

E.G.S. PILLAY ENGINEERING COLLEGE

(Autonomous)

Approved by AICTE, New Delhi | Affiliated to Anna University, Chennai
Accredited by NAAC with „A“ Grade | Accredited by NBA (CSE, EEE, MECH, CIVIL, ECE, IT)
NAGAPATTINAM – 611 002



MASTER OF BUSINESS ADMINISTRATION

Full Time Curriculum and Syllabus

First Year – Second Semester

Course Code	Course Name	L	T	P	C	Maximum Marks		
						CA	ES	Total
Theory Course								
2002BA201	Operations Management	3	0	0	3	40	60	100
2002BA202	Financial Management	4	0	0	4	40	60	100
2002BA203	Marketing Management	3	0	0	3	40	60	100
2002BA204	Human Resource Management	3	0	0	3	40	60	100
2002BA205	Applied Operations Research	3	2	0	4	40	60	100
2002BA206	Business Research Methods	3	0	0	3	40	60	100
Laboratory Course								
2002BA207	Data Analysis and Business Modelling	0	0	4	2	50	50	100
2004BA208	Indian Ethos and Business Ethics	0	0	4	2	100	-	100
2004BA209	Life Skills II	0	0	2	1	100	-	100

L – Lecture | T – Tutorial | P – Practical | CA – Continuous Assessment | ES – End Semester

2002BA201	OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9 Hours

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – role - building operations strategy on competitive priorities and elements.

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 9 Hours

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP.
Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9 Hours

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity

UNIT IV QUALITY AND MATERIALS MANAGEMENT 9 Hours

Quality Management- Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques- Concepts of Quality circle, Japanese 5S principles and 8D methodology. Materials Management – Purchasing – Supply Chain Management- Vendor rating and Value Analysis- Stores Management – Inventory – Overview of JIT.

UNIT V SCHEDULING AND PROJECT MANAGEMENT 9 Hours

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor planning and control; Johnson’s Algorithm – Gantt charts; personnel scheduling in services.

Total: 45 Hours

COURSE OUTCOMES:

After completion of the course, Student will be able to

1. Interpret the concepts of operation strategy for managing the operations.
2. Construct the forecasting method to measure the demand and design plant layout in best location
3. Demonstrate the factors influencing product design and methods to improve the productivity
4. Interpret the contributions towards the quality management
5. Apply the various scheduling techniques for completing the task within the time

REFERENCES:

1. Pannerselvam R, Production and Operations Management, PrenticeHall India, Third Edition, 2012.
 2. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011.
 3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
 4. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2010
 5. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
 6. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008
 7. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007
 8. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
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2002BA202

FINANCIAL MANAGEMENT

L	T	P	C
3	0	0	3

UNIT I FOUNDATIONS OF FINANCIAL MANAGEMENT 9 Hours

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and two asset portfolios.

UNIT II INVESTMENT DECISIONS 9 Hours

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques

UNIT III FINANCING AND DIVIDEND DECISION 9 Hours

Concept and measurement of cost of capital - Specific cost and overall cost of capital - Leverages - Operating and Financial leverage – measurement of leverages– Combined leverage, EBIT – EPS Analysis. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Walter’s Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.

UNIT IV WORKING CAPITAL MANAGEMENT 9 Hours

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management - Inventory management – Cash management - Working capital finance: Trade credit, Bank finance and Commercial paper.

UNIT V LONG TERM SOURCES OF FINANCE 9 Hours

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

Total: 45 Hours

COURSE OUTCOMES:

After completion of the course, Student will be able to

1. Demonstrate the concept of risk and return in single asset and two asset portfolios.
2. Compute payback method and accounting rate of return to make investment decisions
3. Illustrate appropriate Capital Structure and Dividend Policy for optimal risk return trade-off.
4. Solve different Working Capital policies to improve liquidity.
5. Interpret the volatility of stock market

REFERENCES:

1. Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019.
 2. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2015.
 3. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory & Practice, 13th Edition, Cengage Learning, 2015
 4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
 5. George Foster, Financial Statement Analysis, Second Edition, Pearson, 2012
 6. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
 7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
 8. Sudhindra Bhat, Financial Management- Principles and Practice, 2nd Edition, Excel Books, 2008.
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2002BA203	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3

UNIT I INTRODUCTION 9 Hours

Marketing – Definitions - Conceptual frame work – Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II MARKETING STRATEGY 9 Hours

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing - Market Segmentation – Targeting and Positioning- Services marketing – Competitor analysis.

UNIT III MARKETING MIX DECISIONS 9 Hours

Product planning and development – Product life cycle – New Product Development and Management – Channel Management – Advertising and Sales Promotions – Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOUR 9 Hours

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer Relationships Management – Customer acquisition, Retaining, Defection

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING 9 Hours

Marketing Information System – Research Process – Concepts and applications: Product – Advertising – Consumer Behaviour – Retail research – Cause related marketing - Ethics in marketing –Online marketing trends-Social media and digital marketing.

Total: 45 Hours

Course Outcomes:

After completion of the course, Student will be able to

1. Interpret the marketing interface with other functional areas.
2. Illustrate the marketing strategy formulation process using a flow chart.
3. Demonstrate the impact of Product life cycle in business using real time examples.
4. Relate the buyer behavior with purchase decision using buyer behavior model.
5. Employ the marketing concepts in consumer research.

REFERENCES:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 16th Edition, 2015
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata Mc Graw Hill-Vijaynicole, First edition,2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011.
4. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning — 2012
5. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
6. Duglas,J. Darymple, Marketing Management, John Wiley & Sons, 2008.
7. Kerin, Hartley, Berkowitz, Rudelius, Marketing, 8th Edition, McGraw Hill, 2007.
8. Boyd Walker, Marketing Management, McGraw Hill, 2002
9. <https://www.wordstream.com/social-media-marketing>
10. <https://www.disruptiveadvertising.com/marketing/digital-marketing/>

2002BA204	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 9 Hours

Evolution of human resource management – The importance of the human factor – Challenges – HR functions -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit – environment of HRM.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 9 Hours

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 9 Hours

Types of training methods –purpose- benefits- resistance. Executive Development Programme – Common practices - Benefits – Self Development – Knowledge management.

UNIT IV EMPLOYEE ENGAGEMENT 9 Hours

Compensation plan – Reward, remuneration, incentives and benefits – Career management – Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.

UNIT V PERFORMANCE EVALUATION 9 Hours

Method of performance appraisal – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. Job evaluation, grievances – Causes – Implications – Redressal methods.

Total: 45 Hours

COURSE OUTCOMES:

After completion of the course, Student will be able to

1. Illustrate the importance of human resource and their effective management in Organization.
2. Demonstrate the procedures and practices using recruitment and selection.
3. Interpret how to implement the successful training program using types of training methods.
4. Prepare the employee benefit packages with compensation plans.
5. Practice the activities involved in Performance Appraisal by discussing challenges and implications in grievance redressal methods.

REFERENCES:

1. Dessler & Varkkey, Human Resource Management, 14th edition, Pearson Education Limited, 2016
 2. Bernadin, Human Resource Management, Tata McGraw Hill, 8th edition 2012.
 3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
 4. Ivancevich, Human Resource Management, McGraw Hill 2012
 5. K.Aswathappa, Human Resource and Personnel Management- Text & Cases, Tata Mc Graw Hill, 2012
 6. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.
 7. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.
 8. Biswajeet Pattanayak, Human Resource Management, PHI, Third Edition, 2005.
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2002BA205

APPLIED OPERATIONS RESEARCH

L	T	P	C
3	2	0	4

UNIT I INTRODUCTION TO LINEAR PROGRAMMING(LP)

12 Hours

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality.

UNIT II LINEAR PROGRAMMING EXTENSIONS

12 Hours

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems. Travelling Salesman problem.

UNIT III NETWORK MODELS AND GAME THEORY

12 Hours

Network Construction – Critical Path Method – Project Evaluation and Review Technique – Resource analysis in Network - Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions

UNIT IV REPLACEMENT MODELS AND JOB SEQUENCING

12 Hours

Replacement of items that Deteriorate with Time – Value of Money Changing with Time – Not Changing with Time – Optimum Replacement Policy – Individual and Group Replacement. Sequencing Problem – Assumptions – Processing of „n“ Jobs in 2 Machines “n“ Jobs with „m“ Machines.

UNIT V QUEUEING MODELS

12 Hours

Characteristics of Queuing Models- Little’s formula - Single and multiple server queuing models: (M / M / 1) : (FIFO / ∞ / ∞), (M / M / C) : (FIFO / ∞ / ∞)- Queues with finite waiting rooms- – (M / M / 1) : (FIFO / N / ∞), (M / M / C) : (FIFO / N / ∞) .

Total: 60 Hours

COURSE OUTCOMES:

After completion of the course, Student will be able to

1. Describe the theoretical workings of the graphical and simplex method and formulate real-world problems as a linear programming model and
2. Examine the solution of some real life problems using optimization techniques such as Transportation, Assignment, Transshipment, Crew Assignment models.
3. Implement the techniques of network scheduling to minimize the project duration and discuss the solution techniques of Game theory.
4. Propose the best time of replacement of equipment and sequence the jobs to minimize the working time.
5. Utilize the queuing models to minimize the time of service in a queuing system

REFERENCES:

1. Hamdy A Taha, Introduction to Operations Research, Pearson, 9th Edition, 2014.
2. Kanti Swarup, Gupta, P.K., & Man Mohan, “Operations Research”, Sultan Chand & Sons, New Delhi, 16th edition, 2012.
3. Sharma, J. K. “Operations Research Theory and Applications”, Macmillan India .3rd edition 2009
4. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
5. G. Srinivasan, Operations Research – Principles and Applications, PHI,2007
6. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
7. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata McGraw Hill, 2005.

2002BA206

BUSINESS RESEARCH METHODS

L	T	P	C
3	0	0	3

UNIT I INTRODUCTION

9 Hours

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT

9 Hours

Research design – Definition – types of research design – exploratory and causal research design– Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION

9 Hours

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non– probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS

9 Hours

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of Statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING & ETHICS IN BUSINESS RESEARCH

9 Hours

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – report format – title of the report – ethics in research.

Total: 45 Hours

COURSE OUTCOMES:

After completion of the course, Student will be able to

1. Apply the concepts, types of research and problems while conducting research.
2. Use research on a scientific basis and select appropriate research design.
3. Make use of the various data collection methods and sampling techniques.
4. Manipulate the collected data using appropriate statistical tools for interpretation of the data
5. Produce the research report adopting the right tools for enhancing the quality of presentation.

REFERENCES:

1. Adrian Thornhill, Philip Lewis, Mark N. K. Saunders, Research Methods For Business Students, PEARSON, 2019.
2. Uma Sekaran and Roger Bougie, Research methods for Business, 7th Edition, Wiley India, New Delhi, 2016.
3. HK Dangi, Shruti Dewen, Business Research Methods, Cengage Learning, 2016
4. Mark N.K. Saunders, Philip Lewis, Adrian Thornhill, Research Methods for Business Students, Pearson; 7 edition, 2015.
5. C.R.Kothari, Research Methodology, New age International Publisher Ltd., 2014
6. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
7. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
8. Zikmund, Babin, Carr, Adhikari, Griffin, Business Research Methods – A South Asian Perspective, Cengage Learning, 2012.
9. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
10. Naval Bajpai, Business Research Methods, Pearson, 2011.

2002BA207	DATA ANALYSIS AND BUSINESS MODELLING	L	T	P	C
		0	0	4	2

LIST OF EXPERIMENTS:

- 1. Descriptive Statistics**
 - a. Frequency
 - b. descriptive distribution,
- 2. Hypothesis – Parametric**
 - a. One-way ANOVA,
 - b. One Sample t-Test,
 - c. Independent Sample t-Test,
 - d. Paired Sample t-Test
- 3. Hypothesis – Non-parametric**
 - a. Chi Square Test,
 - b. Mann Whitney U-Test,
 - c. Wilcoxon Signed Rank Test,
 - d. Kruskal Wallis Test
- 4. Correlation & Regression**
 - a. Correlation
 - b. Regression
- 5. Discriminant Analysis**
- 6. Cross Tabs**
- 7. Extended experiment – 1**
- 8. Introduction to accounting packages & Company creation**
- 9. Creating, altering and displaying ledgers**
- 10. Creating, altering and displaying vouchers**
- 11. Inventory management**
- 12. Payroll**
- 13. Interest calculation**
- 14. Report Generating in Tally**
- 15. Extended experiment- 2**

Total: 60 Hours

ADDITIONAL EXPERIMENTS:

1. Factor analysis
2. Additional experiments in spreadsheet & R Programming

COURSE OUTCOMES:

- After completion of the course, Student will be able to
- CO1: Make use of spread sheets and data analysis software for business modeling.
 - CO2: Apply coding and defining variables.
 - CO3: Manipulate Grouping the Data for Business Analytics
 - CO4: Create a company and maintain accounts using Tally
 - CO5: Experiment with the data for business analytics using Tally

REFERENCES:

1. Shraddha Singh & Navneet Mehra, Tally ERP 9 Power of Simplicity, , V&S Publishers, 2014
 2. Kogent Learning Solutions Inc., “TALLY.ERP 9 in simple steps”, New Delhi: Wiley, 2012.
 3. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
 4. Simple Tally ERP 9, Nadhani, BPB Publications, 2011
 5. Carver and Nash, Doing Data analysis with SPSS version 18, Cengage learning, 2011.
 6. Darren George & Paul Mallery, SPSS for Windows, 10th Edition, Pearson,2011
 7. David R. Anderson, et al, An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
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8. Vikas Gupta, Comdex Computer and Financial Accounting with Tally 9, , Dream tech Press, 2009
9. Discriminant Analysis using SPSS: https://www.youtube.com/watch?v=vm1OLoL_VuY
10. Crosstabs in SPSS: <https://www.youtube.com/watch?v=VU9DSfIzrL4>

List of Software and Computers Required

SPSS-10 Users

Tally – Multiuser

Computers-(i3 processor)-60

2004BA208

INDIAN ETHOS AND BUSINESS ETHICS

L	T	P	C
0	0	4	2

The following is the list of topics suggested for preparation and presentation by students twice during the semester.

- 1) Indian Ethos and Personality Development
- 2) Work ethos and values for Professional Managers
- 3) Indian Values, Value Systems and Wisdom for modern managers
- 4) Management Lessons from the Vedas, Puranas, Indian religions
- 5) Spirituality in Business Management
- 6) Individual Culture and Ethics
- 7) Ethical codes of conduct and value Systems
- 8) Loyalty and Ethical Behaviour
- 9) Ethical business issues and solutions
- 10) Social Responsibilities of Business

Total: 60 Hours

FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :

Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos

Note: Indian Ethos and Business Ethics paper is to be treated as Seminar. The students are expected to give presentation on the topics given in the course. Every student must present minimum two topics in the class room for continuous assessment. Based on the presentation and answering skills of the students, marks will be awarded by the faculty members and the consolidated marks can be taken as the final mark.

No end semester examination is required for this course.

COURSE OUTCOMES:

After completion of the course, Student will be able to

- Apply the basic concepts of Indian ethos and value systems at work. Interpret issues of business ethics and offer solutions in ethical perspectives
- Practice professionally efficient and skillful in value systems and culture
- Interpret ethically manage business towards well-being of the society.
- Apply socially effective in undertaking business responsibilities.

2004BA209

LIFE SKILLS II

L	T	P	C
0	0	2	1

UNIT I

10 Hours

Know Thyself- Creative Thinking Vs. Strategic Thinking- Overcoming Stress- Fear- Positive Attitude- Art of Listening & Reading.

UNIT II

10 Hours

Attitude and Values- Etiquettes- Art of Writing email- Group Discussion and Debate.

UNIT III

10 Hours

Resume Writing- Corporate Expectations and Career opportunities- Employability Skills.

TOTAL: 30 HOURS

COURSE OUTCOMES:

- After completion of the course, Student will be able to
- CO1 Apply how to think innovatively.
 - CO2 Enhance one to work in a team.
 - CO3 Enabling to compete with global challenges by using the available changes.

REFERENCES:

1. Shiv Khera, "You can Win: A step by step tool for Achievers", Bloomsbury Publishing India Pvt. Ltd., 2016.
 2. Stephen R. Covey, "The Seven habits of Highly Effective people", Franklin Covey Co., 2015.
 3. Dr. K. Alex, "Soft skills: Know yourself and Know the world", Third Revised Edition, S. Chand and company Pvt. Ltd., 2014
 4. Janet G. Woititz, "Life skills for Adult Children", Health Communications, Inc, 1990.
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