

ACCOUNTING FOR MANAGERS			
Course Code	20MBA13	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course Objectives

1. To explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.
2. To explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
3. To prepare basic entries for business transactions and present the data in an accurate and meaningful manner.
4. Prepare basic financial statements and explain the articulation between the basic statements.
5. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Module-1 Introduction to Accounting

7 hours

Financial Accounting: Need and Types of Accounting, Single Entry System, Double Entry System, Concepts and Conventions of Accounting, Relation of Accounting with other disciplines, Journal, Ledgers, Trial balance.

Module -2 Financial Statements

10 hours

Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts.

Module -3 Analysis of Financial Statements

10 hours

Limitations of Financial Statements; Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Preparation of Cash flow Statement (indirect method). Lab compulsory for Financial Statement Analysis using excel.

Module -4 Management Accounting

9 hours

Scope, Purpose of Management Accounting
Cost Volume Profit Analysis: Meaning-Methods of determination-Applications. Managerial Decision-Making- Make /Buy etc: Short-run Decision Analysis-Decision situations: Sales-volume related, Sell or further process, Make or Buy, Operate or shut-down.

Module -5 Functional and Flexible Budgeting

7 hours

Functional budgets, Flexible Budgets: Meaning-Measure of Volume-Cost Behaviour with change in volume- Fixed, variable & mixed costs. Variance Analysis: Cost Variances – Revenue Variances- Variance Reporting- Disposition of variances.

Module-6 Emerging Issues in Accounting and Computerised Accounting

7 hours

Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS – Indian Accounting Standards.
Computerised Accounting Systems- Structuring Database for Accounting- Accounting system Using Database Management systems- Illustration of Accounting Database.

Course outcomes:

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

1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Capable of preparing financial statement of companies.
3. Independently undertake financial statement analysis and take decisions.
4. Comprehend emerging trends in accounting and computerization of Accounting systems.

Practical Components:

- To collect Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- To analyze the companies' cash flow statements and presenting the same in the class.
- To get exposed to use of accounting software's (preferably Tally. ERP 9).
- To identify the sustainability report of a company and study the contents.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		X
CO2	X	X	X		
CO3	X	X	X		
CO4	X	X		X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

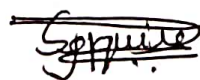
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one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

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Management-Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6e, 2018
3	Computerized Accounting	Neeraj Goyal, Rohit Sachdeva	Kalyani Publishers	1e, 2018

Reference Books

1	Accounting for Managers	J.Made Gowda	Himalaya Publishing House	1e, 2007
2	Financial Accounting for Management	N. Ramachandran, Ram Kumar Kakani	McGraw Education (India) Private Limited	4e., 2016
3	Management Accounting : Text, Problems and Cases	M Y Khan, P K Jain	Tata McGraw-Hill Education	7e, 2007
4	Accounting and Finance for Non-finance Managers	Jai Kumar Batra	Sage Publications	1e, 2018



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BUSINESS STATISTICS			
Course Code	20MBA14	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To make the students learn about the applications of statistical tools and Techniques in decision making. 2. To emphasize the need for statistics and decision models in solving business problems. 3. To enhance the knowledge on descriptive and inferential statistics. 4. To develop analytical skills in students in order to comprehend and practice data analysis at different levels. 5. To familiarize the students with analytical package MS Excel. 			
Module -1 Introduction to Statistics			9 hours
Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean. Measures of dispersion: Range – Quartile Deviation – Mean Deviation -Standard Deviation – Variance- Coefficient of Variance - Comparison of various measures of Dispersion.			
Module -2 Correlation and Regression			7 hours
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regressions (problems on simple regression only).			
Module -3 Probability Distribution			9 hours
Probability Distribution: Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).			
Module -4 Time Series Analysis			8 hours
Time Series Analysis –Objectives, Variations In Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method.			
Module -5 Hypotheses			7 hours
Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests). Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification (theory only).			
Module-6 Computer lab for Statistics			10 hours
MS Excel: Functions, Formulas, Types of errors in excel, Data analysis using MS-Excel- Mean, Median, Mode, Geometric Mean, Harmonic mean, Standard Deviation, Correlation			
Course Outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Facilitate objective solutions in business decision making under subjective conditions. 2. Demonstrate different statistical techniques in business/real-life situations. 3. Understand the importance of probability in decision making. 4. Understand the need and application of analytics. 5. Understand and apply various data analysis functions for business problems. 			
Practical Component: <ul style="list-style-type: none"> • Students are expected to have a basic excel classes. • Students need to be encouraged to do a small primary research inside the classroom in groups and to analyze the data using statistical tools like Mean, SD, Correlation(Ex: Motivation, Stress etc) • Students can also be encouraged to go out for a live survey in Malls, Showrooms and in other Colleges to collect data's and to analyze it. Ex: Buying behavior, Brand aspects etc) 			
Lab compulsory-minimum 10 hours.			

CO-PO MAPPING					
CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X	X	X	X
CO3	X		X		X
CO4	X		X		X
CO5	X	X	X	X	X

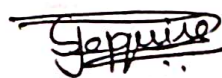
Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- 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.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Fundamentals of Statistics	S C Gupta	Himalaya Publications	2012
2	Research Methodology	Ranjit Kumar	Sage Publications	2018
3	Parametric and Non Parametric Statistics	Vimala Veeraraghavan and Suhas	Sage Publication	2017
Reference Books				
1	Statistical Methods	Dr. S P Gupta	Sultan Chand Publications	2014
2	Research Methodology	C R Kothari	Viswa Prakasam Publication	2015
3.	Business Research Methods	S.N.Murthy and U.Bhojanna.	Excel Books	3e, 2016


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Course Code		ENTREPRENEURSHIP AND LEGAL ASPECTS	
Teaching Hours/Week (L:T:P)		20MBA26	
Credits		3:0:2	CIE Marks
		04	40
			SEE Marks
			60
			Exam Hours
			03
Course Objectives:			
1. To develop and strengthen entrepreneurial quality and motivation in students.			
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.			
3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.			
4. To make students understand the ways of starting a company of their own.			
Module -1 Introduction to Entrepreneur & Entrepreneurship			7 hours
Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process.			
Creativity and Innovation: The role of creativity - The innovation Process - Sources of New Ideas - Methods of Generating Ideas - Creative Problem Solving - Entrepreneurial Process.			
Module -2 Developing Business Model			9 hours
Importance of Business Model - Starting a small scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas.			
Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.			
Lab Component and assignment: Designing a Business Model Canvas			
Module -3 Marketing function and forms of organisation			9 hours
Industry Analysis - Competitor Analysis - Marketing Research for the New Venture - Defining the Purpose or Objectives - Gathering Data from Secondary Sources - Gathering Information from Primary Sources - Analyzing and Interpreting the Results - The Marketing Process			
Forms of business organization: Sole Proprietorship - Partnership - Limited liability partnership - Joint Stock Companies and Cooperatives.			
Module -4 Entrepreneurial finance			7 hours
Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan			
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.			
Module -5 Rules And Legislation			9 hours
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.			
Module-6 Company Incorporation			9 hours
Process of Company Incorporation; process of registration; Importance of Marketing; Funding, Four stages of Start Up.			
Intellectual property protection and Ethics: Patents - Copyright - Trademark- Geographical indications - Ethical and social responsibility and challenges.			
Course outcomes:			
At the end of the course the student will be able to:			
1. Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules' in order to setup a business and to think creatively.			
2. To know about the various business models and B-Plans across Business sectors.			
3. Able to understand the importance of marketing and different forms of businesses.			
4. Become aware about various sources of funding and institutions supporting entrepreneurs.			
5. Awareness about legal aspects and ways to protect the ideas.			
6. To understand the ways of starting a company and to know how to protect their ideas.			

Practical Component:

- Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Design a Business Model Canvas
- Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
-Examine how he/she started a business, funding opted, protection of ideas etc.
- Study a local for-profit business and try to list out the positive social impacts of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X				X
CO3	X	X			X
CO4	X		X	X	
CO5	X		X		
CO6	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- 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.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Vasant Desai	The Dynamics of Entrepreneurial Development and Management	Himalaya Publishing House	2010
2	Donald F. Kuratko and Richard M. Hodgetts	Entrepreneurship	South-Western	2012

Reference Books

1	Gupta S.L., Arun Mittal	Entrepreneurship Development	International Book House	2012
2	Sudha G. S	Management and Entrepreneurship Development	Indus Valley Publication	2009

S. P. Singh
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FINANCIAL MANAGEMENT			
Course Code	20MBA22	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To familiarize the students with basic concepts of financial management and financial system. 2. To understand concept of time value of money and its implication. 3. To evaluate the investment proposals. 4. To understand the management of working capital in an organization. 5. To analyze capital structure and dividend decision. 			
Module-1 Introduction			9 hours
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).			
Module-2 Time value of money			9 hours
Meaning of Time value of money - Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.			
Module-3			9 hours
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.			
Module-4 Investment Decisions			9 hours
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.			
Module-5 Working Capital Management			7 hours
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). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.			
Module-6 Capital structure and dividend decisions			7 hours
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.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Understand the basic financial concepts 2. Apply time value of money 3. Evaluate the investment decisions 4. Estimate working capital requirements 5. Analyze the capital structure and dividend decisions 			

Practical Components:

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- Students can study any five companies capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

CO-PO MAPPING

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

Question paper pattern:

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- 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.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	Khan M. Y. & Jain P. K.	TMH	7/e,
2	Financial Management	Prasanna Chandra	TMH	9/e,
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah and Harish Babu	HPH	1/e, 2015
4	Financial Management: A Strategic Perspective	Nikhil Chandra Shil & Bhagaban Das	Sage Publications	1/e, 2016

Reference Books

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	Cases in Financial Management	I.M. Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R.	Sage Publications	3/e, 2019


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II SEMESTER			
HUMAN RESOURCE MANAGEMENT			
Course Code	20MBA21	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and various functions of Human Resources Management 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace 3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention 4. The student will be able to classify and categorise in differentiating between the best method to solve the problem 5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace 6. The student will be able to design and develop an original framework and model in dealing with the problems in the organization.			
Module-1 Introduction			7 hours
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.			
Module -2 Human Resource Planning			9 hours
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			
Module -3 Performance Management and Appraisal			9 hours
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, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.			
Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.			
Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.			
Module -4 Human Resource Management in Small and Medium Enterprises			9 hours
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".

Module -5 Human Resource Management Innovations **9 hours**

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, 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 Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.

Module - 6 HR Leadership and Organisation Transformation **7 hours**

Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeable workplace, HR and Technology.

Course Outcomes:

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

1. Gain practical experience in the field of Human Resource Concepts, functions and theories.
2. Acquire the conceptual insight of Human Resource and various functions of HR.
3. Apply personnel, managerial and welfare aspects of HR.
4. Develop a greater understanding about HR practices, analyse the trends in the field of HR.

Practical Component:

- An visit to Organisation 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 Organisation and observe HR functions; List them.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X	X	X		
CO2	X	X			X
CO3	X	X	X	X	
CO4	X			X	

Question paper pattern:

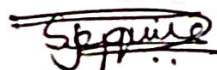
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- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question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

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd.,	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019

3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	Human Resources Management	T.P Renuka Murthy	HPH.	2015
Reference Books				
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	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		First Edition, 2004
4	Human Resource Management	Appasaba L.V and Kadakol A M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014



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MANAGEMENT & ORGANIZATIONAL BEHAVIOUR			
Course Code	20MBA11	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and models of Management and Organisational Behavior. 2. The student will be able to apply and solve the workplace problems. 3. The student will be able to classify in differentiating between the best methods to solve the problem. 4. The student will be able to compare the appropriate framework for solving the problems at the workplace 5. The student will be able to design model in dealing with the problems in the organisation.			
Module-1 Introduction to Management			9 hours
Management -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.			
Module -2 Functions of Management			10 hours
Planning - Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organisation -Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. Directing -Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling -Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making - Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.			
Module -3 Organisational Behaviour			10 hours
Organisational Behaviour : Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude - Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Perception -Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality -Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers-Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation -Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.			
Module -4 Managing Human at Work			7 hours
Group Dynamics - Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour. Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.			
Module-5 Organizational Power, Politics and Culture			7 hours
Power and Politics - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture - Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.			
Module - 6 Change and Stress Management			7 hours
Change - Nature, Characteristics, Process, Forces Responsible for Change in Organizations, Resistance to Change, Managing Resistance to Change. Stress Management -Definitions, Understanding Stress, Relation between Stress and Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.			
Course Outcomes: 1. Gain practical experience in the field of Management and Organization Behaviour 2. Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour. 3. Apply managerial and behaviour knowledge in real world situations. 4. Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality. 5. Understand and demonstrate their exposure on recent trends in management.			

Practical Component:

- Visit an Organisation and meet HR / Manager and note the Roles played in a Day.
- Conduct an event and try understanding the dynamics that goes on group.
- Develop few questions, interact with people in the organisation and try observing personality and reaction.
- Meet any Leader / HOD / Dean and observe the Management of depts. under the leader.

Note: Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.

CO-PO Mapping

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- 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

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Management	Koontz	McGraw Hill	8e, 2014
2	Principles and Practices of Management and Organisational Behaviour	Chandrani Singh and Aditi Khatri	Sage Publication	2016
3	Organizational behaviour	Stephen P Robbins, Timothy	Pearson	14e, 2012

Reference Books

1	Organizational Behaviour	Fred Luthans,	McGraw Hill International	12/e, 2011
2	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013
3	Masters of Management Thought	Mahanand Charati & M M Munshi	Swapna Book House	2015

Signature

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MANAGERIAL COMMUNICATION			
Course Code	20MBA16	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers. 2. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively. 3. To introduce the students to some of the practices in managerial communication those are in vogue. 4. To prepare students to develop the art of business communication with emphasis on analysing business situations. 5. To train Students towards drafting business proposals.			
Module -1 Introduction		7 hours	
Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication. Communicating within Organizations – Levels of communication, Communication flow, Communication barriers, Media choices, Legal Consequences and Ethics, Communication in a cross-cultural setting.			
Module -2 Oral Communication		7 hours	
Oral Communication: Meaning – Principles of successful oral communication, Conversation control –Reflection and Empathy: two sides of effective oral communication. Oral Presentation: Role of business presentations, Planning and Organizing Presentation, Planning Team and Online Presentations, Developing Visual Support for Business presentation, Practicing and Delivering Presentation - Refining your delivery. Business Pitch: 10 steps in Pitching, Elevator Pitching Class room Exercise: Business pitch with video recording using PowerPoint and feedback.			
Module -3 Written Communication		9 hours	
Written Communication: Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing – Writing – Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages Types of Written Communication in Business: Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, proposals and Reports, Planning Documents, Press Releases, Proactive Media Writing and E-mail.			
Module -4 Business Reports		9 hours	
Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary. Business Case Analysis: What is a case? Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis. Meeting Documentation: Notice, Agenda, and Resolution & Minutes Assignment: Executive summary to be submitted.			
Module -5 Employment communication		9 hours	
Employment communication: Putting your best self forward, Preparing your resume, Writing covering letters and Inquiry Emails, Preparing for a Job Interview, Conducting Yourself during the Interview, Following up throughout the process, Practicing business etiquette. Business Meetings: Format, planning, facilitating, participating and following-up. Lab component: Video conferencing across stakeholders.			

Module-6 Interpersonal Communication**9 hours****Interpersonal Communication:** Nonverbal communication and Listening.**Conflict Management and Negotiation skills:** Meaning and characteristics of Conflict, Conflict management through communication, Managing the process of communication in Conflict, Verbal skills for communicating in conflict. Communication for effective negotiation – Meaning, nature and need for negotiation, Factors affecting negotiation, stages in negotiation process, Negotiation strategies.**Technological Advancement and Business Communication:** Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging.**Social Media:** Introduction, Characteristics, Classification, Nature and scope of Six types of Social Media, Choosing the most suitable social media. Using Social Media to build business relationships.**Lab component: Creating a Blog****Note: Suggested for practical component: Effective Communication Development.****Subject faculty to design suitable practical components for the topics in syllabus.****Course Outcomes:**

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

1. The students will be aware of their communication skills and know their potential to become successful managers.
2. The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.
3. Students will get exposure in drafting business proposals to meet the challenges of competitive environment.
4. The students will be introduced to the managerial communication practices in business those are in vogue.
5. Students will get trained in the art of Interpersonal communication and technological advancement and social media usage in communications, with emphasis on analysing business situations.

Practical component:

- Make students enact and analyze the non-verbal cues.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Organize a mock press conference addressing to the launch of new product by an organization.
- Students should be given an assignment to draft a proposal to undertake research project.
- Video conferencing across stakeholders
- Create a Blog
- Business pitch with video recording using PowerPoint and feedback

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- 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

Textbooks

Sl N	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business	Ober Newman	Cengage	8 th Edition, 2018
2	BCOM A South-Asian Perspective	Lehman, Dufrene, Sinha	Cengage Learning	2 nd Edition, 2012
3	Business Communication	P D Chaturvedi Mukesh Chaturvedi	Pearson	3 rd Edition, 2013
4	Business and Professional Communication	Kelly m. Quintanilla Shawn T. Wahl	SAGE South Asia Edition	2017

Reference Books

1	Communicating in Business	Williams, Krizan Logan, Merrier	Cengage Learning	8 th Edition, 2017
2	Business Communication: Process	Mary Ellen Guffey	Cengage Learning	3 rd Edition, 2002
3	Business Communication	Lesikar, Flatley, Rentz , Pande	TMH	11 th Edition, 2011
4	Communicating in Business	Williams, Krizan, Logan & Merrier	Cengage Learning	8e, 2014



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MANAGERIAL ECONOMICS			
Course Code	20MBA12	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics.
2. To provide an understanding of the application of Economics in Business
3. To learn the basic Micro and Macroeconomic concepts.
4. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

Module -1 Introduction 7 hours

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.

Module -2 Demand Analysis 9 hours

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems).

Module -3 Cost Analysis & Production analysis 9 hours

Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

Module -4 Market structure and Pricing Practices 9 hours

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Module -5 Indian Business environment 9 hours

Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment

Basic Macro Economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP.

Module-6 Indian Industrial Policy 7 hours

Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. **Fiscal policy and Monetary Policy.** **Foreign Trade:** Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

Course outcomes:

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

1. The student will understand the application of Economic Principles in Management decision making.
2. The student will learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
3. The Student will be able to understand, assess and forecast Demand.
4. The student will apply the concepts of production and cost for optimization of production.
5. The student will design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.
6. The student will be able to understand macroeconomic concepts.

Practical Component:

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting:
- Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
- Preparing a Project proposal for a Business Venture.(Compulsory)

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X			
CO3	X			X	
CO4	X				X
CO5	X				X
CO6	X			X	

Question paper pattern:

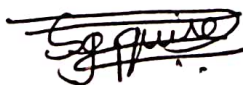
- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.
- The question paper will have 8 full questions carrying equal marks.
 - Each full question is for 20 marks.
 - Each full question will have sub question covering all the topics under a Module.
 - 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.
 - 80 percent theory and 20 percent problems in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill	2/e, 2011
2	Managerial Economics	Dominick Salvatore,	Oxford Publishers	2e, 2016

Reference Books

1	Managerial Economics	R. Panneerselvam, P. Sivasankaran, P. Senthilkumar	Cengage	2015
2	Managerial Economics	Samuelson & Marks	Wiley	5/e, 2015
3	Managerial Economics	D.M Mithani	HPH	2016
4	Managerial Economics	H.L Ahuja Samuelson & Marks	S.Chanda	2014


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MARKETING MANAGEMENT			
Course Code	20MBA15	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates. 2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning. 3. Identify a Conceptual framework, covering basic elements of the marketing mix. 4. To understand fundamental premise underlying market driven strategies. 5. Giving them hands on practical approach to subject study. 			
Module-1 Introduction to Marketing			9 hours
<p>Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Socio-cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing , Sensory Marketing- concepts only. Assignment: Contemporary Indian Marketing Environment</p>			
Module -2 Analysing Consumer Behaviour			9 hours
<p>Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment- Live projects on Consumer Behaviour.</p>			
Module -3 Product, Brand Equity, Services Marketing			9 hours
<p>Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.</p>			
Module -4 Pricing , Marketing Channels			7 hours
<p>Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management..</p>			
Module -5 Direct Marketing & Digital Marketing:			9 hours
<p>Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India. Promotions- Marketing communications- Integrated Marketing</p>			

Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Customer Relationship Management- components. Significance of Marketing Research- importance of data.

Module - 6 Sales Promotion, Marketing Planning and Rural Marketing **7 hours**

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. **Marketing Planning:** Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process. **Concept of Rural Marketing:** Flumist (HBR) and Saffola Journey- Case Studies

Classroom Exercise: Brand Communication (create and enact a commercial)

Course outcomes:

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

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion, significance of marketing research.
6. Synthesize ideas into a viable marketing plan for various modes of marketing

Practical Components:

- Understanding Contemporary Indian Marketing Environment.
- Understanding and demonstrating their exposure on consumer behaviour
- Effectively using their skill in creating and enacting a commercial on brand communication.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X	X		
CO3	X	X	X		X
CO4	X	X			
CO5	X			X	X
CO6	X			X	X

Question paper pattern:

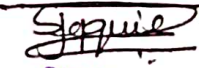
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- 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.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	SAGE	6 th Edition

2	Marketing Management: A South Asian Perspective.	Kotler, Keller, Koshy & Jha	Pearson Education	Latest edition
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill	Latest Edition
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar	Sage Publications	2020
Reference Books				
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	Latest edition
2	Marketing	Lamb, Hair, Mc Danniel	Cengage Learning	Latest edition
3	Fundamentals of Marketing Management,	Etzel M J BJ Walker & William J Stanton	Tata Macgraw Hill	Latest edition


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OPERATIONS RESEARCHII			
Course Code	20MBA24	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course objectives: <ul style="list-style-type: none"> Understand the mathematical tools that are needed to solve optimisation problems Solve linear programming problems using appropriate techniques to take informed Decision To understand and practice allocation problems, Assignments problems, Transportation problems and Network Analysis (PERT & CPM). 			
Module -1 Introduction			
Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)			7 hours
Module -2 Linear programming			
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.			9 hours
Module -3 Transportation problem			
General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy, Optimality Test using Stepping Stone and MODI Methods (theory only). Assignment problems - Introduction, General structure. Problems on minimization & maximization.			7 hours
Module -4 Decision theory			
Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases. (Only theory).			9 hours
Module -5 Theory of games			
Formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.			9 hours
Simulation: process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems, Advantages & Disadvantages.			
Module-6 Project management			
Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning, PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, Theory of crashing (Theory Only), Theory of Constraints (Theory only).			9 hours
Course outcomes: <ol style="list-style-type: none"> Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases Use appropriate quantitative techniques to get feasible and optimal solutions Understand the usage of game theory, Queuing Theory and Simulation for Solving Business Problems Understand and apply the network diagram for project completion 			
Practical component: <ul style="list-style-type: none"> Learn and use TORA Software for analysis of all the OR Techniques and Real life Problems. Student should demonstrate the application of the techniques covered in this course. 			

CO – PO MAPPING.

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	X
CO3	X		X		X
CO4	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

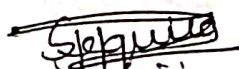
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one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

Textbook/ Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Operation Research: An Introduction	H.A. Taha	Pearson Publication	2012
2	Operation Research	J K Sharma	McMillan Publications	2014

Reference Books

1	Quantitative Techniques in management	N D Vohra	McGraw Hill	2015
2	Operation Research	J K Sharma	McMillan Publications	2016


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RESEARCH METHODOLOGY			
Course Code	20MBA23	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To understand the basic components of research design. 2. To Gain an insight into the applications of research methods. 3. To equip students with various research analytical tools used in business research. 4. To equip students with necessary critical thinking skills using excel. 			
Module-1 Business Research		9 hours	
Business Research: Meaning, types, 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.			
Module -2 Business Research Design		9 hours	
Meaning, types and significance of research design. Exploratory and Conclusive Research Design. Exploratory Research: Meaning, purpose, methods- Literature search, 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.			
Module -3 Sampling		7 hours	
Sampling: Concepts- Types of Sampling - Probability Sampling - simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling -convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.			
Module -4 Data Collection		9 hours	
Meaning of 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. Case Study as per the chapter needs.			
Module -5		7 hours	
Data Analysis and Report Writing: 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.			
Module - 6		9 hours	
Advanced Excel and real time application: V Look Up, H Look up, Sort and filter, concatenate, Conditional Formatting., Pivot Table, If statement, Nested If, Charts. Statistical tests and how to interpret statistical outputs.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Understand various research approaches, techniques and strategies in the appropriate in business. 2. Apply a range of quantitative / qualitative research techniques to business and day to day management problems. 3. Demonstrate knowledge and understanding of data analysis, interpretation and report writing. 4. Develop necessary critical thinking skills in order to evaluate different research approaches in Business using excel in particular 			
Practical components: <ul style="list-style-type: none"> • To identify research problem and collect relevant literatures for data analysis. • To write the research design by using Exploratory and Descriptive Research methods. • To conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis using excel and need to submit a small report. 			

- To demonstrate Report writing and Presentation methods.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X			X	
CO2	X			X	
CO3	X	X	X		X
CO4	X		X	X	X

Question paper pattern:

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- 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.

Textbook/ Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Research Methodology	C R Kothari	Viswa Prakasam Publication	2014
2	Business Research Methods	S. N. Murthy & U. Bhojanna	Excel Books	3e, 2016
3	Research Methods	M MMunshi & K Gayathri Reddy	HPH	2015

Reference Books

1	Research Methodology	Ranjit Kumar	Sage Publications	
2	Excel for dummies	Harvey .G	John Wiley & Sons	2016
3	Research Methodology	Deepak Chawla and Neena Sondhi	Vikas Publications	2014


 DEAN
 Dept. of Business Administration
 Alva's Institute of Engg. & Technology
 MIJAR - 574 225

STRATEGIC MANAGEMENT			
Course Code	20MBA25	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course objectives:

1. To provide insights into the core concepts of strategic management.
2. To evaluate various business strategies in dynamic market environments.
3. To gain insights into various strategic management models.

Module-1 Introduction

7 hours

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. **Case Study related to the Module.**

Module -2 External Analysis

9 hours

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. **Case Study on external analysis. Students Assignment: Industry External Analysis.**

Module -3 Internal Analysis

9 hours

Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. **Case Study on internal analysis. Students Assignment: Industry Internal Analysis.**

Module -4 Strategy Formulation

9 hours

Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. **Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.**

Module -5 Strategy Implementation

9 hours

Strategy Implementation –Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation. **Case Study on Strategy Implementation.**

Module - 6 Strategic Control

7 hours

Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). **Case Study on Strategic Control.**

Course outcomes:

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

1. Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.
3. To give the students an insight on strategy at different levels of an organization to gain competitive advantage.
4. To help students understand the strategic drive in multinational firms and their decisions in different markets.
5. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

Practical Component:

- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)(Industry Note to be submitted)
- Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the

company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.

- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of companies around your campus.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- 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.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
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. Manikuttu	Cengage Learning	9/e 2016

Reference Books

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

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