

**Semester: II**

**Course Name: HUMAN RESOURCE MANAGEMENT**

<b>Course Code</b>	<b>22MBA21</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:T:P)</b>	<b>3:0:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>

**Pre-requisites:**

- Fundamentals of Management
- Basics of Accounting
- Understanding of firm, industry and sectors of economy

**Course objectives:**

1. To familiarize the theories and various functions of Human Resources Management
2. To teach the importance and functions of HR Planning, Acquisition and Employee Training.
3. To educate about significance of employee performance evaluation and compensation.
4. To give insight about the HR Practices for service sector units and small and medium enterprises.
5. To emphasize on the importance of innovative HR Practices

**Module – 1**

Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management , Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.

**10 hours (RBT L1, L2, L3)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk method, PowerPoint Presentation, Group Discussion.

**Skill Enrichment Exercises:** Study of HR Department in different industry

**Module - 2**

Human Resource Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.

**Recruitment and Selection:** Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel

**Learning, Training, and Development:** Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training.

**12 hours (RBT L1, L2, L3, L4)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk method, Power Point Presentation, Group Discussion, Case discussion.

**Skill Enrichment Exercises:** Study of different recruitment online portals

**Module – 3**

**Performance Management and Appraisal:** Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. **Compensation and Benefits** Introduction, Definitions, Total Compensation, 360 Degree appraisal, HR Mapping Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.

**10 hours (RBT L2, L3, L4, L5)****Teaching-Learning Process:****Pedagogy:** Chalk and talk method, Power Point Presentation, Case discussion.**Skill Enrichment Exercises:** Study of employee benefits offered by various business units.**Module – 4**

**Human Resource Management in Small and Medium Enterprises:** Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.

**Human Resource Management in the Service Sector**

Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies.

Case Study on "Training Program at ABC Cement".

**Enterprises 10 hours (RBT L2, L3, L4, L5)****Teaching-Learning Process:****Pedagogy:** Chalk and talk method, Power Point Presentation, Group Discussion.**Skill Enrichment Exercises:** Exploratory study with an executive of an SME**Module – 5**

**Human Resource Management Innovations:** Introduction, Employee Life cycle Management, Employee engagement, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organizations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organizational Innovation, How to Make Human Resource Management Innovations Sustainable.

**8 hours (RBT L3, L4, L5, L6)****Teaching-Learning Process:****Pedagogy:** Chalk and talk method, Power Point Presentation, Group Discussion, Case discussion**Skill Enrichment Exercises:** Overview of the current trends in HR Domain special attention to IT Facilitation

**Course Outcomes:**

At the end of the course the student will be able to:

CO1: Apply the concepts of HRM in an Organization.

CO2: Analyze the various methods of collecting data for HRP, Acquisition, and Development of Human Resource.

CO3: Evaluate the effectiveness of performance management and structure the best possible employee benefits.

CO4: Design the best possible HR Practices for service sector units and small and medium enterprises.

CO5: Construct the appropriate and innovative HR Practices for better workplace.

**Practical Component:**

A visit to an Organization and interact with HR Manager and list out the roles played by HR manager.

Meet Recruitment Manager and ask- 10 questions one asks during Interview.

Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.

Visit any Service Organization. Observe HR functions and List them.

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2			
CO2	2	3			
CO3			3		
CO4				3	
CO5					2

**Assessment Details**

**CIE:**

	Components	Number	Weightage	Max. Marks
(i)	Tests (A)	3*	60%	30
(ii)	Alternate Assessment Tools(AAT) (B)	3-4	40%	20
	Total Marks			50

**Final CIE Marks = (A) + (B)**

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self E-Learning with Certifications and other cooperative and problem based learning.

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

**Suggested Learning Resources:**

SN	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
<b>Textbooks</b>				
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd.	2019
2	Human Resource Management: Concepts	AmitabhaSengupta	Sage Publication India Pvt. Ltd.	2019
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao	Sage Publication India Pvt. Ltd.	2004
<b>Reference Books</b>				
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Managing Human Resources in Small and Medium-Sized Enterprises Entrepreneurship and the Employment Relationship	Robert Wapshott, Oliver Mallett	Routledge	2015
4	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011

**e-Resources:**

1. <https://altametrics.com/en/human-resources-management/fundamentals-of-human-resource-management.html>
2. <https://www.economicdiscussion.net/human-resource-management/human-resource-planning-definition-importance-objectives-process-prerequisites/31575>
3. <https://www.whatishumanresource.com/training-and-development>
4. <https://www.emerald.com/insight/content/doi/10.1108/00483480210445962/full/html>
5. <https://www.emerald.com/insight/content/doi/10.1108/IJIS-03-2020-0027/full/html>

**Semester: II**
**Course Name: Financial Management**

<b>Course Code</b>	<b>22MBA22</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:T:P)</b>	<b>03:0:02</b>	<b>SEE Marks</b>	<b>50</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>

**Pre-requisites:**

- Knowledge of basic concepts of financial management
- Knowledge, cost of capital, capital structure, capital budgeting etc
- Knowledge of Financial Institutions
- Knowledge of Capital markets

**Course objectives:**

1. To familiarize the students with basic concepts of financial management and financial system.
2. To educate the application of Cost of capital and its implications.
3. To teach investment proposals and its decisions
4. To give insights on the importance and significance of working capital in an organization.
5. To teach the capital structure theories and dividend decision theories and its implication

**Module – 1**
**Introduction**

Meaning, nature and scope of finance; financial goal - profit vs. wealth maximization; Investment, Financing and Dividend decisions - Finance functions – organization structure – functions of finance manager in 21st century – Modern role - treasurer and controller. Emerging role of finance managers. Capital Markets.

**8 Hours (RBT L1, L2, L3)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk method, PowerPoint Presentation, YouTube videos

**Skill Enrichment Exercise:** Study the organization structure of Nationalized Banks

**Module - 2**
**Sources of Financing**

Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM;

**10 Hours (RBT L1, L2, L3, L4)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk method, PowerPoint Presentation, YouTube videos

**Skill Enrichment Exercise:** ( Case Study on Cost of Capital)

**Module – 3**
**Investment Decisions**

Capital budgeting process, Investment evaluation techniques–Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return (Problem). Risk analysis in capital budgeting- Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS Excel.

**12 Hours (RBT L2, L3, L4, L5)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk method, PowerPoint Presentation, YouTube videos, MS-excel.

**Skill Enrichment Exercise:** Practical orientation on the Project Evaluation (Case Study)

**Module – 4**

**Working Capital Management**

Factors influencing working capital requirements-Current asset policy and current asset finance policy-**Determination of operating cycle and cash cycle on Excel**- Estimation of working capital requirements of a firm.(Does not include Cash, Inventory & Receivables Management).

Working Capital Cycle for manufacturing Units.

Financial leverage and its impact on EPEvS – Operating leverage – combined leverage – degree of leverages – working capital leverages – practical use of leverages.

**10 Hours (RBT L2, L3, L4, L5)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk method, PowerPoint Presentation, YouTube videos, MS-excel.

**Skill Enrichment Exercise:** Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability

**Module – 5**

**Capital structure and dividend decisions**

Capital structure and dividend decisions – Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.

**10 Hours (RBT L3, L4, L5, L6)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk method, PowerPoint Presentation, YouTube videos, Case study discussion, MS-excel.

**Skill Enrichment Exercise:** Case study on Dividend Policy, MS-excel.

**Course Outcomes:**

At the end of the course the student will be able to:

CO1: Apply the basic financial concepts of Financial management for business use

CO2: Analyze the concept of cost of capital for inferential decisions

CO3: Evaluate the investment decisions in changing business environment

CO4: Estimate working capital requirements for business situations.

CO5: Design capital structure and dividend decisions for varied industries



**Assessment Details**
**CIE:**

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	Total Marks			50

**Final CIE Marks = (A) + (B)**

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self E-Learning with Certifications and other cooperative and problem based learning.

**SEE:** The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

1. The question paper will have 8 full questions carrying equal marks.
2. Each full question is for 20 marks.
3. Each full question will have sub question covering all the topics under a Module.
4. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
5. 60 percent practical and 40 percent theory in the SEE.

**Suggested Learning Resources:**

SN	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
<b>Textbooks</b>				
1	Financial Management	Khan M. Y.& Jain P. K,	TMH	7/e,
2	Financial Management	Prasanna Chandra	TMH	9/e
3	Financial Management	PrahladRathod ,BabithaThimmaiah and Harish Babu	HPH	1/e, 2015
<b>Reference Books</b>				
1	Financial Management	I M Pandey	Vikas Publishing	11/e 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e 2014
3	Corporate Finance	Vishwanath S. R.	Sage Publications	3/e 2019

**e- Resources:**

1. <http://egyankosh.ac.in/handle/123456789/10310>
2. <https://nptel.ac.in/courses/110/107/110107144/>

**Semester: II**

**Course Name: Research Methodology**

<b>Course Code</b>	<b>22MBA23</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:T:P)</b>	<b>3:0:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>

**Pre-requisites:**

Students must have the basics of Managerial process, Role of Data & Information in Research, Basics of Statistics or equivalent in order to pursue this course.

**Course objectives:**

1. To teach the fundamentals and importance of research methodology in business.
2. To foster insight on various research designs and techniques as base for business research.
3. To emphasize the basics of sampling methods and the use different sampling techniques.
4. To teach the methods of data collection with measurement & Scaling Techniques
5. To enable students to identify the problem and procedures for data analysis and report writing skills and presentation.

**Module – 1**

**Introduction:** Meaning, types, manager-researcher relationship, process of research-management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study, Internet and research. Ethics in Research

**Skill Enrichment Exercise:**

**Conducting Research with teen demographics**

**Purpose:** Purpose of this activity is to help students of Management (MBA – Research methodology) to think about the practical and ethical issues involved in conducting research with teen demographics. **7 hours (RBT L1, L2, L3)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Classroom Lecturers, Seminars and Tutorials, Discussions, Power point presentations.

**Module - 2**

**Business Research Design**

Meaning and significance - Types: Exploratory and Conclusive Research Design.

**Exploratory Research**

Meaning, purpose, methods- Literature review process, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

**Skill Enrichment Exercise:**

**Methods for collecting, sampling, recording, storing and analyzing data.**



**Purpose:** This activity encourages students to think about the most appropriate methods for collecting, sampling, recording, storing and analyzing data. It asks students, in their groups, to consider examples of different research projects and answer questions about each project. This will raise awareness of the variety of methods that are available. **9 hours(RBT L1, L2, L3, L4)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Classroom Lecturers, Seminars and Tutorials, Discussions, Power point presentations, Videos, Case study.

**Module – 3**

Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –convenience sampling- judgmental sampling, snowball sampling- quota sampling - Sample size, Determination of Sample Size, Characteristics of a Good Sample, Errors in sampling.

**Skill Enrichment Exercise:**

Recognize the types of probability sampling and non probability sampling methods

**Purpose:** This activity, with the use of five real-world examples, helps students to recognize the different types of probability sampling and non probability sampling methods that are available, identify possible strengths and weaknesses and think about how these different methods are used in research. **7 hours(RBT L2, L3, L4, L5)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Classroom Lecturers, Seminars and Tutorials, Discussions, Power point presentations, Research based, Case study.

**Module – 4**

**Data Collection**

Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

**Measurement And Scaling Techniques**

Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling.

**Skill Enrichment Exercise:**

**Identifying differences between primary and secondary sources**

**Purpose:** This activity helps students to understand the differences between primary and secondary sources when they are searching for, and using, information for their course and/or their research.

**Designing questionnaire**

**Purpose:** This is a practical activity that helps students to design a questionnaire for their research project. It enables them to avoid common mistakes and problems with questionnaire design through providing practical tips, advice, discussion and feedback as their questionnaire is designed, developed and modified. **9 hours (RBT L3, L4, L5, L6 )**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Classroom Lecturers, Seminars and tutorials, Discussions, Power point presentations, videos, Case study.

**Module – 5**

Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Presentation of Statistics. Oral presentation: Aristotle's 3 Principles of Persuasive Communication. Audience analysis. Organize, Support, visualize Deliver Practice & Arrange. Research analysis by the application of SPSS software.

**Skill Enrichment Exercise:****Drawing Conclusions from Qualitative Data**

**Purpose:** This activity asks students to think about and produce a description of the process or procedure that they intend to use to draw conclusions from their qualitative data, and present their description to fellow students for peer feedback and discussion

Each student will be given a copy of the student handout. This asks them to produce a description of the process or procedure that they intend to use to draw conclusions from their qualitative data, which they must present to fellow students.

**9hours (RBT L3, L4, L5, L6 )****Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Classroom Lecturers, Seminars and Tutorials, Discussions, Power point presentations, Case study.

**Course Outcomes:**

At the end of the course the student will be able to:

CO 1: Ability to apply the methods and research techniques to business and management issues.

CO 2: Analyze the appropriate research design, techniques and strategies in the research process.

CO 3: To Evaluate the different methods of sampling of empirical information for better inferences.

CO 4: To Design various research data collection methods by measurement & scaling techniques for quantitative data analysis.

CO 5: To communicate the effective reporting of the business to aid in managerial decisions.

**Assessment Details**
**CIE :**

	Components	Number	Weightage	Max. Marks
(i)	Tests (A)	3*	60%	30
(ii)	Alternate Assessment Tools(AAT) (B)	3-4	40%	20
	Total Marks			50

**Final CIE Marks = (A) + (B)**

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**SEE:** The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

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- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

**Suggested Learning Resources:**

SN	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
<b>Textbooks</b>				
1	Business Research Methods	Zikmund, Babin, Carr, Adhikari and Griffin	Cengage Learning	8th Edition, 2016
2	Research Methodology, Concepts and Cases,	Deepak Chawla and NeenaSondhi	Vikas publishing house pvt.ltd.	2nd Edition, 2016.
3	Research Methodology,	C R Kothari	New Age International,	4th Edition, 2019.
4	Marketing Research: Text and Cases,	RajendraNargundkar	Mcgraw Hill Education,	4th Edition, 2019.
<b>Reference Books</b>				
1	Research Methods	William M C, Trochim	Biztantra	2nd Edition, 2004
2	Methodology Of Research In Social Sciences	MRanganatham, O R Krishnaswamy	Himalaya Publishers	3rd Edition, 2016
3	Research Methodology	Panneerselvam R	PHI Learning,	2nd Edition, 2014.
4	Statistical Methods for Practice and Research A guide to data Analysis using SPSS	Ajai S. Gaur and SanjayaS.Gaur	Response Books	2nd Edition, 2009



Basavarajeswari Group of Institutions

**BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT**  
**Autonomous Institute under Visvesvaraya Technological University, Belagavi**



"JnanaGangotri" Campus, #873/2, Ballari-Hosapete Road, Near Allipura, Ballari-583 104 (Karnataka)

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**E-Resources:**

1. [https://onlinecourses.nptel.ac.in/noc22\\_ge08/preview](https://onlinecourses.nptel.ac.in/noc22_ge08/preview)
2. <https://nptel.ac.in/courses/121/106/121106007/>
3. [https://www.youtube.com/watch?v=XEMyDu\\_VoeQ](https://www.youtube.com/watch?v=XEMyDu_VoeQ)
4. <https://www.emeraldinsight.com/>
5. <https://www.proquest.com/165290>
6. <https://www.bitm.knimbus.com>

**Semester: II**

**Course Name: COMPUTER APPLICATION IN MANAGEMENT**

<b>Course Code</b>	<b>22MBA24</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:T:P)</b>	<b>3:0:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Credits</b>	<b>4</b>	<b>Exam Hours</b>	<b>03</b>

**Pre-requisites:** Familiar with the MS word, Basic knowledge with MS Excel, Basic logical and analytical knowledge, basic mathematic knowledge.

**Course Objectives**

1. To contemplate the Computer Concepts and applicable in field of Management.
2. To Analyze the excel functions as a tool for decision making in business situations.
3. To Evaluate data by use of MS Access for managerial decision making
4. To share Insights the concept of e-commerce using web technologies
5. To explain the concept of IOT and Business Analytics

**Module – 1**

**Introduction to Computer:** Introduction, Information and Data, Importance of Hardware and software, CPU, Primary and Secondary storage, I/O devices, Bus structure, Computer Peripherals- VDU, Keyboard, Mouse, Printer. Software and Types of Software, Operation system and types, Programming Languages-, High Level Language. **9 Hours (RBT Levels: L1, L2, L3)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Power point presentation, Group discussion, videos clippings, Demonstration of Hardware component of computer.

**Skill Enhancement Activities:** Lab session Demonstrations and Videos clippings, Presentation of Hard ware components

**Module - 2**

**Introduction to Excel:** Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, basic statement; SUM, AUTOSUM, SUMPRODUCT, AVG, IF, COUNTIF.

**Formatting a Worksheet:** Formatting Cells – changing data alignment, changing date, number, character or currency format, changing font, adding borders and colors, Printing worksheets, Charts and Graphs – Creating, Previewing, Modifying Charts.

**Functions:** Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard. **10Hours (RBT Levels L1, L2, L3, L4)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Group discussion, Case Study, Power point presentation, videos clippings, Exercises conducted in computer lab

**Skill Enhancement Activities:** Lab session of excel function and formula, Solving practical business Problems.

**Module – 3**

**Introduction to DBMS:** Database Management System & Applications Overview of Database Management – File oriented approach versus database oriented approach to data management, Disadvantage of file oriented approach

MS-Access: Introduction, creation of database and table, inserting values in a table, Sorting, deletion, Merging of rows, Linking on table and another, Report generation, Embedding MS excel in Access. **11 Hours (RBT Levels: L2, L3, L4, L5)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Group discussion, Case Study, Power point presentation, Exercises conducted in computer lab, videos clippings

**Skill Enhancement Activities:** Lab session of MS Access Solving practical business Problems.

**Module – 4**

**Introduction to Internet and Web Technologies:** Definition, application, threats, working of Internet, Web Technology: Introduction, Types of servers, cryptocurrency conceptse-Commerce: Structure of e-commerce, Types of e-Commerce, analytics of e-commerce,ethics of E-commerce

**10 Hours (RBT Levels:L2, L3, L4, L5)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Group discussion, Case Study, Power point presentation, videos clippings

**Skill Enhancement Activities:** Basics Theoretical exercise on e-commerce and its application

**Module – 5**

**Introduction to IOT and Business Analytics :** Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home.

Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.**10Hours (RBT Levels: L3, L4, L5, L6)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and talk, Group discussion, Case Study, Power point presentation, videos clippings

**Skill Enhancement Activities:** Basics Theoretical exercise on IOT its application

**Course outcomes:**

At the end of the course the student will be able to:

CO1: To apply the basis of computer application for visualization of data to aid decisions

CO2: To analysis and interpret the data for interpretation business situation

CO3: To evaluate the different business scenarios with the DBMS Concept

CO4: To Demonstrate the data structuring and constructing the business Models

CO5: To Comprehend the latest developments in the area of technology to support business

**Assessment Details**

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- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

### Suggested Learning Resources:

SN	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
<b>Textbooks</b>				
1	Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things	Follett, J.	O'Reilly Media	2014
2	Emerging Technologies for Emerging Markets	Vong, J., & Song, I.	Springer Singapore	2014
3	Teach Yourself Excel	Matthew Harris	SAM	1999 ISBN-13: 978-0672315435
4	MS Access Programming by Example	JulittaKorol	Wordware Publishing Inc.	2001
5	A Textbook on E-Commerce: Text & Cases	W. K. Sarwade & Anuranjan Misra	A.K. Publications	ISBN-10: 9380164270
<b>Reference Books</b>				
1	Winning in the Digital Age: Seven Building Blocks of a Successful Digital Transformation	by Nitin Seth	Penguin Enterprise	24 February 2021
2	Computer Applications in Management	PuneetSaneja Charu Chawla	Hindustan Publishing Corporation ISBN: 9788124116937, 9788124116937	2019

### e-Resources:

1. <https://www.ddegjust.ac.in/studymaterial/mba/cp-106.pdf>
2. <https://lumenlearning.com/courses/computer-applications-for-managers/>
3. <https://www.encyclopedia.com/computing/news-wires-white-papers-and-books/library-applications>

**Semester: II**

**Course Name: Strategic Management**

<b>Course Code</b>	<b>22MBA25</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:T:P)</b>	<b>3:0:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>

**Pre-requisites:** Students should have basic knowledge of

- Management and Organizational Behaviour Principles
- Basic economic terminologies and concepts.
- Basic Finance fundamentals.
- Logical Reasoning

**Course objectives:**

1. To provide insights on applications of core concepts and models of strategic management.
2. To emphasize various business models in dynamic market environments.
3. To infer insights about various strategic management models used in different business phases.
4. To educate the importance of overview of business and formulating and implementation of strategies.
5. To teach the importance of strategic controlling measures for better decision making.

**Module – 1**

**Introduction:** Meaning and Nature of Strategic Management, its Importance and Relevance and Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company’s Strategy and its Business Model.

**Skill Enrichment Exercise:** Study of strategic overview of companies across industries.

**Strategy Formulation:** Developing Strategic Vision and Mission for a company – Setting Objectives – Strategic Objectives and Financial Objectives – Goals, Long Term Objectives, Short-Term Objectives, Strategic group mapping, Strategic Intent, Strategic Fit, Gap Analysis, Balanced Scorecard

**10 Hours (RBT Levels: L1, L2, L3)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk & Talk Method, Group discussion, Seminar, Power point presentation, Case Study & Experiential exercises.

**Skill Enrichment Exercises:** Applications of balanced scorecard in an organization.

**Module - 2**

**Analyzing Companies External Environment:**

**External Analysis:** Strategically Relevant Components of a Company’s External Environment – Industry Analysis – Factors Driving Industry Change and its Impact – Porter’s Dominant Economic Feature – Competitive Environment Analysis – Porter’s Five Forces Model – Key Success Factors Concept and Implementation.

**10 Hours (RBT Levels: L1, L2, L3, L4)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk & Talk Method, Group discussion, Seminar, Power point presentation, Case Study & Experiential exercises.

**Skill Enrichment Exercises:** Assignments for Assessing the critical success factors by appropriate models.

**Module – 3**

**Analyzing Companies Internal Environment:**

**Internal Analysis: Analyzing a company's resources and competitive position** – Analysis of a Company's present strategies - SWOT Analysis – Resource Based View of the firm (RBV) - Value Chain Analysis – Benchmarking, Generic Competitive Strategic – Low cost provider Strategy - Differentiation Strategy - Best cost provider Strategy – Focused Strategy – Growth strategies & retrenchment strategies - Strategic Alliance and Collaborative Partnerships – Mergers and Acquisition Strategic - Outsourcing Strategic - International Business level.

**10 Hours (RBT Levels: L2, L3, L4, L5)****Teaching-Learning Process:**

**Pedagogy:** Chalk & Talk Method, Group discussion, Seminar, Power point presentation, Case Study & Experiential exercises.

**Skill Enrichment Exercises:** SWOT analysis on various organizations with strategic intent.

**Module – 4****Business planning in different environment:**

Business planning in different environment - Entrepreneurial level Business planning – Multistage wealth creation model for entrepreneurs – Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategic – GE nine cell planning grid – BCG matrix.

**10 Hours (RBT Levels: L2, L3, L4, L5)****Teaching-Learning Process:**

**Pedagogy:** Chalk & Talk Method, Group discussion, Seminar, Power point presentation, Case Study & Experiential exercises.

**Skill Enrichment Exercises:** Contemplating various strategic models across industries.

**Module – 5****Strategic Implementation & Control:**

Organizational design, structures, culture, Importance of integrating strategy implementation and strategy formulation. Organizational structures used to implement different business level strategies and corporate level strategy. Strategic control, Types, Role of Corporate Governance.

**10 Hours (RBT Levels: L3, L4, L5, L6)****Teaching-Learning Process:**

**Pedagogy:** Chalk & Talk Method, Group discussion, Seminar, Power point presentation, Case Study & Experiential exercises.

**Skill Enrichment Exercises:** Case studies on Corporate governance practices of varied organizations.

**Course Outcomes:**

At the end of the course the student will be able to:

CO1: Apply concepts and models of strategic management.

CO2: Analysis the business environment to formulating appropriate strategy for business development.

CO3: Evaluate the competitive situation using strategic models in dealing with business environment.

CO4: Develop the driving strategies for the holistic business challenges in varied industries.

CO5: Design strategic performance using controlling measures for business situations.

**Assessment Details****CIE :**

	<b>Components</b>	<b>Number</b>	<b>Weightage</b>	<b>Max. Marks</b>
<b>(i)</b>	Tests (A)	3*	60%	30
<b>(ii)</b>	Alternate Assessment Tools(AAT) (B)	3-4	40%	20
	Total Marks			50

**Final CIE Marks = (A) + (B)**

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self E-Learning with Certifications and other cooperative and problem based learning.

**SEE:**

**The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.**

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

### Suggested Learning Resources:

SN	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
<b>Textbooks</b>				
1	Crafting and Executing Strategy: The Quest for Competitive Advantage—Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e 2017
2	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9/e 2016
<b>Reference Books</b>				
1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e, 2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015

### e-Resources:

[https://youtu.be/ZG3\\_8fG7RzQ](https://youtu.be/ZG3_8fG7RzQ) [BBC Documentary]-Worlds Most Powerful- - Bill Gates Vs Steve Jobs

<https://youtu.be/0FoTFal0KAA> - BBC Documentary\_ Steve Jobs - Billion Dollar Hippy

<https://youtu.be/5WiDIhIkPoM> - Mark Zuckerberg\_ Inside Facebook (BBC)

[https://youtu.be/y5L\\_cnpP99U](https://youtu.be/y5L_cnpP99U) - Michael Porter on Competitiveness

<https://youtu.be/xcZG5sIqSHE>

<https://www.classcentral.com/course/swayam-strategic-management-14306>

[https://onlinecourses.swyam2.ac.in/imb20\\_mg33/preview](https://onlinecourses.swyam2.ac.in/imb20_mg33/preview)

[https://swyam.gov.in/nc\\_details/IIMB](https://swyam.gov.in/nc_details/IIMB)

<https://nptel.ac.in/courses/110/108/110108047/>

**Semester: II**
**Course Name: ENTREPRENEURSHIP & LEGAL ASPECTS**

<b>Course Code</b>	<b>22MBA26</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:T:P)</b>	<b>3:0:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>

**Pre-requisites:**

- Basic Fundamentals of Marketing, HR, Finance & Accounting skills inclination to innovation
- Good communication & presentation skills
- Inquisitiveness for entrepreneurship
- Knowledge about business environment

**Course objectives:**

1. To educate the nature, characteristics and importance of entrepreneur.
2. To impart planning insights and preparation feasibility business reports.
3. To provide an overview of entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4. To familiarize the concept family business performance, and strategies for its development.
5. To emphasize the various rules and legislations related to various acts for entrepreneurial development.

**Module – 1**

**Entrepreneur & Entrepreneurship:** Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Classification of Entrepreneur – Role of an Entrepreneur- Intrapreneur- an emerging class – Concept - Entrepreneur Vs Intrapreneur Vs Manager - Evolution and Development of Entrepreneurship - Entrepreneurial mindset and process.  
**Creativity and Innovation:** The role of creativity- The innovation Process -Sources & Methods of Generating New Ideas & Creative Problem Solving.  
**(10 hours) (RBT Levels: L1, L2, L3)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and Talk method, Group Discussion, Case Study, Power Point Presentation, Video clipping

**Skill Enrichment Exercises:** Students should submit a profile summary of a successful local entrepreneur indicating milestone achievements.

**Module - 2**

**Business Planning Process:** Importance of Business Model- Components of an Effective Business Model, Osterwalder Business Model Canvas. Meaning of business plan - Business plan process - Advantages of business planning – Why do Business plans fail - Marketing plan - Production/operations plan - Organization plan – Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.  
**(10 hours) (RBT Levels: L1, L2, L3, L4)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and Talk Method, Group Discussion, Case Study, Power Point Presentation

**Skill Enrichment Exercises:** Students should develop a business model for a new product/service including feasibility report.



**Module – 3**

**Entrepreneurial finance:** Estimating the financial needs of a new venture, internal & external sources of finance **Informal Risk Capital and Venture Capital:** Informal risk capital market - venture capital – nature, overview and process – professionals involved in venture capital – venture capital industry in India.

**Institutions supporting Entrepreneurs:** Small industry financing developing countries – A brief overview of financial institutions in India - Central level and state level institutions – SIDBI- NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC – Single Window - Latest Industrial Policy of Government of India.

**(10 hours) (RBT Levels: L2, L3, L4, L5)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and Talk Method, Group Discussion, Case Study, Power Point Presentation, Video clipping

**Skill Enrichment Exercises:** Students should visit a bank/financial institution to enquire about various funding schemes for small scale enterprise. Student engagement in Karnataka Udyog web sites <https://www.india.gov.in/karnataka-udyog-mitra-portal>

**Module – 4**

**Family Business:** Importance of family business – Types- Various Forms of business organization - History - Responsibilities and rights of shareholders of a family business – 3-circle model of family business -Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance. Success stories of entrepreneurial knowledge exercises.

**Startup Business:** Startup Process, and its feasibility

**(10 hours) (RBT Levels: L2, L3, L4, L5)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and Talk Method, Group Discussion, Case Study, Power Point Presentation, Video clipping

**Skill Enrichment Exercises:** Students should analyze the performance of listed family firms and should submit a short report by studying the ideology and working of partnership firm, cooperative society, private and public company. Case study related to performance of family business.

**Module – 5**

Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act; 1930; Industrial Dispute Act 1947.

**(10 hours) (RBT Levels: L3, L4, L5, L6)**

**Teaching-Learning Process:**

**Pedagogy:** Chalk and Talk Method, Group Discussion, Case Study, Power Point Presentation, Video clipping

**Skill Enrichment Exercises:** Students should submit report by assessing the applicability of various acts by selecting different companies. Case study related to Factories Act 1948.

**Course Outcomes:**

CO1: Apply the concept of entrepreneurship to various business plans.

CO2: Analyze the feasibility of different stages in business planning process.

CO3: Evaluate the various sources of funding to support entrepreneurship.  
CO4: Develop the key elements of entrepreneurship in relation to family business organizations.  
CO5: Comprehend the various rules, legislations and their applicability in entrepreneurial development.

### Assessment Details

#### CIE :

	Components	Number	Weightage	Max. Marks
(i)	Tests (A)	3*	60%	30
(ii)	Alternate Assessment Tools(AAT) (B)	3-4	40%	20
	Total Marks			50

#### Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self E-Learning with Certifications and other cooperative and problem based learning.

#### SEE:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions, selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

**Suggested Learning Resources:**

SN	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
<b>Textbooks</b>				
1	The Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House	6 <sup>th</sup> Edition 2019
2	Entrepreneurship Development-Small Business Enterprises	Poornima Charantimath	Pearson Education	3 <sup>rd</sup> Edition 2015
3	Entrepreneurship	Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd	McGrawHill	6 <sup>th</sup> Edition 2008
<b>Reference Books</b>				
1	Entrepreneurial Development	Dr. S. S. Khanka	S. Chand Publishing House	Revised Edition - 2007
2	Entrepreneurship	Rajeev Roy	Oxford University Press	3 <sup>rd</sup> Edition.

**e-Resources:**

1. [https://www.youtube.com/watch?v=Bf\\_nEWxSSkQ](https://www.youtube.com/watch?v=Bf_nEWxSSkQ)
2. <https://www.youtube.com/watch?v=sOjeQV5pHh4>
3. <https://www.youtube.com/watch?v=Fqch5OrUPvA>
4. <https://www.youtube.com/watch?v=sC236knTsYw>
5. <https://www.youtube.com/watch?v=YIQFRzW6USQ>

**Semester: II**

**Course Name: BUSINESS ETHICS AND HUMAN VALUES**

<b>Course Code</b>	<b>22MBA27</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:T:P)</b>	<b>2:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Credits</b>	<b>02</b>	<b>Exam Hours</b>	<b>03</b>

**Pre-requisites:** Familiar with the basic management concepts and human Relation and Finance concepts, familiar with basics concepts of corporate social responsibility (CSR).

**Course objectives:**

1. To familiarize the business Ethics and to provide best practices of business situation.
2. To learn the values and ethical issues in corporate governance and to adhere to the ethical codes.
3. To teach the work ethos and values required for good managers and ethical careers.
4. To educate the significance of stress management and mechanism to handle employee stress.
5. To give insights on the contemporary Indian ethos in work environment.

**Module – 1**

**Introduction:** Values-Concept, types and formation of values, ethics, values and behaviour, Values of Indian Managers, Ethics, development of ethics, ethical decision making and decision making process, relevance of ethics and values in business.

**8 Hours (RBT Levels: L1, L2, L3)**

**Teaching-Learning Process:**

**Pedagogy:**Chalk & Talk method, Group discussion, Case study, Power point presentation, Video Clippings, Quiz

**Skill Enrichment Exercise:** Learn the principal of ethic by corporate example

**Module - 2**

**Corporate Social Responsibility & Consumer Protection:**

Corporate Social Responsibility & Consumer Protection: Corporate responsibility of business: employees, consumers and community, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

**10Hours (RBT Levels: L1, L2, L3, L4)**

**Teaching-Learning Process:**

**Pedagogy:**Chalk & Talk method, Group discussion, Case study, Power point presentation, Video Clippings, Quiz

**Skill Enrichment Exercise:** Collect the Data of various companies involved in CSR activities.

**Module – 3**

**Work Ethos and Values: Work Ethos:** Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos. Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Relevance of values in management: need for values in global change- Indian perspective; values for managers; holistic approach for managers in decision making; secular versus spiritual values in management, Trans-Cultural Human Values in Management and Management Education, Importance of Value System in Work Culture, teaching ethics, Concept of Value Champions.

**12 Hours (RBT Levels: L2, L3, L4, L5)**

**Teaching-Learning Process:**

**Pedagogy:**Chalk & Talk method, Group discussion, Case study, Power point presentation, Video Clippings, Quiz.

**Skill Enrichment Exercise:** Case Study on Work Ethos and Values.

**Module – 4**

<p><b>Stress Management:</b> Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress, Problems relating to stress in corporate management –Indian perspective, Stress Management Techniques: Meditation-Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance.</p> <p style="text-align: right;"><b>10 Hours (RBT Levels: L2, L3, L4, L5)</b></p>
<p><b>Teaching-Learning Process:</b></p>
<p><b>Pedagogy:</b>Chalk &amp; Talk method, Group discussion, Case study, Power point presentation, Debate,Quiz</p>
<p><b>Skill Enrichment Exercise:</b> Role plays on handling stress Management.</p>

**Module – 5**

<p><b>Leadership:</b> Meaning, Contemporary Approaches to Leadership, Joint Hindu FamilyBusiness– LeadershipQualitiesofKarta;Motivation:Meaning,IndianApproachto Motivation,Techniques.Self-Management:PersonalgrowthandLessonsfromAncient Indian Education System, Personality Development: Meaning, Determinants,Indian Ethos and Personality Development, science and human values. Trans-cultural human values in management education.</p> <p><b>10 Hours (RBT Levels: L3, L4, L5, L6)</b></p>
<p><b>Teaching-Learning Process:</b></p>
<p><b>Pedagogy:</b>Black Board Teaching, Group discussion, Case study, Power point presentation, Debate,Quiz</p>
<p><b>Skill Enrichment Exercise:</b> Role Plays of various leadership styles.</p>

**Course Outcomes:**

- CO1: Illustrate and apply the theoretical foundations of business ethics.
- CO2: Analyze the knowledge of corporate governance and business concepts from an ethical perspective.
- CO3: Evaluate the importance of Work Ethos and Values of business with community and ethical conduct.
- CO4: Develop proactive steps to stressful business situations and resolve ethical.
- CO5: Communicate and reflect by critically examine the values and importance of the ethical dimension in business and workplace decision making.

**Assessment Details**

**CIE :**

	Components	Number	Weightage	Max. Marks
(i)	Tests (A)	3*	60%	30
(ii)	Alternate Assessment Tools(AAT) (B)	3-4	40%	20
	Total Marks			50

**Final CIE Marks = (A) + (B)**

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proportionately reduced to 50.

1. The question paper will have 8 full questions carrying equal marks.
2. Each full question is for 20 marks.
3. Each full question will have sub question covering all the topics under a Module.
4. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
5. 100 percent theory in the SEE.

### Suggested Learning Resources:

SN	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
<b>Textbooks</b>				
1	Foundation of Managerial Work-Contributions from Indian Thought	Chakraborty, S.K	Himalaya Publication House, Delhi	1998
2	Ethics In Management and Indian Ethos	Biswanath Ghosh	Vikas Publishing House	2009
3	Indian Ethos and Values for Managers	Khandelwal	Himalaya Publication House, Delhi	2009
<b>Reference Books</b>				
1	Indian Ethics and Values in Management	R Nandagopal, AjithSankar R. N.	Tata Mc Graw Hill	2009
2	Management by Values	S. K. Chakraborty	Oxford University Press, New Delhi	2009
3	Ethics and the Conduct of Business	by R Boatright John D Smith Jeffrey PrasanPatra Bibhu	Pearson Education	Oct 2017

### e-Resources:

1. <https://soaneemrana.org/onewebmedia/Professional%20Ethics%20and%20Human%20Values%20by%20R.S%20NAAGARAZAN.pdf>
2. [https://www.researchgate.net/publication/226607374\\_Business\\_Ethics\\_Resources\\_on\\_the\\_Internet](https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet)
3. <https://soaneemrana.org/onewebmedia/Professional%20Ethics%20and%20Human%20Values%20by%20R.S%20NAAGARAZAN.pdf>