

(Abstract)

Master of Business Administration (MBA) Programme in the Department of Management Studies, Dr. Janaki Ammal Campus, Palayad - Revised Regulation, Scheme and Syllabus (I st Semester only)- Approved- Implemented w.e.f. 2023 admission--Orders issued

ACADEMIC C SECTION

ACAD C/ACAD C1/25563/2023

Dated: 16.12.2023

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- Read:-1. U. O. No. ACAD C/ACAD C3/22373/2019' dtd.12.09.2023
2. Circular No. dated ACAD C/ACAD C3/22373/2019 dated 12/09/2023
3. Letter No. DMS/161/Admn/2023 dated 08.11.2023 from the Head, Department of Management Studies, Dr. Janaki Ammal Campus.
4. Minutes of the meeting of the Department Council held on 14.09.2023.
5. Orders of vice- chancellor in file of even No. dtd.13.12.2023.

ORDER

1. The revised Regulations for Post Graduate Programmes under Choice Based Credit and Semester System in the University Teaching Departments/Schools were implemented w.e.f. 2023 admissions vide paper read(1) above.
2. As per paper read (2) above, Heads of all Teaching Departments were requested to submit the revised Syllabus in accordance with the approved regulations along with a copy of the Department Council Minutes
3. As per Clause 1.2 of the approved Regulation of University teaching departments (Paper read 1) the curriculum and credit requirements for programmes like MBA/MCA/M.Ed/M.P.Ed/Law shall be governed by the norms laid down by the regulatory external bodies such as AICTE, NCTE, Bar Council etc.
4. In case the regulatory external body does not specify any of the aspects, it should be as per the current Post Graduate regulation of University Teaching departments.
5. As per paper read (3) above, the Head, Department of Management Studies, Dr. Janaki Ammal Campus submitted the Regulation, Scheme & Syllabus (Ist Semester only) of Master of Business Administration Programme(MBA) to be implemented in the University Teaching Department w. e. f. 2023 admissions in accordance with AICTE Regulation and P G Regulation in University Teaching Departments w.e.f.2023.
6. Department Council vide the paper read (4) above approved the aforementioned Regulation, Scheme & Syllabus of MBA Programme to be implemented in the Dept. of Management Studies of the University w. e. f. 2023 admission.
7. The Vice Chancellor after considering the matter in detail, and in exercise of the powers of the Academic Council conferred under section 11(1), Chapter III of Kannur University Act 1996, approved (paper read 5) the **Regulation, Scheme & Syllabus (Ist Semester only) of Master of Business Administration (MBA) Programme and accorded sanction to implement the same in the Department of Management Studies, Dr. Janaki Ammal Campus of the University w.e.f. 2023 admissions, subject to report to the Academic Council.**
8. The Regulation, Scheme & Syllabus (Ist Semester Only) of Master of Business Administration (MBA) Programme, under Choice Based Credit Semester System implemented in the Department of Management Studies, Dr. Janaki Ammal Campus w. e. f. 2023 admission, is appended and uploaded in the University Web Site.(www.kannuruniversity.ac.in)
9. Orders are issued accordingly.

Sd/-
Narayanadas K
DEPUTY REGISTRAR (ACAD)
For REGISTRAR

To: 1.The Head, Department of Management Studies, Dr. Janaki Ammal Campus.
2. Convener, Curriculum Committee.

Copy To: 1. The Examination branch (through PA to CE)
2. PS to VC/ PA to PVC/PA to R
3. DR/AR1/AR II (Acad), EXCI, EP IV
4. Web Manager (for uploading in the website)
5. Computer Programmer
6.SF/DF/FC

Forwarded / By Order
[Signature]
SECTION OFFICER

[Signature]





KANNUR UNIVERSITY
DEPARTMENT OF MANAGEMENT STUDIES
Dr. JANAKIAMMAL CAMPUS, PALAYAD
KANNUR UNIVERSITY

PROGRAMME REGULATION

The Regulation of MBA (CBCSS) of Department of Management Studies, Kannur University.

1. Title of the Programme

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

2. Duration of the Programme

The duration of MBA Programme shall be a minimum of two years consisting of four semesters.

3. Admission Eligibility

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

4. Admission Procedure

Admission to MBA Degree programme of the Department is based on the score obtained in CMAT/CAT/KMAT, Group Discussion, and Personal Interview in the ratio 80:10:10. Based on the performance on the Entrance Test, Group Discussion and Interview, the RankList for MBA admission will be prepared. While preparing the rank list, if there is same index marks for more than one candidate, he/she will be ranked on the basis of marks obtained in the entrance exam. Even after this, if there is a tie; they will be ranked on the basis of date of birth that is the elder person is to be ranked higher.

Reservation rules approved by Kannur University from time to time shall be followed strictly in the admission to the Programme.

5. MBA Programme Focus

5.1 Graduate Attributes (GAs):

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

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

5.2 Programme Objectives (POs):

The MBA course of the department is designed with the following objectives

1. Develop and improve the awareness and knowledge about functioning of local and global business environment and society.
2. Competencies in quantitative and qualitative techniques.
3. Developing responsiveness to contextual social issues problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.
4. Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas.
5. Understanding leadership roles at various levels of the organization and leading teams.

6. Programme Structure

6.1 Duration: The MBA Programme shall be completed within a period of minimum of four and maximum of eight consecutive semesters. If a student does not pass a course within the regular schedule, he/she shall re-appear for the course examination along with the subsequent batch. Each semester shall consist of 15 instructional weeks of five days each of six hours per day. Every semester will be adjusted to have at least 90 working days including end semester examinations.

6.2 Credits: One credit of the course is defined as one hour lecture per week for 15 weeks in a Semester. The total minimum credits required to complete MBA programme is 106. The details of number of courses (core and elective), total credits in different semesters are as follows.

Semester	Total Credits
I	28
II	28
III	27
IV	23
Total	106

6.3. Scheme of the Programme:

Courses: The MBA Programme shall include three types of Courses, namely, Core Courses, Elective Courses and Ability Enhancement Courses. The Department shall offer the Core Courses and appropriate Elective and Ability Enhancement Courses for the programme as decided by the Department Council.

- (a) *Core Courses:* The Core Courses are compulsory for all students and cannot be substituted by any other course, these courses will be offered by the department.
- (b) *Elective Courses:* Elective course is an optional course to be selected by a student out of such courses offered by the department or any other department like Multi Disciplinary Courses (MDC) or Inter Disciplinary Course (IDC) or MOOC approved by the Department Council.
- (c) *Ability Enhancement Courses:* Ability Enhancement (AE) Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). AEC are the courses based upon the content that leads to Knowledge enhancement. SEC are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc

All courses offered for the next semester will be announced within 10 days of the end of the previous semester, depending upon the availability of faculty and the demand for the courses. The student within a maximum of 10 working days after the commencement of the classes can change the elective course with the consent of Head of the Department.

MOOC Courses: The Department Council shall publish the list of approved MOOC courses from SWAYAM or similar platforms for each semester. Students will be permitted to opt any of these courses for Elective. Such students will have to intimate and obtain permission from the Head of the Department within stipulated time at the beginning of the semester regarding the MOOC course which has to be considered towards the Elective Course. The certificate and mark-list with marks/ grade obtained in the MOOC course should be submitted to the department before the commencement of University examinations so that credit transfer and inclusion in semester mark-list can be done smoothly by the university.

Semester I: The first semester shall have 7 full courses each of 4 credits.

Semester II: The second semester shall have 6 full courses each of 4 credits and two AEC/ SEC/ MDC courses each of 2 credits.

Semester III: The third semester will have 4 courses of 4 credits each, 3 elective courses of 3 credits each and an Organization/Industry centered study having 2 credits. Out of the 4 courses of 4 credit one is a multi-disciplinary course of 4 credits. The student can select the MDC from the list of courses approved by the Department Council at the beginning of the semester. These courses shall be from other departments or approved MOOC like SWAYAM. The Department Council will decide on the list of such courses to be offered during the semester and the students have to get approval from the Department Council at the beginning of the semester. The students shall select three electives from the list of electives

offered by the Department Council at the beginning of the semester.

During the third semester every student should submit and will be evaluated for an Organizational Study (OS) of one-month duration in a nationally or internationally reputed organization. The objective of OS is to provide an exposure to the students to the real life business situations. This study is not intended to be a problem centered study, but a study expected to understand all the activities performed by the organization. The organizations selected for this purpose should have more than one functional department like production/operations, marketing, finance, human resources, information systems etc. For this study, the student should have a mentor from the organization for guidance. This study will be treated as course carrying 2 credits. The students should prepare a brief organizational study report about the organization and submit it on or before the date fixed by the department council.

Semester IV: Fourth semester will have 2 core courses having 4 credits each and 3 elective courses having 3 credits each. The students shall select three elective courses from the list of elective courses offered by the Department Council at the beginning of the semester. In addition, the students are required to do their Project Work, which will be problem centered based on a management/business related domain. The Project work shall be carried out under the supervision of a faculty in the department for a period not less than 45 days. The report of problem centered project work is to be submitted on or before the date fixed by the Department Council. This Project work will be treated as core course carrying six credits.

Overall a student should earn minimum of 8 credits from the courses offered by other departments or approved MOOC.

In addition to the courses specified as part of the programme above, all students should complete a Value-Added Course (VAD) or MOOC of at least 2 credits to complete the requirements of getting the degree. Credits earned from these Value Added Course or MOOC will be over and above the minimum credits required for the completion of the programme. Value Added Courses will be offered by the departments and the student can opt for them and the MOOC selected by the students should be relevant to the discipline and approved by the Department in which the student is enrolled. The student should submit the pass certificate of the Values Added Course/ MOOC before completing the fourth semester examination to the Controller of Examination through the Head of the Department. The marks/grades secured for Value Added Courses/ MOOC will not be considered for the computation of CGPA. However, the name of such courses, the credits earned, and the marks grades secured will be shown in the consolidated grade card.

6.4. Specialization: During the MBA Programme, each student shall opt for three

elective courses in third semester and three elective courses in the fourth semester from the list of electives offered during the semester. The list of elective courses shall be decided by the Department Council at the beginning of the respective semester depending upon the availability of faculty and the demand for the courses.

7. Attendance: The minimum attendance required for the Course shall be 60% of the total number of classes conducted for that semester. Those who secure the minimum attendance in a semester alone will be allowed to register for the End Semester Examination. Condonation of attendance to a maximum of 10 days in a Semester subject to a maximum of two spells within the programme will be granted by the Vice-Chancellor. Benefit of Condonation of attendance will be granted to the students on health grounds, for participating in University Union activities, meetings of the University Bodies and participation in extra-curricular activities on production of genuine supporting documents with the recommendation of the Head of the Department concerned. A student who is not eligible for Condonation shall repeat the Course along with the subsequent batch.

8. Evaluation:

Evaluation of a student shall be conducted through Continuous Assessment (CA) and an End Semester Examination (ESE). Evaluation for all theory courses will be conducted both externally and internally. The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points. For all theory, the internal evaluation and external evaluation will be in the ratio 40:60 (40 marks for CA and 60 marks for ESE for a course with 100 marks).

Continuous Assessment (CA) shall be based on a predetermined transparent system involving periodic written tests, assignments, seminars and any component decided by the teacher depending on the course. The percentage of marks assigned to various components for internal evaluation may be as follows:

Sl.No.	Component	Internal marks
1.	Two test papers	16
2.	Seminars/Presentation of case study/ Minor Projects/ any other relevant method	16
3.	Assignments/Book review/G.D	8
	Total	40

In the case of Organization Study to be conducted during third semester, the evaluation will be conducted by external examiners. The ESE will consist of double evaluation of report (50%) and Viva Voce (50%) to be conducted by two external examiners.

In the case of Project Work to be conducted in fourth semester, the evaluation will consist of both CA(40%) by the faculty guide and ESE(60%). The ESE for this Project Work will be evaluated by two external examiners and will consist double evaluation of report (50%) and Viva Voce (50%).

COURSE STRUCTURE

FIRST SEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBMBA01DSC01	Principles & Practices of Management	C	4	40	60	100
MBMBA01DSC02	Managerial Economics	C	4	40	60	100
MBMBA01DSC03	Accounting for Managers	C	4	40	60	100
MBMBA01DSC04	Data Analysis for Decision Making	C	4	40	60	100
MBMBA01DSC05	Business Environment	C	4	40	60	100
MBMBA01DSC06	Managerial Communication	C	4	40	60	100
MBMBA01DSC07	Business Ethics and Corporate Governance	C	4	40	60	100
Total			28			

(C- Core course, E – Electives course, CA-Continuous Assessment ,ESA-End Semester Assessment)

SECOND SEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBMBA02DSC08	Operations Research	C	4	40	60	100
MBMBA02DSC09	Organisational Behaviour	C	4	40	60	100
MBMBA02DSC10	Human Resource Management	C	4	40	60	100
MBMBA02DSC11	Marketing Management	C	4	40	60	100
MBMBA02DSC12	Financial Management	C	4	40	60	100
MBMBA02DSC13	Production and Operations Management	C	4	40	60	100
	AEC/SEC/MDC/IDC – Course 1		2	40	60	100
	AEC/SEC/MDC/IDC – Course 2		2			
Total			28			

(C- Core course, E – Electives course, CA-Continuous Assessment ,ESA-End Semester Assessment)

THIRD SEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBMBA03DSC14	Management Information System	C	4	40	60	100
MBMBA03DSC15	Business Law	C	4	40	60	100
MBMBA03DSC16	Research Methodology	C	4	40	60	100
	MDC Course 3		4	40	60	100
	Elective I	E	3	40	60	100
	Elective II	E	3	40	60	100
	Elective III	E	3	40	60	100
MBMBA03DSC17	Organisation Study	C	2	40	60	100
Total			27			

(C– Core course, E – Electives course, CA-Continuous Assessment, ESA-End Semester Assessment)

FOURTH SEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBMBA04DSC18	Strategic Management	C	4	40	60	100
MBMBA04DSC19	Entrepreneurship Development	C	4	40	60	100
	Elective IV	E	3	40	60	100
	Elective V	E	3	40	60	100
	Elective VI	E	3	40	60	100
MBMBA04DSC20	Project Report & Viva Voce	C	6	40	60	100
Total			23			
Total credits for the course			106			

(C– Core course, E – Electives course, CA-Continuous Assessment, ESA-End Semester Assessment)

MULTI-DISCIPLINARY COURSES	
Code	Course
MBMBA03MDC01	Business Fundamentals
MBMBA03 MDC02	E-Commerce
MBMBA03 MDC03	Project Management
MBMBA04 MDC04	Basic Business Analytics using R
MBMBA04 MDC05	
MBMBA04 MDC06	

ELECTIVE GROUPS

GROUP I: MARKETING – Elective Courses		
Sl. No.	Code	Course
1	MBMKT03DSE01	Consumer Behaviour
2	MBMKT03DSE02	Sales Management
3	MBMKT03DSE03	Product and Brand Management
4	MBMKT03DSE04	Marketing Research
5	MBMKT03DSE05	Global Marketing
6	MBMKT04DSE06	Retail Management
7	MBMKT04DSE07	Services Marketing
8	MBMKT04DSE08	Integrated Marketing Communication
9	MBMKT04DSE09	Rural Marketing
10	MBMKT04DSE10	Digital Marketing

GROUP II: HUMAN RESOURCES – Elective Courses		
Sl. No.	Code	Course
1	MBHRM03DSE01	Counseling Skills for Managers
2	MBHRM03DSE02	Training and Development
3	MBHRM03DSE03	Talent Management

4	MBHRM03DSE04	Leadership for Managerial Performance
5	MBHRM04DSE05	Managing Group Processes
6	MBHRM04DSE06	Industrial Relations
7	MBHRM04DSE07	HR Metrics and Analytics
8	MBHRM04DSE08	Strategic Human Resource Management

GROUP III: FINANCE – Elective Courses		
Sl. No.	Code	Course
1	MBFIN03DSE01	Security Analysis and Portfolio Management
2	MBFIN03DSE02	Financial Services
3	MBFIN03DSE03	Corporate Taxation
4	MBFIN03DSE04	Financial Derivatives
5	MBFIN03DSE05	Behavioural Finance
6	MBFIN04DSE06	International Financial Management
7	MBFIN04DSE07	Advanced Financial Management
8	MBFIN04DSE08	Management Accounting
9	MBFIN04DSE09	Management Control Systems
10	MBFIN04DSE10	Financial Modelling

GROUP IV: OPERATIONS MANAGEMENT – Elective Courses		
Sl. No.	Code	Course
1	MBOPM03DSE01	Total Quality Management
2	MBOPM03DSE02	Production Planning and Control
3	MBOPM03DSE03	Advanced Operation Research
4	MBOPM03DSE04	Materials and Purchase Management
5	MBOPM04DSE05	Service Operations Management
6	MBOPM04DSE06	Technology and Innovation Management
7	MBOPM04DSE07	World Class Manufacturing
8	MBOPM04DSE08	Supply Chain Management

Teenth

**DEPARTMENT OF MANAGEMENT STUDIES
KANNUR UNIVERSITY**

MBA - DETAILED SYLLABUS - 2023

SEMESTER I

MBMBA01DSC01: PRINCIPLES AND PRACTICES OF MANAGEMENT

Credits: 4

Course Objectives:

This course enables the students to develop the essential knowledge of the fundamental management concepts, tools and techniques that aid in problem solving and decision making. It helps to develop the managerial skills required to create a productive work environment.

Course Learning Outcomes:

1. Describe the management principles and identify the key competencies needed to be an effective manager.
2. Explain how the managerial tasks of planning, organizing, staffing, directing and controlling can be executed in a variety of circumstances.
3. Illustrate the importance of planning and prepare a course of action for achieving the objectives.
4. Develop an ability to focus on organizational structure and on the allocation of human resources.
5. Appraise the sources of influence to inspire the actions of other organizational members and evaluate the best control methods.

Course Contents:

Module I

Introduction to Management: Management Concepts - Management versus Administration - Functions of management - Management Roles - Management Skills - Levels of Management - Management as an Art, Science and Profession - Evolution of Management - Classical Approach - Behavioral Approach - Quantitative Approach - Contemporary Approach.

Module II

Planning: Nature and Principles of Planning - Types of Plans - Planning Process - Concept of Planning Premises - Management by Objectives - Decision making - Types of decisions and decision making conditions - Decision making Process - Techniques of Decision making.

Module III

Organizing and Staffing: Nature and Principles of Organizing - Organization Structure - Factors affecting Organization Structure - Types of Organization Structure - Formal and Informal Organization - Span of Control - Delegation - Elements of Delegation - Centralization and Decentralization - Departmentation - Meaning of Staffing - Importance of the staffing function - Manpower Planning - Job Analysis - Recruitment - Sources of recruitment - Selection - Training and Development - Performance appraisal.

Module IV

Directing and Controlling: Nature and elements of Directing - Importance of Motivation - Theories of Motivation - Early theories of Motivation - Maslow's Hierarchy of Needs Theory - McGregor's Theory X and Theory Y - Herzberg's Two-Factor Theory - Contemporary Theories of Motivation - Goal-Setting Theory - Reinforcement Theory - Equity Theory - Leadership Qualities and Styles - Purpose of Communication - Methods of Communication - Barriers to Communication - Nature of Control - Control Process - Control Techniques.

Suggested Readings:

1. Drucker, P. F. The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management. New York: Harper Business.
2. DuBrin, A.J. Management Essentials. New Delhi: Cengage Learning India Private Limited.
3. Griffin, R.W. Management Principles and Practices. New Delhi: Cengage Learning India Private Limited.
4. Koontz, H., & Weihrich, H. Essentials of Management: An International, Innovation and Leadership Perspective. New Delhi: McGraw-Hill Education (India) Private Limited.
5. Robbins, S.P., & Coulter, M. Management. New York: Pearson Education.

MBMBA01DSC02: MANAGERIAL ECONOMICS

Credits: 4

Course Objectives:

The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory and to develop managerial capabilities for effective decision making in a variety of different business situations and market conditions. Managerial Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.

Course Learning Outcomes:

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Familiarize with the demand side of market and decisions related to it
3. Learn the production problems and analyze how managers make input purchase decisions
4. Explore the various market structure and how supply is determined in each structure.
5. Analyze the business cycle and familiarizing indicators of economic activity.

Course Contents:

Module I

Introducing Management Students to Microeconomic – Decision making and Fundamental Concepts affecting Business Decisions– The incremental concepts - Marginalism - Equi-marginal Concept–The time perspective -discounting principle – opportunity cost principle.

Module II

Utility analysis and the demand curve – Equilibrium of the consumer – Indifference curve analysis –Price effect – income effect and substitution effect– Elasticity of Demand-Demand forecasting –The production function– Production with one variable input –Law of variable proportions–Production with two variable inputs – Iso costlines - Cost concepts and Break Even Analysis.

Module III

Market Structure–Perfect and Imperfect competition-Monopoly – Duopoly – Monopolistic Competition – Oligopoly Models - Bertrand duopoly, Cournot duopoly, Stackelberg model - Introduction to Game Theory- Pricing Methods.

Module IV

National Income– Concepts – Gross Domestic Product –Gross National Product – Net National Product– Measurement of National Income –Business Cycles and Contracyclical Policies.

Suggested Readings:

1. Allen, W. B., Doherty N. A., Weigelt, K & Mansfield E, Managerial Economics: Theory, Applications and Cases , W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. Microeconomics. McGraw Hill Education.
3. D.M. Mithanil, Money and Banking– International Tradeand Public Finance,HimalayaPublishing House, Mumbai.
4. Joseph E. Stiglitz& Carl E Walsh Economics , W. W. Norton & Company
5. Geetika,GhoshP.,& Roy Chowdhury, P, Managerial Economics, McGraw Hill Education.
6. Hirschey, M, Managerial Economics: An Integrative Approach, Cengage Learning.
7. Koutsoyiannis, A, Modern Microeconomics , Palgrave, McMillan.
8. Mark, H, Fundamentals of Managerial Economics , Cengage Learning.
9. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S, Managerial Economics , Pearson.

MBMBA01DSC03: ACCOUNTING FOR MANAGERS

Credit: 4

Course Objectives:

The Objective of the course is to develop an insight in to the postulates, principles and tools offinancial accounting from the managerial perspective. The course also aims to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organization. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

Course Learning Outcomes:

1. Explore how accounting decisions affect real company practices.
2. Learn the concepts of Deprecation, and the accounting practices employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Practice financial statement analysis and evaluation of company performance.

Course Contents:

Module I

Accounting – Branches of accounting – Financial Accounting–Importance and Functions – Book Keeping–Systems of Book Keeping - Double Entry Book Keeping - Journal–Ledger – Cash Book – Bank Reconciliation Statement - Trial Balance - Generally Accepted Accounting Principles (GAAP) - Accounting concepts and conventions.

Module II

Capital and Revenue – Depreciation– Methods of charging depreciation– Final Accounts- Trading and Profit and Loss Account- Balance sheet.

Module III

Management Accounting- Meaning - Definition – Nature – Objectives – Scope – Importance - Distinction between financial, cost and management accounting - systems - Financial statement analysis – tools – comparative financial statements – common size financial statements – trend analysis – Ratio Analysis– Du Pont analysis.

Module IV

Funds Flow Analysis – Schedule of Changes in Working Capital – Funds Flow Statement- Cash Flow Analysis – Cash Flow Statement – Responsibility Accounting–International Accounting Standards–IFRS.

Suggested Readings:

1. Shukla, M.C :Advanced Accountancy, S. Chand & Co , New Delhi.
2. Jain, S.P and NarangK.L :Advanced Accountancy, Kalyani Publishers, Lucknow.
3. PandeyI.M :Financial Management, Vikas Publishing House, New Delhi.
4. Maheswari,S.N :Financial Management, Sultan Chand &Sons, New Delhi.
5. Gupta, R.L &Gupta, V.K: Principles and Practice of Accountancy, Sultan Chand & Sons, New Delhi.
6. Iyenkar, S.P: Cost accounting, Sultan Chand & Sons, New Delhi.
7. Anthony, R.N., Hawkins, F.D & Merchant, K.A, Accounting: Text and Cases Tata McGraw Hill.
8. Needles B.E., Powers, M &Crosson S.V, Principles of Financial Accounting South-Western College/West.
9. Hilton, R.W & Platt, D.E, Managerial Accounting, Tata McGraw Hill.

MBMBA01DSC04: DATA ANALYSIS FOR DECISION MAKING

Credit: 4

Course Objectives:

Organizations today handle huge amount of data. Hence Data collection, presentation and analysis are becoming very crucial for important decision making. Managers should possess the skills to extract useful information from data and apply them in the business and industrial scenario. This introductory course will develop participants with such skills.

Course Learning Outcomes:

1. Understand different sources of data
2. Ability to summarize and present data.
3. Understand the scope of Sampling and Inferential statistics.
4. Identify areas for application of Statistical Techniques in Business and industry.
5. Understand how to use the appropriate tools during data analysis.
6. Ability to forecast using regression tools.

Course Contents:

Module I

Data analysis and its importance for managers, role of Statistics in Data Analysis –Data collection, Quality of data, Charts and Diagrams, Descriptive Statistics., Measures of Central Tendency and Dispersion.

Probability, Basic Concepts, Theorems: Addition, Multiplication, Conditional Probability, Baye's Theorem, Business Applications. Random Variable, Probability distributions. Binomial, Poisson, Uniform, Normal and Exponential distributions.

Module II

Statistical Inference: Population, Sample, Sampling Distribution. Hypothesis Testing, Type I and Type II Errors, t-test, z-test, Analysis of Variance (One-way & Two –way).

Module III

Chi-square test, Sign test, Mann-Whitney U-test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test. (Applications)

Module IV

Correlation Analysis: Understanding and applications of Simple, Partial and Multiple Correlation. Introduction to Regression: Linear regression, fitting of the linear model, using Regression for prediction. Application.

Suggested Readings:

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). Complete Business Statistics (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S. C., & Winston, W. L. (2015). Business Analytics: Data Analysis and Decision Making (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). Statistics for Business & Economics (12th ed.). India: Cengage Learning.
4. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
5. Beri, G. C., Business Statistics, Tata Mc.Graw Hill Education, New Delhi.
6. Vora, N. D., Quantitative Techniques in Management, Tata Mc.Graw Hill Education, New Delhi.

MBMBA01DSC05: BUSINESS ENVIRONMENT

Credit: 4

Course Objectives:

This course seeks to sensitize the students to the various micro and macro environmental factors within which they will operate as managers. The course also helps in sensitising the students about ecology, its different aspects and how it plays an important role in business.

Course Learning Outcomes:

1. It provides the students to acquaint an understanding of economic rules of government in the Indian context.
2. It provides the interface between economic growth, poverty and inequality
3. It helps to understand the success and failure of private and public partnership in the Indian context.
4. It also helps to assess the forces for and against globalization.

Course Content:

Module I

Business Environment- Concept- significance-environmental factors- relationship between business and environment – Inclusive growth - rural development implications of economic environment to business

Economic Environment- Goods and Services Tax (GST) concepts and features – Customs duty- Patterns of Indian economy- characteristics of Mixed economy – Sectors of economy and their relative importance - Post liberalization

Module II

Social and Cultural Environment - Indian social structure- caste and family systems religions customs-culture- transitions – demographic changes- savings and consumption habits- Business implications- Technological Environment - R & D in India- implications to business – National Knowledge Commission – Concept of BPO, KPO and LPO – technology transfer – technology obsolescence.

Module III

Political Environment – Industrial policy - Five year planning -- NITI AYOJ - Liberalization-Privatization and Globalization – Industrial sickness –Environment Impact Assessment Report (EIA) – National Green Tribunal (NGT).

Module IV

Investment Environment - Capital market institutions - SEBI & its functions – Foreign investment in India – portfolio investments - NBFC's institutional structure and Finance-Insurance- Types of Insurance -Role and Functions of IRDA – Functions of FICCI and CII.

Suggested Readings:

1. Business Environment, Shaik Saleem, Pearson Education.
2. Business Environment, Vivek Mittal, Excel Books.
3. Indian Economy, R. Datt & KPM. Sundaram S. Chand & Sons.
4. Cherunilam Francis, Business Environment -Text and Cases, New Delhi: Himalaya Publishing House Pvt Ltd.
5. Justin Paul, Business Environment -Text and Cases, Tata McGraw Hill Education, New Delhi.

MBMBA01DSC06: MANAGERIAL COMMUNICATION

Credit: 4

Course Objectives:

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. Sensitivity towards cross-cultural communication will be developed with familiarity with global business etiquette and protocols.

Course Learning Outcomes:

1. Explore the role of communication in the organizational and Global Context
2. Learn the basics of effective written and verbal communication
3. Analyzing cross cultural communication and familiarize its usage in International Business.
4. Building a perspective on career communication tools.

Course Content:

Module I

Principles of Business Communication- Types of Business Communication-Methods and media of Communication- Process of Business Communication- Basics of Communication (7Cs) - Corporate Communication- Barriers to poor Organizational Communication - Listening Skills - Legal issues in Communication.

Module II

Written communication- Structures and methods of written communication-Letter for different kinds of situations- Enquiries - Customers' complaints - Collection letters - Sales promotion letters - E-mail etiquettes - Memoranda -Directives and instructions - Notices - Reports - Memo -Agenda - Proposals - Business plans - Minutes - Professional papers - Agreement documents -Press releases - Improving personal writing skills - Report writing - Structure of reports - Long &short reports - Formal & Informal reports - Technical Reports - Norms for including Exhibits &Appendices.

Module III

Verbal and nonverbal Communication in business - Public Speaking Skills - Business presentations - Role of audio visual aids and computers in oral presentations - Interviewing- Mentoring and Appraisals - Art of negotiation - Mannerisms - Body language - Interpersonal Communication Communicating in teams - Communication skills during a conflict.

Module IV

Types of Organizational Communication- Communication for interpersonal influences - Effective Leadership Communication - Cross Culture - Theoretical Framework of Cross - Cultural Communication - Communication across cultures through different mediums - Business Etiquettes across cultures - Career management and communication - Resume writing and cover letters - Group Discussions and Interviews - Conducting meetings - Procedure - Preparing agenda - minutes and resolutions Communication during Exit Interviews - Ethics and Communication.

Suggested Readings:

1. Bovee, C., & Thill, J.V., & Raina, R.L, Business Communication Today, Pearson
2. Lehman, C. M., Dufrene D. D., & Sinha, M. BCOM : The South Asian Perspective on Business Communication, New Delhi: Cengage Learning.
3. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P, Effective Business , Boston: McGraw-Hill Companies.
4. Mukerjee, H. S, Business Communication, New-Delhi: Oxford University Press
5. Philip S Atkinson, Helen Reynolds, Business Writing and Procedures, American Book Company
6. Post Emily, The Etiquette Advantage in Business, New York: Collins.
7. Rhoda and Aspi, Principle and Practice of Business Communication, Sheth Publisher Pvt Ltd.
8. Sandra, M. O, Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

MBMBA01DSC07: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Credit: 4

Course Objectives:

The course seeks to bridge the gap between the ethical behavior of the individual and the ethical challenges posed by organized business activity in the global marketplace. The course introduces the concept and importance of business ethics, corporate governance and aims to sensitize participants towards consequences of their decisions involving ethics. The course does not provide solutions to critical dilemmas, but encourages critical ethical thinking and decision-making that is aligned with law of the land, sustainability and morality.

Course Learning Outcomes:

1. The course seeks to develop an understanding of philosophical frameworks that shape sense of morality while doing business in a cross-cultural global business environment.
2. It sensitizes participants towards negative outcomes of unethical practices at the level of organization, community, environment and self.
3. Facilitates the development of critical thinking to solve ethical dilemmas in work life.
4. Learning to build an ethical work culture in an organization through an ethical policy, its implementation.

Course Content:**Module I**

Business ethics - Meaning – Definition – Scope – Objectives- Ground Rules – Classification- The Utilitarian view – The separatist view – The integration view - Myths – Ethics Vs Morality- Ethical considerations in business and the costs of being unethical– Arguments against business ethics- Business Ethics: Cross-Country Perspectives - Corporate social responsibility

Module II

Ethical Dilemma – Ethical Decision Making – Philosophical frameworks for ethical decisions: Western Teleological, Deontological and Modern theories- Ethical Reasoning – Ethical issues – Ethics Management Programs – Benefits of Managing Ethics in Work Place

– Organisation Ethics Development System (OEDS) – Code of ethics – Guidelines for developing Comprehensive Ethics program –Value based leadership.

Module III

Ethical Values – Characteristics – Types - Importance - Basic principles of management as per ancient Indian wisdom and insight – work life in Indian philosophy – Indian ethos for the work life – Indian values for the work place – Respect for elders – Respect for hierarchy and status – Rights and duties – Quality of work life in Indian philosophy - Work Ethics – Work Culture – Ethical Theories – Ethical Values- Professional Ethics- Environmental Ethics – Challenges of Cyber Age - Intellectual Property rights - Discrimination related to gender - caste and class - Sexual harassment at work place.

Module IV

CORPORATE GOVERNANCE: Meaning – Mechanism - Principles - Code of Corporate Governance – Audit Committee – Role of Independent Directors – Protection of Stakeholders

– Corporate Social Responsibility – Changing Roles of Corporate Boards with changing times – Whistle blowing concept and implementation of ethical policy in the organization - Issues in Corporate Governance - Emerging Trends - Cases in Business ethics and Corporate Governance.

Suggested Readings:

1. Bhatia, S.K., Business Ethics and Corporate Governance, Deep & Deep Publication.
2. B.N Ghosh, Business Ethics and Corporate Governance, Mc Graw Hill.
3. Daniel Albuquerque, Business Ethics, Oxford Univ. Press
4. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.
5. Chakraborty, S.K., Management by Values, Oxford Univ. Press
6. C., Fernando, Business Ethics and Corporate Governance. New Delhi: Pearson.
7. Sanjay Mohapatra , Case Studies in Business Ethics and Corporate Governance. NewDelhi: Pearson.
8. Griseri, P., &Seppala N, Business Ethics and Corporate Social Responsibility. South-Western Cengage Learning. 1
9. Sims., R.R, Ethics and Corporate Social Responsibility, Why Giants Fall. GreenwoodPublishing.



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