

HUMAN RESOURCE MANAGEMENT			
Course Code	22MBA21	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: The student will be able to <ul style="list-style-type: none"> Recite the theories and various functions of Human Resources Management Describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace Apply and solve the workplace problems through Human Resources Management intervention Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace Design and develop an original framework and model in dealing with the problems in the organization. 			
Module-1 (7 Hours)			
Introduction HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.			
Module-2 (9 Hours)			
HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis, Job Description and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections.			
Module-3 (9 Hours)			
Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits. Industrial Relations: Decent Workplace, International Labour 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.			
Module-4 (9 Hours)			

Human Resource Management in Small and Medium Enterprises: Introduction to 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,

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 in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Models of Union Strategies.

Module-5 (9 Hours)

Human Resource Management and Innovations: Factors Affecting the Innovation Process in organisations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management.

Module-6 (7 Hours)

Future trends in Human Resource Management: Hybrid work model, Employee skill development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools.

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 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. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition
2. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
3. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.
4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.
5. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.
6. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.
7. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.
8. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.
9. Human Resource Management by V.S.P Rao, 2014 edition.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/hHE4ilceiXs>
- https://youtu.be/_d5QMwLC19Y
- <https://youtu.be/uMQMDQI7Hpk>
- https://youtu.be/vXgt9yASs_k
- <https://youtu.be/pqtYQb9nbRk>
- <https://youtu.be/e1F3xnF5LKg>
- <https://youtu.be/4Kr0VpM14LI>

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

- Make students visit an organization and know the various HR roles in the organization
- Conduct mock interviews.
- Role play for acquainting and addressing HR challenges.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.	L1
CO2	Acquire conceptual insight of Human Resource and various functions of HR.	L3
CO3	Apply personnel, managerial and welfare aspects of HR.	L2
CO4	Perceive greater understanding about HR practices.	L5
CO5	Perceive knowledge about the future trends in HRM	L5

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		2		3				2	
CO4	1	2		2					3
CO5		2			2				

FINANCIAL MANAGEMENT			
Course Code	22MBA22	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 familiarise the students with basic concepts of financial management and financial system. To understand the concept of time value of money and its implication. To evaluate investment proposals. To understand the management of working capital in an organization. To analyse the capital structure and dividend decision of an organisation 			
Module-1 (7 Hours)			
Introduction: Financial Management: Definition and scope- objectives of Financial Management- role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies(NBFCs). Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Derivatives (Theory).			
Module-2 (9 Hours)			
Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & equated annual instalments. (Theory & Problem).			
Module-3 (9 Hours)			
Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).			
Module-4 (7 Hours)			
Capital structure and Dividend Decisions: Capital structure– Planning the capital structure-optimum capital structure- determination of capital structure- Governance of Equity and Debt-Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis.(Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy-forms of dividend-bonus issue-stock split (Theory only)			
Module-5 (9 Hours)			
Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – [Payback period, time adjusted payback period, accounting rate of return , Net present value, Internal rate of return, Modified internal rate of return, Profitability index method,). Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).			
Module-6 (9 Hours)			
Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm. (Theory Only). Case study on Working Capital Determination and the impact of negative working capital.			

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 questions 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 problem in SEE.

Suggested Learning Resources:**Books**

1. Financial Management: Text, Problems & Cases M.Y. Khan & P.K. Jain, TMH, 7/e, 2017
2. Financial Management: Theory and Practice, Prasanna Chandra, TMH, 10/e, 2019
3. Financial Management Dr. G. Nagarajan & Dr. Binoy Mathew, Jayvee Digital Publishing, 2/e, 2022
4. Financial Management, Prahlad Rathod, Babitha Thimmaiah and Harish Babu, HPH, 1/e, 2015.
5. Financial Management, I.M. Pandey, Vikas Publishing, 11/e.

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html>
- <https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>
- https://www.youtube.com/watch?v=CCQwz_Gwo6o
- <https://www.digimat.in/nptel/courses/video/110107144/L01.html>

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Skill Development Activities Suggested

- 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.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the basic financial concepts	L2
CO2	Apply time value of money	L3
CO3	Evaluate the investment decisions	L5
CO4	Estimate working capital requirements	L4
CO5	Analyze the capital structure and dividend decisions	L3

Mapping of COS and Pos

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

Research Methodology and IPR			
Course Code	22MBA23	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 understand the basic components of research design To Gain an insight into the applications of research methods To equip students with various research analytical tools used in business research To provide the insights of IPR and IPR system in India 			
Module-1 (7 Hours)			
Introduction to 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, Ethical issues in business research. Features of a good research study.			
Module-2 (9 Hours)			
Business Research Design: Meaning, types and significance of research design, errors affecting 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, True experimental design, Quasi-experimental design, Statistical experimental design.			
Module-3 (7 Hours)			
Sampling: Concepts, Types of Sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling, Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.			
Module-4 (9 Hours)			
Data Collection: Meaning, types, Data collection methods: Observations, survey and interview techniques, Questionnaire design: Meaning, process of designing questionnaire. Qualitative Techniques of data collection 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 Scale, Semantic Differential Scale, Thurston scale, Multi-Dimensional Scaling: Non comparative scaling techniques			
Module-5 (9 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 reports, Report structure, Guidelines for effective documentation.			
Module-6 (9 Hours)			

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- **A brief summary of:** Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits-Geographical Indications-Establishment of WIPO-Application and Procedures.

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 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.
- 100 Percent theory.

Suggested Learning Resources:**Books**

1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.
2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007
3. Business Research Methods : S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016
4. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
5. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.
6. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012.
7. Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V Cengage Learning India Private Limited, 2019.
8. Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, , Eastern Book Company, 2nd Edition, 2014.

Web links and Video Lectures (e-Resources):

- <https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>
- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- <https://www.digimat.in/nptel/courses/video/121106007/L01.html>
- <https://www.coursera.org/learn/research-methods>
- https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODOLOGY
- <https://www.pdfdrive.com/research-methodology-books.html>
- <https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf>
- https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://www.youtube.com/watch?v=GSeeyJVD0JU>
- <https://www.icsi.edu/docs/webmodules/Publications/9.4%20Intellectual%20Property%20Rights.pdf>

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Skill Development Activities Suggested

- Identify research problem and collect relevant literatures for data analysis.
- Write the research design by using Exploratory and Descriptive Research methods.
- Prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Conduct Market survey and to investigate consumer perception towards any FMCG.
- Demonstrate Report writing and Presentation methods.
- Study Intellectual Property challenges in the field of business.

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Understand various research approaches, techniques and strategies in the appropriate in business.	2
CO2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.	3
CO3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.	2
CO4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.	3
CO5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR.	6

Mapping of COS and POs

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

OPERATIONS RESEARCH			
Course Code	22MBA24	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 Understand the mathematical tools that are needed to solve optimization problems To Elucidate optimisation techniques for various problems To understand and practice allocation problems, Assignment problems, Transportation problems and Network Analysis (PERT & CPM). 			
Module-1 (7 Hours)			
Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)			
Module-2 (9 Hours)			
Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization). (Theory and Problems)			
Module-3 (8 Hours)			
Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. (Theory and Problems).			
Module-4 (8 Hours)			
Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems)			
Module-5 (9 Hours)			
Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. Travelling Salesman Problem (TSP). Difference between assignment and T.S.P (Theory and Problems)			
Module-6 (9 Hours)			
Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (Theory only) Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; Cost analysis in networks. (Theory and Problems)			

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 problem in SEE.

Suggested Learning Resources: Books

1. Operation research .H.A. Taha, Person Publication 2012
2. Operation research , J.K.Sharma, McMillan Publication 2014
3. Quantitative Techniques in management, N D Vohra McGraw Hill 2015.
4. Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson India 2006

Web links and Video Lectures (e-Resources):

- <https://youtu.be/vuKK3HAOB74>
- https://lipas.uwasa.fi/-tsottine/lecture_notes/or.pdf
- https://onlinecourses.nptel.ac.in/noc20_ma23/preview
- https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org_.pdf
- <https://youtu.be/vUMGvpsb8dc>
- <https://youtu.be/fSuqTgnCVRg>
- https://www.youtube.com/results?search_query=operation+research+transportation+problem
- <https://www.youtube.com/watch?v=fSuqTgnCVRg>

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Skill Development Activities Suggested

- To comprehend the operation research models
- Analyze various organisational problems using LPP, Assignments and Game theory principles.
- Applying techniques of OR for project management
- Evaluate the constraints and challenges faced by the manufacturing and service organisations using methods of operation research

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases	L1
CO2	Use appropriate quantitative techniques to get feasible and optimal solutions	L3
CO3	Understand the usage of game theory , Queuing Theory and Simulation for Solving Business Problems	L2
CO4	Understand and apply the network diagram for project completion	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				2		
CO3				3		3		2	
CO4		2		2			1		2

STRATEGIC MANAGEMENT			
Course Code	22MBA25	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 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 (7 Hours)			
OVERVIEW OF STRATEGIC MANAGEMENT Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long term objectives, strategies, annual objectives and policies.			
Module-2 (9 Hours)			
EXTERNAL ASSESSMENT The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis-porter's five forces model, key success factors.			
Module-3 (9 Hours)			
INTERNAL ASSESSMENT Nature of internal audit, key internal forces, the process of performing internal audit, Resource Based View(RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Bench marking, Internal factor evaluation matrix.			
Module-4 (9 Hours)			
STRATEGY FORMULATION The business vision and mission, process of developing vision and mission, importance of vision and mission statement, characteristics of mission statement, long term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porters generic strategies, Blue Ocean Strategy.			
Module-5 (9 Hours)			
STRATEGY IMPLEMENTATION Nature of strategy implementation, annual objectives, policies, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, creating a strategy-supportive culture, operations concerns in implementing strategies.			
Module-6 (7 Hours)			
STRATEGY EVALUATION The process of evaluating strategies, strategy evaluation framework, balanced score card, characteristics of an effective evaluation system, contingency planning, 21 st century challenges in strategic management.			

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 mark 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 and earned the credits allotted to each subject/ 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, Quiz, Simulation, Experimentation, Mini project, oral examination, field work etc., (for 25 Marks) conducted in this 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 this.

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.
- 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.

Suggested Learning Resources:**Books**

1. Strategic Management Fred R. David Prentice Hall India Publication.
2. 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, 16/e 2016
3. 3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjI>
- <https://www.youtube.com/watch?v=tyUw0h5i9yI>
- <https://www.youtube.com/watch?v=FQLIrmmsHeo>
- <https://www.youtube.com/watch?v=EvvnoNAUPS0>
- <https://study.com/academy/topic/strategic-management-overview.html>
- <https://www.cascade.app/blog/strategic-management-process>

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

- 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.
- 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.
- Conduct SWOT analysis of companies around your campus.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.	L1
CO2	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.	L3
CO3	To give the students an insight on strategy at different levels of an organization to gain competitive advantage.	L2
CO4	To help students understand the strategic drive in multinational firms and their decisions in different markets.	L4

Mapping of COS and POs

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

MANAGERIAL ECONOMICS			
Course Code	22MBA26	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course Learning objectives: <ul style="list-style-type: none"> To introduce the fundamentals, tools and theories of managerial economics. To provide an understanding of the application of Economics in Business To learn the basic Micro and Macro-economic concepts. To understand Demand, Production, Cost, Profit and Market competitions with reference to firm and industry. 			
Module-1 (7 Hours) Introduction: 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 model of growth maximization, Williamson's model of managerial discretion.			
Module-2 (9 Hours) Demand Analysis Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price, Income & Cross elasticity, 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. (Problems on Price elasticity of demand, and demand forecasting using Time-series method).			
Module-3 (9 Hours)			

<p>Cost Analysis & Production Analysis Concepts of Production, production function with one variable input - Law of Variable Proportion, Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, Long- Run Average Cost (LAC) curve Break Even Analysis–Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA In Managerial decisions (Theory and simple Problems).</p>
<p>Module -4 (9 Hours)</p>
<p>Market structure and Pricing Practices Perfect Competition: Features, Determination of price under perfect competition, Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Monopoly: Features, Pricing under monopoly, Price Discrimination. Descriptive Pricing Approaches: Loss leader pricing, Peak Load pricing, Transfer pricing.</p>
<p>Module-5 (9 Hours)</p>
<p>Indian Business Environment Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio– Cultural Environment, Global Environment. Private Sector, Growth, Problems and Prospects, SMEs, Significance in Indian economy, challenges and prospects. Fiscal policy and Monetary Policy: Meaning of Fiscal policy, three main types of fiscal policy – neutral policy, expansionary, and contractionary. Monetary policy: Meaning, Objectives of monetary policies: Controlling inflation, Managing employment levels, and Maintaining long-term interest rates. (Theory only)</p>
<p>Module-6 (7 Hours)</p>
<p>Indian Industrial Policy : New industrial policy 1991, Production Linked Incentive (PLI) scheme for Promoting manufacturing of Telecom & Networking Products in India, New economic initiatives proposed by Indian government for economic growth Private Sector-Growth- like Atma Nirbhar Bharath Abhiyan.</p>

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.
- The SEE question paper should have the weightage of 80% theory and 20% problems

Suggested Learning Resources:**Books**

1. Managerial Economics by Geethika, Ghosh & Choudhury, McGrawHill 2/e, 2011
2. Managerial Economics by Dominick Salvatore, Oxford Publishers, 2e, 2016
3. Managerial Economics by D.M Mithani, HPH publications, 2016
4. Managerial Economics by Samuelson & Marks, Wiley, 5/e, 2015
5. Managerial Economics by Maheshwari K. L., Varshney R.L., Sultan Chand & Sons.

Web links and Video Lectures (e-Resources):

- <https://www.edx.org/learn/managerial-economics>
- <https://www.indiabudget.gov.in/>
- https://onlinecourses.swayam2.ac.in/imb19_mg16/preview
- <https://www.youtube.com/watch?v=ZXDKdJO3V6Y>

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

Skill Development Activities Suggested

- Assessment of Demand Elasticity–Price, Income and Cross
- Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India. Students are expected to assess the impact of advertisement or sales promotion on the demand of a product
- An in-depth study of economic indicators on the growth rate and presentation on the same
- Analyze the impact of the Union Budget on different sectors of the Indian economy, fiscal discipline and disinvestment proposals of the GOI and presentation on the same
- A study on the effect of monetary policy on banking and NBFCs. A debate can be held on the pros and cons of the monetary policy.
- Use of MS Excel in the above mentioned activities should be encouraged.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	The student will understand the application of Economic Principles in Management decision making.	L2
CO2	The student will learn the microeconomic concepts and apply them for effective functioning of a Firm and Industry.	L3
CO3	The Student will be able to understand, assess and forecast the demand.	L5
CO4	The student will apply the concepts of production and cost for optimization of production	L3
CO5	The student will design competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.	L6
CO6	The student will be able to understand the impact of macroeconomic concepts.	L2

Mapping of COS and POs									
	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3		1			3			
CO2	3	2		1			3		
CO3	2				1			1	
CO4	2		3		1				1
CO5	2			1	3		3		
CO6	3			1					2