Greenmail, Pacman. Etc.,

Unit III - Legal Aspects of Mergers: Legal procedure, Legal issues in M & A, Provision for M & A under Companies Act, 2013, SEBI Buyback of Securities Regulations, SEBI (Substantial Acquisition of shares and Takeover Regulations), SEBI (Delisting of Securities) Guidelines, Provisions of Income Tax Act, Competition Act for M & A

Unit IV - Computation Exchange ratio, p/e ratio, market value, EPS & impact, value of a firm etc., MBO, LBO, Bootstrapping; Criteria for Negotiating Friendly Takeover, Financing of Merger. Divesture: Concept, benefits, Types of Divestitures, Reasons for Divesture

Text Books:

1. Mergers Acquisitions and Corporate Restructurings: Gaughan, Patrick A
2. Mergers and Acquisitions: J. Fred Westan, Kwang and Susan

Reference Books:

1. Mergers Acquisitions and Other Restructuring Activities: Depamphilis Donald
2. Creating Value from Mergers and Acquisitions: Sundaram
3. Mergers: The New Dimensions for Corporate Restructuring: Ramanujan. S
4. Contemporary Issues in Mergers and Acquisitions: Gupta, Manju
5. Financial Management: Ravi M Kishore

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.		
Elective 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 II - HR Strategies: Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment .Non-Traditional Approaches: Investment in Disabled Employees, Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic HR Leader, Managing Workforce Diversity.

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 Interventions.

UNIT III - OD Intervention : Survey Feedback.Sensitivity Training, Process Consultation,- Third-Party Interventions, Team Building, Organization Confrontation Meeting, Technology-Driven 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-Human Resource Management Elective Course
MBMBA04E23: INDUSTRIAL RELATIONS AND THE LABOUR LAWS

Course Objective	Understand the conceptual and practical aspects of employee relations at the macro and micro levels		
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: After completing the course, students will be able to

- 1: Familiarise various legal issues affecting the industrial relations..
2. Develops critical thinking and problem solving ability.
3. Analyse various human relation issues in the organisation.
4. Applying various tools in solving issues and enhancing harmonious industrial relations .

Course Outcome

Unit I Introduction to Industrial Relations: Evolution of Industrial Relations in India, The Actors in Employee Relations: Management, Unions and the State. Employee Involvement & Participation: Concept, Ethical Codes, Discipline- Forms and Handling of Misconduct, Grievance Management:. Collective Bargaining: Importance, Forms, Recent Trends in Collective Bargaining

Unit II - Legal Framework of Industrial Relations (concepts and its recent amendments) : The Trade Unions Act 1926, The Industrial Dispute Act 1947- Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication. Labour court, Tribunals, The Factories Act 1948, The Contract Labor Act 1970,

Unit III -, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act, 1965, The Workmen’s Compensation Act 1923, The ESI Act 1948, The Employees’ Provident Fund and Miscellaneous Provisions Act 1952 , The Maternity Benefits Act 1961,

Unit IV -Industrial Relations & the Emerging Scenario: Industrial Relations & Technological Change, Voluntary Retirement Schemes,, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member., The Future Direction of Industrial Relations

Text Books:

- 1 Industrial Relations, Trade Unions, and Labour Legislation :Sinha, P.R.N. et al
2. The Dynamics of Employee Relations : Blyton, P. & Turnbull, P.

Reference Books:

1. Understanding Work & Employment: Industrial Relations in Transition : Ackers, P. & Wilkinson, A.
2. Labor and Industrial Laws : Padhi, P.K.
3. Industrial Relations: Emerging Paradigms : Singh, B.D
4. Industrial Relations: Text and Cases : Sen, R

SEMESTER IV -Human Resource Management Elective Course
MBMBA04E24 : CONFLICT MANAGEMENT

Course Objective	The course focuses on understanding different pictures of conflict , conflict resolution, negotiation and team- building skills.		
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: After completing the course, students will be able to

- 1:To acquire various skills and techniques for conflict Management
2. Develops different strategies for maintaining discipline in the organization.
3. Analyze different conflict situations and ways to resolve them in real life.
4. Applying various tools in solving issues and developing better interrelationships.

Course Outcome

Unit I: Conflict: Meaning ,imp & characteristics ; causes of conflict, perspectives of conflict, , , models of conflict – Process and Structural Models, types of conflicts functional & dysfunctional conflict, levels and sources of conflict – intrapersonal, interpersonal, group & organizational conflicts.

Unit II: Conflict Management - Meaning, Nature, Objectives , cConflict resolution -Conflict transformation - Five conflict handling styles: competing, collaborating, avoiding, accommodating and compromising. Win – win approach , Conflict Resolution Inventory, Anxiety Test.,Skills required for conflict management; Steps in conflict management. Importance of negotiation , Recent trends in organizational conflict management.

Unit III:- Implication of conflict in the workplace - Effect of conflict -Basic idea on Strikes, Lock-outs, Absenteeism, Turnover ,Gheraos, Ways to achieve industrial peace- Code of discipline in the industry. The

Industrial Dispute Act 1947- Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, labour court, tribunals.

Unit IV : Grievance handling mechanism and collective bargaining. Role of trade union in conflict management..Stress Management.- meaning, nature, causes, factors , Implication of conflict in the organization, coping strategies for stress; . Counseling- Introduction, Approaches, Goals, Process, Procedures

Books / References

- Fred Luthans, (2010) Organizational Behavior, McGraw-Hill Education
- Singh, K, Counseling Skills for Managers :.
- Owen, W.V. and Finston, H.V. (1954), Industrial Relations: Management, Labor and Society, Appleton Century Crofts, New York.
- RatnaSen, (2003), Industrial Relations in India: Shifting Paradigms, Macmillan Publishers India
- Jerrold Greenberg, (2012), Comprehensive Stress Management, 13th Edition, McGraw-Hill Education
- Valerie J Sutherland, Cary L Cooper, (2003), Strategic stress management: an organizational, Palgrave
- Gallo, A. (2017). HBR guide to dealing with conflict. Boston, MA: Harvard Business Review Press.

SEMESTER IV- Healthcare management elective course

MBMBA04E29 : HOSPITAL PLANNING & ENGINEERING

Course Objectives	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, gynaecology, 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: Springer Verlag, Singapore, 2022)
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.		
Elective 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 socio 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.
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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– Psychographics – Lifestyles – – Information Search Process – Evaluating Criteria-Audit of Patient Behavior.

Legal responsibilities -Essential documents-state licensure-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

SEMESTER IV- Healthcare management elective course

MBMBA04E31 : PATIENT CARE MANAGEMENT

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.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 Hrs End Sem exam : 80 marks

Course Outcome:

1. Build up competencies to specify approaches for planning, implementing, and managing socio behavioral health education-focused programs and/or policies to promote human health.
2. Demonstrate deep knowledge in the legal aspects related with patient care and interventions.
3. Understand the drivers of patient health behaviours – Learn how to identify and interpret specific individual drivers of health behaviours.
4. Appreciate the significance of quality assurance and explain current trends in patient care.

Course Content

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– Psychographics – Lifestyles – – Information Search Process – Evaluating Criteria-Audit of Patient

Behavior. Legal responsibilities -Essential documents-state licensure-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

SEMESTER IV- Healthcare management elective course

MBMBA04E32: LEGAL ISSUES IN HOSPITAL MANAGEMENT

Course Objective	Healthcare management necessitates a delicate balance between legal compliance and ethical considerations. The Course is designed to give an overview of the legal issues in hospital management and functioning.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion, Seminars etc.		
Elective Course	4 Credits	4 Teaching hrs. per week	3 Hrs End Sem exam : 80 marks

Course Outcomes:

CO1. Build up competencies to identify and address various aspects which require legal compliance and consideration.

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

CO3. Understand the drivers of healthcare aspects which require legal interventions and to protect the consumer/patient rights.

CO4. The synergy between legal obligations and ethical principles is crucial in delivering patient-centered care and shaping the future of healthcare management.

Unit I

Law and establishment of hospitals-private /public hospitals, legal requirements under Medical Council Acts- Hospitals as an 'industry'; - application of labor enactments - discipline in hospitals; disciplinary action - a study of valid requirements of domestic enquiry.

Unit -II

Contractual obligations in hospital services - requisites of a valid contract - hospital as bailor; sale and purchase of goods- duties towards patients - code of ethics - violation legal consequences.

Unit –III

Legal aspects relating to organ transplantation, termination of abortion; euthanasia, sale and administration of drugs; anesthesia – Preventing medico legal issues in Clinical Practice.

Unit IV

Legal liability of hospitals - criminal, civil and tortious-liability for negligence consumer protection law-absolute liability and vicarious liability- Legal remedies available to patients-remedies under contract law-tort- criminal law and consumer protection Act.

References:

1. Medical negligence and legal remedies : Anoop Kaushal K,
2. Company Law : Avtar Singh
3. Consumer Protection Act 1986
4. Government and Business : Francis D
5. Government and business : Gupta D and Gupta, S
6. Monopolies. Trade Regulations
and Consumer Protection : Varma, D.P.S

SEMESTER IV

Tourism & Hospitality Management Elective Course

MBMBA04E37: DESTINATION PLANNING AND DEVELOPMENT

Objective	To give broad overview about tourism planning, destination marketing mix etc..		
Pedagogy	Lectures, Assignments, practical exercises, case discussions seminars etc..		
Elective course	4 credits	4 Teaching hours per week	3 hrs end sem Exam: 80 marks

Course outcomes

1. To understand fundamental concepts related to tourism destinations, including their role in the tourism industry, the components of destinations etc.
2. To understand the processes involved in destination planning, including destination assessment, stakeholder engagement etc.
3. To assess destination performance, monitor tourism trends, and evaluate the effectiveness of destination management strategies.

Unit 1

Defining "Destination"-Types of destination- characteristics of destination-Destinations and products- Development meaning and function-goals for development-Tourism and linkage between destination and development-Destination Management Systems-Destination planning guidelines-Destination zone planning model- Scenic highways- Destination selection process-The Value of Tourism.

Unit-2

Definitions of planning-outlines the key elements of the planning process and analysis-National and Regional Tourism Planning and development hierarchy-Assessment of Tourism Potential-Coordination and Control of Tourism Development-Tourism Planning and Conservation-Policies and Procedures Planning for Sustainable Tourism Development-Contingency Planning-economic impact-social impact- cultural impact- environmental impact-demand and supply match-sustainable development and planning approaches and indicators.

Unit 3

Tangible and intangible attributes of destination-person's determined image-destination determined image- measurement of destination image-place branding and destination image-destination image

formation process-unstructured image-destination appraisal-Strategy development and planning of destinations and tourism products-Product development and packaging-culture and nature-based development- Image and image-building of products and destinations.

Unit 4

Amalgamation of destination services- Six 'A's framework for tourism destinations-The dynamic wheel of tourism stakeholders-strategic marketing for destinations and strengthening their competitiveness- destination marketing mix-formulating the destination Product-Pricing the destination-Destination branding-8Ps in destination marketing-Destination distribution channel-Destination competitiveness.

References:

- 1 Tourism Planning: Basic, Concepts and Cases: C. Gunn, 'Cognizant Publications
2. Destination branding: Creating the Unique Proposition: Nigel Morgan, Annette Pritchard, Roger Prides
3. Tourism, Principles, practices, philosophies: McIntosh G
4. Tourism, Principles & practices: A. K. Bhatia
5. Successful tourism planning and Management: Praveen Seth
6. Travel & Tourism Management: Foster Douglas
7. Tourism Principles and Practices: Cooper, Fletcher, Gilbert and Wanhill

SEMESTER IV

Tourism & Hospitality Management Elective Course

MBMBA04E38: TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT

Objective	To understand about the types of travel agency and tour operations and their major functions		
Pedagogy	Lectures, Assignments, practical exercises, case discussions seminars etc..		
Elective course	4 credits	4 Teaching hours per week	3 hrs end sem Exam: 80 marks

Course Outcomes

1. To gain a comprehensive understanding of the travel and tourism industry,
2. To acquire knowledge and skills to manage various aspects of travel agency operations,
3. To understand and design innovative tour packages and requirements
4. To understand regulatory frameworks and policies governing the travel and tourism industry

Unit-1

History & growth-emergence of Thomas Cook and American Express-Types of travel agency and tour operation-distinction between wholesale and retail travel agency-integration and linkages. Setting up a travel agency-sources of income-linkages with major railways and cruise system in the world-Indian railways – facilities and amenities for passengers-surface transport system-car rental companies-interstate bus and coach network.

Unit- 2

Function of a travel agency and tour operator Itinerary planning-domestic and international- Tips and steps for itinerary planning-Do's and do not of itinerary preparation-limitation and constraints-Types of Tour-tour formulation and designing process-group tour planning and component.

Unit 3

Meaning of tour package-types and forms of tour package-costing-quotations-FIT and GIT tariffs-confidential tariffs-voucher- hotel and airline and exchange order-Pax docket-status report-AGT statements- merits and demerits of package tour- special requirements for outbound packages- liaisoning and selling package tours- commission-mark up- services charges. Govt. rules for getting approval-IATA rules-regulations for accreditation- documentation-entrepreneurial skill for travel-tourism and hospitality-problems of entrepreneurship in travel trade.

Unit 4

Itinerary preparation for inbound, outbound and domestic tours- preparation of specific common interest tour itinerary & costing- sample tour itinerary of Thomas Cook-Cox & Kings- SITA Travels.

References:

1. Travel Agency Operation, Concepts and Principles: J.M.S. Negi
2. Marketing & Selling of Airline products: Victor.T.C
3. The Business of Tourism: Holloway, JC
4. Management of Travel Agency and Tour Operation: Chand.M

SEMESTER IV

Tourism & Hospitality Management Elective Course

MBMBA04E39: ETHICAL LEGAL AND REGULATORY ASPECTS OF TOURISM BUSINESS

Objective	To understand about the regulatory laws for tourism business in India		
Pedagogy	Lectures, Assignments, practical exercises, case discussions seminars etc..		
Elective course	4 credits	4 Teaching hours per week	3 hrs End Sem Exam: 80 marks

Course Outcomes

1. To understand fundamental ethical principles and their application within the context of the tourism industry.
2. To understand about various tourist related laws and acts
3. To understand the legal requirements and responsibilities related to tourism industry,

Unit 1: Regulatory Laws for Tourism Business in India

Inbound and Outbound Travel: Regulations governing international travel to and from India.-Transport Industry and Airlines: Laws and regulations affecting transportation and aviation in the tourism sector-Accommodation and Hotel Industry: Legal requirements for the hospitality sector, including licensing and safety standards-Foreign Exchange Regulation Act and Export Import Act: Laws related to foreign currency transactions and the import/export of goods and services in tourism-Tourist-Related Laws: - Citizenship, Passport, Visa Regulations- Foreigners and Foreigners Registration Acts - Customs Acts relevant to tourists - Consumer Protection Act - Right to Information Act

Unit 2: Environmental and Crisis Management Laws

Motor Vehicles Act and Pollution Control Act: Laws regulating vehicular travel and environmental standards-Environment and Wildlife Related Acts & Laws: Legal protections for natural resources and wildlife.-Laws Related to Ancient Monuments: Regulations for the preservation and management of historical and cultural sites.-Crisis Management and Ethical-Leadership in Tourism: Strategies for managing crises and leading ethically in the tourism sector.

Unit 3: Corporate Social Responsibility and Safety Measures

Corporate Social Responsibility (CSR) in Tourism- Implementing and understanding CSR initiatives in tourism.-Concept of Tourist Police and Measures for Safety and Security of Tourists-Role and effectiveness of tourist police; safety protocols.-Sustainable Tourism Practices: Principles and practices for promoting sustainability in tourism.

Unit 4: Ethical and Legal Issues in Tourism

Ethical Issues in Tourism Marketing: Addressing ethical concerns in the promotion and advertising of tourism services-Ethical and Legal Issues in Hospitality Management: Managing ethical dilemmas and legal compliance in the hospitality industry-Tourism and Human Rights: Need for Central Tourism Legislation in India: Discussing the necessity and benefits of centralized tourism legislation.

References:

1. Foreign Exchange Laws and Practice: Gupta S.K.
2. Management of Foreign Exchange Risk: Ensor, R. (ed.)
3. Fennell, D. A. (2006). Tourism Ethics. Channel View Publications.
4. Hall, C. M., & Lew, A. A. (2009). Understanding and Managing Tourism Impacts: An Integrated Approach. Routledge.
5. Honey, M. (2008). Ecotourism and Sustainable Development: Who Owns Paradise? Island Press.
6. Swarbrooke, J. (1999). Sustainable Tourism Management. CABI.

SEMESTER IV

Tourism & Hospitality Management Elective Course

MBMBA04E40: INTERNATIONAL HOSPITALITY LAW

Objective	To understand about the basic legal principles governing hospitality principles		
Pedagogy	Lectures, Assignments, practical exercises, case discussions seminars etc..		
Elective course	4 credits	4 Teaching hours per week	3 hrs end sem Exam: 80 marks

Course Outcomes

1. To gain an understanding of the legal frameworks that govern the hospitality industry on an international scale.
2. To understand the legal requirements and processes for obtaining licenses, permits, and approvals necessary to operate hospitality businesses

Unit- 1

Basic Legal Principles Governing Hospitality Operations - The Common Law Basis for Laws Governing the Hotelkeeper - The Hotelkeeper and the Law of Contracts.

Unit -2

The Hotelkeeper and the Laws of Torts and Negligence - The Hotel's Duty to Receive Guests and Its Right to Refuse Guests – The Hotel's Duty to Protect Guests.

Unit- 3

The Hotel's Right to Evict a Guest, Tenant, Restaurant Patron, or Others- Consumer Protection Laws Affecting Hotels - Public Health and Safety Requirements

Unit 4

Frauds Committed Against Hotels and Crimes of Trespass - Other Laws Relating to Food Service - Wage and Hour Laws Applicable to Hotel Employees

References:

1. Understanding hospitality Law: Jack. Jeffries and Banks Brown
2. Hospitality and tourism law: M. Boustiv, J. Ross, N Geddes, W. Stewart, 3. Food Safety and Standards Act, 2006
4. Principles of Hospitality Law: Mike Boella, Alan Pannett
