

PERIYAR UNIVERSITY

Periyar Palkalai Nagar, Salem-636011 (Reaccredited with 'A++'Grade by the NAAC)

CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

ONLINE PROGRAMME (OLP)

MASTER OF BUSINESS ADMINISTRATION (M.B.A.) GENERAL MANAGEMENT

[CHOICE BASED CREDIT SYSTEM (CBCS)]



OBE REGULATIONS AND SYLLABUS

(Effective from the Academic year 2024-2025 onwards)

PREAMBLE

Department of Management Studies is one of the upcoming management institutes in the Southern region of the country. Department of Management Studies offers two-year full-time MBA programme in General Management with a difference (CBCS – Choice Based Credit Systems) since its inception in 2005. Department of Management Studies is an active Institutional member of All India Management Association.

Students of Department of Management Studies are being imparted management education in a very cohesive, disciplined and professional environment. The institute leaves no stone unturned to prepare its students as perfect decision-makers and path finding managers.

The institute is located in a separate spacious, lush green campus in the Salem-Bangalore national highway and is equipped with sprawling infrastructure and instructional facilities. The institute has separate hostel facilities for boys and girls within the University premises.

The institute provides the contemporary Audio-Visual learning equipment's for lectures and has developed its enduring relationship with the industries for providing practical training to the students through industrial visits, summer placement and guest lectures of executives from corporate world.

The University has employed highly experienced and professionally qualified young faculty members with background from industries and education who are dynamic and possess management skills as a trainer.

The interactive and participating methods of learning have been introduced and the students are assessed for the comprehensive skills at the end of each semester. The students Are encouraged to make maximum use of library and computer lab which are available to them round the clock. The learning environment is always continuous and inculcates in the students the best skills of communication and personality development.

The faculty members of Department of Management Studies are actively involving themselves in research and extension activities, paper and book publications. Attending and presenting papers at national and international level seminars, conferences and taking up consultancy services.

The students are provided assistance for the Summer Training and Job Placement in leading organizations.

The Institute strongly emphasis on quality education, effective teaching pedagogies and real industry interface to propel to a better career. The institute will ever look for long term benefits where it equips the students with required employable skills and Managerial traits.

VISION

Imparting the knowledge to the society through formal and informal modes and contributing to nation building.

MISSON

- To turn students into effective managers
- To impart knowledge to meet out global competition
- To infuse skills to empower students as good decision makers
- To learn by experience and by taking up real time projects
- To provide strong curriculum that is relevant to Industrial situations.
- To inculcate the right attitude into the mind to face any challenge in the work environment
- To make the students employable to cope up with the changing business dynamics
- To foster creative thinking and critical thinking to ensure in business Innovations.

PROGRAMME LEARNING OUTCOMES (PLOs):

- Define and summarize management concepts, applying them in a multidisciplinary context,
 with the ability to describe and critically analyze management problems in a volatile business environment.
- Acquire and evaluate new knowledge through business research methods, identifying, defining, investigating, and solving critical business issues, analyzing data and information to interpret results for optimal solutions.
- Identify potential sources of business environment information using technologies, and synthesize and define ideas from multiple information sources.
- Pay attention to details, challenge conventional thinking, and apply a range of strategies to

problem-solving.

- Communicate proficiently in oral, written, presentation, information searching, and listening skills within the management profession.
- Demonstrate excellent interpersonal, mentoring, and decision-making skills, including awareness of personal strengths and limitations. Promote self-awareness, empathy, cultural awareness, and mutual respect while working in teams.
- Understand global issues from different perspectives, recognize opportunities that the wider world offers, learn from and respect different cultures, and apply different forms of communication in various cultural settings.
- Understand and practice the highest standards of ethical behavior in their management profession.
- Identify opportunities to improve the business value chain as an entrepreneur, develop business acumen, and display basic business skills.
- Critically evaluate and reflect upon personal development during work experience and future learning needs to support career aspirations.
- Apply decision-making methodologies to evaluate solutions for efficiency, effectiveness, and sustainability.
- Demonstrate and possess the skills to influence, negotiate, and lead business deals.

PROGRAMME PATTERN

This programme is offered under Choice Based Credit system (CBCS). Students can earn more credits than the stipulated minimum of 99 credits.

CANDIDATE'S ELIGIBILITY FOR ADMISSION

A pass in a recognized Bachelor's Degree of Minimum of 3 years duration and obtained at least 50% marks accepted by the syndicate as equivalent there are eligible to apply for M.B.A programme. They shall be permitted to appear examinations conducted by this University and qualify for the M.B.A (CBCS) Degree of this university after completion of two academic years in the Department of Management Studies, Periyar University Center for Distance and Online Education (CDOE).

MASTER OF BUSINESS ADMINISTRATION GENERAL MANAGEMENT (FULL-TIME)

Choice Based Credit System

Programme Educational Outcomes:

- **PEO 1** Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.
- **PEO 2** Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and Decision-making skills.
- **PEO 3** Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field Research and Development.
- **PEO 4** Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.
- **PEO 5** Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Programme Outcomes:

- **PEO 1** Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analysing & solving business problems.
- **PEO 2** Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.
- **PEO 3** Ethical Value: Ability to develop value-based leadership attributes.
- **PEO 4** Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.
- **PEO 5** Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

- **PEO 6** Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.
- **PEO 7** Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.
- **PEO 8** Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

PEO - PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y	Y	Y	Y
PEO3	Y	Y	Y	Y	Y	Y	Y	Y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y - Yes

CBCS-STRUCTURE OF THE PROGRAMME

The programme structure comprises of two parts.

Course Component	No. of. Courses	Credits
Core Courses	13	49
Extra Disciplinary	03	09
Elective Courses (Optional)	06	18
Practical Course (Soft-Skills)	04	08
Project (Experiential Learning)	01	12
Internship	01	03
Total	28	99

CENTRE FOR DIDTANCE AND ONLINE EDUCATION (CDOE) NLINE PROGRAMMING (OLP)

SEMESTER-I										
COURSE CODE	COURSE TITLE	CATEGORY	L	Т	P	o	Credits	Internal	External	Total Marks
24NMBA01	Management Principles and Business Ethics	Core	4	-		-	4	25	75	100
24NMBA02	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	25	75	100
24NMBA03	Managing Organizational Behaviour	Core	4	-		-	4	25	75	100
24NMBA04	Accounting for Managers	Core	3	1		-	4	25	75	100
24NMBA05	Managerial Economics	Core	4	-		-	4	25	75	100
24NMBA06	Legal Systems in Business	Core	4	-	-	-	4	25	75	100
24NMBAED01	Entrepreneurship Development	Extra- Disciplinary	3	-	-	-	3	25	75	100
24NMBASS01	Soft Skills I – Executive Communication – Practical	Soft Skills	-	-	2	-	2	40	60	100
	SEMESTER-II									
24NMBA07	Applied Operations Research	Core	3	1		-	4	25	75	100
24NMBA08	Human Resource Management	Core	3	-	-	-	3	25	75	100
24NMBA09	Marketing Management	Core	3	-	-	-	3	25	75	100
24NMBA10	Operations Management	Core	3	1	-	-	4	25	75	100
24NMBA11	Financial Management	Core	3	1	-	-	4	25	75	100
24NMBA12	Strategic Management	Core	3	_		_	3	25	75	100
24NMBAED02	International Business	Extra Disciplinary	3	-		_	3	25	75	100
24NMBASS02	Soft Skills II – Business Etiquette - Practical	Soft Skills	-	-		-	2	40	60	100
24NMBASS03	Soft Skills III – Computing Skills – Practical	Soft Skills	-	-		-	2	40	60	100

	SEMESTER-III									
24NMBA13	Information Systems for Business	Core	4	-		-	4	25	75	100
	I – FINANCIAL MANAGEMENT & HUMA	N RESOURC	CE N	ΙA	NA	\G	EM	ENT	1	
24ND 4D 4 FE01	Financial Manageme						2	25	7.5	100
24NMBAFE01	Elective – I – Security Analysis and Portfolio Management	Elective	3	-		-	3	25	75	100
24NMBAFE02	Elective – II – Merchant Banking and Financial Services	Elective	3	-		-	3	25	75	100
24NMBAFE03	Elective – III – Banking and Insurance	Elective	3	-		-	3	25	75	100
	Human Resource Manag	gement		•						
24NMBAHE01	Elective – IV – Organizational Development	Elective	3	-		-	3	25	75	100
24NMBAHE02	Elective – V – Emotional Intelligence for Managerial Effectiveness	Elective	3	-		-	3	25	75	100
24NMBAHE03	Elective – VI – Learning and Development	Elective	3	-	-	-	3	25	75	100
GROUP I	I – HUMAN RESOURCE MANAGEMENT &	& MARKETI	NG	M	AN	IA(GEN	1EN	T	
	Human Resource Manag	gement								
24NMBAHE01	Elective – I – Organizational Development	Elective	3	-		-	3	25	75	100
24NMBAHE02	Elective – II – Emotional Intelligence for Managerial Effectiveness	Elective	3	-		-	3	25	75	100
24NMBAHE03	Elective – III – Learning and Development	Elective	3	-		-	3	25	75	100
	Marketing Managem	ent								
24NMBAME01	Elective – IV – Brand Management	Elective	3	_		_	3	25	75	100
24NMBAME02	Elective – V – Service Marketing	Elective	3	_		_	3	25	75	100
24NMBAME03	Elective – V – Service Marketing Elective – VI – International Marketing	Elective	3	_	_	_	3	25	75	100
	UP III – FINANCIAL MANAGEMENT & M.			NA	\G	EN	_			100
	Financial Managem	ent								
24NMBAFE01	Elective – I – Security Analysis and Portfolio Management	Elective	3	-		-	3	25	75	100
24NMBAFE02	Elective – II – Merchant Banking and Financial Services	Elective	3	-		-	3	25	75	100
24NMBAFE03	Elective – III – Banking and Insurance	Elective	3	-		-	3	25	75	100
	Marketing Managem	nent								
24NMBAME01	Elective – IV – Brand Management	Elective	3	_		-	3	25	75	100
24NMBAME02	Elective – V – Service Marketing	Elective	3	_		_	3	25	75	100
							_			
1.74NWBAME03	Elective – VI – International Marketing	Elective	3	_	-	-	3	25	75	100
24NMBAME03	Elective – VI – International Marketing	Elective	3	- TF	- 'N/I'	- FN	3 T	25	75	100
	ROUP IV – BUSINESS ANALYTICS & FINA	ANCIAL MA	<u> </u>	- GE		EN		25	75	100
G	ROUP IV – BUSINESS ANALYTICS & FINA Business Analytics	ANCIAL MA	NA	- GE		- EN	T			
24NMBABE01	ROUP IV – BUSINESS ANALYTICS & FINA Business Analytics Elective - I - Fundamentals of Business Analytics	ANCIAL MA S Elective	NAC	- GE -		EN	T 3	25	75	100
24NMBABE01 24NMBABE02	ROUP IV – BUSINESS ANALYTICS & FINA Business Analytics Elective – I - Fundamentals of Business Analytics Elective – II - Data Analytics with R Programming	ANCIAL MA S Elective Elective	3 3	- GE -		- EN -	3 3	25 25	75 75	100
24NMBABE01 24NMBABE02	ROUP IV – BUSINESS ANALYTICS & FINA Business Analytics Elective – I - Fundamentals of Business Analytics Elective – II - Data Analytics with R	ANCIAL MA S Elective	NAC	- GE -		- EN -	T 3	25	75	100
24NMBABE01 24NMBABE02	ROUP IV – BUSINESS ANALYTICS & FINA Business Analytics Elective – I - Fundamentals of Business Analytics Elective – II - Data Analytics with R Programming	Elective Elective	3 3	- - -		- EN - -	3 3	25 25	75 75	100
24NMBABE01 24NMBABE02	ROUP IV – BUSINESS ANALYTICS & FINA Business Analytics Elective – I - Fundamentals of Business Analytics Elective – II - Data Analytics with R Programming Elective – III - Blockchain Technology Financial Management	Elective Elective	3 3	- - -		- - -	3 3	25 25	75 75	100
24NMBABE01 24NMBABE02 24NMBABE03	ROUP IV – BUSINESS ANALYTICS & FINA Business Analytics Elective – I - Fundamentals of Business Analytics Elective – II - Data Analytics with R Programming Elective – III - Blockchain Technology Financial Manageme	Elective Elective Elective	3 3 3	- - - -		- EN - -	3 3 3	25 25 25	75 75 75	100 100 100

GROUP V – BUSINESS ANALYTICS & HUMAN RESOURCE MANAGEMENT										
	Business Analytic	s								
24NMBABE01	Elective - I - Fundamentals of Business	Elective	3	-		-	3	25	75	100
	Analytics									
24NMBABE02	Elective – II - Data Analytics with R	Elective	3	-		-	3	25	75	100
	Programming									
24NMBABE03	Elective – III - Blockchain Technology	Elective	3	-		-	3	25	75	100
	Human Resource Mana	gement								
24NMBAHE01	Elective – IV – Organizational Development	Elective	3	1		1	3	25	75	100
24NMBAHE02	Elective – V – Emotional Intelligence for	Elective	3	1		1	3	25	75	100
	Managerial Effectiveness									
24NMBAHE03	Elective – VI – Learning and Development	Elective	3	-	-	-	3	25	75	100
G	ROUP VI – BUSINESS ANALYTICS & MAR	KETING MA	NA	G	EN	Œ	T			
	Business Analytic	S								
24NMBABE01	Elective - I - Fundamentals of Business	Elective	3	1			3	25	75	100
	Analytics									
24NMBABE02	Elective – II - Data Analytics with R	Elective	3	-		-	3	25	75	100
	Programming									
24NMBABE03	Elective – III - Blockchain Technology	Elective	3	-		-	3	25	75	100
	Marketing Managen	nent								
24NMBAME01	Elective – IV – Brand Management	Elective	3	1		1	3	25	75	100
24NMBAME02	Elective – V – Service Marketing	Elective	3	-		-	3	25	75	100
24NMBAME03	Elective – VI – International Marketing	Elective	3	-	-	1	3	25	75	100
24NMBAED03	Employability skills	Extra	3	-		-	3	25	75	100
		Disciplinary								
24NMBASS04	Soft Skills IV – Leadership and Team	Soft Skills	-	-	2	-	2	40	60	100
	Building Skills – Practical									
24NMBAI01	***Summer Internship	Internship	-	-	-	1	3	100	ı	100
Total Credits: 99										

Note: ED – Extra Disciplinary, SS – Soft Skills Practical, I – Internship, FE – Financial Management Elective, HE – Human Resource Management Elective, ME – Marketing Management Elective, BE – Business Analytics Elective, PRO – Project

Note: Students must select one of the following groups:

- Group I Financial Management and Human Resource Management
- Group II Human Resource Management and Marketing Management
- Group III Financial Management and Marketing Management
- Group IV Business Analytics and Financial Management
- Group V Business Analytics and Human Resource Management
- Group VI Business Analytics and Marketing Management

From the chosen group, they must pick six elective courses from the two specialization streams.

*** Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the University and the same will be included in the Third Semester Marks Statement.

LIST OF ELECTIVE PAPERS (Choose any two specialization)										
SPECIALIZATION: FINANCIAL MANAGEMENT										
COURSE CODE	COURSE TITLE	CATEGORY	L	Т	P	O	Credits	Internal	External	Total
24NMBAFE01	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	25	75	100
24NMBAFE02	Merchant Banking and Financial Services	Elective	3	-	-	1	3	25	75	100
24NMBAFE03	Banking and Insurance	Elective	2	-	1	-	3	25	75	100
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT										
24NMBAHE01	Organizational Development	Elective	3	-	-	1	3	25	75	100
24NMBAHE02	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	25	75	100
24NMBAHE03	Learning and Development	Elective	3	-	-	1	3	25	75	100
	SPECIALIZATION: MAR	RKETING MA	NA	GEN	MEI	T				
24NMBAME01	Brand Management	Elective	3	-	-	1	3	25	75	100
24NMBAME02	Service Marketing	Elective	3	-	-	1	3	25	75	100
24NMBAME03	International Marketing	Elective	3	-	-	1	3	25	75	100
	SPECIALIZATION: BUSINESS ANALYTICS									
24NMBABE01	Fundamentals of Business Analytics	Elective	3	-	-	1	3	25	75	100
24NMBABE02	Data Analytics with R Programming	Elective	3	-	-	1	3	25	75	100
24NMBABE03	Blockchain Technology	Elective	3	-	-	1	3	25	75	100

Method of Evaluation for Online Programme (OLP) Mode

ASSESSMENTS AS A PART OF CONTINUOUS EVALUTION						
Particulars	Marks					
Assignment 1: Objective type	5					
Assignment 2: Subjective Assignment	5					
Graded Discussion Forums	10					
Attendance	5					
Total	25					

QUESTION PAPER PATTERN

(a) Question Paper Pattern for End Semester Examination

Time:3 Hours Max.Marks:75

Part	Approaches	Mark Pattern
A	Multiple Choice Questions Answer ALL the Questions	$25 \times 1 = 25$ marks
В	Descriptive Answer Answer any FIVE out of EIGHT Questions	5×10=50 marks

(b) Question Paper Pattern for Practical Examination

Time: 3 Hours Maximum: 100 (Internal: 40 + External: 60) Marks

The Components of 60 marks are:

- Written Exercise (Algorithm, Procedure, Output of 2 exercises) 20 marks
- Oral Presentation (Given 2 practical exercises) 20 marks
- Question Handling (Questions from the Given 2 practical exercises) 20 marks

Minimum passing mark: 30 Marks (Aggregate of written, oral, and question handling) (No passing minimum for records)

Note: The practical examination is conducted for the students with both external and internal examiner, where each student will be given **Two Exercises**. The marks for these exercises are allocated based on the components provided above.

The Components of 40 marks are:

Practical Exercises (One exercise per unit – i.e. Total five exercises)
 Discussion forums
 Attendance
 Total five exercises
 10 marks
 5 marks

Note: The record is prepared for the given exercises based on the syllabus covering all five units, and the mark allocation is given above.

GUIDELINES FOR INTERNSHIP TRAINING

The guidelines to be followed for preparing Internship training report are as follows:

The Internship training report should be presented in the following format only

- (a) Chapters should be numbered as 1,2,3 etc.
- (b) The Internship training report should be a minimum of 50 pages.
- (c) Students should submit 3 (one for the student, one for the Institute, one for the guide)
- (d) One for the Organization If organization asks

Contents/Sequence

- 1. Title page
- 2. Acceptance Letter of the Company
- 3. Certificate of Internship Training duly signed letterhead.
- 4. Declaration
- 5. Acknowledgement
- 6. Contents/Index (Followed by Chapterisation as below)

Chapter No	Chapterisation	Page No
1	Introduction	
2	Industrial Sector Profile	
3	Company Profile	
4	Department Details	
5	Learning's &Value Addition	
6	Recommendations & Suggestions	
7	Annexure	

CONTENTS/SEQUENCE

Chapter 1	Introduction
	1.1 Summary of whole report (Should not be more than 3 pages)
Chapter 2	Industry Sector Profile
	2.1 Breif Description of Particular industry sector i.e, Automobile,
	Construction, Information technology, Education, FMCG,
	Telecommunication Etc.,
	2.2 Different Companies in that industry sector.
	2.3 Growth & Opportunities in industry sector.
Chapter 3	Company Profile
	3.1 Review of company i.e. Name of the company, complete address,
	e-mail id.
	3.2 Company pictures & Logo.
	3.3 Company Mission & Vision.
	3.4 History of company.
	3.5 Size (in terms of manpower & turnover) of the company.
	3.6 Market share and positions of the company in the industry.
Chapter 4	Department Details
	4.1 Organizational Chart showing different departments.
	4.2 Pictures of various departments.
	4.3 Specify the area in which training has been taken.
	4.4 Roles and responsibilities of that particular area (i.e. Human
	Resource, Marketing, Finance, Admin, Recruitment, Training, Talent
	Acquisition etc).
Chapter 5	<u> </u>
	5.1 Learning's during training
	5.2 Difference between practical exposure and theoretical work.
	5.3 Challenges faced by you during your internship.

Chapter 6	Recommendations & Suggestions
	6.1 The suggestions which you must give to company related to: a) Their HR functions. (if you do internship in HR)
	b) The techniques and methodology to improve the workforce
Chapter 7	Annexure
	7.1 Geo Tag Photos
	7.2 Other Supporting Document related to Internship Training

INTERNSHIP FEED BACK FORM

Name of the Student:	Reg.No:					
Was the student punctual in his work? Comments if any	(Yes / No)					
 Did he/she remain absent during the period of internship / project work? If so furnish details. If Yes: No. of Days Absent 						
Was his general conduct good?	(Rate on 5-point scale) 1/2/3/4/5					
 What was the degree of initiative shown by the sand motivation reflected in his work. (High, Average, Low) 	(High/Average/Low)					
Do you consider his communication skills and a to work with people?	bilities (Good/Average/Poor)					
What was his ability to plan, organize and imple the project work in proper manner?	lement					
• How satisfied are you about the quality of the /report?	e work					
What is the overall rating of the student and working? Rate him/her on 10-point scale.	his (Final grade out of 10)					
Name of Company Mentor	Name of Company					
Signature						

POST INTERNSHIP SURVEY

Internship Start Date -	Internship E	ernship End Date -					
Student's Name							
Address							
Phone							
Email Id							
Company Guide/Supervisor							
Designation							
Address							
Phone							
Email Id							
Career Objective (Please explain	how the work that you	did related to your Career).					
Evaluation. In what areas did you better internship experience?	u learn the most? Wh	at would have made this a					
Students Signature:		Date:					
Internship Guide Signature:		Date:					

	SEMESTER-IV												
COURSE CODE	COURSE TITLE	CATEGORY	L	Т	P	O	Credits	Internal	External	Total Marks			
24NMBAPRO01	Project Work & Viva- Voce	Core	-	ı	ı	Y	12	50	150	200			

L-Lecture T-Tutorial P- Practical O-Project

The Project Work will be evaluated jointly by Two Examiners (i.e. one Internal and the other External) for a Maximum of **150 Marks** (8 Credits).

The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of **50 Marks (4 Credits).**

MBA PROJECT WORK GUIDELINES GENERAL MANAGEMENT

- 1. Each student should undergo a project work in a reputed organization by obtaining permission in the prescribed process. Or the student can do a project specified by the project guide (A Certificate shall be provided by the guide at the end of the project)
- 2. Maximum three students will be allowed in any organization for doing the project.
- 3. The students must adhere the joining procedure and weekly reporting procedure in the prescribed formats through courier/online (Email submission)
- 4. The project period will be 10 Weeks 12 weeks in Fourth semester.
- 5. The student should join the project work within one week immediately after the third semester examination
- 6. Periodical reviews, model Viva-Voce examination will be done Physically in the department as per the following schedule:

First Review	At the end of first month of joining
Second Review	At the end of second month of joining
Final Review	End of the project period
Model Viva-Voce	Two days prior to Final Viva -voce Examination

- 7. Based on the performance in the review meetings the internal marks will be awarded by the guides
- 8. The students should strictly follow the organizational rules/regulations/guidelines while doing the project. Any issues related to this will be viewed seriously
- 9. The students should visit the organization with proper dress code and formal dressings

- 10. Periodical surprise visits and confidential reports would be collected by the faculty members from the organization which may reflect in internal marks.
- 11. The rough draft of the project report should be submitted one week before the final project report and final report should be submitted one week before the final examination (Circular will be issued regrading this)
- 12. The students should obtain a project completion certificate in the company letter head duly signed by authorized person and enclose in the final report
- 13. The Project Work will be evaluated jointly by Two Examiners (i.e. one Internal and one External) for a Maximum of 150 Marks (8 Credits).
- 14. The Viva- Voce will be conducted with Two Examiners (i.e. one Internal one External) for a Maximum of 50 Marks (4 Credits).
- 15. The final project work preparation and submission guidelines will be provided from time to time.

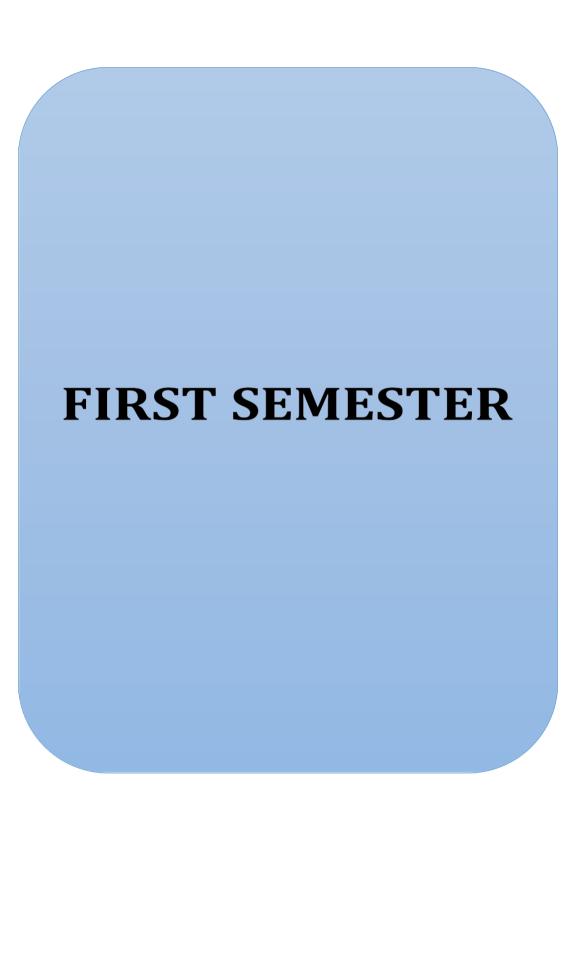
Passing Minimum

Passing Minimum in the **End Semester Examination** shall be 50% out of 75 marks (i.e., 38 marks).

There shall be no passing minimum for internal marks. A candidate who has secured a minimum of 50% marks in all the courses (including practical) prescribed in the programme and earned a minimum of **99 credits** will be considered to qualify the Master's programme.

For the **Practical paper**, a minimum of 30 marks out of 60 marks in the University examination and marks for the record notebook taken together is necessary for a pass. There is no passing minimum for the record notebook. However submission of record notebook is a must.

For the **Project work and viva-voce**, a candidate should secure 50% of the marks for pass. The candidate should attend viva-voce examination to secure pass in the Project.



COURSE CODE	COURSE TITLE	Category L T				O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBA01	MANAGEMENT PRINCIPLES AND BUSINESS ETHICS	Core 4 60 4						4	25	75	100		
Course Objectives													
C1	unde	erstar	nding	<u> </u>									
C2	To provide insights on Planning & Decision Making												
С3	To throw light on Organizing, Managing Change and												
C4	To elucidate on Leadership, Communication and Con												
C5	To create awareness and importance of Business Ethi	cs and Socia	al R	esp	on	sib	ility.						
	SYLLABUS									ours			
UNIT	UNIT Details												
Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions - Management Skills - The Evolution of Management Thought (Classical, Behavioral, Modern) – Tasks of a Professional Manager – Organizational Culture - Environment – Levels in Management – Disaster Management													
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long-Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process												
Ш	III Authority and Decentralization – emerging Trends in corporate Structure – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span.												
IV	Leadership and Control: Leadership: Approaches to Leadership. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top. middle and first										C4		
V	Business Ethics: Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership - Ethics Audit - Business Ethics and - CSR Models. Triple Bottom Line (TBL) Model: Carroll's CSR Pyramid: Stakeholder Theory; Corporate Citizenship Model; Shared Value Creation (Michael Porter and Mark Kramer):												
	Course Outcomes							•					
	Course Outcomes												

Course Outcomes	On completion of this course, students will;	Program Outcomes							
CO1	Possess the knowledge on the basic concepts of management and understand	PO4, PO6,							
	how an organization function.	PO8							
CO2	Possess knowledge on planning & decision making.	PO1, PO2							
CO3	Have insights on organizing, managing change and Innovation	PO5, PO6,							
CO3	Trave hisights on organizing, managing change and innovation	PO7							
CO4 Learn leadership, communication and controlling skills.									
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8							
Reading List									
1.	https://deb.ugc.ac. In								
2.	2. http://www.managementconcepts. Com								
3.	International journal of Management Concepts and Philosophy								
4.	Journal of Management, Sage Publications								
	Reference Books								
1.	Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Lt	d., 2009							
2.	S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan	.2011.							
3.	Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018								
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th	Edition,							
	Tata McGraw Hill Education Private Ltd., July 2020								
5.	Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014.								
6.	Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 20	012							
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020								

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

COURSE CODE	COURSE TITLE	Category	L	Т	P	o	Inst. Hours	Credits	Internal	External	Total Marks
24NMBA02	RESEARCH METHODS IN BUSINESS Core 3 1 - 60 4										
Course Objectives											
To provide the students the concepts of probability and probability distribution application in decision making.											
C2	To teach the basic concepts of research methodology, research process, research collection techniques										a
С3	To enhance the students to understand the data prepar Techniques										
C4	To exhibit the insights of Multivariate Statistical anal packages theoretically to the students	-					tatis	tical	soft	ware	
C5	To provide the details of research reports and prepara	tion of resea	ırch	re	por	ts					
	SYLLABUS							1			
UNIT	Details	•	Course Objectives								
I	Probability and Probability Distribution: Probability — Additional and Multiplication Theorems - Baye's Theorem and its applications Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem										
п	Research Methodology: Research meaning and Types - Research Process - Research Design Types of Research Design - Role of Theory in Research Types of Data - Primary and Secondary data; Methods of Primary Data Collection - Survey, Observation and Experiments; Construction of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Scaling Techniques - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales Sampling Techniques;										
III	Probability And Non probability Techniques- Optimal Sample Size determination Data Preparation and Analysis: Data Preparation - Editing - Coding- Data Entry- Data Analysis- Univariate and Bivariate Analysis - Measuring Mean and Standard Deviation - Coefficient of Variation - Application Problems Testing of Hypothesis: Parametric and Nonparametric Tests and Interpretation of Test Results Z test (one sample and Two samples), t - distribution test (one sample and two samples) - Chi-Square Test-Correlation; Karl Pearson's Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis, Analysis of Variance (Concept and procedure - No Problems). Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis										
IV	-Discriminant Function Analysis- Cluster Analysis - Regression, Multidimensional Scaling- Their Applicar -Application of Statistical Software packages for Da (Only theoretical and no problems in this unit)	Conjoint Antion in Mana Anta Analysis	naly age s- S	ysis mei EM	s -N nt F 1 A	Aul Prob Ana	tiple olem lysis	s	C4		
V	Report Writing and Ethics in Business Research: Report Writing Format- Content of the research R								C5		

	Summary- Chapterisation - Framing the Title of the Report- Different Styles of						
	Referencing -Academic Vs Business Research Reports - Ethics in Research – Plagiarism Checking.						
	Course Outcomes						
Course Outcomes	On completion of this course, students will;	Program Outcomes					
CO1	The students will understand the basics of probability, probability rules and theorems, probability distributions and their applications in decision making	PO1, PO2, PO6, PO7					
CO2	The students will the meaning of research, different types of research, research design, data collection methods, data collection tool, scaling and sampling methods	PO4, PO6					
CO3	testing for parametric and non-parametric data and Correlation and Regression Calculations						
CO4	They will be exposed to various multi-variate data analysis techniques theoretically and usage of Statistical Software Packages	PO4, PO6					
CO5	Finally, the students will learn about the research report preparation with its types and contents and ethics in research						
	Reading List						
1.	https://www.classcentral.com/course/swayam-business-research-methods-19811						
2.	https://archive.nptel.ac.in/courses/103/106/103106120/						
3.	https://nptel.ac.in/courses/110105060						
4.	https://hbr.org/1964/07/decision-trees-for-decision-making						
	Reference Books						
1.	Amir D Aczel & Jayavel Sounderpandian, "Complete Business Statistics", Tata-McGraw Hil Edition, 2017	l, 7th					
2.	SP Gupta & MP Gupta, "Business Statistics", Sultan Chand & Sons, 2019						
3.	Kothari C.R., "Research Methodology – Methods and Techniques", New Age International P 2023						
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata Hill, 12th Edition, 2018.						
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning I th Edition, 2012.						
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Ce Learning, New Delhi, 13th Edition, 2017	ngage					

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBA03	MANAGING ORGANIZATIONAL BEHAVIOUR	Core	4	-	-	-	60	4	25	75	100		
Course Objectives													
C1	to aid in understanding now an men behave in an organization.												
C2	To provide insights on Individual Differences, permotivation					Attit	tudes	s val	alues and				
C3	To throw light on Group Dynamics and Interpersona		cati	ion									
C4	To elucidate on Leadership, Politics, Conflicts and I												
C5	To create awareness and importance of work stress a	and Emotion	al I	nte	llig	geno	ce an	d its	infl	uenc	e		
	on employees in an organization.												
	SYLLABUS									ours			
UNIT	Details										es es		
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB - Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory - social theory- Organizational Citizenship Behaviour												
п	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory. Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory,												
III	Theory X and Theory Y, Two factor theory, McClelland's theory. Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making. Interpersonal Communication – Communication Process – Barriers to Communication–Guidelines for Effective Communication										C3		
IV	 Leadership – Trait, Behavioural and Contingency Power and Politics: Sources of Power – Political Managing Politics. Conflict and Negotiation: Sources and Type Strategies – Negotiation Process. 	Behaviour i	n C	Org	ani Ne	zat	ions iatio	_	C4				
V	Work Stress: Stressors in the Workplace – Experiencing Stress - Managing Workplace Stress Climate: Concept and Importance – Creating and S Emotional Intelligence, Work Life Integration Pra	. Organizationstanduring C	ona	1 C	ult				C5				

	Course Outcomes									
Course Outcomes	On completion of this course, students will;	Program Outcomes								
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4								
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6								
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5								
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5								
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8								
	Reading List									
1.	www.himpub.com									
2.	https://iedunote.com.organisational-behaviour									
3.	www.yourarticlelibrary.com/organisation/									
4.	Journal of Organizational Behaviour – wiley Online Library									
	Reference Books									
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019									
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,201									
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition									
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education,									
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5 McGraw-Hill Education Pvt. Ltd., 2011.	th Edition, Tata								
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisation 18th Edition, Pearson Education, 2019.	onal Behaviour,								

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

COURSE CODE	COURSE TITLE	Category	L	Т	P	О	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBA04	ACCOUNTING FOR MANAGERS	Core	4	-	-	-	60	4	25	75	100	
	Course Objectives	Course Objectives										
C1	To acquaint the students with the fundamentals of principles of financial, cost accounting										ıt	
C2	To enable the students to prepare, analyses and inter-											
C3	To acquaint the students with the tools and technique											
C4	To enable the students to take decisions using mana											
C5	To enable the students to prepare the reports with th decision making.	e accounting	g to	ols	an	d fa	cilita	ate n	nana	geria	ıl	
	SYLLABUS											
UNIT	Details										;	
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems);									C1		
П	Financial Statement Analysis - Objectives - Statement Analysis: Fund Flow Statement - Statement - Capital - Preparation of Fund Flow Statement - Cash Distinction between Fund Flow and Cash Flow Statement	ent of Chan Flow Stater	ges nen	in t A	Wo	orki	ng	C2				
Ш	Marginal Costing - Definition - Distinction between Marginal Costing and Absorption Costing - Breakeven Point Analysis - Contribution, p/v Ratio, Margin of Safety - Decision making under Marginal Costing System-Key Factor Analysis, make or buy decisions, Export Decision, Sales Mix Decision-Problems.									C3		
IV	Budget, Budgeting, and Budgeting Control - Typ of Flexible and fixed Budgets, master budget and Zero Base Budgeting.							(C4			
V	Cost Accounting: Meaning — Objectives - Elements of Cost — Cost Sheet (Problems) — Classification of cost — Cost Unit and Cost Centre — Methods of Costing —Standard costing and variance analysis Reporting to Management — Uses of Accounting information in Managerial Decision-Making. Exposure to Practical Knowledge of using Accounting software- Open Source.									C5		
Course Outcomes												
Course Outcomes	On completion of this course, stud				gran ome							
CO1	Be able to understand the fundamentals of principle management accounting	es of financia	al, c	cost	an	ıd		PO6				
CO2	Be able to prepare, analyze and interpret financial st	tatements						PO1, PO2, PO PO6, PO7				

CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7						
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7						
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.							
	Reading List							
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/for%20 managers.pdf	accounting%20						
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf							
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf							
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capit	al_management						
	Reference Books							
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition	, Pearson, 2016.						
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, McGraw Hill Education Pvt. Ltd., 2021.	SthEdition, Tata						
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Manage perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Priva	ate Limited						
4. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013								
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.							
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd	1, 2011						

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2

COURSE CODE	COURSE TITLE	Category	L	Т	P	О	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBA05	MANAGERIAL ECONOMICS	Core	4	-	-	-	60	4	25	75	100	
	Course Objectives	1		ı								
C1	To familiarize the students about managerial econor affecting business decisions.								l cor	cept	āS.	
C2	To understand the concept of utility and demand and	alysis and de	ema	ınd	fo	reca	astin	g				
C3	To know about production function and market stru-	cture										
C4	To have an idea and understanding about Macroeco investment, Indian economic policy and Planning. To Provide insights on Money Market, Inflation and											
C5	FDI and cashless economy.	a Deriation,	IVIC	ш	ш.	y ai	IG I I	scai	pon	cics,		
	SYLLABUS											
UNIT	DETAILS									Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.								C1			
II	Utility Analysis and the Demand Curve: Elasticit Analysis: Basic Concepts, and tools of analysis for of Business Indicators: Demand forecasting for Durable and Capital Goods.	demand fore	cas	tin	g.	Use		C2				
Ш	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly,							C3				
IV	Monopolistic Competition – Pricing Methods. Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning. Balance of Trade and Balance of Payments.								C4			
V	Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.											
	Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes						
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO6						
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO1, PO2, PO4, PO6, PO7						
CO3	CO3 Have better idea and understanding about production function and market structure							
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO1, PO2, PO6, PO7						
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO2, PO3, PO4, PO6, PO7, PO8						
	Reading List	1						
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools decision-makers6e-6/9788131733530	s-todays-						
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerialeconomics/?courseid=4207							
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-	76225857						
4.	The Indian Economic Journal - SAGE Journals							
	Reference Books							
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.							
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.							
3.	R. L. Varshney, K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 20							
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, V 9 th Edition (2021)	•						
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017	¹ .						
6.	Dominick Salvatore Managerial Economics: Principles and worldwide applications 9F							

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3				
CO 2				3		2	2	
CO 3						3	3	
CO 4								2
CO 5							2	

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBA06	LEGAL SYSTEMS IN BUSINESS	Core	4	-	-	-	60	4	25	75	100	
	Course Objectives	ı										
C1	To create knowledge and understanding on law of c											
C2	To describe about sale of goods and Negotiable inst											
C3	To have an overall understanding about partnership		_	_								
C4	To familiarize various labour laws for effective a organization.											
C5	To provide insights and awareness about consumer protection act, Cyber-crime property Rights.											
	SYLLABUS						-			urse		
UNIT	DETAILS										3	
I	and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of								C1			
п	Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques,											
Ш	 Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Meetings – types - Resolutions – Winding up of Companies – General Idea of the Different Modesof Winding Up. 											
IV	Labour Law: Factories Act, Minimum Wages Act. Employees Compensation Act, Payment of Bonus Gratuity Act 1972. ESI Act, Employees Provident Act, Child labour Abolition & Regulation Act, 1975.	s Act 1965. Fund Materr	Pa nity	ym Be	ene	t of	f	C4				

	Workmen (Regulation of Employment & Conditions of services) Act 1979-							
	Sexual Harassment of women at Workplace (Prevention, Prohibition &							
	Redressal) Act 2013.							
V	V Consumer Protection Act, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000. Course Outcomes							
	Course Outcomes							
Course Outcomes	On completion of this course, students will;	Program Outcomes						
CO1	Have knowledge on understandings on law of contract.	PO4, PO6, PO7						
CO2	Know the sale of Goods & Negotiable instrument act.	PO6						
CO3	Have understandings on partnership and company law	PO6, PO7						
CO4	Have familiarize with various labour laws.	PO5, PO6, PO7						
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8						
	Reading List							
1.	http://www.legalserviceindia.com/article/							
2.	http://www.freebookcentre.net/Law/Law-Books.html 2							
3.	https://www.mooc-list.com/course/business-law-wma							
4.	https://ilj.law.indiana.edu/							
	Reference Books							
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.							
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.							
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.							
4.	4. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 th Edition, Taxmann Publications Pvt. Ltd., 2012.							
5.	Intellectual Property Laws, Universal Law Publishing, 2012.							
6.	Daniel Albuquerque, Legal systems in Business, Oxford University Press India, 2 nd Edi	tion, 2015.						

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBAED01	ENTREPRENEURSHIP DEVELOPMENT	3	-	-	-	1	45	3	25	75	100		
	Course Objectives	•						ij	ij	ij			
C1	To introduce students to entrepreneurship and its g												
C2	To impart knowledge on innovation, its types, roll licensing.	le of techno	olog	gy i	in i	nno	ovati	on,	patei	nts a	nd		
C3	To orient the students on new venture creation												
C4	To enable students to prepare a feasible business pl												
C5	To give inputs on various types of financing availa	ble for new	ve	ntu	res								
	SYLLABUS												
UNIT	DETAILS								Course Objectives				
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.								C1				
п	Innovation in Business: Types of Innovation – Copportunities for Innovation – Design Think: Innovation Process – Creating New Technology Intrapreneurship – Licensing – Patent Rights – Innovation	ing- The ological In	Teo nov	chn ati	olo on	gic and	al	C2					
Ш	New Venture Creation: Identifying Opportuniti Creation: Environment Scanning – Generation of N Services. Feasibility Analysis: Technical Feasibilit Services – Marketing Feasibility: Marketing Metho	es for Nev ew Ideas for cy of Produc	v V or P	/en	tur luc	e		d C3					
IV	Business Plan Preparation: Benefits of a Business Business Plan – Developing a Business Plan – Gui Business Plan – Start-ups and e-commerce Start-up	idelines for							C4				
V	Family Business: Definition, key point in family business- classic systems (Types) of family enterprise- Enterprise Governance-Family governance – Owner Governance- Characteristics of Family Enterprises-Challenges in family enterprise-Comparisons of Family Systems and Enterprise Systems-Differences in family enterprise.							C5					
C	Course Outcomes								D ·				
Course Outcomes	On completion of this course, students will;							(Outc	gran ome	S		
CO1	Be able to know about growth of entrepreneurship in India								PO4	, PO	/		
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing									PO7, PO8			
CO3	Obtain knowledge on new venture creation									, PO			
CO4	Be able to prepare a business plan							PO7, PO8					
CO5	Gian knowledge on various types of financing avail	lable for ne	w	ven	ıtur	es.		PO7, PO8					

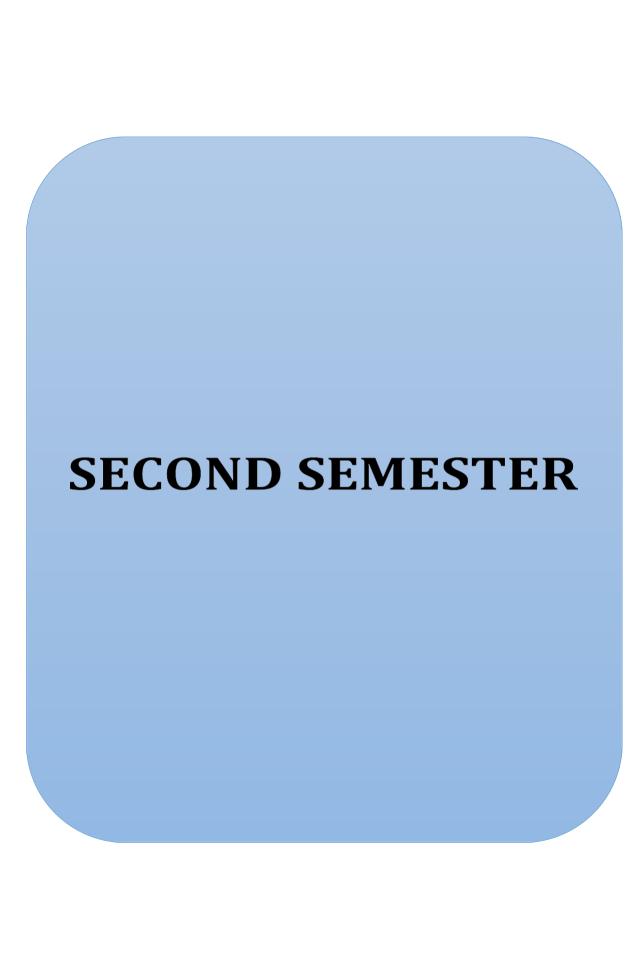
	Reading List
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf
2.	https://www.cengage.com/highered
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum
4.	The International Journal of Entrepreneurship and Innovation
	Reference Books
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & amp; M University, R. Duane Ireland, ©2018 Pearson

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBASS01	SOFT SKILLS I – EXECUTIVE	Soft 2				_	30	2	40	60	100	
	COMMUNICATION (Practical)	Skills - - 2 - 30						2	1 0	00	100	
Course Objectives												
C1	To acquire communication awareness, they are going to get for the industry.											
C2	To make the customer realize that you can provide them with information and other things								er ess	sentia	al 	
C3	To explore the skill of writing business proposals											
C4	To develop a plan for the meetings and interviews	• ,•										
C5	To analyze the skills required for non-verbal comments	nunication										
UNIT	SYLLABUS DETAILS								Course Objectives			
I	Communication: Meaning and Significance of Communication for Management Elements of Business Communication Process - Types of Communication - Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication								C1			
П	Business Correspondence: Planning Business Messages: Analysing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, inviting tenders, claim letters, Customers Complaints, Adjustment Letters, Collection Letters, Sales Promotion Letters - Letters of application and resume.								C2			
Ш	Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports Norms for Including Exhibits and Appendices- Writing Business Proposals.								C3			
IV	Conducting Meetings and Interviews: Procedure for Conducting Meetings-Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences - Procedure of Regulating Speech - Evaluating Oral Presentations Drafting Speech Participating in Debates and Group Discussions Presentation Skills- Fluency Development Strategies - Attending and Conducting Interviews								C4			
V	Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables Visual and Audio-visual Aids for Communication – Digital Communication Tools (E-Mail, Video Conferencing, Social Media Platforms) - Artificial Intelligence in Communication.								C5			

	Course Outcomes							
Course Outcomes	On completion of this course, students will;	Program Outcomes						
CO1	Understanding of theories and concepts, types and various modes of communication in organizations							
CO2	Development of skills on developing Business Correspondence	PO4, PO6						
CO3	Development of skills on preparing Business Reports and Proposals	PO4, PO6						
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6						
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6						
	Reading List							
1.								
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-							
	<u>infants-and-toddlers</u>							
3.	http://skillopedia.com							
4.	4. https://www.habitsforwellbeing.com/9-effective-communication-skills							
	Reference Books							
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.							
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011							
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.							
4.	American Management Association, The AMA Handbook of Business Writing: The Ult Style, Usage, Punctuation, Construction and Formatting, 2010.	imate Guide to						
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008							

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		



COURSE							ours	lits	nal	nal	Iarks		
CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBA07	APPLIED OPERATIONS RESEARCH	Core	3	1	1	-	60	4	25	75	100		
COURSE OBJECTIVES													
C1	To provide the students with introduction on OR and its models to aid in unapplicability in the various functional areas of management.												
C2	To understand the concept of linear programming mand cost minimization												
C3	To learn about various methods adopted in transport		ssi	gnn	ner	its i	node	lels.					
C4	To educate about job sequencing and networking m												
C5	To throw light on game theory and the application of pure and mixed strategies making under uncertainty.									and decision			
	SYLLABUS												
UNIT	DETAILS								Course Objectives				
I	Introduction: Overview of operations research — Origin — Nature, scope & characteristics of OR — Models in OR — Application of operations research in functional areas of management — Advantages and Disadvantages							C1					
П	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.							C2					
III	Transportation and Assignment Models: Transportation — Initial Basic Feasible Solution — North- West corner, LCM, VAM — Degeneracy - Optimal Solution — Stepping stone method — MODI method — Assignment model: Hungarian method — Traveling salesmen problem.							C3					
IV	Job Sequencing and Project Network Management: Job Shop Scheduling – Johnson Algorithm – Sequencing N Jobs with two machines – Sequencing N jobs with Three machines. Networking Models: Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling								C4				
V	Game Theory and Decision Theory: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Algebraic & Graphical Methods. Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making								C5				
Course Outcomes													
Course Outcomes	On completion of this course, students will;								Program Outcomes				
CO1	The students will understand the insights on the origin and nature of OR and also the application of various models of OR.									PO4, PO6			
CO2	The students will Learn about the linear programming and its application for maximization and minimization using various methods.									PO1, PO2, PO6, PO7			

		r						
CO3	They will be aware of transportation and assignment and solution methods	PO1, PO2,						
CO3	for various business applications	PO6, PO7						
COA	They will have better understanding on job shop scheduling using Johnson's	PO1, PO2,						
CO4	algorithm and Project Network models	PO6, PO7						
COF	The students will be imparted the knowledge on game theory and decision	DO2 DO7						
CO5	theory with their basic applications	PO2, PO7						
Reading List								
1.	www.cbom.atozmath.com							
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf							
3.	3. http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf							
4.	4. https://www.journals.elsevier.com/operations-research-perspectives							
	Reference Books							
	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Mana							
1.	Science: Quantitative Approach to Decision Making, 14th Edition Paperback – 1, Cenga	ge Learning						
	India Pvt. Ltd., 2019							
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014							
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11th Edition	Paperback,						
J.	Tata McGraw-Hill Publishing Co. Ltd., 2021							
4.	J.K.Sharma: Operations Research, Theory and Applications, MacMillan Publications, 6t	h Edition, 2017						
5.	Taha, H.A., Operations Research: An Introduction, 10th Edition, Pearson, 2019							
6.								

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong 2-Medium 1-Low

COURSE CODE	COURSE TITLE	Category	L	Т	P	o	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBA08	HUMAN RESOURCE MANAGEMENT	Core	4	-	1	-	60	3	25	75	100	
	COURSE OBJECTIV	ES	ı				ı					
C1	To embark importance of HRM role, functions and											
C2	To assimilate theoretical and practical implications	of HRP										
C3	To critically use appropriate training tools											
C4	To analyze and implement an effective performance											
C5	To extrapolate and design compensation manageme	nt technique	S									
	SYLLABUS											
UNIT	DETAILS		O		urse tives							
I	Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.											
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and											
Ш	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.									C3		
IV	Performance Management: Importance, process and Methods: Ranking, rating method, Removing subjectivity from evaluation, appraisal, Performance Feedback. Human Resou International Human Resource Management; Empleemployee separation—Requirement of Effective Co	, MBO as rce Informa oyee separat	a r tion	net n S - T	hoo Sys	d o tem es o	of n; of	(C4			

V	Employee Welfare: Employee Benefits-Types of Employee Benefits-Workers Participation in Management, functions, nature and benefits. Factors attributing to increased awareness for work life balance-Work life balance intervention-Types of provisions	C5
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	Course Outcomes						
Course Outcomes	On completion of this course, students will;	Program Outcomes					
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6					
CO2	Implement appropriate HRP in workplace.	PO6					
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7					
CO4	Demonstrate managing performance of human resources.	PO6, PO7					
CO5	Design and justify compensation framework.	PO4, PO6, PO7					
	Reading List						
1.	https://businessjargons.com/performance-management.html						
2.	2. https://www.hr-guide.com/data/G400.htm						
3.							
4.	https://www.tandfonline.com/toc/rijh20/current						
	Reference Books						
1.	Ashwathappa, K., Human Resource Management, 9 th Edition, Tata McGraw-HillEduc 2021.	ation Pvt. Ltd.,					
2.	Seema Sanghi-Human Resource Management Macmillan Publishers India Ltd 2 nd Editi	on, 2012.					
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 th Edition, Pearson In 2020.	dia Pvt. Ltd.,					
4.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 th India Pvt. Ltd., 2015.	Edition,Wiley					
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 th Edition 2019.						
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4th Edition 20	17.					

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	

3-Strong 2-Medium 1-Low

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBA09	MARKETING MANAGEMENT	Core	3	1	1	-	60	3	25	75	100	
	COURSE OBJECTIVE	ES				l		[
C1	To develop an understanding and enhance the know strategies and concepts and how they are applied.	-				_		ies, p	orinc	iples	,	
C2	To provide with opportunities to analyze marketing						١.					
C3	To analyze and explore the buyer behaviour pattern											
C4	To understand the branding, pricing and strategies in											
C5	To upgrade the knowledge and awareness of Consur	mer Rights i	n th	ne I	Mai	rket	•					
	SYLLABUS						ı		<u>C</u>			
UNIT	DETAILS		O	bjec	urse tives							
I	Introduction: Marketing Management Philosophies – What is marketing—The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.											
п	Strategic Marketing— Marketing Management Process— Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process— Sales Forecasting— Techniques. Marketing Tactics, The Mix Service and Retail Marketing.											
Ш	MIS: Marketing Information Systems- Customer Re(CRM) Customer Engagement Marketing – Sa Marketing Analytics	elationship I	Maı	nag	em			(C3			
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product									C4		
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.											
C	Course Outcomes								n			
Course Outcomes	On completion of this course, stud	lents will;							Prog Outc	-		

CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7									
CO2	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6									
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7									
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7									
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8									
	Reading List										
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-										
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html										
3.	https://www.ama.org/ama-academic-journals/										
4.	https://www.emerald.com/insight/publication/issn/0736-3761										
	Reference Books										
1.	Pillai & Baghawathy, Marketing Management, S.Chand, 2010.										
2.	Gupta Prachi, Aggarwal Ashita, et al., Marketing Management: Indian Cases, 1st Editio	on, 2017									
3.	G.Shainesh Philip Kotler, etal., Marketing Management; Indian Case Studies included Pearson, 2022	, 16 th Edition,									
4.	Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson, 2017.										
5.	Mullins, Marketing Management: A Strategic Decision MakingApproach, 7 Edition, McGraw-Hill, 2010.										
6.	Philip Kotler and Keven Lane Keller, Marketing Management, 15th Edition, Pearson, 20	015									

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBA10	OPERATIONS MANAGEMENT	Core	3	1	-	-	60	4	25	75	100	
	COURSE OBJECTIVE	ES										
C1	To understand the production function, production of				_							
C2	Exploring the Make or Buy decision, and thus under		-									
С3	To determine multiple plant location decisions are explain the models, concepts, and techniques adomaintenance.											
C4	To elucidate the importance and usefulness of work	-study and q	ual	ity	co	ntro	ol too	ols				
C5	To provide insights on service operations management											
	SYLLABUS											
UNIT	DETAILS		0		urse tives							
I	Introduction: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Systems- Plant Capacity-Capacity Planning- Make or Buy Decisions- Value Analysis – Objectives and Procedure-Types of Charts used in Operations Management.									C1		
п	Facility Design: Plant Location: Factors to be considered in Plant Location-Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout-Layout Factors- Basic Types of Layout- Principles of Materials Handling-											
Ш	Materials Handling Equipment - Role of Ergonomics in Job Design. Inventory Control And Maintenance: Basic Inventory Models- Economic Order Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Maintenance of Cost											
IV	Balance- Procedure for Maintenance. Design Of Work Systems And Quality Control: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen											
V	Service Operations Management: Introduction to Nature of Services- Types of Services- Service Enco Organizations- Service Facility Location and Layou Waiting Line Analysis for Service Improvement- Service Delivery.	ounter-Desig it- Service B	gnir Slue	ng S pri	Ser nti	vice ng-	e	C5				

	Course Outcomes					
Course Outcomes	On completion of this course, students will;	Program Outcomes				
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4				
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7				
CO3	CO3 Understand the Inventory models and the importance of maintenance techniques.					
CO4	Be aware of work-study procedures and the importance on quality control tools					
CO5	CO5 Have insight on service operations, service delivery and waiting line analysis.					
	Reading List					
1.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt					
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf					
3.	https://www.emerald.com/insight/publication/issn/0144-3577					
4.	https://www.inderscience.com/jhome.php?jcode=ijaom					
	Reference Books					
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edi Publishing House, 2021.	tion, Himalaya				
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Educ	ation, 2015.				
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021					
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.					
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition, McGraw	Hill, 2022.				
6.	Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022.					

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		2				
CO 2		2					2	
CO 3						2	2	
CO 4	2	2				2	2	
CO 5		2				2	2	

		Category L T P O s.moH .tsul					Credits	Internal	External	Total Marks	
24NMBA11	FINANCIAL MANAGEMENT	Core	3	1	-	-	60	4 25 75 100			100
	COURSE OBJECTIV	ES									
C1	To create an understanding and familiarize the students to the fundamental management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment tech	niques on the	e in	ves	stm	ent	deci	ision	mal	cing.	
С3	To throw light on the concept of cost of capital and the right source of capital.	l familiarize	on 1	the	tec	hni	ique	of ic	lenti	fying	,
C4	To educate on the concept of capital structure and dividend.	the create un	der	star	ndi	ng	on th	e co	ncep	t of	
To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										d	
SYLLABUS											
UNIT	DETAILS								Course Objectives		
I	Introduction: Financial management: Definition and scope — objectives of Financial Management — Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance — short term — Long term — International Financial Management — Financial Planning — Behavioural Finance — Capital Market — Money Market — Micro Finance — Financial Information System.						ole nal	(C1		
П	Investing Decision – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return- Problems - Introduction to Fintech – Digital Currency – Cryptocurrency.						s –	(C2		
Ш	Cost of Capital — Cost of specific sources of capital — Cost of equity capital — Cost of debt — Cost of preference — Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis -							(C3		
IV	Capital structure – Factors influencing capital structure – optimal capital structure – capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - Dividend policy general, determinants of dividend policy.						OI) 1 –	C4			
V	Working Capital Management — Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Receivables Management - Working Capital Financing - Sources of Working Capital - Financial Analytics. Course Outcomes							(C5		

Course Outcomes	On completion of this course, students will;	Program Outcomes					
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7					
CO2	Possess knowledge on investment decision making. Have insights on the cost of capital and would have familiarized themselves						
CO3	PO2, PO7						
CO4	CO4 Have learnt the concept of capital structure and dividend						
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.						
	Reading List						
1.	https://accountingexplained.com/managerial/capital-budgeting/						
2.	http://www.studyfinance.com/lessons/workcap/						
3.	Journal of International Financial Management & Accounting						
4.	The Management Accountant Journal - icmai-rnj.in						
	Reference Books						
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition,						
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edi						
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 201						
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 201						
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education						
Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.							

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2	2	3				2	2	
CO 3		2					3	
CO 4						2	3	
CO 5	2	2		3			2	

COURSE CODE	COURSE TITLE	Category L T P O sinoH tsul			Inst. Hours	Credits	Internal	External	Total Marks		
24NMBA12	STRATEGIC MANAGEMENT	Core	4	-		-	60	3 25 75 10			100
	Course Objectives	•									
C1	To enable the students, understand the importance of vision and mission in fram strategy.										
C2	To provide insights on how business is responsible		eth	ica	lly.						
C3	To highlight on the environmental analysis framewo										
C4	To throw light on strategic formulation and strategic										
C5	To understand strategic implementation and strategic	c control.									
	SYLLABUS						-				
UNIT	DETAILS									urse tives	
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision – Mission - Setting Objectives – Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework - Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.							C1			
п	Corporate Policy and Planning in India: Importance – Characteristics – Objectives – Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.							C	22		
Ш	Environmental Analysis: Environmental Scanning - Macro-environme Framework)— Industry Analysis - The Synthesis of Scanning – Value Chain Analysis – SWOT Audit – San Industry Matrix.	External F	acto	ors	- I1	ntei		C3			
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) - Portfolio Analysis – TOWS Matrix– Corporate Strategies (Expansion, Stability and Retrenchment) – Business Level Strategies- Functional Strategies Generic, Competitive Strategies						C4				
V	Strategy Implementation: Strategy Implementation - Corporate Culture - Matching Organisation Structure to Strategy - Strategic Leadership - Resource Allocation - Strategic Control: Measurement of Performance- Problems in Measurement of Performance- Strategy Audit - Du Pont's Control Model - Balanced Score Card - Michael Porter's Framework for Strategic Management - Future of Strategic Management - Strategic Information System.							C	25		
Course	Course Outcomes								D	****	
Course Outcomes	On completion of this course, students will;								-	gram ome	

CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7							
CO2	Be social and ethically responsible.	PO3, PO8							
CO3	Possess insights on making environmental analysis.	PO3, PO8							
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7							
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7							
Reading List									
1.	Strategic Management Journal – Wiley online Library								
2.	Journal of strategy and Management – Emerald Insight								
3.	Mastering Strategic Management – <u>WWW.opentextbooks.org.hk</u>								
4.	Mastering Strategic Management – <u>WWW.saylor.org</u> .								
	Reference Books								
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.								
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGr Education, 2018.	aw-Hill							
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tat 2018.	a McGraw-Hill,							
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9 Cengage Learning, 2012.	th Edition,							
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation and Control, 12th Edition, McGraw-Hill, 2017.	, Implementation							
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Pearson, 2012.	Edition,							

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			3	2			3	
CO 2			3					3
CO 3			2					3
CO 4		2			3			2
CO 5				3	3			3

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBAED02	INTERNATIONAL BUSINESS	Extra Disciplinary 3 60					3	25	75	100			
	COURSE OBJEC	TIVES	1 1				·		I				
C1	To understand and analyze international situations and evaluate international co arrangements and strategic alliances.												
C2	To apply knowledge of political, legal, econom competitive strategies in foreign, regional and	global markets.								lop			
С3	To throw light on international trade theories ar operations in an international context.	_											
C4	To analyze and evaluate barriers, opportunities internationalization.												
C5	To know about regional economic integration a	and contemporar	y is	sue	s ii	n in	ern	atior	nal b	usine	ess.		
	SYLLABUS								Co	IIFÇA	<u> </u>		
UNIT	DETAILS									Course Objectives			
I	Introduction: Introduction to International Business: Importance, nature and scope of International Business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account. Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances-Counter Trade; Import- Export Process and Documentation.							C	21				
п	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analysing International Business environment. Differences in Culture: Introduction -Social Structure Religion-Language-Education-Culture and the Workplace-Cultural Change-Cross-cultural Literacy - Culture and Competitive Advantage.								C2				
Ш	International Trade Theory: Introduction-Mercantilism,Neo-Mercantilism -Theory of Absolute Advantage - Theory of Comparative Advantage-Heckscher-Ohlin Theory-The New Trade Theory - National Competitive Advantage-Porter's Diamond - General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS- UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP- SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).												

IV	of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries. Contemporary Issues: Contemporary Issues in International Business-									
V	Contemporary Issues: Contemporary Issues in International Business-International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	C5								
Course Outcomes										
Course Outcomes	On completion of this course, students will;	Program Outcomes								
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7								
CO2	Be social and ethically responsible.	PO3, PO8								
CO3	Possess insights on making environmental analysis.	PO3, PO8								
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7								
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7								
	Reading List									
1.	Strategic Management Journal – Wiley online Library									
2.	Journal of strategy and Management – Emerald Insight									
3.	Mastering Strategic Management – <u>WWW.opentextbooks.org.hk</u>									
4.	Mastering Strategic Management – <u>WWW.saylor.org</u> .									
	Reference Books									
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.									
2. Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.										
3.		AcGraw-Hill, 2018								
3. 4.										
	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata M. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Management	Edition, Cengage								

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

COURSE CODE	COURSE TITLE	Category L T P O			Inst. Hours	Credits	Internal	External	Total Marks		
24NMBASS02	SOFT SKILLS II - BUSINESS	Soft	1	1	2	-	30	2	40	60	100
	ETIQUETTE (Practical)	Skills			_		30	_	10	00	100
	COURSE OBJECTIV	<u>ES</u>									
C1 To analyze the Business etiquette at workplace											
C2	To determine the Principles of exceptional work by										
C3	To explore Tech etiquette in using various telecor	nmunication	i de	V1C	es	and	cha	nnel	S		
C4 C5	To successfully handle Multi-cultural challenges	as in stismatt									
C5	To ascertain sensitivity to new and emerging issue SYLLABUS	es in euqueu	.e								
	SILLADUS								Co	urse	
UNIT	DETAILS							0	bjec		
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence the principles of exceptional work behaviour - What is the role of Good Manners in Business? -Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands-Introductions - Introductory scenarios - Addressing individuals.							C1			
П	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-						oint tte:	(C2		
Ш	call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette -						tive ing the rnet	C3			
IV	Online chat etiquette guidelines Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment- Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.								C4		

V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural		
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	etiquette - Example of cultural sensitivity - Cultural differences and their effect		
	on business etiquette- onsite projects-Cultural Highlight: China-Cultural		
	Highlight: India.		
	Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using business etiquette at work place	PO4, PO6, PO7	
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
CO4	Get familiarized with the Successful handling of Multi-cultural challenge		
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
	Reading List		
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
	Reference Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Et Skills Embassy Books, First Edition.	iquette and Soft	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: Ha	arperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Success (1) edition New York: McGraw-Hill Education.	•	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishin	g House.	
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.		
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Eti Skills Embassy Books, First Edition.	iquette and Soft	

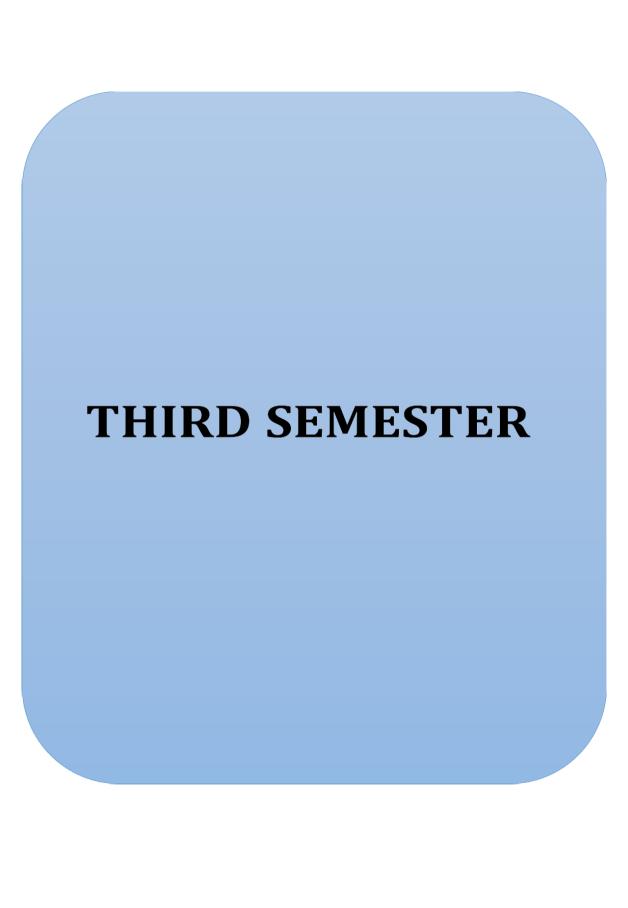
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBASS03	SOFT SKILLS III – COMPUTING	Soft	_	-	2	-	30	2	40	60	100	
	SKILLS	Skills			_			_			100	
	(Practical)											
Q1	Course Objectives			3.40	1 -							
<u>C1</u>	To create awareness and understanding on the bas	l										
C2	To elucidate the students on the various advanced							4				
C3	To educate the students on MS Access and its application in database management											
C4	To enable the students to understand the functions and usage of various cloud-based apps like Google Drive, Google Sheets and Google Docs											
C.F.	To enable the students, learn the functions and us	age of Cloud	d ba	asec	d a	pps	like	Goo	ogle l	Forn	ıs,	
C5	Google Slides and Google Cloud Printing.	C							Ü			
	SYLLABUS											
UNIT	DETAILS		Course Objectives									
I	navigating; Worksheet – Auto fill copying and m deleting rows, printing; Formulas and formulas, Functions and its forms like database, reference sorting filtering and linking.	Functions and its forms like database, reference, Databases – creating,										
п	MS Excel Advanced Functions – V lookup – H loo Count if – Sum – Sum if – Product – Sum product. Financial - logic – Text - Statistical						l -	C2				
Ш	SPSS – Data Entry, Coding. Percentage Analyst Correlation, Regression, GARRETT Ranking.	sis, Chi Squ	ıare	e, A	N	OV	A,	C3				
IV	Cloud based apps – Google Drive, Google Sheets.								C4			
V	Cloud based apps - Google Forms, Google Slides	– Google C	lou	d P	rin	t		(C5			
	Course Outcomes						ı					
Course Outcomes	On completion of this course, stu	idents will;							Prog Outc	_		
CO1	Have awareness and understanding on the basic for	unctions of I	MS	Ex	cel			PC)4, I	PO6,	PO7	
CO2	Know the advanced functions of MS Excel							PO	04, F	O6,	PO7	
CO3	Possess knowledge on MS Access and its management	application	1 i1	n (dat	aba	se	PC)2, P P	O4, I O7	PO6,	
CO4	Understand and possess knowledge on the function	ons and usag	e o	f SI	PSS	5		PC		O5, 1 O7	PO6,	
CO5	Understand and be aware of the functions and usag Google Forms, Google Slides and Google Cloud	•	ase	ed a	pp	s lil	ce	PO4, PO6, PO7				
	Reading List			_								
1.	Humphrey M.L., Excel For Beginners, Kindle Edi	ition, 2017										

2.	Richard Rost, Learning MS Access Kindle Edition, 2013
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021

	Reference Books										
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.										
2. Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins											
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to										
	Success (1) edition New York: McGraw-Hill Education.										
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.										
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.										

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3	3	
CO 2				3		3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	



COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks			
24NMBA13	INFORMATION SYSTEMS FOR BUSINESS	Core 4 30				4	25	75	100					
	COURSE OBJECTIVE	ES												
C1	To enable students to understand the fundamentals of information in managerial decision making	of informatio	n s	yst	em	an	d its	role	of					
C2	To throw light on fundamentals of information syste	ems like TPS	S, D	SS	, a	nd l	EIS.							
C3	To manage system applications and data to best sup	port function	nal	are	as	of t	ousin	ess						
C4	To provide insights in securely managing database a													
C5	To elucidate the need and importance of ERP, its se	lection and i	mp	len	nen	tati	ion ii	n wo	rkpl	ace				
	SYLLABUS													
UNIT	DETAILS		o	Co bjec	urse tives									
I	activities- Information needs and sources-Types of	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output process and feedback												
п	Transaction Processing information system, Office (OAS) - Knowledge workers System (KWS); MIS managers, Intelligence information system –Dec Executive information systems.	; Information	n sy	/ste	m	for		C2						
Ш	Functional Management Information System: Property Information system, Marketing Information Information system, Financial Information system.	Systems,	A	ccc	oun	ting		C3						
IV	Business Application Software—Objectives— Application —Developing Business Application Between Ready to Use and Customer Oriented Sof	Software -				oence		C	C4					
V	Enterprise Resource Planning (ERP) System, Benedifferent from conventional packages, Need for Selection of ERP Package, ERP implementation Softwares – Market research Softwares – Open Management Softwares – Features and Uses of above	ERP, ERP n, Functiona Access Soft	cal A	omj App	por olic	nent atio	ts, on	C	C5					
C	Course Outcomes						1		<u> </u>					
Course Outcomes	On completion of this course, stud								Prog Outc	ome	S			
CO1	Learn the importance of data and information in ma										PO6			
CO2	Possess on the various IS and the its relevance to Or						nt	PO3, PO5, PO8, PO1, PO3, PO5,						
CO3	Understand the application of IS on the various func Finance, Marketing, Operations and HR	tions like A	cco	unt	ıng	<u>,</u>			P	O8				
CO4	To study the various models and new technologies							РО	1, PO	O2, P O7	O6,			

CO5	Be exposed on the importance of selecting the appropriate ERP and its	PO1, PO2, PO5,						
	implementation	PO8						
	Reading List							
1.	Information Systems for Business and Beyond – open textbooks. site.							
2.	Management Information Systems:							
4.	Managing the Digital firm—www.textbooks.com							
3.	Information systems Journal – Wiley Online Library.							
1	Information Systems management in Business and development organisati	ons – Hare Krishna						
4.	4. Misra – PHI Learning.							
	Reference Books							
1.	Azam, M., Management Information System, McGraw-Hill Education, 2012							
2.		Laudon, K., Laudon, J. and Dass, R., Management Information Systems - Managing the						
4,	Digital Firm, 11 th Edition, Pearson, 2010.							
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Mode	ernManagement,						
J.	3 rd Edition, PHI, 2011.							
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information System	ns,9 th Edition, Tata						
4.	McGraw-Hill Education, 2009.							
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems	, 3 rd Edition, Wiley						
India Pvt. Ltd., 2009.								
6.	Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Lea	rning,2012.						

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2				3		
CO 2			3		3			3
CO 3	2		3		2			3
CO 4	3	3				2	3	
CO 5	3	2			2			3

COURSE CODE	COURSE TITLE	Category	L	Т	P	o	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBAED03	EMPLOYABILITY SKILLS	Extra Disciplinary	3	-	-	-	30	3	25	75	100	
	COURSE OBJECT											
C1	To learn about the employability skills											
C2	To understand dimensions of task-oriented skil	ls										
C3	To study on critical problem-solving technique	S										
C4	To develop employability skills											
C5	To understand the logical and reasoning skills											
	SYLLABUS											
UNIT	DETAILS									urse tives		
I	INTRODUCTION TO EMPLOYABILITY SKILLS Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.											
II	UNPACKING EMPLOYABILITY SKILLS Embedded employability skills – Dimensions of Task Management skills – Contingency M Job/Role Environment skills.	of competency			x sk	ills	_	C2				
III	INTER – RELATIONSHIPS OF EMPLOY Communication – Team work – Problem solvin Planning and Organizing – Self management –	ng – Initiative a	nd	En			e –	(C3			
IV	RESUME WRITING Meaning – Features of good resume – Model (Cleanliness, Etiquettes to be followed inside the process.					Ores	SS,	C4				
V	BUSINESS PRESENTATION: Written and operation — Delivering the business presentation electronic presentation — hand-outs — delivering	tion visual aids g the presentati	s — §	slid			n	(C 5			
	Course Outcome	es					-					
Course Outcomes	On completion of this course,	students will;								gram ome		
CO1	Acquire employability skills								,	Э6, I		
CO2	understand dimensions of task-oriented skills	-								Э6, I		
CO3	study on critical problem-solving techniques							PO4, PO6, PO7				
CO4	develop employability skills							PO4, PO6, PO7				
CO5	understand the business presentation								4, P	Э6, I	PO7	
	Reading List											
1.	https://www.jobjumpstart.gov.au/article/what-are-em											
2.	https://www.simplilearn.com/why-are-employability-skills-important-article											
3.	https://blog.hubspot.com/marketing/employability-sk	ills										

4.	4. https://www.indeed.com/career-advice/finding-a-job/employability-skills								
	Reference Books								

1.	Scot Ober, "Contemporary Business Communication", Cengage Learning (5th Edition), 2007									
2.	Lesikar "Basic Business Communication: Skills for empowering the internet generation", TataMcGrawHill,2005									
3.	Jaishri Jethwaney, "Corporate Communication: Principles and Practice", Oxford University Press, 2010									
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.									
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.									
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.									

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3		2		3		3		
CO 4				3	2	3	1	
CO 5				3		3		

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBASS04	SOFT SKILLS IV – LEADERSHIP & Soft 2 - 30 2								40	60	100		
	TEAM BUILDING SKILLS (Practical)	Skills								00	100		
	COURSE OBJECTIVE			•		C 1		1 .					
C1	To understand the characteristics, style, traits of le									1' -	1		
C2	examples.	o learn more about self-leadership and developing team-building skills throwamples.											
C3	To understand how to form, manage and lead the												
C4	To understand the measures of conflict in a team												
C5	To explore team roles & processes in developing a	and managir	ng a	tea	am								
	SYLLABUS												
UNIT										Course Objectives			
I	Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership								p - C1				
п	Leadership Styles: Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.								C2				
III	Leadership Skills: Leadership skills - Lead transactional & transformational in leadership -S practice - Tasks & Relationship approach in leadership of leaders- motivation and coaching skills. Establishing to out group members- communication as	trength base adership - in shing constr	ed l nflu ruct	ead iend	lers ce cl	ship tacı ima	in tics	n s C3					
IV	Team Work: Working in group & teams - charactypes- team development: Tuckman's team development - team effectiveness leadership mo	eteristics of expment stage	effe	ctiv	ve t	ear	n-	(C4				
V	Exploring team roles & processes: mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.								C5				
Carres	Course Outcomes	Course Outcomes								· · · ·			
Course Outcomes	On completion of this course, stu	dents will;							•	gran ome			
CO1	Critical understanding of theories and concepts of leadership and teamwork organizations									PO5			
CO2	Critical awareness of the importance of teamwork skills for building effective teams							F	PO6,	PO5 PO7	ŕ		
CO3	Understanding of the techniques and practical und theories and concepts to improve leadership skills	_	of h	ow	to	app		PO2, PO4, PO5, PO6, PO7					

CO4	Development of skills in effective leadership and professional communication	PO4, PO5,
CO4	Development of skins in effective leadership and professional communication	PO6, PO7
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
	Reading List	
1.	Uday Kumar Haldar, Leadership and Team Building,	
2	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya P	Publishing House,
2.	2014	
3.	International Journal on Leadership, Publishing India Group	
4.	International Journal of Organizational Leadership, CIKD	
	Reference Books	
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etic Skills Embassy Books, First Edition.	quette and Soft
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: Ha	rperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Y Success (1) edition New York: McGraw-Hill Education.	Your Way to
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing	g House.
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.	_

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3	3	3	3	
CO 2				3	3	3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

ELECTIVES FINANCE MANAGEMENT

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
24NMBAFE01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Elective	3	-	1	1	30	3	25	75	100	
	COURSE OBJECTIV	ES				l l						
C1	To provide insight about the relationship of the rist to bring about a return according to the expectation securities market.	k and return										
C2	To provide an overview of the operation of the sec securities in stock exchanges.	curities mark	ets	an	d tl	he n	nech	anic	s of	tradi	ing	
С3	To ensure acquaintance of in-depth understanding of investment decision.	of fundament	tal a	anal	lysi	is to	ols t	to ma	ake o	ptim	num	
C4	To analyze stock price behaviour in market, that various technical indicators using Technical Analysis.		эу ч	vari	iou	s fa	ctor	s by	calc	ulati	ng	
C5	To enable the students with a basic introduction to modelling the risk associated with stock investment		eor	y ar	nd s	stud	y va	riou	s me	thod	s of	
	SYLLABUS											
UNIT	DETAILS						Course Objectives					
I	Investment - Concept of investment-important investment-LIC schemes-bank deposits-governing fund schemes-post office schemes-provident fund estate- Gold and Silver- Growth adjusted value Secs; P-note investments. Concepts of risk and risk is measured in terms of standard deviationship between risk and return.	ment securi -company de investing seturn, meas	ties epo trat ure:	sits egy mei	utu s-re /; (nt (al al G- of	al al 5- C1 of					
II	relationship between risk and return. Securities Market - Investment Environment; Financial Market - Segments - Types - Participants in financial Market - Regulatory Environment, Primary Market - Methods of floating new issues, Book building - Role of primary market - Regulation of primary market, Stock exchanges in India - BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges - Trading system in stock exchanges - SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed							ory ook ock ock ock C2 oss, of				
Ш	companies; Algo trading; Block Chain Technology. Fundamental Analysis - Economic Analysis - Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle - Company Analysis. Measuring Earnings - Forecasting Earnings - Applied Valuation Techniques - Graham and Dodds investor ratios.								C3			
IV	Technical Analysis - Fundamental Analysis Vs Charting methods – Market Indicators. Trend –Tre - Moving Average – Exponential moving Average Indicators – Efficient Market theory.	end reversals	— I	Patt	ern	ıs		C4				
V	Portfolio Management - Portfolio analysis –Portfolio Asset Pricing model – Portfolio Revision –Portfolio			Cap	oita	ıl	1 C5					

	Course Outcomes	
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7
CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7
CO3	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8
CO4	Appraise the stock price movements and its behaviour with the help of technical analysis techniques.	PO4, PO6 PO7
CO5	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7
	Reading List	
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Lea	arning, 2015
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. In	nternational, 2009
3.	The Journal of Portfolio Management, Springer	
4.	Financial Markets and Portfolio Management, SC imago Journal and Cour	ntry Rank
	Reference Books	
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Ed	
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McG 5th Edition, 2017.	
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Managemen New Delhi, 8th edition, 2018.	-
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers 2014.	India, First Edition,
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Manageme Pearson, 2015.	ent, 2ndEdition,
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Manag Learning, 11th Edition, 2019.	gement, Cengage

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		3				3	3	
CO 2		3		2		3		
CO 3		3		3		2		
CO 4				2		3	3	
CO 5						2	3	

3-Strong 2-Medium 1-Low

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBAFE02	MERCHANT BANKING AND	Elective	3	-	-	1	30	3	25	75	100		
	FINANCIAL SERVICES COURSE OBJECTIV	FC											
	To enable a better understanding of the financial s		ndi	ia a	nd	1/21	rious	rem	ulati	one i	n		
C1	the Merchant Banking domain and also throw ligh Indian securities market.												
C2	To familiarize the students with public issue mana SEBI guidelines and marketing of securities.												
С3	To create an understanding on the trends in financia management services and credit rating.												
C4	evaluation.	Provide exposure to fund based financial services such as leasing and hire											
C5	Students can understand other fund based financial financing, bill discounting, factoring and venture	sumer credit, real estate					e						
	SYLLABUS												
UNIT	DETAILS		Co	ours	e Ob	jecti	ves						
I	- Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock							nd nk es C1					
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off- Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing– Post Issue Activities.							ook sing ers, vate Off-					
Ш	Fee based financial services: Mergers and Acquisitions-Portfolio Managemen Syndication – Credit Rating – Business Valuation.		_ (Cre	edit			C3					
IV	Fund based financial services: Leasing and Hire Leasing and Hire purchasing—Financial Evaluation		Bas	sics	s of	f		C4					
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.								C5				
	Course Outcomes					ı			ogra				
Course Outcomes	Course On completion of this course students will:												

CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6
CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6
CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6
	Reading List	
1.	Swati Dawan, Merchant Banking and Financial Services, McGraw Hill Ed	ucation, 2011
2.	Pathak Barthi, Indian Financial System, 5 th Edition, Pearson Education, 20	18
3.	Indian Journal of Finance, ISSN: 0973-8711, Research Gate	
4.	Journal of Corporate Finance, Elsevier	
	Reference Books	
1.	M.Y.Khan,FinancialServices,TataMcGraw-Hill,12thEdition,2012	
2.	Nalini Prava Tripathy, Financial Services, PHI Learning,2011.	
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 nd Edition	on,2010.
4.	J.C.Verma, AManual of Merchant Banking, Bharath Publishing House, New Del	lhi,
5.	Varshney P.N.& Mittal D.K. Indian Financial System, Sultan Chapelhi.	and & Sons, New
6.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, N	ewDelhi.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2		2				2		
CO 3		2		2		2		
CO 4		2				2		
CO 5				2		2		

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBAFE03	BANKING AND INSURANCE	Elective	2	1	-	1	30	3	25	75	100		
	COURSE OBJECTIVE				I								
C1	To provide a basic understanding of the insurance	ple of insurance.											
C2	To provide an overview of Indian insurance indust												
C3	To understand the basics of Banking and the emer		ıkiı	ng i	in I	Indi	ndia.						
C4	To get acquainted with the functionality of the Bar												
C5	To know the meaning and use of commonly used t	echnologies	1n	Bai	nkı	ng.							
	SYLLABUS						C		ο Oh	jecti	**************************************		
UNIT	DETAILS						C	Jurs	e Ob	jecu	ves		
I	Indian Financial System: Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions.								le le ct C1				
п	Basics of Banking: Basic Concepts in Bankir Relationships – Know Your Customer, Anti Guidelines - Negotiable instruments – B Responsibilities - DICGC - Types of Customers Accounts - Deposit Products – Services Rendered of Lending - Approach to Lending & Steps in Le Lending in Banks- Lending to Agriculture, Mic Enterprises.	Money Law lankers' D s & Various l by Banks - nding - Prio	und utics T Pr ority	lerii es ype inc / Se	ng an es ipl	nd of es or		C2					
Electronic Banking: Current Trends and Role of information & Communication Technology in Banking - Banking Technology –ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc Cheque Truncation System of cheque clearance, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) –NACH Global Trends in Banking Technology - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory							nication Technology in Banking - Banking Technology –ATMs, Debit Cards/Mobile Banking / Internet Banking etc Cheque ion System of cheque clearance, UPI, BHIM (Bharath Interface rey), Products and Impact - Electronic Funds Transfers – Real ross Settlements (RTGS) & National Electronic Funds Transfer –NACH Global Trends in Banking Technology - Marketing of Services; Marketing of Banking Services – Meaning, Importance actions - Market Research & Product Development - Factors ring Marketing of Banking Products Third Party Products in g, One stop shop Financial solutions in Banks - Financial Advisory						
IV	Services (FAS) Insurance: Meaning – Nature and Importance Identification – Measurement – Diversification – S Theory of Probability Insurance Regulation; I Insurance Contract – Agent Norms – Generic Advisors.	Sum of Larg IRDA Regu	e N ılat	lun ion	ibe s	ers _ C4							

	General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance - Overseas	
V	Travel Insurance – Medical Insurance – Group Medi claim – Jewellery Insurance, Social Security Insurance. Life Insurance; Principles –Death	C5
	and Survival Classifications – Traditional Salary Savings Scheme –	
	Employees Deposit Linked Insurance –	
	Course Outcomes	
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand, analyze and communicate on the Indian Financial System	PO4, PO6
CO2	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO2, PO6
CO3	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO2, PO4, PO6
CO4	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO2, PO6
CO5	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6
	Reading List	
1.	Swati Dawan, Merchant Banking and Financial Services, McGraw Hill Edu	
2.	Pathak Barthi, Indian Financial System, 5 th Edition, Pearson Education, 20	18
3.	Indian Journal of Finance, ISSN: 0973-8711, Research Gate	
4.	Journal of Corporate Finance, Elsevier	
	Reference Books	
1.	M.Y.Khan,FinancialServices,TataMcGraw-Hill,12thEdition,2012	
2.	Nalini Prava Tripathy, Financial Services, PHI Learning,2011.	
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 nd Editio	n,2010.
4.	J.C.Verma, AManual of Merchant Banking, Bharath Publishing House, New Del	
5.	Varshney P.N.& Mittal D.K. Indian Financial System, Sultan Chapelhi.	and & Sons, New
6.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, N	ewDelhi.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3	3	
CO 2				2		3	3	
CO 3				3		3	3	
CO 4				3		3	3	
CO 5				3		3	3	

3-Strong 2-Medium 1-Low

ELECTIVES HUMAN RESOURCE MANAGEMENT

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBAHE01	ORGANIZATIONAL DEVELOPMENT	Elective 3 - - 1				30	3	25	75	100			
	COURSE OBJECTIVE						•						
C1	To generalize a fair comprehension of basic conce	epts on OD.											
C2	To assimilate design elements of OD.												
C3	To summarize the effects of Organizational cultur		rcii	ıg t	ecl	nnic	ques.						
C4	To illustrate the effectiveness of working in teams												
C5	To interpret constructs of well-being and approach	hes to achiev	ving	ga	bal	anc	e.						
	SYLLABUS												
UNIT	DETAILS						Co	ours	e Ob	jecti	ives		
I	Introduction: Introduction- evolution- basic values and assumptions-foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analysing- feedback of diagnostic information.									. C1			
п	Approaches: Key Organizational Designs – Proc & Integration - Basic Design – Dimensions Deter Forces Reshaping Organization – Life Cycles in C) -	C2										
Ш	Organizational culture: Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.									C3			
IV	Groups & teams: Work Groups & Teams - Preparing for the world of work Group Behaviour - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.								C4				
V	 Wellbeing: Stress and Well Being at Work: Four approaches to stress - V Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications. 									- C5			
	Course Outcomes					-							
Course Outcomes	On completion of this course, stude	ents will;							ogra itcor				
CO1	Comprehend and justify basic concepts on OD.							PO)2, I	PO6			
CO2	Assimilate and design OD process.)4, I				
CO3	Summarize Organizational culture and use reinforcing techniques.								PO:				
CO4	Illustrate effectiveness of working in teams.)1, F				
CO5	Interpret constructs of wellbeing and approaches t	o achieving	a b	ala	nce	Э.	I	PO 1,	PO:	3, PC)5		
	Reading List												
1.	Laslo Bock, 'Work Rules-Insights from inside Google'												
2.	Edgar H Schein, 'Organisational Culture and Leadership												
3.	Kirk Blackard, James W Gibson, 'Capitalizing on	conflict											
4.	Peter S Cohan, 'Value Leadership'												
Reference Books													

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Anderson, D., Organization Development: The Process of Leading Organizational Ch									
	Edition, Sage Publication 2019.								
W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learn									
4.	Changing 3 rd Edition, Pearson F1 Press, 2015.								
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for								
3.	Organization Improvement, 6 th Edition, Pearson Higher Education, 2017.								
4.	Cummings T. Theory of Organization Development and Change 9th Edition, South-Western								
4.	2011.								
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practio	ner's Guide for OD							
5.	and HR, Kogan Page, 2 nd Edition, 2015.								
(Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and								
6.	Transformation, 2 nd Edition, Sage India, 2011.								
	Methods of Evaluation								
	Continuous Internal Assessment Test								
Internal	Assignments/mini project/practical demonstrations	40 M - 1							
Evaluation	Seminars	40 Marks							
	Attendance and Class Participation								
External	End Semester Examination	60 Marks							
Evaluation	End Semester Examination	OU Marks							
	Total	100 Marks							
	Methods of Assessment								
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions								
Understand/									
Comprehend	MCQ, True/False, Short essays, Concept explanations, Short summary or ov	verview							
(K2)									
Application	Suggest idea/concept with examples, Suggest formulae, Solve problems, Ob	scerve Evolain							
(K3)									
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate be	etween various ideas,							
Analyze (K4)	Map knowledge								
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons								
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or	Presentations							

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2				M				M
CO 3			M					
CO 4	M				S			
CO 5	M		M		S			

S-Strong M-Medium L-Low

COURSE CODE	COURSE TITLE	Category	L	Т	P	O	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBAHE02		Elective	3	_	_	1	30	3	25	75	100		
	MANAGERIAL EFFECTIVENESS			20				100					
C1	COURSE OBJECTIV		<u> </u>	111									
<u>C1</u>	To familiarize the students to the basic concepts of	ice	e										
C2	To provide insights on Emotional Competencies												
<u>C3</u>	To throw light on Emotional literacy												
C4 C5	To elucidate on significance of Emotional Intellig		0.00		:	+:	•						
CS	To create awareness and importance of Emotiona SYLLABUS	Learning in	Org	gan	ıza	uoi	18						
	SILLABUS						Cor	ırse	Obje	otiv	700		
UNIT	DETAILS						Cot	irse	Obje	cuv	es		
I	Introduction to Emotional Intelligence: Emotion, Emotional Intelligence, concept and its between emotional quotient and intelligent quotient												
II	Emotional Competencies: Emotional Intelligence (EI)-4 skills of EI-Six Principles of Emotional Intelligence-The Way Emotions Motivate Us Now-Why Is Identifying Emotions Important? -An Emotional Blueprint-How Do We Identify Emotions?									C_2			
III	Emotional literacy: Emotional intelligence and emotional literacy, managing aggression and depression, Emotional literacy training-developing emotional skill (awareness), cognitive skills and behavioural skill.								1 1 1				
IV	Emotional Intelligence at work place: The role and Leadership styles, Need of EI in Building Te	C4											
V	Emotional Learning in organizations: Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.								1 C5				
	Course Outcomes												
Course Outcomes	On completion of this course, stud							Out		es			
CO1	Recognize and apply basic concepts of Emotiona	Intelligence)4, I					
CO2	Enumerate and chart Emotional Competencies						PO)3, I			8		
CO3	Annotate and signify Emotional literacy						D/		5, PC		2		
CO4	Be aware of using Emotional Intelligence tools PO1, PO7, PO8 Hypothesize and essimilate importance of Emotional Learning in												
CO5	Hypothesize and assimilate importance of Emotional Learning in organizations							PO1, PO6, PO7					
	Reading List												
1.	Goleman, Richard Boyatzis, Annie McKee, 'Prin		ip'.										
2.	Travis Bradberry, Greaves, 'Emotional Intelligence 2.0'												
3.	Colleen Stanley, 'Emotional intelligence for sales success: Connect with circults'							ers a 	nd g 	et 			
4.	David R. Caruso, Peter Salovey, 'The Emotionally Intelligent Manager'.												

	Reference Books								
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 th Anniversary Edition 2020.								
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.								
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1st Edition 2015.								
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 st Edition 2007.								
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.								
6.	Sumner Redstone Peter Knoble A Passion to Win: An Autobiography Simon & Schuster 1st								
	Methods of Evaluation								
	Continuous Internal Assessment Test								
Internal	Assignments/mini project/practical demonstrations	40 Marks							
Evaluation	Seminars								
	Attendance and Class Participation								
External Evaluation	End Semester Examination								
	Total	100 Marks							
	Methods of Assessment								
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions								
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or o	verview							
Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain								
Analyze (K4)	(K4) Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge								
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons								
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations								

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S	M	
CO 2			M			S		S
CO 3						S	M	
CO 4	M						M	S
CO 5	M					S	M	

S-Strong M-Medium L-Low

COURSE CODE	COURSE TITLE	Category L T		P	О	Inst. Hours	Credits	Internal	External	Total Marks			
24NMBAHE03	LEARNING AND DEVELOPMENT	Elective	2	-	1	-	30	3	25	75	100		
	COURSE OBJECTIVE	ES				I			l				
C1	To introduce L&D Organisations, Models, Practic												
C2	To assimilate arguments towards designing L&D maturity and Skill Gap Analysis.			organizational learning									
C3	To introspect the ethical implications and L&D de			gn	Th	ink	ing.						
C4	To demonstrate coaching and implementation of L									•			
C5	To evaluate the L&D approaches, Learning theorie	s, Learning	Ana	alyt	1CS	an	d rede	sıgn	cont	ınuo	ous		
	learning SYLLABUS												
							Cor	ırce	Obj	ectiv	700		
UNIT	DETAILS						Cui	II SC	Obj	ccuv	CS		
I	Introduction: Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development-Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.									C1			
п	Learning and Development Strategy: Objectives and learning outcomes-Sequencing learning content-Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning- Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis- Learning Key Techniques.												
Ш	Delivery: Delivery Styles, L&D activities, Physical Environment Techniques, digital learning content, Delivery and Learning and Development Practitioners-Issues, D in Learning and Development.	d Evaluatior	ıs;	Rol	le d			C3					
IV	Coaching Strategy: Introduction to Coaching -Evidence-Based Coach Models- Benefits; Mentoring Process- Models- Be and Collaborative Learning; Learning & Develope Strategy, Evidence And Practice.		C4										
V	Learning Engagement, Evaluation and Learning Learner Engagement, Factors affecting Learn Neuroscience of Learning-Strategies for learn engagement. Learning Evaluation theory and practice-Evaluation Methods, Approaches, Terporting recommendations.	iing, Psyching enhance thinking -p	olo eme roc	ent ess	ar ar	nd nd	C5						

	Learning Analytics: Collecting Learning Data -Implementing Learning Analytics.	
	Course Outcomes	
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Comprehend the importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.	PO1, PO2, PO6
CO2	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.	PO1, PO6, PO8
CO3	Introspect the ethical implications of L&D delivery.	PO6, PO8
CO4	Illustrate implementation of coaching and implementation of L&D strategies.	PO1, PO6, PO8
CO5	Design and evaluate the L&D approaches for continuous learning and development.	PO1, PO2, PO6
	Reading List	
1.	Boller, Fletcher, 'Design Thinking for Training and Development'	
2.	Sharon Boller, Karl Kapp, 'Play to Learn: Everything You Need to Know Effective Learning Games'	About Designing
3.	Michelle Weise, 'Preparing for Jobs That Don't Even Exist Yet'	
4.	Jaime Roca, Sari Wilde, 'The Connector Manager: Why Some Leaders Bu Talent – and Others Don't'	ild Exceptional
	Reference Books	
1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction Fundamentals Book 15), 2 nd edition, 2018 by Kogan Page.	on (HR
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development I Workplace 2019, CIPD - Kogan Page; 4th edition.	Practice in the
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Eve Edition, Wiley 2020.	n Exist Yet, 1st
4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Develope Learning Journeys That Get Results, ATD Press, 1st edition, 2020.	ment: Creating
5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gub Development in Organisations: Strategy, Evidence and Practice, 1 st edition 2020.	
6.	Andrew Mayo, Creating a Learning and development strategy, 2 nd edition,	Viva CIPD, 2017.
	Methods of Evaluation	
	Continuous Internal Assessment Test	
Internal	Assignments/mini project/practical demonstrations	40 Marks
Evaluation	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
D II (774)	Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or o	overview

Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M				S		
CO 2	M					S		M
CO 3						S		M
CO 4	M					M		M
CO 5	M	M				M		

ELECTIVES MARKETING MANAGEMENT

COURSE CODE	COURSE TITLE	Category L T P O			Inst. Hours	Credits	Internal	External	Total Marks			
24NMBAME01	BRAND MANAGEMENT	Elective	3	1	1	-	30	3	25	75	100	
	COURSE OBJECTIVE	ES										
C1	Understand brand equity & assess the equity of									els		
C2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model											
C3	Ability to develop a comprehensive go to marke	t strategy fo	r a	bra	nd							
C4	Evaluate various architecture types & examine b											
C5	Ability to conduct brand audit & demonstrate kr	nowledge of	bra	nd	va	luat	tion a	and 1	meth	ods		
	SYLLABUS											
UNIT	DETAILS		Co	ours	e Ob	jecti	ves					
I	Introduction: Definition of Brand - Importance of Brands - Branding Challenges and Opportunities - Brand Equity Concept - Brand Equity Models - Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements - Brand Identity - Image and Personality - Brand DNA, Kernel, Codes and Promises - Point of Distribution and Point of								C1			
II	Purchase Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity – Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.											
Ш	Brand Image: Image Dimensions, Brand Associations & In Perspectives, Levels and Prisms. Managing Branctional, Symbolic and Experiential Brands – Loyalty – Cult Brands	and Image	– S	Stag	ges	_		C3				
IV	Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding –											
V	Brand Architecture and Portfolio Management Branding in Practice: Handling Name Changes and Brand Transfer and Rejuvenation – Global Branding Strate Managing Brands Across Boundaries – Brandi Services and Retailers – Building Brands Onle Foreign Brands and Taking Indian Brands Global.	egies – Bu ng Industria	ildi 1 Pı	ng rod	ar uct	nd ts,	C5					

	Course Outcomes						
Course Outcomes	On completion of this course, students will;	Program Outcomes					
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4, PO7					
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1, PO2, PO6					
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6,PO7					
CO4	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4					
CO5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7					
	Reading List						
1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Mana Edition, 2013	agement, Kindle 2 nd					
2.	Brand Management, Palgrave Mcmillan, 2021						
3.	Journal of brand management, Palgrave Macmillan						
4.	Journal of Product & brand Management ,Emerald Publishing						
	Reference Books						
1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.						
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of I John Wiley and Sons, 2012.						
3.	Dutta, K., Brand Management: Principles and Practices, Oxford University	Press, 2012.					
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-H						
5.	5. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.						
6.	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.						

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S			S	
CO 2	M	S				S		
CO 3				M		S	S	
CO 4	M			S				
CO 5					S	M	M	

COURSE CODE	COURSE TITLE	Category L			P	О	Inst. Hours	Credits	Internal	External	Total Marks		
24NMBAME02	SERVICES MARKETING	Elective	3	-	-	-	30	3	25	75	100		
	COURSE OBJECTIV	ES						ij	,				
C1	To familiarize the students to the basic concepts of		ark	etii	ng :	and	Ser	vice	Sect	or			
C2		To provide insights on Marketing Mix in Service Marketing											
C3	To throw light on Effective Management of Service												
C4	To elucidate on Quality of Services, GAPS and fac												
C5	To create awareness and importance of various ser hotels and Tourism ,Professional Service, Public U										el,		
	SYLLABUS												
UNIT	DETAILS		Co	ours	e Ob	jecti	ves						
I	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service - Classification of Service - Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.									C1			
п	Marketing Mix in Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies and Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension in Services Marketing – People, Physical Evidence And Process.								C2				
Ш	Effective Management of Service Marketing: Marketing Demand and Supply through Ca Segmentation – Internal Marketing of Services – E Orientation of Service Strategy.					nd ıl	C3						
IV	Delivering Quality Service: Causes of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors and Techniques to Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality								C4				
V	Marketing of Service with Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.								C5				
	Course Outcomes												
Course Outcomes	On completion of this course, stude						Program Outcomes						
CO1	Possess knowledge and understanding on the basic Services marketing and Service Sector	concepts of	ma	mag	gin	g	PO4,PO7						

CO2	Possess knowledge on Marketing Mix in Service Marketing	PO6							
CO3	Have insights on Effective Management of Service Marketing	PO6,PO7							
CO4	Learn Quality of Services, GAPS and factors influencing Services Marketing	PO6							
CO5	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism, Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7							
	Reading List								
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI, E	dition, 2014							
2.	2. Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle								
3.	3. Journal of services marketing, Emerald Insight								
4.	Journal of service management, Emerald Group Publishing Ltd								
	Reference Books								
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4thEdition, Cengage	Learning, 2011.							
2.	Gronoos, C., Service Management and Marketing: Customer Management Competition, 3rdEdition, Wiley India, 2011.	in Service							
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Managemet press, 2009.	nt, Oxford University							
4.	4. Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7thEdition, Pearson, 2019.								
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.								
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5thEdition, Tata McGraw-Hill,2017								

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2						S		
CO 3						S	M	
CO 4						M		
CO 5				S	S	M	M	

COURSE CODE	COURSE TITLE	Category	L	Т	P	0	Inst. Hours	Credits	Internal	External	Total Marks			
24NMBAME03	INTERNATIONAL MARKETING	Elective	3	-		-	30	3	25	75	100			
	COURSE OBJECTIVE	ES									I			
C1	To increase globalization by integrating the econor													
C2	To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.													
C3	To assure sustainable management of resources glo													
C4	To propel export and import of goods globally and countries.													
C5	To enhance free trade at global level and attempt to of trading.	bring all the	col	unt	ries	stog	ether	fort	the p	urpo	ose			
SYLLABUS														
UNIT	DETAILS						Coi	urse	Obj	ectiv	ves			
I	International Marketing Environment: Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.													
II	Product Policy – International Product Life Cycle – Export Pricing. International Marketing Decision: Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision. International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence –													
III	International Sales Contract: Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. International Trade Liberalization: General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA) – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.									C3				
IV	India's Foreign Trade: Recent Tends in India's Commercial Relations and Trade Agreements Institutional Infrastructure for Export Promotion Assistance – Export Finance – Export Processing Economic Zones (SEZs) – Exports by Air, Post	Foreign Tra with other on in India Zones (EPZ	co - Zs)	unt Ex – S	rie po pe	s – rt cial	C4							

	Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc. Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing –						
	Containerisation – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.						
V	C5						
	Course Outcomes						
Course Outcomes	On completion of this course, students will;	Program Outcomes					
CO1	CO1 Identify and analyse opportunities within international marketing environments						
CO2	CO2 Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment; Select, research, and enter a new international market;						
CO3	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision-making processes;	PO2, PO4					
CO4	Possess understanding and knowledge on Export trade	PO4, PO6, PO7					
CO5	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils	PO4, PO6					
	Reading List						
1.	R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008						
2.	Roger Bennett, Jim Blythe, International Marketing: Strategy Planning Implementation, Kogan Page, 2002	g, Market Entry &					
3.	Journal of International Marketing, SAGE Publications						
4.	Journal of International Business Studies, Palgrave MmMillan						
	Reference Books						
1.	Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publicati	ons, 2012.					
2.	Cateora P. Graham I and Salwan P. International Marketing 13th Edition Tata McGraw-Hill						
3.	Czinkota, M. and Ronkainen, I., International Marketing, 8th Edition, South-	Western, 2007.					
4.	Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strateg Learning, 2009.	ry, 3 rd Edition, PHI					
5.	Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2003	8.					
	1 0						

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			M	
CO 2				M			M	
CO 3		S		M				
CO 4				M		S	M	
CO 5				M			M	

ELECTIVES BUSINESS ANALYTICS

SPECIALIZATION COURSES: BUSINESS ANALYTICS

								Š		Mark	S	
Course Code	Course Name	Category	L	Т	P	o	Credits	Inst. Hours	CIA	External	Total	
24NMBABE01	Fundamentals of Business Analytics	Elective	3	-	-	-	3	45	25	75	100	
	. •	Objectives						1	I			
C1	To enable the students to unde	rstand the b	asic	cs o	f Bı	ısin	ess A	Analy	tics			
C2	To create awareness and und managing and analyzing data.								_		ing,	
C3	To educate the students on dat						sion	al dat	a ana	lysis		
C4	To educate the students on ma											
C5	To elucidate the students on th		f va	rio	us a	reas	s of t	ousin	ess			
UNIT	Details	LABUS						lo. of		Cou Objec		
I	Historical overview of data anal Data Engineer Vs Business Business Analytics – Introduc	Introduction to Business Analytics: Meaning - Historical overview of data analysis – Data Scientist Vs Data Engineer Vs Business Analyst – Career in Business Analytics – Introduction to data science – Applications for data science – Roles and								C1		
II	Data Visualization: Data Management - Big Da Organization/sources of data quality - Dealing with missing Data Visualization - Data Clas Project Life Cycle: Business Acquisition - Data Preparate Modeling - Evaluation and Inter Operations, Optimization.	ta Mana - Importang or incomposification D Requirem ion - Hypo	gem nce pleto ata ent othe	of of e d Sci -	dat ata ienc Dat an	a - e a d		9		C2	2	
III	Data Mining: Introduction to origins of Data Mining - Data and Multidimensional data and Association Analysis and Clust	Mining Tas lysis - Basic	sks c co	- O	LA	P	9 C			C3	3	
IV	Machine Learning: Introduction - History and Evolution - AI E Data Mining Vs, Data Analytic Supervised Learning, Unstrained Reinforcement Learning - Framework Machine Learning Systems.	on to Machi volution - S ics Vs, Dat upervised ame works	ne I Stati a S L for	stic cier ear buil	es V nce ning Idin	s - 5, g		9		C ²	ļ	
V	Application of Business Anal Marketing Analytics - Finan Analytics - Supply Chain Analy Total	cial Analy						9		C5	5	
	l .	Outcomes						4 3				
Course Outcomes	On completion of this course,		1;				Pr	ogra	m Oı	ıtcome	es	
CO1	Define the basics of Business	Analytics							PO1,	PO2		
CO2	Describe and visualize data managing and analyzing data.	a through	col	llec	ting	Ţ. ,			PO1,			

CO3	Apply knowledge on data mining and multi- dimensional data analysis	PO2, P05, PO6
CO4	Survey knowledge on machine learning and AI.	PO4, PO5
CO5	Summarize knowledge on the analysis of various areas of business.	PO2, P05, PO6
	Reading List	
1.	https://ptgmedia.pearsoncmg.com/images/9780133552188/	/samplepages/0133552187
2.	http://www.gerkoole.com/IBA/downloads/IBA_Koole_firs	t_chapters.pdf
3.	Jeen-Su Lim, John H. Heinrichs. (2021) Developing experiences for marketing analytics students. Decision Scientification 19:2, pages 150-156.	1 0
4.	Wullianallur Raghupathi, Viju Raghupathi. (2021) Contem An Overview. Data 6:8, pages 86.	porary Business Analytics:
	References Books	
1.	Majid Nabavi, David L.Olson, Introduction to Busine Expert Press, 2018	ss Analytics, Business
2.	Umesh R Hodeghatta and Umesha Nayak, Business A Practical Approach Apress, 2017.	analytics Using R - A
3.	Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jo David R.Anderson, Essentials of Business Analytics, 2015	•
4.	Sandhya Kuruganti, Business Analytics: Applications Marketing, McGrawHill, 2015	
5.	Bernard Marr, Big Data: Using Smart Big Data, Analy Make BetterDecisions and Improve Performance, Wil	*

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2						
CO 2	2	3						
CO 3		3			3	3		
CO 4				2	3			
CO 5		3			3	3		

3 STRONG 2 MEDIUM 1 LOW

											S		Mark	S
Course Code					Category	L	Т	P	O	Credits	Inst. Hours	CIA	External	Total
24NMBABE02	Data	Analytics	with	R	Elective	3	-	-	-	3	45	25	75	100
	Progra	amming	Сопис	ω Ω	bjectives									
C1	To fa	miliarize the			•	mm	nino							
C2		nderstand the			out it progra	11111	<u>s</u>							
C3		arn about R												
C4	To le	arn about the	e tools in	Rр	latform									
C5		erstand the re	einforcem	ent										
	Lear	ning												
	T		SY	LL	ABUS					1		_		
UNIT				tails							lo. of lours		Cou Objec	
I	creating and accessing objects - Arithmetic and matrix					tudio - SAS versus R - R, S, and S-plus - Obtaining managing R - Objects - types of objects, classes,							C	1
II	- Function	ng with R - ctions and F g: for, repea ents and opti	R progrant, while	nmi - wı	ng – the If ritingfunctio	sons	tate	mer	nt -				C2	
III	CSV Datab Graph	ng and getting files, XMI ases, Excelus: Histograms, Scatterplo	files, files. W	Weł orki kplo	Data, Jang with R	SOI Cha	N 1 arts	files and	s, d		9		C:	3
IV	Rando distrib	om Forest, Doutions, Tirole Regress	ecision T	ree.	, Normal an Analysis, I	Line	ear	and	d	9			C4	
V	Creatin experin	ng data ments, Creat	ing data g data		analytics th	rou	_	_	ve		9		C:	5
				otal							45			
Course			Cours	se O	utcomes									
Course Outcomes		ompletion of				1;				Pı			Outco	mes
CO1		knowledge								<u> </u>			PO6	
CO2	-	ain knowled					٠.:	4i ~ - '	1	1	POl	., PC	2, PO	b
CO3	Deve meth	lop knowle ods	euge gra	pns	and other	st	atis	uca	1		PO5	S, PC	6, PO	7
CO4	Desc	ribe advance	d statistic	cal t	ools						P	O4,	PO7	
CO5	Deve learnin	elop knowled g	ige abou	t act	tive and rei	nfo	rcen	nen	t		P	O1,	PO6	

	Reading List
1.	https://www.cs.upc.edu/~robert/teaching/estadistica/rprogramming.pdf
2.	https://diytranscriptomics.com/Reading/files/The%20Art%20of%20R%20Programming.pdf
3.	R Core Team (2016). R: A Language and Environment for Statistical Computing. R Foundation for Statistical Computing, Vienna, Austria. URL https://www.R-project.org/.
4.	Ritz C, Streibig JC (2005). "Bioassay Analysis using R." Journal of Statistical Software, 12(5), 1–22. doi:10.18637/jss.v012.i05.
	References Books
1.	Raghav Bali, Dipanjan Sarkar and Tushar Sharma, Learning Social Media Analytics with R, Packt Publishing Ltd, 2017.
2.	Nina Zumel and John Mount, Practical Data Science with R, Manning PublicationsCompany, 2014.
3.	Peter Dalgaard, Introductory Statistics with R (Paperback) 1st Edition Springer-VerlagNew York, Inc. (ISBN 0-387-95475-9) (2019)
4.	W. N. Venables and B. D. Ripley. 2002, Modern Applied Statistics with S. 4th Edition.Springer. (ISBN 0-387-95457-0)]
5.	Andreas Krause, Melvin Olson. 2005, The Basics of S-PLUS, 4th edition, Springer-Verlag, New York (ISBN 0-387-26109-5)

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		3				2		
CO 2	2	3				3		
CO 3					3	2	3	
CO 4				2			3	
CO 5	3					2		

3 STRONG 2 MEDIUM 1 LOW

								Ñ		Mark	KS			
Course Code	Course Name	Category	L	Т	P	O	Credits	Inst. Hours	CIA	External	Total			
24NMBABE03	Blockchain Technology	Elective	3	_	_	-	3	45	25	75	100			
		Objectives												
C1	To acquire knowledge of variable Blockchain	•												
C2	To understand how Blockchain them	systems wo	ork a	and	hov	v to	sec	urely	inte	ract w	ith			
C3	To familiarize the functional and operational aspects of cryptocurrency													
C4	To establish deep understandi contracts applications													
C5	To understand the consensus an		ger i	fabr	ic iı	ı blo	ock	chair	tecl	nolog	y.			
	SYLL	ABUS					1							
UNIT	Detail	s						No. 0		Cou				
I	Introduction: Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance Hadoop Distributed File System, Distributed Hash Table ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard						Introduction: Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.					3	Objec C	
II	Blockchain & Applications: chain, Gartner's Hype Cur Blockchain Technology, Block Key Characteristics of Bl Structure, Blockchain types an Consensus, How Blockch Whitepaper, Understanding Bi Block, Forks: soft & hard Different forks from Bitcoin, Public & Private keys, Block Internet of Things, Medical System, Do-main Name So Blockchain.	ve and Evechain Need ockchain, d Network, ain Work tcoin, Compforks, Umrwallets, Tekchain ApRecord Mervice and	Blo	ditior Genockconing Bir Bir blo sact ation	n onesis chair chair and ctcoir of ocks ions men	of s, n d n a a s, .:		9		C	2			
III	Cryptocurrency Regulation: S Bitcoin, Legal Aspects - Cry	nd rewards, Contract, idechain, Stakeholders ptocurrency	Eth , (Na s, F	ere GHO ime Root	um OST coin	- n. of	9			C	3			
IV	Cryptocurrency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects - Cryptocurrency Exchange, Black Market and Global Economy. Ethereu: Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works,						9		C4					
V	Hyperledger fabric: Hyperledger Comparison between Fabric of Fabric Architecture, Compos Fabric, Advantages of Hyperledger Fabric Work	& Other Technologies, nents of Hyperledger 9 dger Fabric Blockchain,				C	5							

	Total	45
	Course Outcomes	
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Define the importance and the foundations of Blockchain.	PO2, PO6
CO2	Associate key features, different types of platforms & languages of blockchain technology.	PO1, PO2, PO8
CO3	Solev better insights about cryptocurrency concepts.	PO1, PO6, PO7
CO4	Explain the design principles of ethereum.	PO2, PO5
CO5	Develop hyperledger fabric model and its architecture.	PO2, PO6
	Reading List	
1.	http://book.itep.ru/depository/blockchain/blockchain-by-m	
2.	https://www.blockchainexpert.uk/book/blockchain-book.pd	
3.	Sanyam Jain, Journal of Emerging Technologies and Innov	ative Research,2017
4.	Sheikh Mohammad Idrees, Exploring the Blockchair Applications and Research Potential, 2021	n Technology: Issues,
	References Books	
1.	Imran Bashir, Mastering Blockchain, Packt Publishing, Ma	arch 2017
2.	Debajani Mohanty, Blockchain: From Concept to Execution 2nd edition, 2018	on, BPB Publications,
3.	Artemis Caro, Blockchain: Bitcoin, Ethereum & Blockchain Guide to Understanding the Technology Behind Bitcoin &	_
4.	Andreas M. Antonopoulos, Gavin Wood, Mastering Ethere Contracts and DApps, O'REILLY, 2018	eum: Building Smart
5.	Nitin Gaur, Luc Desrosiers, Venkatraman Ramakrishna, Pe A. Baset and Anthony O'Dowd, Hands-on Blockchain with Publishing, 2018	h Hyperledger, Packt
6.	Arvind Narayanan, Joseph Bonneau, Edward Felten, Andre Goldfede, "Bitcoin and Cryptocurrency Technologies", Pri Press, 2016.	*

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		3				2		
CO 2	2	3						3
CO 3	3					3	2	
CO 4		2			3			
CO 5		3				3		

3 STRONG 2 MEDIUM 1 LOW

CDOE - ONLINE PROGRAMME (OLP) MODE

MODEL QUESTION PAPER

(For the Candidates admitted from 2024 onwards)

Centre for Distance and Online Learning (CDOE) Online Programme M.B.A Degree Examination, April 2024

First Semester

24NMBA01 MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

Time: 3 hours Max: 75 marks

Q.No.	Questions	Cognitive level	Course outcome
	PART – A		<1 =25 marks
	(Answer ALL questions)	K1 level – Rem	ember]
1.	What is the primary purpose of management	K1	CO1
	a. Achieving specific goals and objectives		
	b. Controlling resources effectively		
	c. Maximizing profits		
	d. Establishing hierarchical structures		
2.	What is the key aspect of management highlighted by Peter	K1	CO1
	Drucker's definition?		
	a. Resource allocation		
	b. Effective communication		
	c. Decision-making		
	d. Coordination to attain objectives		
3.	What does the directing function of management involve?	K1	CO1
	a. Guiding and motivating teams		
	b. Checking progress towards goals		
	c. Setting organizational goals		
	d. Hiring and training employees		
4.	Why is clear communication essential in team management and	K1	CO1
	collaboration?		
	a. It helps hide conflicts within the team		
	b. It ensures everyone understands their roles and objectives		
	c. It minimizes the need for leadership		
	d. It encourages multitasking		
5.	Which of Henri Fayol's principles emphasizes that there should be	K1	CO1
	a clear chain of authority from the top to the lowest levels in an		
	organization?		
	a. Division of work		
	b. Scalar chain		
	c. Remuneration		
	d. Order		
6.	What type of planning pertains to preparing for unexpected events	K 1	CO2
	or crises?		
	a. Tactical planning		
	b. Operational planning		
	c. Project planning		
	d. Contingency planning		
7.	Which aspect of business management does short-term planning	K1	CO2
	encompass?		
	a. Setting specific goals		
	b. Financial planning		
	c. Only long-term strategy		
	d. Environmental analysis		

8.	Which of the following is a key characteristic of MBO? a. Top-down communication only	K1	CO2
	b. Employee isolation from goal setting		
	c. Continuous feedback and performance assessment		
	d. Rigid and unchangeable objectives		
9.	In the decision-making process, what is the purpose of "Gathering	K 1	CO2
	Information"?		
	a. Identifying choices		
	b. Evaluating choices		
	c. Generating alternatives		
	d. Collecting relevant data and facts		
10.	Which business model relies on the sale of consumable products	K1	CO2
	related to a primary product?		
	a. Freemium Model		
	b. Razor and Blade Model		
	c. E-commerce Model		
1.1	d. Sharing Economy Model	T7.1	001
11.	What is organizational design?	K 1	CO3
	a. The alignment of organizational structure with strategic		
	goals b. The development of a corporate logo and branding		
	b. The development of a corporate logo and brandingc. The optimization of resource allocation		
	d. The automation of routine tasks		
12.	What is the relationship between authority, responsibility, and	K1	CO3
12.	accountability?	Kı	003
	a. They are unrelated concepts		
	b. They have no impact on organizational efficiency		
	c. They are interrelated, with accountability ensuring		
	responsible exercise of authority		
	d. Accountability is not necessary in organizations		
13.	What does Holacracy entail in organizational models?	K1	CO3
	a. Centralized decision-making		
	b. Decentralized decision-making and team autonomy		
	c. Strict division of labor		
	d. Formal rules and procedures		
14.	Which advantage of formal organizations relates to the division of	K1	CO3
	labor?		
	a. Flexibility		
	b. Efficiency		
	c. Innovation		
	d. Exclusivity		
15.	Which term is synonymous with "span of control"?	K1	CO3
	a. Scope of management		
	b. b. Supervisory ratio		
	c. c. Organizational hierarchy		
	d. d. Managerial range		
1.0		¥7.4	~~ .
16.	What does transformational leadership primarily focus on?	K1	CO4
16.	What does transformational leadership primarily focus on? a. Setting clear expectations for performance	K1	CO4
16.	What does transformational leadership primarily focus on? a. Setting clear expectations for performance b. Inspiring and motivating team members to reach their full	K1	CO4
16.	What does transformational leadership primarily focus on? a. Setting clear expectations for performance b. Inspiring and motivating team members to reach their full potential	K1	CO4
16.	What does transformational leadership primarily focus on? a. Setting clear expectations for performance b. Inspiring and motivating team members to reach their full potential c. Implementing consequences for poor performance	K1	CO4
	What does transformational leadership primarily focus on? a. Setting clear expectations for performance b. Inspiring and motivating team members to reach their full potential c. Implementing consequences for poor performance d. Facilitating productive conversations during conflicts		
16.	What does transformational leadership primarily focus on? a. Setting clear expectations for performance b. Inspiring and motivating team members to reach their full potential c. Implementing consequences for poor performance d. Facilitating productive conversations during conflicts What is the primary role of controlling in management?	K1	CO4
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	constructive feedback d. By ignoring documentation		
19.	Which component of the ICS is responsible for creating	K1	CO4
17.	performance metrics and providing feedback to improve	13.1	004
	productivity?		
	a. Workforce Analytics Tools		
	b. Employee Self-Service Portals		
	c. Feedback and Recognition Systems		
	d. Performance Management Software		
20.	What is a potential limitation of MBE in a rapidly changing	K1	CO4
	environment?		
	a. Efficiency		
	b. Consistency		
	c. Accountability		
	d. Flexibility		
21.	Which of the following is NOT a characteristic of business ethics?	K1	CO5
	a. Voluntary compliance		
	b. Application in decision making		
	c. Focus on shareholder profits		
	d. Concern for stakeholders		
22.	Which ethical issue in marketing and advertising relates to the fine	K1	CO5
	line between reaching a target audience and exploiting their		
	vulnerabilities?		
	a. Targeting vulnerable populations		
	b. Privacy and data collection		
	c. Truth in advertising		
	d. Social responsibility		
23.	Which of the following is the first step in the Ethical Decision-	K1	CO5
	Making Process?		
	a. Gather Information		
	b. Recognize the Ethical Issue		
	c. Identify and Evaluate Alternatives		
	d. Implement the Decision		
24.	Why is a holistic approach important in an ethics audit?	K1	CO5
	a. It focuses solely on legal compliance		
	b. It considers broader ethical considerations		
	c. It prioritizes financial performance		
25	d. It excludes industry norms	T7.1	COF
25.	What does the "People" dimension in the TBL Model focus on?	K1	CO5
	a. Environmental conservation		
	b. Employee well-being and fair labor practices		
	c. Ethical labor practices d. Economic sustainability		
	PART – B	5×10 =	50 marks
	(Answer any FIVE questions)	3×10 =	ou marks
	[K3, K4, & K5 level – Apply, Analyze and Evalua	tel	
26.	Evaluate the effectiveness of different managerial skills in various	K5	CO1
20.	organizational contexts.	13.0	COI
27.	Design a decision-making framework that combines SWOT	K5	CO2
27.	analysis, cost-benefit analysis, and brainstorming.	13.0	002
28.	Analyze the pros and cons of a narrow span of control in a large,	K5	CO3
۷٥.	bureaucratic organization.	KS	COS
	Design a control system for a retail chain that includes performance	К5	CO4
29	2005 a control by stem for a feath chain that includes performance	17.5	CU4
29.	standards and corrective actions at all levels of management	· ·	
	standards and corrective actions at all levels of management. What is the primary focus of the Triple Bottom Line (TBL) Model?	K3 & K4	CO5
29. 30.	What is the primary focus of the Triple Bottom Line (TBL) Model?	K3 & K4	CO5
	What is the primary focus of the Triple Bottom Line (TBL) Model? And, explain the significance of the Triple Bottom Line (TBL)	K3 & K4	CO5
30.	What is the primary focus of the Triple Bottom Line (TBL) Model? And, explain the significance of the Triple Bottom Line (TBL) Model in sustainable business practices.		
	What is the primary focus of the Triple Bottom Line (TBL) Model? And, explain the significance of the Triple Bottom Line (TBL) Model in sustainable business practices. Evaluate the effectiveness of an organization's current structure in	K3 & K4	CO5
30.	What is the primary focus of the Triple Bottom Line (TBL) Model? And, explain the significance of the Triple Bottom Line (TBL) Model in sustainable business practices.		

33.	Create a communication strategy for a new leader to introduce a transformational leadership approach in a traditional organization.	K5	CO4