

Principles of Management and Organisational Behaviour			
Course Code	22MBA11	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Objectives: This course will enable the students <ul style="list-style-type: none"> • To understand theories and models of Management and OB. • To classify and differentiate between various methods of problem solving. • To compile an adept framework for solving the problems at the workplace. • To acquaint the students with industry relevant skill sets. 			
Module-1 (8 Hours)			
Introduction: Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, History of Management, Recent trends in Management.			
Module-2 (9 Hours)			
Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. Organising: Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures. Leading: Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. Controlling: Meaning, Importance, Steps in the control process, Types of Control.			
Module-3 (9 Hours)			
Organisational Behaviour: Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations.			
Module-4 (9 Hours)			
Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation, Values in the work place, Types of values, Perception , Meaning, Model of Perceptual process. Emotions in work place, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management. Motivation , Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation.			
Module-5 (9 Hours)			
Teams: Advantages of Teams, Model of Team Effectiveness, Stages of Team Development. Power , Meaning, Sources, and Contingencies of Power, Consequences of Power.			
Module-6 (7 Hours)			

Culture: Meaning, Elements of Organisational Culture, Importance of Organisational Culture, Organisational Change , Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources:

Books

1. MGMT ,Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
2. Organizational Behavior,Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015.
3. Management & Organisational Behaviour , Laurie J. Mullins, 7/e, Prentice Hall, 2005.
4. Essentials of Management , Koontz, McGraw Hill, 8/e, 2014.
5. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.

6. Organizational Behaviour, Fred Luthans, 12/e, McGraw Hill International, 2011.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_mg104/preview
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview
- https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters
- <https://openstax.org/details/books/organizational-behavior>
- <https://www.classcentral.com/course/introduction-organisational-behaviour-11892>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Visit an Organisation and note the various functions discharged in a day.
- Conduct a professional event in the department and try to understand the various roles played by students in relation to Team and Organisational environment.
- Develop questions, interact with people in the Organisation and try to observe personality traits.
- Meet any Leader / HoD / Dean and observe the Management of various departments and record the changes in administrative pattern.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Gain practical experience in the field of Management and Organisational Behaviour.	L1
CO2	Acquire conceptual knowledge of management, various functions of Management and theories in OB.	L3
CO3	Comprehend and apply management and behavioural models to relate attitude, perception and personality.	L2
CO4	Analyse the recent trends in Management and OB models.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

ENTREPRENEURSHIP DEVELOPMENT			
Course Code	22MBA12	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> To develop and strengthen entrepreneurial qualities and motivation among students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. To make students understand the ways of starting a company of their own. 			
Module-1 (7 Hours)			
Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - 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 (9 Hours)			
Developing Business Model: 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 (9 Hours)			
Managing and Growing New Venture: Preparing for the new venture launch - early management decisions, Managing early growth of the new venture- new venture expansion strategies and issues. Getting Financing or Funding for the New Venture: Estimating the financial needs of a new venture and preparation of a financial plan, Sources of Personal Financing, Preparing to Raise Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing, Leasing. Forms of business organization: Sole Proprietorship , Partnership , Limited liability partnership - Joint Stock Companies and Cooperatives.			
Module-4 (9 Hours)			
Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available- Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women. Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.			
Module-5 (7 Hours)			
Process of Company Incorporation; process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Four stages of Start Up, Intellectual property protection and Ethics: Patents , Copyright - Trademark- Geographical indications , Ethical and social responsibility and challenges.			
Module-6 (9 Hours)			

Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship , meaning, scope and opportunities. Social Entrepreneur , Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur , Meaning of Rural Entrepreneur, Potential opportunities for Rural entrepreneurship in India

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources: Books

1. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.
2. Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.
3. Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.
4. Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009

Web links and Video Lectures (e-Resources):

- <https://youtu.be/rbmz5VEW90A>
- <https://www.youtube.com/watch?v=CnStAWc7iOw>
- <https://www.youtube.com/watch?v=RLQivEQUgUc>

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Skill Development Activities Suggested

- 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.
- **Practical Component:** Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/startups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
- Analyse 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?
- 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?
- Study a local for-profit business and try to list out the positive social impact 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.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules in order to setup a business and to think creatively.	L6
CO2	To know about the various business models and B-Plans across Business sectors.	L3
CO3	Able to understand the importance of marketing and different forms of businesses.	L2
CO4	Become aware about various sources of funding and institutions supporting entrepreneurs.	L4
CO5	Awareness about legal aspects and ways to protect the ideas.	L2
CO6	To understand the ways of starting a business and to know how to foster their ideas.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2				3	1			1
CO2	1	2			2		2		
CO3	1		1	2					
CO4	1				1				
CO5	1		3		1			3	
CO6	1		1						2

Accounting for Managers			
Course Code	22MBA13	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> To enable the students to understand the conceptual framework of accounting, reporting and financial statements. To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off. To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making. 			
Module-1 (7 Hours)			
Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System, Basics of Generally Accepted accounting Principles (GAAP) , IFRS, Indian Accounting Standards. Concepts and Conventions of Accounting. (Theory only)			
Module-2 (9 Hours)			
Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, Users of Accounting information, subsidiary books including cash book with two and three column cashbook only. (Theory and Problems).			
Module-3 (9 Hours)			
Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).			
Module-4 (9 Hours)			
Analysis 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. (Theory and Problems).			
Module-5 (6 Hours)			
Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank pass book, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement with Tally. (Theory and Problems).			
Module-6 (10 Hours)			
Depreciation and Emerging Issues in Accounting: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method). Direct Taxation: Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Tax Planning, Tax Evasion and Tax Management, (Theory Only). Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting. (Theory only).			

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:**Books**

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
7. Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publications.

Web links and Video Lectures (e-Resources):

- <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
- <https://journals.sagepub.com/home/jaf>
- https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-Revised.pdf
- <https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
- <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>
- <https://www.pdfdrive.com/accountancy-books.html>
- https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
- <https://www.coursera.org/lecture/uva-darden-financial-accounting/what-is-accounting-eXQEc>
- <https://www.youtube.com/watch?v=mq6KNVeTE3A>

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Skill Development Activities Suggested

- To collect Annual reports of the companies and analyze 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 (preferably Tally or ERP).
- To identify the sustainability report of a company and study the contents.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Know what and how books of accounts and financial statements are prepared. .	L1
CO2	How to interpret financial statements of companies for decision making.	L1
CO3	Independently undertake financial statement analysis and take decisions.	L4,L6

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

STATISTICS FOR MANAGERS			
Course Code	22MBA14	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ol style="list-style-type: none"> 1. To facilitate the students to compute the various measures of central tendency and dispersion using descriptive statistics. 2. To enhance the skills to visualize and estimate the relationship between variables using correlation and regression analysis. 3. To equip with the skills of decision-making using probability techniques. 4. To empower with the knowledge of trend analysis. 5. To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests. 6. To familiarize the students with analytical package SPSS. 			
Module-1 (8 Hours)			
Introduction to Statistics: Meaning and Definition, Importance, Types, Measures of Central Tendency -Arithmetic mean, Geometric mean, Harmonic mean, Median, Quartiles, Deciles, Percentiles, Mode. Measures of Dispersion -Range, Quartile deviation, Mean deviation, Standard deviation, Variance, Coefficient of Variation. (Theory and Problem).			
Module-2: (7 Hours)			
Correlation and Regression: Correlation - Significance, Types, and Methods, Scatter diagram, Karl Pearson correlation, Spearman's Rank correlation, Regression, Significance, Linear Regression Analysis, Types of regression models, Lines of Regression. (Theory and Problem).			
Module-3: (9 Hours)			
Probability Distribution: Concept of probability, Counting rules for determining number of outcomes - Permutation and Combination, Rules of probability- Addition and Multiplication, Baye's Theorem. Concept of Probability Distribution, Theoretical Probability Distributions - Binomial, Poisson, Normal (Problems only on Binomial, Poisson and Normal). (Theory and Problem).			
Module-4: (8 Hours)			
Time Series Analysis: Objectives, Variations in Time Series. Measurement of Trend, Graphic Method, Moving Average Method, Semi-Average Method, Least Square Method. Measurement of Seasonal Variations- Method of Simple Averages, Ratio to Trend Method-Ratio to Moving Average Method, Link Relative Method. (Theory and Problem).			
Module-5 : (8 Hours)			
Hypotheses Testing: Definition, Types, Procedure for testing, Errors in hypotheses testing. Parametric and Non-Parametric Tests -t-test, z-test, f-test, Chi-square test, u-test, K-W Test (problems on all tests).Analysis of Variance (theory only).			
Module-6: (10 Hours)			
Computer lab for Statistics: SPSS: Overview of SPSS, Creating, saving and editing files, Importing files from other formats. Transforming Variables - Compute, Multiple responses. Organization and Presentation of Information - Measures of Central Tendency and Variability, Frequency Distributions. Charts and Graphs, Hypotheses testing using means and cross-tabulation, Paired t, Independent			

sample t, Chi- square. Correlation, Regression Analysis, Linear, Logistic, Analysis of Variance- One Way ANOVA, ANOVA in regression.

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Semester End Examination:

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- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems.

Suggested Learning Resources:

Books

1. S C Gupta (2018), Fundamentals of Statistics, 7th edition Himalaya Publications.
2. J K Sharma (2020), Business Statistics 5th edition Vikas Publishing House.
3. S P Gupta (2021), Statistical Methods 46th edition Sultan Chand Publications.
4. C R Kothari (2015), Research Methodology- Methods and Techniques, Viswa Prakasam Publications.
5. William E. Wagner, III (2015), Using IBM SPSS- Statistics for Research Methods and Social Science Statistics 5th edition Sage Publications.

Web links and Video Lectures (e-Resources):

12.01.2023

- Students should opt Swayam NPTEL Course on Business Statistics offered by Prof. M.K.Barua Dept. of Management studies IIT Roorkee.
- YouTube Videos are also available of the same
<https://www.youtube.com/watch?v=VDLyk6z8uCG>
- Swayam NPTEL Course on Business Statistics by Dr. P. M. Shiv Prasad, Department of Commerce, Teresian College, Mysuru.

Skill Development Activities Suggested

- Role Play Techniques
- Quizzes
- Field Surveys
- Assignments

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Understand how to organize, manage, and present the data	L2
CO2	Use and apply a wide variety of specific statistical tools	L3
CO3	Understand the applications of probability in business	L4
CO4	Effectively interpret the results of statistical analysis	L5
CO5	Develop competence of using computer packages to solve the problems	L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2
CO5	2	3							

MARKETING MANAGEMENT			
Course Code	22MBA15	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> To make students understand the fundamental concepts of marketing and environment in which marketing system operates. To gain knowledge on consumer buying behaviour and influencing factors To describe major bases for segment marketing, target marketing, and market positioning. To develop a Conceptual framework, covering basic elements of the marketing mix. To understand fundamental premise underlying market driven strategies and hands on practical approach. 			
Module-1 (7 Hours)			
Introduction to Marketing: Importance of marketing, Definitions of market and marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, evolution of marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.			
Module-2 (9 Hours)			
Analysing Consumer Behaviour: Meaning and Characteristics, Importance of consumer behaviour, 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 factors consumer.			
Module-3 (9 Hours)			
Product management and Pricing: Importance and primary objective of product management, product levels, product hierarchy, Classification of products, product mix, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension- effects. Introducing to pricing, Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.			
Module-4 (9 Hours)			
Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System. Promotions- Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising. Push-pull strategies of promotion.			
Module-5 (9 Hours)			

Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.

Module-6 (7 Hours)

Emerging Trends in Marketing: Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.

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CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources:**Books**

1. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition.
2. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha by Pearson publication, Latest Edition.
3. New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill, Latest Edition.
4. Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications, 2020.
5. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
6. Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.
7. Fundamentals of Marketing Management, Etzel M J BJ Walker & William J Stanton by Tata Macgraw Hill, Latest edition.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/5fdx5Laavkc>
- <https://youtu.be/Ule8n6GgE1g>
- <https://youtu.be/ob5KWs3I3aY?t=131>
- <https://youtu.be/U1VWUHLhmdk>
- <https://youtu.be/iWuYUhSHXHg>
- https://youtu.be/IErR_YYfP3Y
- <https://youtu.be/mL7MASrDIQ>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Sensitise the students to the market dynamics by visiting super markets and regulatory markets like APMC, etc.
- Students to study the buying pattern based on demographics of consumers.
- Students to draft advertising copy.
- Students to take any FMCG product and study the PCL of that product.

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Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Comprehend the concepts of Marketing Management.	L1
CO2	Gain knowledge on consumer behaviour and buying process	L3
CO3	Understand concept of Product and Brand Management, Branding and Pricing strategies	L2
CO4	Identify marketing channels and the concept of product distribution, techniques of sales promotion	L4
CO5	Simply ideas into a viable marketing plan for various modes of marketing	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2	1		2				2		
CO3				3				2	
CO4		2		2					3
CO5		2			2				

BUSINESS COMMUNICATION			
Course Code	22MBA16	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively. To introduce the students to some of the practices in managerial communication those are in vogue. To prepare students to develop the art of business communication with emphasis on analysing business situations. To train Students towards drafting business proposals. 			
Module-1 (7 Hours)			
Introduction: Meaning & Definition, Role, Classification, Purpose of communication, Communication Process, Characteristics of successful communication, Importance of communication in management, Communication structure in organization, Communication in conflict resolution, Communication in crisis. Communication and negotiation, Communication in a cross-cultural setting, Barriers to communication.			
Module-2 (9 Hours)			
Oral Communication: Meaning, Principles of successful oral communication, Barriers to oral communication, Conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Effectiveness of oral communication. Listening as a Communication Skill: Approaches to listening, how to be a better listener, Process of listening, Nonverbal communication: Meaning, classification.			
Module-3 (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: Introduction To Business Letters, Types of Business Letters, Writing Routine And Persuasive Letters, Positive And Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters.			
Module-4 (9 Hours)			
Business Reports: Purpose, Kinds and Objectives of reports , Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation , Writing memos, Media Management: The press release, Press conference, Media interviews. Group Communication: Meetings, Planning meetings, objectives , participants , timing , venue of meetings. Meeting Documentation: Notice, Agenda and Resolution & Minutes.			
Module-5 (9 Hours)			
Case method of learning: Understanding the case method of learning , different types of cases , overcoming the difficulties of the case method , reading a case properly , case analysis approaches , analyzing the case , dos and don'ts for case preparation. Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills.			

Impact of Technological Advancement on Business Communication, Technology-enabled Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing.

Module-6 (7 Hours)

Presentation and Negotiation skills: Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for managers.

Negotiation skills: Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies.

Etiquette Advantage in Managerial Communication: Meaning, types and advantages of Etiquette.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources:**Books**

1. Business Communication: Concepts, Cases and Applications- Chaturvedi P. D, & Mukesh Chaturvedi, 4/e, Pearson Education, 2020.
2. Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018.
3. Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
4. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017.
5. Business Communication: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014.
6. Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e, 2017.
7. Contemporary Business Communication - Scot Ober-Biztantra, 5/e, 2015.
8. Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=yml9dx9nUco>
- <https://www.edx.org/learn/business-communications>
- https://onlinecourses.swayam2.ac.in/imb19_mg14/preview
- <https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org>
- <https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf>
- <http://www.mim.ac.mw/books/Business%20Communication.pdf>
- https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by
- <https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian-edition.pdf>
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://nptel.ac.in/courses/110105052>
- <https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatri-online-classes-3476.asp>

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Skill Development Activities Suggested

- Students enact and analyze the non-verbal cues.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- 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.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- 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.

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Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	The students will be aware of their communication skills and know their potential to become successful managers.	L1
CO2	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.	L3
CO3	The students will be introduced to the managerial communication practices in business those are in vogue.	L2
CO4	Students will get trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3