

(Abstract)

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

ACADEMIC C SECTION

ACAD C/ACAD C4/17849/2023

Dated: 01.09.2023

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

ORDER

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

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

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


Sd/-

Sajesh Kottambrath
Assistant Registrar1
For REGISTRAR

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

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

Forwarded / By Order


SECTION OFFICER



B

KANNUR UNIVERSITY

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

OF

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

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

(OBE - OUTCOME BASED EDUCATION -SYSTEM)

(KUCBCSS-PG-2023)

ACADEMIC SESSION

2023-2024 ADMISSION ONWARDS

PROGRAMME REGULATIONS

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

1. Title of the Programme

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

2. Duration of the Programme

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

3. Admission Eligibility

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

4. Admission Procedure

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

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

For Affiliated Institutions

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

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

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

iii) dates of GD and PI

iv) dates of admission and commencement of classes.

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

5. MBA Programme Focus

5.1 Graduate Attributes (GAs):

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

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

5.2. Programme Objectives (POs):

The MBA course is designed with the following objectives:

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

6. Programme Structure

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

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

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

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

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

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

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

Guidelines:

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

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

General Format of the Organisational Study Report:

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

The content of the Report should be sequenced as follows:

Preface Section:

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

Chapterisation

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

Chapter-II - Profile of the industry

Chapter-III - Profile of the Organisation

Chapter-IV - Analysis and Interpretation

Chapter-V - Findings, recommendations and Conclusions

Annexures

- Bibliography (in standard format)

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

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

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

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

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

General Format of the Major Project Report:

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

The content of the Report should be sequenced as follows.

A. Preface Section:

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

B. Chapterisation

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

Chapter-II - Review of related Literature

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

Chapter-IV - Data analysis and Interpretation

Chapter-V - Findings, recommendations and Conclusions

B. Annexures:

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

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

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

8. Project evaluation and Viva Voce

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

9. Evaluation:

The evaluation scheme for each course shall contain two parts:

1. Internal Evaluation and 2. External evaluation.

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

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

Course of Study & Scheme of Examinations

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

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

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

*Ext: External Marks **Int: Internal Marks

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

LIST OF ELECTIVE COURSES

1) MARKETING

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

2) FINANCE

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

3) HUMAN RESOURCES

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

4) HEALTHCARE MANAGEMENT

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

SEMESTER-I

MBMBA01C01 : MANAGEMENT THEORY & PRACTICE

Course Objective	To provide an understanding of basic concepts and principles of management. It will inculcate the ability to apply the multifunctional approach to organisational objectives. It enables the students to develop managerial skills required to create a productive work environment
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc
Core Course	4 Credits 4 teaching hours per week 3 Hrs. End Sem. Exam :80 Marks

Course Outcomes:

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

Course Content

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

Unit-II Planning and decision making - Objectives - Concepts and principles – Elements Techniques-Processes – Types of plans– Implementation – MBO - Organising: Nature and purpose of organising -Formal and informal organisation - Organisation levels and span of management Departmentation – Centralization and decentralisation -Delegation of authority

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

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

Text Books:

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

Reference Books:

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

SEMESTER-I

MBMBA01C02 : ECONOMICS FOR MANAGERS

Course Objective	To impart knowledge regarding the basic tools to deal with achieving a set of goals in a situation where resources are limited and choices must involve trade offs, taking into account all the external environment.		
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc		
Core Course	4 Credits	4 teaching hours. per week	3 Hrs. End Sem. Exam :80 Marks

Course Outcomes :

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

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

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

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

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

Text Books:

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

Reference Books:

1. Managerial Economics : D.N Dwivedi
2. Managerial Economics : Lija J Truett and Dale B Truett
3. Managerial Economics : Dominick Salvatore 4.
- Managerial Economics : Mote Paul & Gupta 5.
- Managerial Economics : Chopra. O P
6. Business Economics : Adhikary. M
7. Business Economics : Mankar and Dina

SEMESTER-I

MBMBA01C03 : COMMUNICATION FOR MANAGERS

Course Objective	The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, verbal and non verbal medium. Sensitivity towards cross-cultural communication will be developed with familiarity in global business etiquette and protocols.
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc
Core Course	4 Credits 4 teaching hours. per week 3 Hrs. End Sem. Exam :80 Marks

Course outcomes :

1. Understand the principles of effective communication.
2. Relate the importance of communication to business situations
3. Gain an awareness on how to apply business etiquettes appropriately in professional settings, including communication norms, behaviour, and attire.
4. Improve communication, presentation and speaking skills.
5. Design organisational communication that effectively uses presentations, reports etc.

Course content

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

Unit-II - Organisational Communication- Types of organisational communication –communication for interpersonal influences-Principles of effective organisational communication - Causes of poor Organisational communication - Effective leadership communication - Cross culture communication

-Public speaking skills- presentations skills-Interviewing- How to face an interview- preparation before, during and after interview, Dos and Don'ts of interview- Business etiquettes-group discussions -Listening skills.

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

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

Text Books:

1. Business communication : P.C Bhatia
2. Business Correspondence & Report Writing : RC Sharma & Krishna Mohan
3. Business Communication : Guffy Mary Elenn

Reference Books:

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

SEMESTER-I

MBMBA01C04- : ACCOUNTING FOR MANAGERS

Course Objective	The Objective of the course is to develop an insight into the postulates, principles and tools of financial accounting from the managerial perspective. The course also aims to develop a strategic and policy perspective with respect to the principles of accounting and utilisation of accounting information for general purpose decision making in an organisation.	
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc	
Core Course	4 Credits	4 teaching hours. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes:

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

Course Contents:

Unit I- Nature of Accounting-Branches of accounting-Types of ownership- Capital Structure-GAAP Concepts and Conventions - Preparation of journal, ledger, and trial balance.

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

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

Unit IV - Depreciation -meaning causes methods of calculating depreciation: Straight Line Method,

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

Reference books:

Fundamentals of accountancy :R.L.Gupta.

Management Accounting :S.P.Gupta

Cost Accounting :M.L.Agarwal

Financial Accounting :S.N.maheswari

Advanced cost accounting :S.P.Jain and Narang

Human Resource Accounting : K. Kanaka Raju.

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

SEMESTER-I

MBMBA01C05-INDIAN BUSINESS ENVIRONMENT

Course Objective	To present a broad overview of the Indian business environment. To create awareness regarding the social, cultural and political environment which affects businesses. To provide a basic grasp of related topics that helps the students to understand the intervention of government and its policies that have a direct impact on business.	
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc	
Core Course	4 Credits	4 teaching hours. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes:

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

Course Content:

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

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

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

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

Text Books:

1. Business Environment- Text & Cases : Francis Cherunilam
2. Business Environment : Justin Paul

Reference Books:

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

Websites

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

SEMESTER-I

MBMBA01C06 : QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Course Objective	To make the students familiar with the statistical and mathematical techniques and their applications in business decision making.	
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc	
Core Course	4 Credits	4 teaching hrs. per week 3 Hrs. End Sem. Exam :80 Marks

Course Outcomes:

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

Course Content

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

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

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

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

Text Books :

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

Reference Books :

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

SEMESTER-I

MBMBA01C07 -BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Objective	The course seeks to bridge the gap between the ethical behaviour of the individual and the ethical challenges posed by organised business activity in the global marketplace. The course introduces the concept and importance of business ethics, corporate governance and aims to sensitise participants towards consequences of their decisions involving ethics.	
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc	
Core Course	4 Credits	4 teaching hrs. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes:

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

Course Content:

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

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

Management Programs – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) – Code of ethics – Guidelines for developing Comprehensive Ethics program –Value based leadership.

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

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

Reference:

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

SEMESTER II

MBMBA02C08 : FINANCIAL MANAGEMENT

Course Objectives	The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. It considers the main financial decision facing a company, approaches how these decisions are made and introduces analytical tools that can assist in financial decision-making.	
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc	
Core Course	4 Credits	4 teaching hours. per week 3 Hrs. End Sem. Exam : 80 Marks

Course Outcomes:

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

Course content:

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

Unit-II - Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and

Operating Leverage. Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

Unit-III

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

Unit-IV

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Short Term Asset Management: Strategic Planning and Estimation of Short-Term Funding. Need –Financing Sources Management of Cash(Cash budget preparation, Baumol’s model, Miller & amp; Orr Model), Inventory (EOQ, EBQ calculations & amp; Stock level calculations)and Receivables (Problems of extending and contracting credit periods).

Reference Books:

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

SEMESTER II

MBMBA02C09 : MARKETING MANAGEMENT

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

Course Outcomes:

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

Course content:

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

Unit-II - Concept of Marketing Mix - Consumer Buying Behavior - Organizational Buying Behaviour - Demand Forecasting - Market Segmentation, Targeting and Positioning Strategies -Niche & Local Marketing -

Value Proposition & USP - - Preparation of a marketing plan - Competitor analysis - Marketing Warfare Strategies.

Unit-III - Product and Pricing Decisions - Product Concept - Planning and Development - Types of Products - Product Levels - Major Product Decisions - Product Life Cycle - New Product Development and consumer adoption process – Branding - Packaging and labelling decisions - Pricing Decisions - Determinants of Price - Pricing Process - Policies and Strategies. Promotion decisions - Integrated Communication process - Role of Promotion in Marketing -Promotional tools - Advertising - personal selling - publicity and sales promotion.

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

Suggested Readings:

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

SEMESTER II

MBMBA02C10 : OPERATIONS RESEARCH

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

Course Outcome:

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

Course content:

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

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

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

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

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

Text Books:

Operations Research concepts and cases : Fredrick S. Hiller and Gerald J. Lie Berman

Operations Research : R. Paneerselvam

Quantitative Techniques in Management : N D Vohra

Operations Research : J K Sharma

Reference Books:

Operation Research : Wayne. Winston.

Operation Research with C programs : S. Kalavathy

Operation Research : Rathindra P. Sen

Introduction to operations Research : Billy E. Gillett

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

Operation Research – Techniques for Management : Banerjee.B

Operations Research principles and Applications : G.Srinivasan

SEMESTER II

MBMBA02C11 : ORGANIZATIONAL BEHAVIOUR

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

Course Outcome:

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

Course Content:

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

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

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

emotional and Social intelligence.

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

Text Books:

1. Organisational Behaviour : Fred Luthans
2. Organisational Behaviour : Robbins .S P
3. Organisational Behaviour : Umasekharan

Reference Books

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

SEMESTER II

MBMBA02C12 : HUMAN RESOURCE MANAGEMENT

Course Objectives	To aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resources so as to facilitate employing, maintaining and promoting a motivated force in an organization.	
Pedagogy	Lectures, Assignments, Practical exercises, Case discussion , Seminars etc	
Core Course	4 Credits 4 teaching hours. per week	3 Hrs. End Sem. Exam:80 Marks

Course Outcome

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

Course Content -

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

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

Unit-III - Performance Appraisal Programs- Processes and Methods- Job Evaluation- Managing Compensation- Incentives and Employee Benefits- Health and Social Security Measures-. Computing

Turnover and Absenteeism, Managing Labor Relations- An Overview

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

Text Books

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

Reference Books

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

SEMESTER II

MBMBA02C13 : PRODUCTION AND OPERATIONS MANAGEMENT

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

Course Outcomes:

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

Course Content:

Unit I - Production as an organization function–Importance of ProductionFunction– Scope of Production and OperationsManagement – Types of Production Systems –Strategic Operation Management – Operations Strategies - Elements of OperationsStrategy - 5 Ps of Operations - Emerging trends in Operations Management.

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

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

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

Text Books:

1. Production Management – Systems and Synthesis : Starr. Martin K
2. Production and Operations Management : Paneerselvam
3. Production and Operations Management : S.C. Sharma

Reference Books

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

SEMESTER II

MBMBA02C14 : RESEARCH METHODOLOGY

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

Course Outcomes:

1. Demonstrate a clear understanding of research methodology concepts and their relevance in managerial decision-making.
2. Ability to formulate research problems, develop hypotheses, and conduct literature reviews effectively.
3. Skills to apply various research designs, data collection methods, and ethical

considerations in real-world research scenarios.

4. Ability to analyze and interpret research data using appropriate statistical techniques 5.
- Develop skills to present research findings professionally through comprehensive reports.

Course Content

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

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

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

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

Text Books:

Bennet, R. (2018). Management Research. Oxford University Press.

Cooper, D. R., & Schindler, P. S. (2019). Business Research Methods. (13th ed.).
McGraw-Hill Education.

Kothari, C. R. (2014). Research Methodology: Methods & Techniques. (3rd revised ed.).
New Age International (P) Ltd.

Reference Books

Bryman, A., & Bell, E. (2015). Business Research Methods. (4th ed.). Oxford University
Press.

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

Paneerselvam, R. (2014). Research Methodology. (2nd ed.). PHI Learning Private Limited.

Bajpai, N. (2017). Business Research Methods. Excel Books.

Chinna, K., Karuthan, C., & Wan Yuen, C. (2017). Statistical Analysis using SPSS. Pearson
Malaysia Sdn. Bhd.

MODEL QUESTION PAPERS

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C01: MANAGEMENT THEORY & PRACTICE

Time: 3 Hours

Maximum Marks: 80

PART A

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

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

(5 x 4 = 20 Marks)

PART B

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

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

(3 x 8 = 24 Marks)

PART C

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

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

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

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C02: Economics For Managers

Time: 3 Hours

Maximum Marks: 80

Part A

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

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

(5 x 4 = 20 Marks)

Part B

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

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

Part C

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

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

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

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

(3 x 12 = 36 Marks)

Reg No:

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FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C03: Communication For Managers

Time: 3 Hours

Maximum Marks: 80

Part A

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

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

Part B

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

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

Part C

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

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

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

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C04: Accounting for Managers

Time: 3 Hours

Maximum Marks: 80

Part A

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

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

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

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

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

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

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

Part B

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

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

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

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

10. The following data is given:

Fixed cost = ₹12000

Selling price = ₹12 per unit

Variable cost = ₹9 per unit

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

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

Find the depreciation for the third and fourth year.

Part C

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

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

13. BALANCE SHEETS AS ON DEC. 31, 2007

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

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

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

14. What are the guiding principles for sustainability reporting?
15. Output and sales 40,000 units. Sale price per unit Rs. 15. Material and Labour cost per unit Rs. 8.
 Production overheads:
 Variable Rs. 2 per unit
 Fixed Rs. 50,000
 Other fixed overheads Rs. 1,00,000.
 Prepare income statement under:
 (a) Absorption costing and (b) marginal costing.
16. The following balances were extracted from the books of Thomas as on 31st March, 2018

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

Additional information:

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

Prepare final accounts.

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C01-INDIAN BUSINESS ENVIRONMENT

PART A

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

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

(5 x 4 = 20 Marks)

PART B

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

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

(3 x 8 = 24 Marks)

PART C

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

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

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C06 : QUANTITATIVE TECHNIQUES FOR MANAGERS

Time: 3 Hours

Marks: 80

Section A

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

1. Find the geometric mean of the following distribution.

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

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

(5 x 4 = 20 Marks)

Section B

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

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

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

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

(3 x 8 = 24 Marks)

Section C

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

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

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

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

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

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

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

(3 x 12 = 36 Marks)

Reg No:

Name:

FIRST SEMESTER M.B.A. DEGREE EXAMINATION

(2023 Admission onwards)

MBMBA01C07 : BUSINESS ETHICS AND CORPORATE GOVERNANCE

Time: 3 Hours

Marks: 80

Section A

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

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

(5 x 4 = 20 Marks)

Section B

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

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

(3 x 8 = 24 Marks)

Section C

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

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

(3 x 12 = 36 Marks)