

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

**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_mg104/preview)
- [https://onlinecourses.nptel.ac.in/noc22\\_mg78/preview](https://onlinecourses.nptel.ac.in/noc22_mg78/preview)
- [https://learninglink.oup.com/access/king-lawley3e-student-resources#tag\\_all-chapters](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

<b>ENTREPRENEURSHIP DEVELOPMENT</b>			
<b>Course Code</b>	<b>22MBA12</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Learning objectives:</b>			
<ul style="list-style-type: none"> <li>• To develop and strengthen entrepreneurial qualities and motivation among students.</li> <li>• To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.</li> <li>• To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.</li> <li>• To make students understand the ways of starting a company of their own.</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<p><b>Introduction to Entrepreneur &amp; Entrepreneurship:</b> 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.</p> <p>Creativity and Innovation: The role of creativity , The innovation Process , Sources of New Ideas , Methods of Generating Ideas , Creative Problem Solving , Entrepreneurial Process.</p>			
<b>Module-2 (9 Hours)</b>			
<p><b>Developing Business Model:</b> Importance of Business Model , Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas.</p> <p>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.</p> <p><b>Lab Component and assignment: Designing a Business Model Canvas</b></p>			
<b>Module-3 (9 Hours)</b>			
<p><b>Managing and Growing New Venture:</b> Preparing for the new venture launch - early management decisions, Managing early growth of the new venture- new venture expansion strategies and issues.</p> <p>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.</p>			
<b>Module-4 (9 Hours)</b>			
<p><b>Entrepreneurship Development and Government:</b> 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.</p> <p>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.</p>			
<b>Module-5 (7 Hours)</b>			
<p><b>Process of Company Incorporation;</b> 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.</p>			
<b>Module-6 (9 Hours)</b>			

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:**

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**CIE Marks shall be based on:**

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- 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

<b>Accounting for Managers</b>			
Course Code	<b>22MBA13</b>	CIE Marks	<b>50</b>
Teaching Hours/Week (L:P:SDA)	<b>4:0:0</b>	SEE Marks	<b>50</b>
Total Hours of Pedagogy	<b>50</b>	Total Marks	<b>100</b>
Credits	<b>04</b>	Exam Hours	<b>03</b>
<b>Course Learning objectives:</b>			
<ul style="list-style-type: none"> <li>• To enable the students to understand the conceptual framework of accounting, reporting and financial statements.</li> <li>• To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off.</li> <li>• To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making.</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<b>Introduction to Accounting:</b> 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)			
<b>Module-2 (9 Hours)</b>			
<b>Accounting Cycle:</b> 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).			
<b>Module-3 (9 Hours)</b>			
<b>Final Accounts of companies:</b> 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).			
<b>Module-4 (9 Hours)</b>			
<b>Analysis of Financial Statements:</b> 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).			
<b>Module-5 (9 Hours)</b>			
<b>Bank Reconciliation statement:</b> 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).			
<b>Module-6 (7 Hours)</b>			
<b>Depreciation and Emerging Issues in Accounting:</b> Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method). Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting. (Theory only).			

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#### **CIE Marks shall be based on:**

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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.

#### **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://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://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 :

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
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**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>
<b>CO1</b>	<b>1</b>				<b>2</b>	<b>3</b>			
<b>CO2</b>			<b>2</b>				<b>2</b>		
<b>CO3</b>				<b>3</b>				<b>2</b>	

<b>STATISTICS FOR MANAGERS</b>			
<b>Course Code</b>	<b>22MBA14</b>	CIE Marks	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	SEE Marks	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	Total Marks	<b>100</b>
<b>Credits</b>	<b>04</b>	Exam Hours	<b>03</b>
<b>Course Learning objectives:</b>			
<ol style="list-style-type: none"> <li>1. To facilitate the students to compute the various measures of central tendency and dispersion using descriptive statistics.</li> <li>2. To enhance the skills to visualize and estimate the relationship between variables using correlation and regression analysis.</li> <li>3. To equip with the skills of decision-making using probability techniques.</li> <li>4. To empower with the knowledge of trend analysis.</li> <li>5. To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests.</li> <li>6. To familiarize the students with analytical package SPSS.</li> </ol>			
<b>Module-1 (8 Hours)</b>			
<b>Introduction to Statistics:</b> 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).			
<b>Module-2: (7 Hours)</b>			
<b>Correlation and Regression:</b> 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).			
<b>Module-3: (9 Hours)</b>			
<b>Probability Distribution:</b> 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).			
<b>Module-4: (8 Hours)</b>			
<b>Time Series Analysis:</b> 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).			
<b>Module-5 : (8 Hours)</b>			
<b>Hypotheses Testing:</b> 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).			
<b>Module-6: (10 Hours)</b>			
<b>Computer lab for Statistics:</b> 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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- 40 percent theory and 60 percent problems.

**Suggested Learning Resources:**

**Books**

1. S C Gupta (2018), Fundamentals of Statistics, 7<sup>th</sup> edition Himalaya Publications.
2. J K Sharma (2020), Business Statistics 5<sup>th</sup> edition Vikas Publishing House.
3. S P Gupta (2021), Statistical Methods 46<sup>th</sup> 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 5<sup>th</sup> edition Sage Publications.

**Web links and Video Lectures (e-Resources):**

- 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							

<b>MARKETING MANAGEMENT</b>			
<b>Course Code</b>	<b>22MBA15</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Learning objectives:</b>			
<ul style="list-style-type: none"> <li>• To make students understand the fundamental concepts of marketing and environment in which marketing system operates.</li> <li>• To gain knowledge on consumer buying behaviour and influencing factors</li> <li>• To describe major bases for segment marketing, target marketing, and market positioning.</li> <li>• To develop a Conceptual framework, covering basic elements of the marketing mix.</li> <li>• To understand fundamental premise underlying market driven strategies and hands on practical approach.</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<b>Introduction to Marketing:</b> 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.			
<b>Module-2 (9 Hours)</b>			
<b>Analysing Consumer Behaviour:</b> 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.			
<b>Module-3 (9 Hours)</b>			
<b>Product management and Pricing:</b> 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.			
<b>Module-4 (9 Hours)</b>			
<b>Distribution and Promotion:</b> 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.			
<b>Module-5 (9 Hours)</b>			

**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.

**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. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6<sup>th</sup> 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 B J 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/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.

**Course outcome**

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

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
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**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>
<b>CO1</b>	<b>1</b>				<b>2</b>	<b>3</b>			
<b>CO2</b>	<b>1</b>		<b>2</b>				<b>2</b>		
<b>CO3</b>				<b>3</b>				<b>2</b>	
<b>CO4</b>		<b>2</b>		<b>2</b>					<b>3</b>
<b>CO5</b>		<b>2</b>			<b>2</b>				



<b>BUSINESS COMMUNICATION</b>			
<b>Course Code</b>	<b>22MBA16</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Learning objectives:</b>			
<ul style="list-style-type: none"> <li>• To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.</li> <li>• To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.</li> <li>• To introduce the students to some of the practices in managerial communication those are in vogue.</li> <li>• To prepare students to develop the art of business communication with emphasis on analysing business situations.</li> <li>• To train Students towards drafting business proposals.</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<b>Introduction:</b> 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.			
<b>Module-2 (9 Hours)</b>			
<b>Oral Communication:</b> 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.			
<b>Module-3 (9 Hours)</b>			
<b>Written Communication:</b> 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.			
<b>Module-4 (9 Hours)</b>			
<b>Business Reports:</b> 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. <b>Group Communication:</b> Meetings, Planning meetings, objectives , participants , timing , venue of meetings. <b>Meeting Documentation:</b> Notice, Agenda and Resolution & Minutes.			
<b>Module-5 (9 Hours)</b>			
<b>Case method of learning:</b> 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. <b>Employment Communication:</b> 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://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://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>

**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**

- 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.

**Course outcomes**

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

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
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**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>
<b>CO1</b>	<b>1</b>				<b>2</b>	<b>3</b>			
<b>CO2</b>			<b>2</b>				<b>2</b>		
<b>CO3</b>				<b>3</b>				<b>2</b>	
<b>CO4</b>		<b>2</b>		<b>2</b>					<b>3</b>

<b>HUMAN RESOURCE MANAGEMENT</b>			
<b>Course Code</b>	<b>22MBA21</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<p><b>Course Learning objectives:</b> The student will be able to</p> <ul style="list-style-type: none"> <li>• Recite the theories and various functions of Human Resources Management</li> <li>• Describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace</li> <li>• Apply and solve the workplace problems through Human Resources Management intervention</li> <li>• Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace</li> <li>• Design and develop an original framework and model in dealing with the problems in the organization.</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<p><b>Introduction HRM:</b> 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.</p>			
<b>Module-2 (9 Hours)</b>			
<p><b>HR Planning:</b> 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.</p> <p><b>Recruitment and Selection:</b> 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.</p>			
<b>Module-3 (9 Hours)</b>			
<p><b>Performance Management and Appraisal:</b> 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.</p> <p><b>Compensation and Benefits:</b> Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits.</p> <p><b>Industrial Relations:</b> 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.</p>			
<b>Module-4 (9 Hours)</b>			

**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/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 :

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
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**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>
<b>CO1</b>	<b>1</b>				<b>2</b>	<b>3</b>			
<b>CO2</b>	<b>1</b>		<b>2</b>				<b>2</b>		
<b>CO3</b>		<b>2</b>		<b>3</b>				<b>2</b>	
<b>CO4</b>	<b>1</b>	<b>2</b>		<b>2</b>					<b>3</b>
<b>CO5</b>		<b>2</b>			<b>2</b>				



<b>FINANCIAL MANAGEMENT</b>			
Course Code	<b>22MBA22</b>	CIE Marks	<b>50</b>
Teaching Hours/Week (L:P:SDA)	<b>4:0:0</b>	SEE Marks	<b>50</b>
Total Hours of Pedagogy	<b>50</b>	Total Marks	<b>100</b>
Credits	<b>04</b>	Exam Hours	<b>03</b>
<b>Course Learning Objectives:</b>			
<ul style="list-style-type: none"> <li>• To familiarise the students with basic concepts of financial management and financial system.</li> <li>• To understand the concept of time value of money and its implication.</li> <li>• To evaluate investment proposals.</li> <li>• To understand the management of working capital in an organization.</li> <li>• To analyse the capital structure and dividend decision of an organisation</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<b>Introduction: Financial Management:</b> Definition and scope- objectives of Financial Management- role and functions of finance managers. Interface of Financial Management with other functional areas. <b>Indian Financial System:</b> 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).			
<b>Module-2 (9 Hours)</b>			
<b>Time value of money:</b> 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).			
<b>Module-3 (9 Hours)</b>			
<b>Long term sources of Finance &amp; Cost of Capital:</b> Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). <b>Cost of Capital:</b> 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).			
<b>Module-4 (7 Hours)</b>			
<b>Capital structure and Dividend Decisions:</b> 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). <b>Dividend decisions &amp; policies</b> – Factors affecting the dividend policy – types of Dividend Policy-forms of dividend-bonus issue-stock split (Theory only)			
<b>Module-5 (9 Hours)</b>			
<b>Long term Investment Decisions (Capital Budgeting):</b> 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).			
<b>Module-6 (9 Hours)</b>			
<b>Working Capital Management:</b> 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)**

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.
- 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.youtube.com/watch?v=CCQwz_Gwo6o)
- <https://www.digimat.in/nptel/courses/video/110107144/L01.html>

**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

- 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:

- 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, 9<sup>th</sup> 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, 2<sup>nd</sup> 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://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\\_METHODODOLOGY](https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODODOLOGY)
- <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://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>

**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**

- 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	

<b>OPERATIONS RESEARCH</b>			
<b>Course Code</b>	<b>22MBA24</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Learning objectives:</b>			
<ul style="list-style-type: none"> <li>• To Understand the mathematical tools that are needed to solve optimization problems</li> <li>• To Elucidate optimisation techniques for various problems</li> <li>• To understand and practice allocation problems, Assignment problems, Transportation problems and Network Analysis (PERT &amp; CPM).</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<b>Introduction:</b> 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)			
<b>Module-2 (9 Hours)</b>			
<b>Linear programming:</b> 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)			
<b>Module-3 (8 Hours)</b>			
<b>Decision Theory:</b> 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).			
<b>Module-4 (8 Hours)</b>			
<b>Transportation Problems:</b> 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)			
<b>Module-5 (9 Hours)</b>			
<b>Theory of Games:</b> 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)			
<b>Module-6 (9 Hours)</b>			
<b>Project Management:</b> Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning ( <b>Theory only</b> ) 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)**

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.
- 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://lipas.uwasa.fi/~tsottine/lecture_notes/or.pdf)
- [https://onlinecourses.nptel.ac.in/noc20\\_ma23/preview](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/results?search_query=operation+research+transportation+problem)
- <https://www.youtube.com/watch?v=fSuqTgnCVRg>

**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**

- 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 :

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
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**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>
<b>CO1</b>	1				2	3			
<b>CO2</b>		2	2				2		
<b>CO3</b>				3		3		2	
<b>CO4</b>		2		2			1		2

<b>STRATEGIC MANAGEMENT</b>			
<b>Course Code</b>	<b>22MBA25</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Learning objectives:</b> 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.			
<b>Module-1 (7 Hours)</b>			
<b>OVERVIEW OF STRATEGIC MANAGEMENT</b>			
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.			
<b>Module-2 (9 Hours)</b>			
<b>EXTERNAL ASSESSMENT</b>			
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.			
<b>Module-3 (9 Hours)</b>			
<b>INTERNAL ASSESSMENT</b>			
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.			
<b>Module-4 (9 Hours)</b>			
<b>STRATEGY FORMULATION</b>			
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.			
<b>Module-5 (9 Hours)</b>			
<b>STRATEGY IMPLEMENTATION</b>			
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.			
<b>Module-6 (7 Hours)</b>			
<b>STRATEGY EVALUATION</b>			
The process of evaluating strategies, strategy evaluation framework, balanced score card, characteristics of an effective evaluation system, contingency planning, 21 <sup>st</sup> 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=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 :

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
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**

<b>Course Code</b>	<b>22MBA26</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>4</b>	<b>Exam Hours</b>	<b>3</b>
<b>Course Learning objectives:</b>			
<ul style="list-style-type: none"> <li>To introduce the fundamentals, tools and theories of managerial economics.</li> <li>To provide an understanding of the application of Economics in Business</li> <li>To learn the basic Micro and Macro-economic concepts.</li> <li>To understand Demand, Production, Cost, Profit and Market competitions with reference to firm and industry.</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<p><b>Introduction:</b> Managerial Economics: Meaning, Nature, Scope &amp; Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist.</p> <p>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.</p>			
<b>Module-2 (9 Hours)</b>			
<b>Demand Analysis</b>			
<p>Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price, Income &amp; 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.</p> <p><b>Demand forecasting:</b> Meaning &amp; Significance, Methods of demand forecasting. (Problems on Price elasticity of demand, and demand forecasting using Time-series method).</p>			
<b>Module-3 (9 Hours)</b>			

**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).

**Module -4 (9 Hours)****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.

**Module-5 (9 Hours)****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)

**Module-6 (7 Hours)**

**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.

**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 Dr. A.B. Kalkundrikar and Dr.Rajendra M. Inamdar, 2022
2. Managerial Economics by Geethika,Ghosh &Choudhury, McGrawHill 2/e,2011
3. Managerial Economics by Dominick Salvatore, Oxford Publishers, 2e, 2016
4. Managerial Economics by D.M Mithani, HPH publications, 2016
5. Managerial Economics by Samuelson & Marks, Wiley, 5/e,2015

**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://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 :

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
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**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>
<b>CO1</b>	<b>3</b>		<b>1</b>			<b>3</b>			
<b>CO2</b>	<b>3</b>	<b>2</b>		<b>1</b>			<b>3</b>		
<b>CO3</b>	<b>2</b>				<b>1</b>			<b>1</b>	
<b>CO4</b>	<b>2</b>		<b>3</b>		<b>1</b>				<b>1</b>
<b>CO5</b>	<b>2</b>			<b>1</b>	<b>3</b>		<b>3</b>		
<b>CO6</b>	<b>3</b>			<b>1</b>					<b>2</b>