

P.E.S. COLLEGE OF ENGINEERING, MANDYA-571401
(An Autonomous Institution under VTU, Belagavi)

VISION

"PESCE shall be a leading institution imparting quality engineering and management education developing creative and socially responsible professionals."

MISSION

- Provide state of the art infrastructure, motivate the faculty to be proficient in their field of specialization and adopt best teaching-learning practices.
- Impart engineering and managerial skills through competent and committed faculty using outcome based educational curriculum.
- Inculcate professional ethics, leadership qualities and entrepreneurial skills to meet the societal needs.
- Promote research, product development and industry-institution interaction.

Post Graduate Department of Management Studies

- The Post Graduate Department of Management Studies (PGDOMS) was started during the year 2009. It comprises of well experienced qualified faculty members from Industry & Academia to impart latest information to students & train them to meet the liberalized and globalized market demand.
- It comprises of state of art physical infrastructure, departmental library with latest magazines and journals. The department thrives to cater the needs of the corporate world. The department makes a point to focus on each and every student's upliftment in academia as well as personal wellbeing. The department conducts regular placement and training activities to make sure that students are employable. The various companies where our students are working comprises of Automobile, Capital goods, Health Care, Media, IT, Banking and Finance, Infrastructure, FMCG, Pharma, so on and so forth. The few companies to name few are like Accenture, Infosys, Janalakshmi, Accent HR, Earnest and Young, HGS, Axis Bank, Vtiger, Capgemini, Quest, Equities and so on.
- The department apart from emphasizing and imparting quality education also gives stress in quality research activities. The department is recognized as a research centre from VTU, Belagavi and University of Mysore for guiding students towards their PhD degree. The department regularly organizes industrial visits, Technical lectures by experts from industries and institutes in contemporary areas to bridge the gap between syllabi and current developments.

VISION OF THE DEPARTMENT

Develop responsible leaders through high quality management education, research and entrepreneurship contributing to business, society and environment.

MISSION OF THE DEPARTMENT

M1: To provide management education to find solution to business problems by imparting analytical skills, knowledge and critical thinking abilities.

M2: To inculcate leadership qualities, research culture and entrepreneurial skills for professional development with state of the art facility

M3: To accomplish professionals to communicate economic, legal, and ethical aspects of the business, society and environment.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs) STATEMENTS

| PEO No | PEO Statements |
|---------------|---|
| PEO-1: | Demonstrate analytical skills and decision-making skills among students. |
| PEO-2: | Exhibit leadership and managerial qualities through working with cross functional teams. |
| PEO-3: | Apply creativity through holistic knowledge for better understanding of Economic, legal and ethical aspects of the business, society and environment. |

PROGRAM OUTCOMES

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Summary of Credit Distribution for 2024 Scheme

| Particulars | No. of courses | Credits |
|----------------------|----------------|------------|
| Core Courses | 18 | 60 |
| Elective Courses | 08 | 24 |
| Seminar | 02 | 02 |
| Lab | 01 | 02 |
| Professional Courses | 02 | 00 |
| Internship | 01 | 04 |
| Project Report | 01 | 08 |
| Total | | 100 |

P E S College Of Engineering, Mandya
(An Autonomous Institution under VTU, Belgaum)
POST GRADUATE DEPARTMENT OF MANAGEMENT STUDIES
Scheme of Teaching & Examination
Master of Business Administration (M B A) 2024

| I – Semester [MBA] | | | | | | | | | | |
|----------------------|--------|-------------|--|------------|---|---|---------|-------------------|-----|-------|
| Sl. No. | Course | Course Code | Course Title | Hrs / Week | | | Credits | Examination Marks | | |
| | | | | L | T | P | | CIE | SEE | Total |
| 1 | PCC | P24MBA11 | Accounting for Managers | 3 | 0 | 2 | 4 | 50 | 50 | 100 |
| 2 | PCC | P24MBA12 | Marketing Management | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 3 | PCC | P24MBA13 | Management Fundamentals & Organizational Behaviour | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 4 | PCC | P24MBA14 | Management Information System | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 5 | PCC | P24MBA15 | Business Statistics | 3 | 0 | 2 | 4 | 50 | 50 | 100 |
| 6 | PCC | P24MBA16 | Business Economics | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 7 | PCC | P24MBA17 | Business Communication | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 8 | SEC | P24MBA18 | Seminar – I | 0 | 0 | 2 | 1 | 50 | - | 50 |
| 9 | SEC | P24MBA19 | Effective Communication Development (ECD)* | 0 | 0 | 2 | 0 | - | - | P/NP |
| | | | Total | | | | 24 | 400 | 350 | 750 |

PCC – Professional Core Course; SEC- Skill Enhancing Course

| II– Semester [MBA] | | | | | | | | | | |
|----------------------|--------|-------------|---|------------|---|---|---------|-------------------|-----|-------|
| Sl. No. | Course | Course Code | Course Title | Hrs / Week | | | Credits | Examination Marks | | |
| | | | | L | T | P | | CIE | SEE | Total |
| 1 | PCC | P24MBA21 | Financial Management | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 2 | PCC | P24MBA22 | Quantitative Techniques | 3 | 0 | 2 | 4 | 50 | 50 | 100 |
| 3 | PCC | P24MBA23 | Human Resource Management | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 4 | PCC | P24MBA24 | Research Methods and IPR | 3 | 0 | 2 | 4 | 50 | 50 | 100 |
| 5 | PCC | P24MBA25 | Supply Chain Management | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 6 | PCC | P24MBA26 | Entrepreneurship and legal Aspects | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 7 | PCC | P24MBA27 | Strategic Management | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 8 | SEC | P24MBA28 | Seminar – II | 0 | 0 | 2 | 1 | 50 | - | 50 |
| 9 | SEC | P24MBA29 | Professional Communication Development (PCD)* | 0 | 0 | 2 | 0 | - | - | P/NP |
| | | | Total | | | | 24 | 400 | 350 | 750 |

PCC – Professional Core Course; SEC- Skill Enhancing Course

| III– Semester [MBA] | | | | | | | | | | |
|-----------------------|--------|-------------|--------------------------------|------------|---|---|---------|-------------------|-----|-------|
| Sl. No. | Course | Course Code | Course Title | Hrs / Week | | | Credits | Examination Marks | | |
| | | | | L | T | P | | CIE | SEE | Total |
| 1 | PCC | P24MBA31 | Project Management | 4 | 0 | 0 | 4 | 50 | 50 | 100 |
| 2 | PCC | P24MBA32 | Digital Marketing | 4 | 0 | 0 | 4 | 50 | 50 | 100 |
| 3 | SEC | P24MBA33 | Data Analysis and Office Tools | 0 | 1 | 2 | 2 | 50 | - | 50 |
| 4 | PCC | P24MBA 34 | Internship | - | - | 8 | 4 | 50 | 50 | 100 |
| 5 | PEC | P24MBA EL 2 | Elective 1 | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 6 | PEC | P24MBA EL 3 | Elective 2 | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 7 | PEC | P24MBA EL 4 | Elective 3 | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 8 | PEC | P24MBA EL 5 | Elective 4 | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| | | | Total | | | | 26 | 400 | 350 | 750 |

PCC – Professional Core Course; SEC- Skill Enhancing Course; PEC- Professional Elective Course

THIRD SEMESTER
DUAL SPECILIZATION

| MARKETING AND FINANCE MANAGEMENT | | | | | |
|---|---|--|--|--|---|
| MARKETING AND FINANCE MANAGEMENT | | MARKETING AND HUMAN RESOURCE MANAGEMENT | | FINANCIAL AND HUMAN RESOURCE MANAGEMENT | |
| MBA 3M1 | Consumer Behaviour | MBA 3M1 | Consumer Behaviour | MBA 3F1 | Mergers, Acquisitions and Corporate Restructuring |
| MBA 3M2 | Rural Marketing | MBA 3M2 | Rural Marketing | MBA 3F2 | Investment and Portfolio Management |
| MBA 3F1 | Mergers, Acquisitions and Corporate Restructuring | MBA 3H1 | Organization Structure, Process & Design | MBA 3H1 | Organization Structure, Process & Design |
| MBA 3F2 | Investment and Portfolio Management | MBA 3H2 | HR Analytics | MBA 3H2 | HR Analytics |

| IV– Semester [MBA] | | | | | | | | | | |
|-----------------------------|---------------|--------------------|-----------------------------------|-------------------|----------|----------|----------------|--------------------------|------------|--------------|
| Sl. No. | Course | Course Code | Course Title | Hrs / Week | | | Credits | Examination Marks | | |
| | | | | L | T | P | | CIE | SEE | Total |
| 1 | PCC | P24MBA41 | International Business Management | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 2 | PCC | P24MBA42 | Business Analytics | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 3 | PCC | P24MBA 43 | Project Report | - | - | 16 | 8 | 50 | 100 | 100 |
| 4 | PEC | P24MBA EL 2 | Elective 1 | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 5 | PEC | P24MBA EL 3 | Elective 2 | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 6 | PEC | P24MBA EL 4 | Elective 3 | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| 7 | PEC | P24MBA EL 5 | Elective 4 | 3 | 0 | 0 | 3 | 50 | 50 | 100 |
| | | | Total | | | | 26 | 350 | 400 | 750 |

PCC – Professional Core Course; SEC- Skill Enhancing Course; PEC- Professional Elective Course

FOURTH SEMESTER

| DUAL SPECILIZATION | | | | | |
|--|---|---|--|---|---|
| MARKETING AND FINANCE MANAGEMENT | | MARKETING AND HUMAN RESOURCE MANAGEMENT | | FINANCE AND HUMAN RESOURCE MANAGEMENT | |
| MBA 4M1 | Retail Management | MBA 4M1 | Retail Management | MBA 4F1 | International Financeand Risk Management |
| MBA 4M2 | International Marketing Management | MBA 4M2 | International Marketing Management | MBA 4F2 | Tax Management |
| MBA 4F1 | International Financeand Risk Management | MBA 4H1 | International Human Resource Management | MBA 4H1 | International Human Resource Management |
| MBA 4F2 | Tax Management | MBA 4H2 | Organizational Change & Development | MBA 4H2 | Organizational Change & Development |

FIRST SEMESTER
ACCOUNTING FOR MANAGERS

Course Code: P24MBA11

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:2 =4

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 50

Course Objectives:

1. To make students understand the basic accounting equation and accounting principles and making them understand the process of preparation of financial statements.
2. To expose students to tools and techniques of financial statement analysis.
3. To equip student's with the ability to analyze and understand company's financial situation
4. To expose students to fundamentals of cost and variable costing
5. To expose student's to use of accounting software (Tally ERP 9) in business.

Module 1

10 Hours

Introduction to Accounting- Meaning, Need and Importance & scope of accounting, Accounting concepts, conventions, Users of accounting statements, accounting equations (basic problems). Journals, Ledgers, Trial Balance, Subsidiary Books (theory only). Introduction to depreciation. Bank Reconciliation Statements: Need and preparation of Bank Reconciliation Statement (basic problems). Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting. Basics of Corporate Financial Reporting – Meaning, Purpose and objectives of Corporate financial reporting, qualitative characteristics of Financial reporting. Introduction to Indian Accounting Standards (IND-ASs - Converged IFRSs), Accounting Regulations in New Companies Act – 2013, IFRSs issued by IASB (1-17), List of IND-ASs.

Module 2

08 Hours

Preparation of Financial Statements -Conceptual framework for preparation and presentation of financial statements of companies, Elements of Financial statements - Balance sheet, Statement of changes in Equity, Statement of Profit and Loss consolidated financial statements, other comprehensive income as per schedule III of the Companies Act, 2013(Theory only).

Financial Statement Analysis - Different tools of Analysis: Comparative Statements, Common Size Statements, Trend analysis and Ratio analysis. – Liquidity ratios, Leverage ratios, Activity ratio and Profitability ratios and Do Pont analysis. Problems on Comparative Statements, Common Size Statements, Trend analysis and Ratio analysis

Module 3

08 Hours

Funds Flow statement – Meaning, Uses, Schedule of changes in working capital, Preparation of funds flow statements, treatment of provision for taxation and proposed dividends.

Cash Flow Statement: Sources of Cash; Preparation of Cash Flow Statement (using only the indirect method) (AS 3) (Theory & Problems).

Module 4**08 Hours**

Cost Accounting- Meaning of Cost Accounting; Objectives & Importance of Cost Accounting; Concepts of Cost; Problems on preparation of Cost Sheets.

Management Accounting- Meaning of Management Accounting; Functions of Management Accounting; Marginal costing: Cost-volume-profit Analysis; Break-even Analysis. Problems on CVP & BEP.

Module 5**06 Hours**

Corporate Financial Modeling- Agency problem and consideration. Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR)(Theory & Problems).

Computer LAB session using Tally ERP 9 & SAP ERP**10 Hours**

Tally Introduction, Accounts Information- Ledgers, Groups, Accounting Vouchers- Receipts Vouchers, Payment Vouchers, Purchase Vouchers Sales Vouchers, Contra Vouchers, Journal Vouchers Debit Note, Credit Note, Display- Trial Balance, Day Book, Account books, Statement of Accounts, Profit & Loss a/c, Balance sheet, GST- CGST, SGST, IGST), Rectification of errors (wrong entries in Vouchers). Introduction to SAP ERP- overview of Financial Accounting (FI) in SAP ERP

Case Studies in Indian context only**Course Outcomes: At the end of the course the student should be able to;**

| | |
|------------|--|
| CO1 | Apply concepts of accounting and interpret the performance of the business. |
| CO2 | Analyse and interpret the financial statements of a company using financial statement analysis technique |
| CO3 | Apply the concepts of Cost Volume Profit in order to achieve organizational goal. |
| CO4 | Exhibit understanding the application of corporate financial modeling and recent trends in accounting. |

TEXTBOOKS:

1. Accounting for Management – S N Maheshwari, Suneel K Maheshwari & Sharad K Maheshwari – Vikas Publishing House Pvt. Ltd. – 5/e, 2022
2. Accounting for Management – Dr. Jawahar Lal – Himalaya Publishing House – 5/e, 2017

REFERENCES:

1. Accounting for Management – S N Maheshwari, Suneel K Maheshwari & Sharad K Maheshwari – Vikas Publishing House Pvt. Ltd. – 5/e, 2022
2. Accounting for Management – Dr. Jawahar Lal – Himalaya Publishing House – 5/e, 2017

Course Assignments/Practical Components:

- ✓ Students have to collect the annual reports of Sole trader or Companies and present a report on the financial position after reading the director's, auditor's report.
- ✓ Students have to analyze the cash flow statement of the Companies and report on the cash position of the organization as per the Final account and Cash flow statement and give their understanding of the importance of cash flow statement on its basis.

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 1 | 3 | | | 2 |
| CO2 | 1 | 3 | | | 2 |
| CO3 | 2 | 3 | 1 | | 1 |
| CO4 | 1 | 2 | 2 | | |

MARKETING MANAGEMENT

Course Code: P24MBA 12

CIE: 50 Marks

Credit Pattern: L: T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives:

1. To understand the students on basic knowledge core concepts, marketing environment in the field of marketing management.
2. To provide basic understanding consumer behaviour and of fundamentals of marketing segmentation, Targeting and Positioning.
3. To gain the practical knowledge about products and services, pricing strategies in marketing management.
4. To illustrate concepts of channel of distribution and promotion of strategies.
5. To demonstrate strategic planning and controlling of marketing communication programs.

Module 1

08 Hours

Marketing for the New Realities: The value of marketing, The Scope of marketing – products, services and experiences etc. Value and satisfaction, Company orientation toward the marketplace, The marketing environment: The company's microenvironment, The company's macro environment,

Buying Behaviour Analysis: Consumer Markets: Models of consumer behaviour, Characteristics affecting consumer behaviour, Consumer decision process, Types of buying decision behaviour, The buyer decision making process, The buyer decision process for new products. Business Markets: Characteristics of business markets. Buying behaviour of business market, Consumer buying behaviour Vs Business buying behaviour

Module 2

08 Hours

Market Segmentation, Targeting, Positioning

Market segmentation: Levels of market segmentation, Segmenting consumer markets, Segmenting business markets, Developing market segments, Requirements for effective segmentation, Market targeting, Segment strategy, Differentiation, Differentiating markets, Product positioning, Positioning strategies, Selecting the right competitive advantages, Market segmentation: Levels of market segmentation, Segmenting consumer markets, Segmenting business markets, Developing market segments, Requirements for effective segmentation, Market targeting, Segment strategy, Differentiation, Differentiating markets, Product positioning, Positioning strategies, Selecting the right competitive advantages, Communicating and delivering the chosen position.

Module 3

10 Hours

Product and Branding: Define product. Levels of product, Product classifications, Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging, Product decisions, Branding strategy, Brand equity, Managing brands, and New-product development and product life-cycle strategies: Innovation and new-product development

strategy, New-product development process. Organizing for new-product development, Product life-cycle strategies

Marketing services: Defining services, Nature and characteristics of a service and the service marketing mix,

Pricing Decisions: Define price. Factors to consider when setting prices, internal factors affecting pricing decisions,

External factors affecting pricing decisions, General pricing approaches, Cost-based pricing, Value based pricing, Competition-based pricing, New-product pricing strategies, Market-skimming pricing, market-penetration pricing, Product-mix pricing strategies, Price-adjustment strategies, psychological pricing, Promotional pricing, Geographical pricing, Price changes.

Module 4

08 Hours

Managing Marketing Channels: Supply chains and the value delivery network, nature and importance of marketing channels, how channel members add value, Selecting channel members, Managing and motivating channel members, Evaluating channel members. Conflict, cooperation & Competition. E-commerce and M-commerce marketing practices, Managing retailing and wholeselling.

Promotion: Integrated marketing communication strategy, the changing communications environment, The need for integrated marketing communications. A view of the communication process, Steps in developing effective communication. Setting the total promotion budget and mix. Socially responsible marketing communication.

Advertising: Important decisions in advertising, Setting advertising objectives, Setting the advertising budget, Developing advertising strategy, Evaluating advertising Sales promotion: Rapid growth of sales promotion, Setting sales promotion objectives, Major sales promotion tools, Developing the sales promotion programme. Events and experiences.

Public relations: The role and impact of public relations, Major public relations tools

Module 5

06 Hours

Developing Marketing Strategies and Plans

Marketing and customer value, corporate and division Strategic planning, business unit strategic planning

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning

Marketing Organization: Factors influencing the size of the marketing organization, various types of marketing structures

Marketing Audit: Meaning, Features of marketing audit, various components of marketing audit.

Emerging trends in Marketing- Introduction to digital marketing

Online marketplace analysis: microenvironment, The Internet macro-environment

Introduction to social media Channels: key terms and concepts, traditional media, Social media channels.

Case Studies in Indian context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Analyze the marketing concepts in business situation. |
| CO2 | Analyse the consumer behaviour, segmenting, targeting and positioning aspects of business. |
| CO3 | Apply 4 P's of marketing mix decisions in an organization. |
| CO4 | Formulate strategic planning of an organization in changing business landscape. |

TEXT BOOKS:

1. Philip Kotler & Kevin Lane Keller, Marketing Management, Pearson, 16th Edition, 2021.
2. Philip Kotler, Armstrong, Principles of Marketing, Pearson Education, 18th Edition 2022.
3. Digital Marketing: Strategy, implementation and practice, Chaffey D., Ellis- Chadwick, 5th Edition, F., Pearson, 2012

REFERENCES:

1. Marketing Management: A South Asian Perspective–Kotler, Keller, 8th edition 2023
2. Tapan Panda, Marketing Management, Excel Publication, 2nd Edition. 2^{en} edition 2020
3. Dr. K. Karunakaran, Marketing Management (Text & Cases in Indian Context), HPH, 2007.

Course Assignments/Practical Components:

1. Analyze various marketing strategies of chosen company in the various industries.
2. Design Segmenting, Targeting and positioning strategies of the company you choose and explain.

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 1 | 3 | | | 2 |
| CO2 | 1 | 3 | | | 2 |
| CO3 | 2 | 3 | 1 | | 1 |
| CO4 | 1 | 2 | 2 | | |

MANAGEMENT FUNDAMENTALS & ORGANIZATIONAL BEHAVIOR

Course Code: P24MBA13

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0= 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Learning Objectives:

1. Identify the principles and functions of Management.
2. Illustrate the historical development and application of managerial process.
3. Insights the theory underlying individual behavior and developing one's own self.
4. Understand the organizational behavior.
5. Demonstrate the importance of Motivation, Leadership & Organizational Change.

Module1

08 Hours

Management Development: Management functions: -Planning, Organizing, coordinating, Directing and Controlling Skills of an Effective Managers; Mintzberg interpersonal, informational and decisional roles; levels of management; Evolution of Management Thought : Scientific Management and the work of F W Taylor; Administrative Management and Henry Fayol; ,Max Weber's Ideal Bureaucracy; The Hawthorne Studies; McGregor's Theory X and Y.

Module2

07 Hours

Management Functions: Processes of management: Planning and forecasting, Organizing, Staffing, Controlling, Directing and controlling functions, Types of Controlling; , decision making, process of decision making, types of decisions, techniques in decision making.

Module3

08 Hours
Management by Objectives (MBO); Management Structure: Forms of Organization. Organization structures: line, line and staff: Functional Divisional and Matrix; Span of control: Centralization and decentralization.

Module 4

09 Hours

Organizational Behavior: Nature of Organizational Behaviour - what are organizations? Why do organizations exist? Organizational Effectiveness; The Role of Organizational Behaviour - Definition and Meaning of OB; Foundations of OB; Importance of OB; OB Model

Module5

08 Hours

Emerging Challenges: Managing Diversity - Barriers to Accepting Diversity, How to Manage Diversity Effectively? Committing Top Management to Diversity; Changing Demographics of workforce; Changed Employee Expectations; Globalization; Technology Transformation; Promoting Ethical Behaviour, Ethical Dilemmas, Managing Ethics.

Case Studies in Indian context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply theory for individual behaviour and developing one's own self. |
| CO2 | Demonstrate the Concepts functions of Management. |
| CO3 | Analyse the Organizational Behaviour. |
| CO4 | Accomplish the historical development and application of managerial process. |

TEXTBOOKS

1. Management-Concepts and Cases-V.S.P.Rao& V Hari Krishna Excel Books, 2/e,2008 4th Edition 2020
2. Organizational Behaviour - K Aswathappa 11th Edition 2022

REFERENCES

- Organization Behaviour-Sтивен L Mc Shane, Mary Ann Von Gilnow and Radha R, Sharma, TMH,8th Edition,2021
- Organization Behaviour – Ashwathappa, Himalaya Publication House 12th edition 2021

Course Assignments/Practical Components:

1. Case Studies in Indian Context only
2. Studying organizational structures of any 10 companies and classifying them into different types of organizations.

CO-OP MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | | |
| CO2 | 2 | | 2 | | |
| CO3 | 2 | | 1 | 2 | |
| CO4 | 2 | | 2 | 2 | 1 |

MANAGEMENT INFORMATION SYSTEM

Course Code: P24MBA 14

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week= 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives:

1. To make students understand the concept of information technology importance in today's corporate world.
2. To create awareness about various Applications available and its usages for excel the service in corporate sector.
3. To create awareness about role of MIS and its contributions to Corporate
4. To make students understand Role of emerging information technologies/systems and effect on businesses.
5. Students to Compare the application of various IT applications in different domains through oral presentation.

Module 1 8 Hours

Introduction to MIS Concepts, Roles, Impacts, MIS & its users, Management as Control systems, MIS support to Organization Effectiveness, MIS for E- business Digital Firms – E-Commerce, E – Communication, E-Collaborations, Real Time Enterprise, Security Challenges in E- Enterprises, Impacts of Information Technology on society.

Module 2 8 Hours

Knowledge Management Systems- Business intelligence – **System Engineering Concepts** – Handling system Complexity, General model Of MIS – system development Models –Object oriented Analysis, Development & Implementation of **MIS – Strategic Design of MIS**, Steps For Strategic Design of MIS, Business Processes Re- Engineering(BPR)

Module 3

8 Hours

Application of MIS: Application in Manufacturing – Personnel Management – Financial Management – Production Management - Marketing Management, Applications in service Sector, Service **Concept** Enterprise Management systems, **ERP Models** –ERP Implementation, SCM & CRM concepts.

Module 4

8 Hours

Functional Business Systems- Introduction, Database & Enterprise Management Concepts, Data Base Models, Data Base Design, **Data Independent**, Data Architecture, RDBMS,MIS AND RDBMS, Structured Query Language (SQL) **System Analysis & Design** – Systems Development Life Cycle ,Requirement analysis & specifications – Feasibility Analysis & Reports.

Module 5**8 Hours**

Introduction to Emerging Technologies- Introduction to Big Data & Analytics, Introduction to Fourth industrial revolution (IR 4.0), Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms, Advantages of IOT, Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR).

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply the concepts and understand the importance of Information technology |
| CO2 | Analyse and apply various Technologies available in corporate world. |
| CO3 | Develop insights into technology and investigate its impact on Business. |
| CO4 | Exhibit knowledge and be creative and innovative in using Technology to find a solution to problems. |

TEXTBOOKS:

1. Management Information Systems, W. S. Jawadekar, Tata McGraw Hill Edition, 5th edition, 2021
2. Management Information Systems, S. Sadagopan, PHI, 1st edition 2005
3. Emerging Internet-Based Technologies Sadiku, M. N. O CRC Press 1st edition 2019

REFERENCES:

1. Introduction to Information System, James A. O' Brien, Tata McGraw Hill, 16th Edition, 2007
2. Management Information Systems, Iffy Oz, Thomson Course Technology, **7th edition**, 2019
3. Management Information Systems, Kenneth J Loudon, Jane P. Loudon, Pearson/PHI, **16th edition** 2020

Course Assignments/Practical Components:

1. Study the Application of AI in any one field and prepare a Report
2. Use the database to analyze the sales trend.
3. Analyze and prepare the report of Karnataka Govt. E – Governance Initiatives.
4. Prepare a small E-commerce system.

CO-OP MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | 2 | |
| CO2 | 2 | | 1 | 2 | |
| CO3 | 2 | | 1 | | |
| CO4 | 2 | | 1 | 1 | |

BUSINESS STATISTICS

Course Code: P24MBA15

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:2 = 4

SEE: 50Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 50

Course Objectives:

1. To make students aware of the fundamental concepts Statistics and its importance in today's competitive business world.
2. To make students apply the basic tools of statistics in real business situation for better understanding and analysis of the underlying situation.
3. To develop students' skills in the use of statistical tools and techniques of central tendencies, dispersion, skewness, correlation, and regression.
4. To illustrate students about forecasting technique and its uses in them in real business decisions making process
5. To demonstrate students about the usages and application of Trend analysis and Index numbers.

Module1

08Hours

Statistics an Overview- Definition of Statistics; Importance and Scope of Statistics; Limitations of Statistics. **Statistical Data:** Types of Data; Sources of Data; Classification of Data. **Organizing Data using Data Array-** Frequency Distribution; Methods of Data Classification- Univariate and Bivariate Frequency Distribution (Problems included). **Tabulation of Data –** Objectives of Tabulation; Parts of Table; Types of Tables- Construction of One Way and Two-Way Tables. **Diagrammatic and Graphic Representation –** Functions of a Graph; Types of Graphs; Advantages and Limitations

Module 2

06 Hours

Measures of Central Tendency

Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode.

Measures of Dispersion

Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance – Coefficient of Variance.

Skewness: Relative Measures of Skewness- Karl- Pearson, Bowley, Kelly, Co-Efficient of Skewness.

Module3

10 Hours

Introduction to Probability: Basic definition Events, Sample space and probabilities, Basic rules of probability, Conditional probability. Bayes' Theorem and its applications. (**Problems** only on conditional probability and Baye's Theorem only)

Probability distribution- Concept and application of Binomial Probability; Poisson Probability Distribution; Normal Probability Distribution

Problems on Binomial Probability Distribution, Poisson Probability Distribution, Normal Probability Distribution

Module 4

10 Hours

Correlation and Regression

Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation (One Way Table Only), Rank Correlation. Coefficient of Determination.

Regression- Simple Linear Regression: Simple Linear Regression, Least Squares Method.

Module 5

10 Hours

Time Series Analysis & Index Numbers

Time Series analysis- Introduction, Objectives of Time Series, Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation. Methods of estimating Trend, Problems on Calculation of Trend Estimation & Moving Average only. (Chapter 16 from J K Sharma).

Index Number: Introduction, uses of IN, Classification of IN. Price Relative – Simple Price Index & Aggregate Price Index – weighted Price Relative Index using Laspeyre's, Paasche's, Fisher's, Drobish & Bowley's & Marshal Edworth's methods.

Lab sessions using Excel

06 Hours

- ✓ Computation of measures of central tendency i.e. averages, deciles, percentiles, ranges, median and mode.
- ✓ Computation of Descriptive statistics of data on sales, EPS, etc.
- ✓ Run correlation and fit a regression model.

Case Studies in Indian context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Apply knowledge of statistics to understand and use the same in business decision making process |
| CO2 | Analyze the data available regarding the business by applying suitable tools and techniques |
| CO3 | Develop critical thinking skills using inferential statistics, regression analysis for forecasting trend. |
| CO4 | Apply the concepts of Probability and Probability distribution in decisions making process. |

TEXTBOOKS:

1. Business Statistics, J.K. Sharma, Pearson Education, Fifth Edition 2019.
2. Richard I. Levin, D. S. (2020), Statistics For Management (Seventh Edition ed.), Pearson Publi, 9 th Edition, New Delhi

REFERENCES:

- SC Gupta, Fundamentals of Statistics, Himalaya Publications.2018, 7th Edition
- N.D. Vohra, Business Statistics, Tata McGraw Hill, 2021, 2nd Edition
- Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics,12th edition, Thomson (South – Western) Asia, Singapore, 2019.
- Anderson, D.R., Sweeny, D.J., Williams, T.A., Camm, J.D., Cochran, J.J. (2017). Statistics for business & economics, 13thEdition.Boston: Cengage Learning.

Course Assignments/Practical Components:

- Designing of questionnaire based on already developed scale and collection of data using google forms.
- Analyze the trends of sales, net profit, market cap. Of different industries over a period
- Analyze the degree of relationship between variables like income, expenditure, savings of households.
- Analyze cause and effect relationship between variables based on certain theories using hypothesis testing.

CO- MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 1 | 2 | | | 1 |
| CO2 | 1 | 3 | | | 1 |
| CO3 | 1 | 3 | | | 1 |
| CO4 | 1 | 2 | | | 1 |

BUSINESS ECONOMICS

Course Code: P24MBA 16
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P =3:0:0= 3
No. of Hours per Week: 4
Total Numbers of Hours: 40

Course Objectives:

1. To make students understand the concept of Managerial economics.
2. To introduce the fundamentals, tools and theories of managerial economics.
3. To provide an understanding of the application of Economics in Business
4. To learn the basic Micro and Macroeconomic concepts.

Module1

8 Hours

Introduction to Managerial Economics: Role of Managerial Economist in decision-making, Relevance of Managerial Economics for business, **Fundamental principles of Managerial Economics:** Opportunity Costs, incremental principle, time prospective, discounting and equi-marginal principle, Concepts of Firm & Industry, **Objectives of the firms**-introduction, profit as a business objective, theories of profit, profit maximization as a business objective

Module2

9 Hours

Demand analysis: Concept of demand, Individual and market demand, Demand function, Law of demand, Determinants of demand, Elasticity of demand-Price, Income, Cross, and Promotional elasticity of demand. Exceptions for Law of Demand, **Supply Analysis:** Concept of supply, Determinants of supply, Law of supply, Elasticity of supply. **Production and cost analysis:** Basic concepts, Production function, short run-Law of Variable returns to scale & long run- Law of returns to scale, least cost combination, Revenue analysis.

Module3

8 Hours

Pricing Decision: Market structure, Features of perfect competition, Price and output determination: Monopoly, Pricing under monopoly, Price discrimination. Oligopoly, Feature, kinked demand curve, Monopolistic competition, Pricing under monopolistic competition. **Profit:** Theories of profit. Determinants of short term and long-term profits. Classification measurement of profit. **Break even analysis-** Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

Module-4

8 hours

Macro-economics overview -Introduction, definition of inflation, methods of measuring inflation, kinds of inflation, effects of inflation, theories of inflation, **modern theories of inflation**-Demand pull inflation, cost-push inflation, interaction between demand-pull and cost-push factors, inflation in less developed countries, the structural view, policy measures to control inflation, monetary measures, fiscal measures, price and wage control, **Business Cycle-**

Introduction, phases of business cycle, Theories of business cycle, **Economic Growth**-introduction, meaning of economic growth, determinants of economic growth, **Circular Flow Model of the economy**-Introduction, Circular flows in a simple economy model

Module-5

7 hours

Indian industrial policy-A critical look at Industrial Policies of India pre-1991 policies 665; the new policy (1991) 670, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade. **Monetary policy** meaning and scope of monetary policy, instruments of monetary policy, the limitations of monetary policy.

Case study in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply the concept basic economic concepts to business decision making process. |
| CO2 | Develop insights into Law of Demand and Law of Supply |
| CO3 | Exhibit knowledge regarding pricing of products/services and market structure along with various theories of production. |
| CO4 | Demonstrate understanding of Macro Economic factors affecting business. |

TEXTBOOKS:

1. D N Dwivedi Managerial Economics, , Vikas Publication, 9th edition, 2016
2. Environment of Business – Misra S. K &Puri V. K., Himalaya publishing house, 8th edition, 2017.

REFERENCES:

1. Managerial Economics – Dominick Salvatore, Oxford Publishers, 8th edition, 2019.
2. Managerial Economics: H .Craig Peterson ,W. Chris lewis, Sudhir K Jain 6th edition, 2021.
3. Managerial Economics – Varshney & Maheshwari – Sultanchand, 11th edition, 2021

Course Assignments/Practical Components:

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting
3. Preparing a Project proposal for a Business Venture.(Compulsory)

CO-OP Mapping

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | 1 | 1 |
| CO2 | 2 | 1 | | 1 | 1 |
| CO3 | 2 | 1 | 1 | | 2 |
| CO4 | 3 | | | 1 | |

BUSINESS COMMUNICATION

Course Code: P24MBA17

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50Marks

No. of Hours per Week =3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives: This course will help to

1. Learn the importance and fundamentals of business communication.
2. Adopt the practice of listening and case method of learning (solving).
3. Know the importance and effectiveness of non-verbal communication.
4. Adopt the practice of preparing business letter.
5. Become aware of their communication skills and sensitize them to their potential to become successful managers.

Module 1

07Hours

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management –Communication structure in organization – Communication in conflict resolution – Communication in crisis. Communication and negotiation – Communication in across cultural setting.

Module2

06 Hours

Oral Communication: Meaning – Principles of successful oral communication – Barrier to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as Communication Skill, Non-verbal communication.

Module3

09 Hours

Written Communication: Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features – Coherence –Electronic writing process.

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

Module4

09 Hours

Business Letters and Reports: Introduction to business letters –Types of Business Letters – Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports –Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation – Writing memos Media Management: The press release –Press conference –Media interviews.

Group Communication: Meetings –Planning meetings –objectives –participants –timing –venue of meetings.

Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Module5

09Hours

Negotiation skills: What is negotiation–Natureandneedfornegotiation–
Factorsaffectingnegotiation–Stagesofnegotiationprocess–Negotiationstrategies.

Employment communication: Introduction – Composing ApplicationMessages–
WritingCVs–Groupdiscussions–Interviewskills-Video Resume

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

Case Methods of learning: Understanding the case method of learning.

Note: Course Instructors are free to set their own cases or use cases from Harvard/Case
centre.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Prepare business letters, and adopt case method of learning |
| CO2 | Exhibit understanding by analyzing any given business situations |
| CO3 | Enabled with the mechanics of writing and can compose the business letters in English precisely and effectively |
| CO4 | The students will be introduced to the managerial communication practices in business those are in vogue |

TEXTBOOKS:

1. Business Communication: Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi , Pearson Education, **3rd edition**, 2021
2. Business Communication: Process and Product – Mary Ellen Guffey, Cengage Learning**11th edition**, 2021.
3. Communication – Rayudu C. S, HPH.**3rd edition**, 2021

REFERENCES:

1. Business Communication – Lesikar, Flatley, Rentz&Pande, TMH, **14th edition** 2022.
2. Advanced Business Communication – Penrose, Rasberry, Myers, Cengage Learning**5th edition** 2004.

Course Assignments/Practical Components:

1. Demonstrate the effect of noise as a barrier to communication.
2. Make students enact and analyze the non-verbal cues.
3. Group Activity: Form Student groups and ask them to write a persuasive letter and proposal for an innovative product or service.
4. Circulate the work from each group among all other groups and ask them to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased,

- neither pleased nor displeased but interested, not interested)
5. A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 2 | | 2 | 1 | |
| CO2 | 3 | | 2 | | |
| CO3 | 2 | | 2 | 1 | |
| CO4 | 2 | | 2 | 1 | |

SEMINAR - I

Course Code: P24MBA 18CIE: 50 MarCredit Pattern: : L:T:P = 0:0:2 = 1

Total Numbers of Hours: 13 No. of Hours per Week: 2

Course Objectives:

1. To make students reach across diverse disciplines to apply theories, methods and knowledge from multiple fields.
2. To make students identify opportunities for developing ideas through creative work.
3. To make students identify the right source of collecting data.
4. To make students apply proper technique for analysis.
5. To enable students to draw meaningful conclusion and prepare a report

Seminar

Topics on Contemporary Issues in Management are given to students. Guidance will be provided to the students by their respective Mentor. Students are expected to carry out extensive literature review, formulate problem statement, collect relevant data, make analysis and interpret the same. The presentation will be evaluated by the department faculties.

Rubrics for evaluation of the seminar

| Sl No | Particulars | Max Marks | Cos |
|-------|------------------------|-----------|-----|
| 1 | Relevance of the topic | 10 | CO1 |
| 2 | Content | 10 | CO2 |
| 3 | Methodology of Study | 10 | CO3 |
| 4 | Overall Presentations | 10 | CO4 |
| 5 | Question and Answer | 10 | CO4 |
| | Total Marks | 50 | |

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Analyse the literature relevant to the topic. |
| CO2 | Apply knowledge in identifying relevant information, use of primary and secondary data. |
| CO3 | Exhibit competence in applying appropriate technique for analysis and draw meaningful conclusion. |
| CO4 | Defend their presentation and will answer the questions asked for. |

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| C01 | 3 | | | 1 | |
| C02 | 3 | | 1 | 1 | |
| C03 | 1 | 2 | 1 | | 1 |
| C04 | 1 | | 1 | | 1 |

EFFECTIVE COMMUNICATION DEVELOPMENT (ECD)

Course Code: P24MBA 19

CIE : 50 Marks

Credit Pattern: L:T:P = 2:0:2 = 0

SEE: 50 Marks

No. of Hours per Week: =4

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives: The objectives of this course are to:

1. Recognize common mistakes done by an individual in the course of his/her communication.
2. Appraise knowledge level of English language and enhance better communication.
3. Recognize the fear of speaking English and to build the morale.
4. Identify common pronunciation error and rectify them.
5. Enable the individual to build his/her creative thinking (Thinking in English).

Module 1

6 Hours

Subject Verb Agreement: Basic rules of sentence structure, Usage of singular and plural, Usage of appropriate verb, Introduction to phrases, Construction of Simple sentences and Compound Sentences, Introduction to parts of speech

Module 2

8 Hours

Tenses: Identification of tenses, Past tense, Present tense, Future tense, Indicators of tenses, Introduction to verb tenses, Past perfect, Past progressive, Past perfect progressive, Present perfect progressive, Future perfect, Future progressive

Articles: Introduction to articles, Exploring the usage of 'a', 'an' and 'the', Golden rules of articles, differentiating between definite and indefinite articles, Understanding the exceptions of definite and indefinite articles

Module 3

8 Hours

Vocabulary builder - Getting off a good start: How to test your present vocabulary, how to start building your vocabulary, how to talk about personality types, how to talk about doctors, how to talk about various practitioners, how to talk about science and scientists, how to talk about liars and liars. Each of these sessions includes origin of words and related words, Etymology, tools to assess and follow up the progress

Module 4

4 Hours

Writing Skills 1: Sentence Formation, Punctuation, Avoiding Cliché, Different Types of Writing Formats, Importance of Writing Skills, Formal and Informal Style of Writing

Module 5

6 Hours

SWOT: Identifying the individual's Strengths, Weakness, Opportunities and Threats by using SWOT Matrix, Difference between internal and external factors, Aids on utilizing strengths to

maximum effect for both personal and professional growth, Aids to identify the origin of the weakness and take corrective measures, Aids to use one's strengths to identify and maximize both personal and professional opportunities, Identifying the external factors/change in the external environment that can pose threats, Tackling threats appropriately.

Goal Setting: Understanding of the meaning of 'Goals', Understanding the importance of goals, Necessity of goals, 5 myths of goals, long term and Short-term goals, SMART goal setting technique.

Resume Building: Meaning of Resume, Difference between Resume, Curriculum Vitae, and Bio- data, Difference between creating a resume and building a resume, Importance of resume, Importance of Academic achievements, Importance of extracurricular achievements, Importance of striking a balance between curricular and co-curricular activities, Value of an all-rounder, Structure of a resume, Importance of building resume from 1st Year Engineering

Etiquettes: What are Etiquettes, Importance of Professional Etiquettes, Importance of First Impression, Professional presence, Importance of Formal dressing, Decoding the formal dress code, Professional body language, Importance of Microsoft PowerPoint in professional circuits Watch the Time: Organizing Yourself, Time Saving Techniques, Understanding Priorities Based Time Roles, Procrastination, Different Methods of Splitting Time, Efficient Time Utilization, Value of Time, Streamlining Daily Routine , Big rock theory, Spent time matrix, Urgency vs Importance, Time bound goal management, 10 time management mistakes, Essential habits for better time management

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Rectify Indianism and have better ability to frame grammatically correct sentences. |
| CO2 | Exhibit knowledge of correct pronunciation of words. |
| CO3 | Exhibit amplified level of confidence to express themselves in English. |
| CO4 | Reflect elevated standard of learning through the implementation of creative cognitive techniques. |

Reference Books:

- “Word Power Made Easy New Revised and Expanded Edition”, First Edition, Norman Lewis, Goyal Publisher.
- “Essential English Grammar”, Raymond Murphy, Cambridge University Press, new edition
- “The 7 habits of Highly Effective People” by Stephen R. Covey

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| C01 | 3 | | | | |
| C02 | 3 | | 3 | | |
| C03 | 3 | | 3 | | 2 |
| C04 | | | | 2 | |

SECOND SEMESTER
FINANCIAL MANAGEMENT

Course Code: P24MBA 21
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P= 3:0:0 = 3
No. of Hours per Week = 3
Total Numbers of Hours: 40

Course Objectives:

1. To familiarize the students with basic concepts of financial management and financial system.
2. To make the students learn the usage of time value of money.
3. To gain insight of the various sources of long term capital, the role of Cost of Capital in decision making and relevance of capital structure and value of the firm.
4. To provide students about the nuances of investment decision, project evaluation techniques.
5. To expose the students to the importance of working capital management and make them learn to estimate the working capital needs of firms.

Module 1

08 Hours

FINANCIAL MANAGEMENT

Financial Management – Introduction to finance, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers.

Indian Financial system- Functions and Structure. Financial Market– Segments of Financial markets - Capital Market & Money Market in India, its instruments.

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private Equity, Warrants and Convertibles (Theory Only)

Emerging Issues in Financial Management: Mergers and Acquisitions, Behavioural Finance, Financial Engineering. (Theory Only)

Module 2

08 Hours

Cost of Capital – basic concepts. Cost of Debenture Capital, Cost of Preferential Capital, Cost of Term Loans, Cost of Equity Capital (Dividend Discounting And CAPM Model) & Cost of Retained Earnings. Determination of Weighted average cost of capital (WACC) using Book Value & Market Value as Base.

Capital structure - Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. [Theory and Problems]

Module 3

08Hour

Time value of money –Future value of single cash flow & annuity, Intra Year Compounding, Concept of Doubling Period-Rule 69 & Rule 72, Effective Rate Versus Stated rate. Present value

of single cash flow, annuity & perpetuity, Preparation of Loan Amortization Schedule. **Long term Investment Decisions** – Capital Budgeting techniques -Net Present value, Internal Rate of Return, Modified Internal Rate of Return, Payback Period, and Discounted Payback Period.

Module 4

08 Hour

Working Capital Management – Meaning and concept of working capital, factors influencing working capital requirements and working capital policy, determination of Operating Cycle and Cash Cycle. Sources for financing working capital - Short term financing of working capital, long term financing of working capital and Bank finance for working capital. Problems on Estimation of working capital requirements of a firm.

Inventory Management- Determinations of inventory control levels: ordering, reordering, danger level. EOQ model, Quantity discounts. Monitoring and control of inventories and Zero Inventory System (only theory).

Module 5

08 Hours

Cash Management – Forecasting cash flows– Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller - Orr model. Strategies for managing surplus fund.

Emerging Trends in Financial Management: Mergers and Acquisitions, Behavioral Finance, Financial Engineering. (Theory Only) **Introduction to Financial Modelling using excel**- Meaning and Importance of Financial Modelling; Basic Financial Calculations using excel- PV and NPV, IRR and Loan Tables; FV- Pension Problem, Continuous compounding.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Exhibit knowledge of financial management and model building its relevance in today's competitive business environment contributing towards organizational goals |
| CO2 | Analyse business decisions based on time value concepts, capital budgeting technique and estimation of working capital requirement for effectively carrying out the business activities. (Including financial calculation of capital budgeting using excel) |
| CO3 | Apply working capital estimation and management techniques for effectively carrying out the business activities. |
| CO4 | Analyse the concepts of cost of capital and capital structure in order to make value-based decisions regarding the business |

TEXTBOOKS:

1. Prasanna Chandra: Financial Management (TMH), 9th edition, 2020.

2. I.M. Pandey – Financial Management (Vikas), 12th edition, 2021.
3. Simon Benninga – Financial Modeling (MIT Press), 4th edition, 2014, ISBN-13: 978-0262027281

REFERENCES:

1. M.Y. Khan & P.K. Jain – Financial Management (TMH), 9th edition, 2021.
2. Corporate Finance – A Focused Approach -Brigham and Ehrhardt, Edition, Cengage Learning, Sixth Edition, 8th edition, 2023
3. Corporate Finance - Jeffrey Jaffe, Prof Stephen A. Ross, Randolph W Westerfield, Bradford D Jordan, Tata McGraw Hill Publication, Eleventh Edition, 13th edition, 2021.
4. Paul Pignataro - Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity, Wiley, 1st edition, 2013; ISBN-13: 978-1118558768

Course Assignments/Practical Components:

1. Study different financial services offered by a bank.
2. Assume an investment value on a Banks Fixed Deposit. Visit a banker and ask for the details of FD. Calculate the Future value of your investment. Also ask for a personal loan detail and for an assumed value of loan, prepare an amortization schedule.
3. Visit any 3 small or medium enterprises and understand what method of investment analysis is used by them.
4. Use annual reports of selected companies and study the working capital employed by them.

CO-PO MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | | 1 |
| CO2 | 2 | 3 | 1 | | |
| CO3 | 2 | 3 | 1 | | |
| CO4 | 2 | 3 | | | 1 |

QUANTITATIVE TECHNIQUES

Course Code: P24MBA22
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:2= 4
No. of Hours per Week: 4
Total Numbers of Hours: 50

Course Objectives:

1. To emphasize the need for Operations Research as a discipline to students.
2. To provide basic understanding of Linear Programming Problem and its application in management
3. To bring out the concept and applications of Transportation and Assignment to students.
4. To provide fundamental understanding of Queuing system and Game theory in business situations and Monte Carlo method for simulating management systems
5. To expose student to various means of project financing, project management, network techniques and project review and administrative aspects

Module 1

10 Hours

Introduction to Operations Research: Meaning, Definitions of Operations Research, Features of Operations Research, Methodology of Operations Research, Operations Research Models.

Linear Programming: Structure of LP Model, Advantages & Limitation of LP, Formulation of Dual LPP, Graphical Solution Methods of LLP, Managerial Significance of Duality.

Module 2

10 Hours

Transportation Problem: Introduction, Mathematical Model of Transportation Problem- General Mathematical Model of Transportation Problem, Methods for Finding Initial Solution- North-West Corner Method (NWCM), Least Cost Method (LCM), Vogel's Approximation Method (VAM). Optimal Solution - MODI Method.

Assignment Problem: Introduction, Mathematical Model of Assignment Problem, Methods of Assignment Problem, Variations of the Assignment Problem - Maximization Case in Assignment Problem.

Module 3

12 Hours

Theory of Games – Introduction, Two-Person Zero-sum Games, Pure Strategies (Minimax and Maximin Principles): Games with Saddle Point. Mixed Strategies: Games without Saddle Point, The rules of Dominance, Solution Methods Games without Saddle Point – Graphical Method.

Queuing Theory: Introduction, The Structure of a Queuing System, Performance of a Queuing System, Probability Distributions in Queuing Systems, Single- Server Queuing Models (Problems)

Module 4

08 Hours

Simulation: Introduction, Types of Simulation, Steps of Simulation Process, Advantages and Disadvantages of Simulation, **Problems** on Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation.

Module 5**10 Hours**

Network techniques for project management PERT and CPM: Introduction, Basic differences between PERT and CPM, Significance of using PERT/CPM, PERT/CPM Network Components and Precedence Relationships, Critical Path Analysis- Forward & Backward Pass Method. Project Time-Cost Trade-off.

Case Studies in Indian context only**Course Outcomes: At the end of the course the student should be able to;**

| | |
|------------|---|
| CO1 | Apply fundamentals of Operations Research and Linear Programming techniques to real business situations for better decision making. |
| CO2 | Demonstrate appropriate quantitative techniques to get feasible and optimal solutions |
| CO3 | Exhibit competence of game theory, Queuing Theory and Simulation for Solving Business Problems |
| CO4 | Apply the network diagram for project completion. |

TEXTBOOKS

1. “Operation Research” by J.K. Sharma, 6th edition 2017.
2. Introduction to Operations Research - Frederick S. Hillier, Gerald J. Lieberman, Tata McGraw-Hill, 11th edition 2021.

REFERENCES:

1. Quantitative Techniques for Managerial Decisions-U K srivatsava-New Age International 3rd edition 2021.
2. ” Quantitative techniques in Management”, N.D Vohra, Tata McGrahill Publications, 5th edition, 2020
3. Operations Research: Theory, Methods and Applications -Sharma S. D, KedarNath, Ram Nath & Co 8th edition, 2020.
4. Operations Research: An Introduction - Taha H. A 11th edition, 2021, PHI
5. Operations Research – Kalavathy S, Vikas Publishing House 3rd edition 2019.

Course Assignments/Practical Components:

Students should perform on a computer using Solver in Excel

- a. To solve Linear Programming Problem
- b. Solution of Transportation Problem
- c. Solution of Assignment Problem
- d. Problems based on Simulation: Random number generation. Problems based on Monte Carlo method.

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 2 | 2 | | 2 | 2 |
| CO2 | 2 | 2 | | 2 | 2 |
| CO3 | 2 | 2 | | 2 | 2 |
| CO4 | 2 | 2 | | 2 | 2 |

HUMAN RESOURCE MANAGEMENT

Course Code: P24MBA 23

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives:

- 1 Identify the Concepts and functions of HRM.
- 2 Understand the art of Job analysis and Design.
- 3 Insights the of concept of Recruitment and Selection processes
- 4 Illustrate the Applicability of HRD.
- 5 Demonstrate significance of Recent Trends in HRM.

Module 1

8 Hours

HRM- Introduction, meaning, definition, nature and scope, objectives of HRM, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, functions of HRM, role of HR manager, , Opportunities and Challenges in Human Resource Management. Strategic Human Resource Management, Traditional HR versus Strategic HR

Module 2

8 Hours

HR planning: introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems, and limitations of HRP.

Job design: definition, factors, approaches, job design options.

Job analysis: definition, steps in conducting job analysis, process, benefits of job analysis.

Module 3

8 Hours

Recruitment: definition, objectives, recruitment sources, , recruitment process.

Selection, placement, and Induction: meaning, definition of selection, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), and induction.

Performance management: Introduction, meaning, need, purpose, objectives, appraisers and different methods of appraisal, uses of performance appraisal, limitations and problems of performance appraisal, 360-degree Appraisal, post appraisal feedback.

Module 4

8 Hours

Human Resource Development: Introduction, definition, **Training and development:** Meaning of Training & Development, importance of training, benefits of training, on-the job and off-the-job training, advantages of training,

Employee mobility: Internal mobility: Introduction, meaning, different types.

Promotion: meaning, purpose, benefits, promotion policy.

Transfer: meaning, purpose, types, reasons, benefits.

Demotion: meaning, need for demotion policy.

External mobility: Introduction, meaning, types.

Module 5**8 Hours**

Compensation & Benefits Administration: Introduction, **Objectives of** Compensation Management, Components of Pay Structure in India, Factors Influencing Compensation Levels. Wage and Salary administration, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, pay for performance,

Case Study only in Indian context

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply the role of HRM. |
| CO2 | Construct the concepts of Job analysis and Design |
| CO3 | Analyse the applicability of HRD |
| CO4 | Accomplish the significance of Recent Trends in HRM. |

TEXTBOOKS:

1. Human Resource Management, Text & Cases – VSP Rao, Excel Books, **4th edition**, 2021.

REFERENCES:

1. Human Resource Management – Text & Cases – K. Ashwatappa; TMH, 8th edition, 2021.
2. Human Resource Management - Cynthia Fisher, Shaw - Wiley / Biztantra, 9th edition, 2022.

Course Assignments/Practical Components:

1. Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
2. Give a job analysis case and ask the students to prepare job description and job specification and employee specification.
3. Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

CO-PO MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | | |
| CO2 | 2 | | 2 | | |
| CO3 | 2 | | 1 | 2 | |
| CO4 | 2 | | 2 | 2 | 1 |

RESEARCH METHODS AND IPR

Course Code: P24MBA 24
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:2 = 4
No. of Hours per Week: 4
Total Numbers of Hours: 50

Course Objectives:

1. To make students understand the importance of Research in today's corporate world.
2. To create awareness about various Research Methodology and its Techniques available.
3. To create awareness about role of Researcher and his contributions in research work
4. To Discuss the concepts of Intellectual Property Rights in Management.

Module-1

12 hours

Research methodology and market research- Introduction, objectives of research, types of research, need for market research, criteria or characteristics of a good research, problems encountered by researcher, marketing research, **Research Process-**What is research problem, What is research methodology, research design/plan, steps involved in designing a research/ research process, distinction between management problem and research problem, **Research Problem Formulation-**Introduction, sources for problem identification, self questioning by researcher while defining the problem

Module 2

8 hours

Data Collection-Primary Data, Introduction, Methodology for collection of primary data, observation method, survey research designs, survey methods, questionnaire, process of questionnaire designing, **secondary data-**Introduction, special techniques of market research or syndicated data, Miscellaneous secondary data, Evaluation of secondary data, **Attitude measurement and scaling techniques-:** Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs **Sampling-**Introduction, sampling process, types of sample design, errors in sampling, how to reduce non sampling error, sample size decision.

Module-3

8 hours

Hypothesis Testing (Only theory)-Introduction, what is hypothesis, Types of hypotheses, Sources of hypothesis, role of hypothesis, steps involved in hypothesis testing, errors in hypothesis testing, univariate/ bivariate data analysis data analysis, types of hypothesis test, limitation of hypothesis test **Statistical analysis of business research,** introduction, bivariate analysis, Multivariate analysis, correlation, regression,

Module-4

12 hours

Interpretation and Report Writing: Interpretation Meaning, Why Interpretation? Technique of Interpretation, Precaution in Interpretation, significance of Report writing, Difference steps in writing Report, Layout Of Research Report, Types of Report, Oral Presentation, Mechanics of report writing, precautions of writing Reports.

Parametric test-paired test, unpaired test, person correlation

Non-Parametric test- wilcoxon rank test, mann-whitney U test, spearman correlation
(Theory only)

Module-5

10 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-procedure for grant of patents, Copyrights, Trademarks, TRIPS and TRIMS, Industrial Designs- Integrated Circuits-Geographical Indications-Establishment of WIPO Application and Procedures.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Apply the basic concepts of research and understand the importance of Research work |
| CO2 | Develop insights into Research and investigation concepts and its impact on Business. |
| CO3 | Apply various methods and techniques available to research work. |
| CO4 | To Know the fundamentals of patent laws and subject matters of copyrights and designs |

TEXT BOOKS:.

1. Research Methodology-C.R. Kothari –4th edition-2019
2. Business Research Methods – William G Zikmund- Thomson, 7/e,2003.
3. Intellectual Property: A primer for Academia by Prof. Rupinder Tewari and Ms. Mamta Bhardwaj was released in 2021.

REFERENCES:

1. Business Research Methods – William G Zikmund- Thomson, 9/e,2012.
2. Marketing Research – Naresh K Malhotra – Pearson Education /PHI/7e/2019.
3. Marketing research: Text and cases- Rajendra Nargundkar – TMH 4/e, 2017.
4. Intellectual Property Rights” by N K Acharya - 8th Edition published in 2021 by Asia Law House

Course Assignments/Practical Components:

1. To identify research problem and collect relevant literatures for data analysis.

2. To conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis using excel and need to submit a small report.
3. To demonstrate Report writing and Presentation methods.
4. T-test, Z-test, f-test, Chi-square as a test for comparing variance Using excel

CO-OP MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | 1 | 2 | |
| CO2 | 3 | | | 2 | |
| CO3 | 2 | 3 | | | |
| CO4 | 2 | | | 1 | |

SUPPLY CHAIN MANAGEMENT

Course Code: P24MBA25

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 =3

SEE: 50Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives:

1. To make students understand the concept of Supply chain Management.
2. To create awareness regarding the Supply Chain Operations and Its Technology.
3. To impart the understandings of design for Logistics concepts that are used to control logistics cost and make the supply chain more efficient.
4. To make students understand world class manufacturing concepts.

Module 1

8 Hours

Introduction to Supply chain: Evolution of Supply chain –objectives – importance) Changing business Environment SCM present Needs. **Modern Supply Chain Approach** SCM-decision phases – process view – Competitive and supply chain strategies – achieving strategic fit – Expanding Strategic Scope, Supply chain drivers – framework – facilities – inventory – transportation – information – sourcing – pricing –Obstacle to Achieve Strategic fit.

Module 2

8 Hours

Operations and Demand management in Supply chain: Role of Production in Business – Mass Production systems, Lean Manufacturing Agile Manufacturing, Quick Response Manufacturing (**QRM**) Key concepts in lean Manufacturing & SCM, Mass Customization, stages of manufacturing, Licensing- service operations management, Service Operations Optimizations, Supply Chain Strategy Collaborative Planning Forecasting Replenishment Concepts (**CPFR**)

Module 3

8 Hours

Procurement & Logistics Management in Supply Chain: Introduction to Purchasing cycle – Types of Purchases –**History & evolution of Logistics** –Elements of Logistics Management – Distribution Management – **Distribution Strategies** – Inventory Management –Transportation Management –Fleet management –Containerization Ware Housing –Packing for Logistics – Third party Logistics.

Module 4 8 Hours

Introduction to world class manufacturing: The Indian scenario Competitiveness of Indian Manufacturing - Manufacturing Objectives and Strategies - The Manufacturing Strategic Intent Framework - Strategic use of IT in Indian Manufacturing
(Richard J. Schonberger, **World Class Manufacturing: The Lessons of Simplicity Applied**, Collier Macmillan, B S Sahay, K B C Saxena and Ashish Kumar, **World-Class Manufacturing – A Strategic Perspective**, Macmillan, 2009)

Module 5

8 Hours

Leading India Towards World-Class Manufacturing: Developing Strategic Thinking in Manufacturing - Issues in Strategic Planning for World-Class Manufacturing - Strategic Planning Methodology for World-Class Manufacturing - World-Class Manufacturing Implementing Plan-Performance Measurement System for World-Class Manufacturing.

(Richard J. Schonberger, World Class Manufacturing: The Lessons of Simplicity Applied, Collier Macmillan, B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, 2009)

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply the concepts of Supply chain management supportive for enhancing business. |
| CO2 | Develop insights into Supply chain management concepts and its impact on Business. |
| CO3 | Demonstrate the importance of Logistics and Technology in SCM. |
| CO4 | Exhibit knowledge in understanding how world class manufacturing is impacting on Indian Markets. |

TEXTBOOKS:

1. Supply Chain Management - Rahul v. Alterkar 2nd edition, 2020
2. SCM - Sunil Chopra and Peter Meindl 7th edition, 2022.
3. Richard J. Schonberger, World Class Manufacturing: The Lessons of Simplicity Applied, Collier Macmillan, London 3rd edition, 2020
4. B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, Gunn, T.G., Manufacturing for Competitive Advantage: Becoming A world Class Manufacturer, Ballinger Publishing, 2nd edition, 2020.

REFERENCES:

1. Fundamentals of SCM. Dr. Dawei Lu 2nd edition 2020.
2. Supply chain Management text & cases –Janat shah 2nd edition 2019.
3. Supply chain Management –Sarika Kulkarni 2nd edition 2020.
4. Suzaki K, The New manufacturing Challenge: Techniques for Continuous Improvement, Free Press, New York 2nd edition, 1993.
5. Shigeo Shingo, A Revolution in Manufacturing: The SMED System, Stamford, Conn. Productivity Press 2nd edition, 1985.

Course Assignments/Practical Components:

1. Students are expected to choose any 4 Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
2. Students should visit different logistics companies and understand the services provided by them and submit a report.

3. Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
4. Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain

CO-OP MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | 1 | | |
| CO2 | 2 | | 1 | 1 | |
| CO3 | 2 | | 1 | 1 | |
| CO4 | 2 | | 2 | 1 | |

ENTREPRENEURSHIP DEVELOPMENT & LEGAL ASPECTS

Course Code: P24MBA 26

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week=3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Learning Objectives:

1. To make students understand the concept of Entrepreneurship development.
2. To create awareness about various types of financing available for an entrepreneurs and to impart the strategies to be followed in managing and growing new venture.
3. To create awareness about role of MSME and various institutions supporting entrepreneurs.
4. To make students understand Role of Both central and state government in promoting Entrepreneurship.

Module 1

8 Hours

Introduction to Entrepreneurship: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

Module 2

9 Hours

Setting Up Small Business Enterprises:

Identifying the business Opportunity – Business opportunity in various Sectors – Formalities for setting up a small Business Enterprise – Environment Pollution Related Clearances Tax Benefits to Small Scale Enterprises: Rational Behind tax benefits, Tax Holiday, Rehabilitation Allowance, Investment Allowance, Tax Concessions to Small – Scale Industries in Rural & backward Areas, Government policy for Small Scale Enterprises

Module 3

9 Hours

Women & Rural Entrepreneurship: Women Entrepreneurship concepts, Environments, Challenges of Women Entrepreneurship, Grass-root Entrepreneurship through Self Help Groups (SHG) Institution supporting women Entrepreneurship-Recent Trends, Women's organizations supporting Entrepreneurship (Page 99-132 from Poornima M Charantimath). Meaning of Rural Entrepreneurship, Need for Rural Entrepreneurship, Rural Industrialization in Retrospect, Problems of Rural Entrepreneurship, Development of Rural Entrepreneurship, NGOs Role in Rural Entrepreneurship

Module 4

8 Hours

Emerging trends in Entrepreneurship:

Venture capital as a source of finance – Introduction, meaning, features, objectives, process, stages, types, advantages, and disadvantages. **PM Mudra Yojana:** Introduction, objectives, eligibility, procedure.

Startup Ecosystem – Meaning of startup, startup ecosystem, evolution of India's startup ecosystem and current position. Opportunities and challenges for the Indian for Indian startups.

Startup schemes by GoI Entrepreneurs should know: Atal incubation center, Atal tinkering laboratories, start up support to start incubation centers, The venture capital assistance scheme, coir udyami yojana, Dairy entrepreneurship development scheme, Pradhan mantra mudra yojana, startup India, New generation innovation and entrepreneurship development centers.

Module 5

6 Hours

Rules and Legislation Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Exhibit competence in start-up entrepreneurship is supportive for enhancing business. |
| CO2 | Develop insights into MSME concepts and its impact on Business. |
| CO3 | Apply knowledge of Various Financial schemes available to start up there enterprise. |
| CO4 | Demonstrate creativity and innovation in managing the entrepreneurial development effectively. |

TEXT BOOKS:

1. Entrepreneurial Development by Dr S S Khanka, S Chand & Company Ltd 3rd edition, 2020
2. Entrepreneurship Development & Small Business Enterprises by Poornima M Charantimath, Pearson 3rd edition 2021.
3. Lall& Sahai: Entrepreneurship (Excel Books 2 edition) Couger, C- Creativity and Innovation (IPP, 1999) 2nd edition 2009.
4. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech) 2nd edition 2007
5. A.K.Rai – Entrepreneurship Development, (Vikas Publishing) 2nd edition 2021.

REFERENCES:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, HPH,Millenium Edition 2nd edition, 2022.

3. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, Cengage Learning 2nd edition, 2018
4. S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, New Age International 2nd edition, 2018.

Course Assignments/Practical Components:

1. 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.
2. Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
3. 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?
4. Study a local for-profit business and try to list out the positive social impacts of the business.
5. 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.
6. Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 2 | | 2 | 1 | |
| CO2 | 2 | | 2 | 1 | |
| CO3 | 2 | | | 2 | |
| CO4 | 2 | | 2 | 1 | |

STRATEGIC MANAGEMENT

Course Code: P24MBA27
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3
No. of Hours per Week: =3
Total Numbers of Hours: 40

Course Objectives:

1. To provide insights into the core concepts and phases of strategic management.
2. To evaluate various business strategies in dynamic market environments.
3. To gain insights into various strategic management models.
4. Students must understand factors considered for strategic implementation in business.
5. Students must equip the various levels and challenges strategic control in business.

Module 1

10 Hours

Introduction to Strategic Management: its importance and relevance, Characteristics of strategic management, the strategic management process- Relationship between a company's strategy and its business model.

Strategy formulation – Developing Strategic vision and mission for a company –Setting Objectives – Strategic Objectives and Financial Objectives – Balanced score card, Company Goals and Company Philosophy. The hierarchy of strategic intent – Merging the strategic vision objectives and strategy into a strategic Plan.

Module 2

07 Hours

Environmental Analysis – The strategically relevant components of a company's external environment – Industry Analysis- Porter's dominant economic features – Competitive environment analysis – Porter's five force model – Industry driving forces – key success factors- concept and implementation. Analyzing a company's resources and competitive position – Analysis of the company's present strategies – SWOT Analysis – Value chain Analysis – Benchmarking.

Module 3

08 Hours

Generic Competitive Strategies – Low cost, Differentiation, Best cost, focused strategies. Strategic alliances, collaborative partnerships, mergers and acquisition, joint ventures strategies – Outsourcing Strategies- International Business level strategies.

Module 4

08 Hours

Formulating long term and grand Strategies – Tailoring Strategy to fit specific Industry and company situation – long term objectives for grand Strategies- innovation, integration and diversification – conglomerate diversification, retrenchment, restructuring and turnaround – GE nine cell planning grid and BCG Matrix.

Module 5

07 Hours

Strategy Implementation – Operationalizing strategy, annual objectives, developing functional strategies, developing, and communicating concise policies. Institutionalizing the strategy, structure, leadership and culture, ethical Process, and corporate social responsibility.

Strategic Control: Guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems. Monitoring performance and evaluating deviations, challenges of Strategy Implementation.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply knowledge of strategic management theories and concepts to solve business problems |
| CO2 | Ability to foster critical thinking abilities for decision making with the use of case studies |
| CO3 | Ability to appreciate and develop value-based leadership |
| CO4 | Ability to understand, analyse and communicate global, economic, and ethical aspects of business using business strategies |

TEXTBOOKS:

1. Crafting and executing strategy by Arthur A. Thomson Jr., A. J. Strickland III, John E. Gamble-Tata McGraw Hill, 22nd edition, 2023.
2. Strategic Management – An Integrated Approach by Charles W.L. Hill, Gareth R. Jones – BIZTANTRA, 12th edition, 2023

REFERENCES:

1. Strategy and the Business Landscape – Pankaj Ghemawat 3rd edition, 2020.
2. Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson, : South Western, Thomson Learning 12th edition 2021.
3. Strategic Management – Hitt&Manikutti, Cengage learning, 13th edition, 2023.
4. Strategic Management – Fred R David, PHI Learning Private Ltd, New Delhi 16th edition 2023.

Course Assignments/Practical Components:

1. Analyzing the Mission and Vision statements of selected Indian companies. •
2. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.
3. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyze the news items to understand and write down the company's strategy and execution efficiency.

4. 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.
5. Map out GE 9-cell matrix and BCG matrix for some companies and compare them. • Conduct SWOT analysis of companies around your campus.

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | | 2 | | | |
| CO2 | | | 2 | | |
| CO3 | | 2 | | | 3 |
| CO4 | | | | 3 | |

SEMINAR - II

Course Code: P24MBA 28
Total Numbers of Hours: 13

CIE: 50 Marks Credit Pattern:: L:T:P = 0:0:2 = 1
No. of Hours per Week: 1

Course Objectives:

1. To make students reach across diverse disciplines to apply theories, methods, and knowledge from multiple fields.
2. To make students identify opportunities for developing ideas through creative work.
3. To make students identify the right source of collecting data.
4. To make students apply proper technique for analysis.
5. To enable students to draw meaningful conclusion and prepare a report

Seminar

Topics on Contemporary Issues in Management are given to students. Guidance will be provided to the students by their respective Mentor. Students are expected to carry out extensive literature reviews, formulate problem statements, collect relevant data, make analysis, and interpret the same. The presentation will be evaluated by the department faculties.

Rubrics for evaluation of the seminar

| Sl No | Particulars | Max Marks | Cos |
|-------|------------------------|-----------|-----|
| 1 | Relevance of the topic | 10 | CO1 |
| 2 | Content | 10 | CO2 |
| 3 | Methodology of Study | 10 | CO3 |
| 4 | Overall Presentations | 10 | CO4 |
| 5 | Question and Answer | 10 | CO4 |
| | Total Marks | 50 | |

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Analyse the literature relevant to the topic. |
| CO2 | Exhibit knowledge in identifying relevant information, use of primary and secondary data. |
| CO3 | Exhibit competence in applying appropriate technique for analysis and draw meaningful conclusion. |
| CO4 | Defend their presentation and will answer the questions asked for. |

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| C01 | 3 | | | 1 | |
| C02 | 3 | | 1 | 1 | |
| C03 | 1 | 2 | 1 | | 1 |
| C04 | 1 | | 1 | | 1 |

PROFESSIONAL COMMUNICATION DEVELOPMENT (PCD)

Course Code: P24MBA 29

CIE : 50 Marks

Credit Pattern: L: T: P = 2:0:2 = 0

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 50

Course Objectives:

1. Understand the correct usage of Preposition and conjunctions.
2. Effective Email writing skill
3. Enable the individual to write Blogs.
4. Introduce the most scientific ways of mastering vocabulary.
5. Explain the concept of root words and the related words.

Module 1

6 Hours

Sentences: Introduction to simple and compound sentences, Techniques to build simple and compound sentences, Rules for constructing a complex sentence, Introduction to punctuation, Introduction to active and passive voice

Module 2

8 Hours

Preposition: Introduction to prepositions, Importance of usage of prepositions, rectifying common errors in context to using preposition, Right usage of common prepositions like in, on, under, behind, below etc.

Conjunctions: Introduction to conjunctions, Understanding the importance of usage of conjunctions, Usage of different conjunctions in a compound sentence, Understanding the meaning of conjunction like yet, since, until, however, but etc.

Module 3

6 Hours

Vocabulary builder - Gaining increased momentum, How to talk about actions– Verbs that accurately describe human activities, excursions into expressive terms good and evil, doing saying, wishing and pleasing. how to talk about various speech habits– words that explore in depth all the degrees and kinds of talk and silence, how to insult your enemies– terms for describing a disciplinarian, toady, dabbler, provocative woman, flag-waver, possessor of a one-track mind, free thinker, sufferer from imaginary ailments, various manias and phobias, how to flatter your friends– terms for describing friendliness, energy, honesty, mental keenness, bravery, charm, sophistication etc.

Module 4

4 Hours

Writing Skills 2: Format for e-mail writing. Format for Letter Writing. Some common errors. Creative Writing. Blog Writing

Module 5

8 Hours

Vocabulary builder - Finishing with a feeling of complete success.

How to talk about common phenomena and occurrences – Words for poverty and wealth, direct and indirect emotions, not calling spade a spade, banter and other light talk, animal like contentment, homesickness and different kind of secrecy. Excursions into terms expressive of goodness, of hackneyed phraseology, of human similarity to various animals, of kinds of sound, etc. How to react to the new words you meet in your reading.

How to talk about what goes on - Verbs that show exhaustion, criticism, self-sacrifice, repetition, mental stagnation, hinting, soothing, sympathizing, indecision, etc. How you can increase your vocabulary by picking your friends brains.

How to talk about a variety of personal characteristics: Adjectives that describe insincere humility, dissatisfaction, snobbery, courtesy to women, financial embarrassment, sadness, etc.

How increasing your vocabulary has begun to change the intellectual climate of life.

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Amplified level of confidence to express themselves in English. |
| CO2 | Elevated standard of learning through the implementation of creative cognitive techniques and correct usage of Prepositions and Conjunctions. |
| CO3 | Write Emails, Letters and Creative passages. |
| CO4 | Apply the knowledge of vocabulary in his speaking and writing. |

REFERENCE BOOKS:

- “Word Power Made Easy New Revised and Expanded Edition”, First Edition, Norman Lewis, Goyal Publisher.
- “Essential English Grammar” by Raymond Murphy, published by Cambridge University Press.

CO-PO MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | | |
| CO2 | 3 | | 3 | | |
| CO3 | 3 | | 2 | | |
| CO4 | | | | 3 | |

THIRD SEMESTER

PROJECT MANAGEMENT

Course Code: P24MBA 31

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 =4

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 50

Course Objectives: The objective of the course is:

1. To provide the framework of capital budgeting and generation and screening of project ideas
2. To provide knowledge and understanding of market and demand analysis, technical analysis, project risk analysis and financial estimates and projections
3. To expose students to special decision situations, social cost benefit analysis, qualitative analysis and environmental appraisal of projects.
4. To expose student to various means of project financing, project management, network techniques and project review and administrative aspects
5. To appraise the students on the leading practical application oriented relevant and updates case studies.

Module 1

09 Hours

Project Management an Overview: Capital Expenditures-Importance and Difficulties. Phases of Capital Budgeting. **Resource Allocation Framework:** Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting. **Generation and screening of project ideas:** Generation of ideas –monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries. **Market and demand analysis:** Situational analysis and specification of objectives – collection of secondary information – conduct of market survey– characterization of the market – demand forecasting – market planning.

Module 2

13 Hours

Technical Analysis: Manufacturing Process/Technology-Technical arrangements-Material inputs and Utilities-Product mix-Plant Capacity-Location and Site-Machineries and Equipment's-Structures and Civil Works

Financial Analysis: Estimation of cost of project and means of financing –estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – break even points – projected cash flow statement – projected balance sheet.

Module 3

13 Hours

Types and measure of risk– Type of Risk, Source of Risk and Measures of risk. Risk Analysis in Capital Budgeting-Sensitivity Analysis– Scenario Analysis – Monte Carlo Simulation – Decision Tree Analysis

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirrlees approach to SCBA

Environmental appraisal of projects: meaning and scope of environment – Environmental resources values – environmental impact assessment and environmental impact statement.

Module 4

06 Hours

Project financing in India: Means of finance – norms and policies of financial institutions – SEBI guidelines – Sample financing plans – structure of financial institutions in India – schemes of assistance – term loan procedures – project appraisal by financial institutions.

Module 5

9 Hours

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation.

Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limited – PERT and CPM models – Network cost system (Only problems on resources allocation and resources leveling). **Project review and administrative aspects:** Initial review – performance evaluation – abandonment analysis – administrative aspects of capital budgeting – evaluating the capital budgeting system of an organization.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Analyze various phases of Project Management |
| CO2 | Apply various tools available for Risk analysis in Capital. |
| CO3 | Apply the knowledge of various forms of project organization. |
| CO4 | Demonstrate the knowledge of project implementation and review. |

TEXT BOOKS

1. Prasanna Chandra – Project Planning: Analysis, Selection, Implementation and Review – TMH 8th edition 2022.
2. Narendra Singh – Project Management and Control – HPH, 5th edition, 2018

REFERENCES

- Nicholas – Project Management for Business and Technology: Principles and Practice – Pearson / PHI, 4th edition, 2021.

Practical Components:

- ✓ Analyse the approaches to project appraisal differ between commercial projects in the private sector and a public sector.
- ✓ Visit a financial institution/Bank and study the project appraisal criteria adopted by them.

- ✓ Analyse the project financing procedure provided by Banks.
- ✓ Visit the organization which have undertaken large scale projects like ‘Bangalore Metro Rail’ and study the risk associated with such projects and also study how they access and manage such risks.

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 2 | | | 2 | 1 |
| CO2 | 2 | 2 | 1 | | |
| CO3 | 2 | | 2 | | |
| CO4 | 2 | 1 | | | 1 |

DIGITAL MARKETING

Course Code: P24MBA 32
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 4
No. of Hours per Week=4
Total Numbers of Hours: 50

Course Learning Objectives:

1. To make students understand the basic Concepts of Digital marketing.
2. To create awareness about effective Ad Words campaign & Advertising Positioning with respect to the Digital marketing
3. To create awareness about the road map for successful Digital marketing strategies.
4. To know the importance of Social media Platforms importance in Digital Marketing

Module 1

10 Hours

Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence with respect to Digital Marketing.

Module 2

10 Hours

The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan.

Module 3

10 Hours

Terminology used in Digital Marketing, PPC and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google web-master and analytics overview, Affiliate Marketing, Email Marketing, Mobile Marketing.

Module 4

10 Hours

Display advertising, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising. Advertising & its importance, Digital Advertising, Different Digital Advertisement, Performance of Digital Advertising- Process & players, Display Advertising Media, Digital metrics.

Module 5

10 Hours

Fundamentals of Social Media Marketing& its significance, Necessity of Social media Marketing, Building a Successful strategy: Goal Setting, Implementation.YouTube Advertising:- YouTube Channels, YouTube Ads, Type of Videos, Buying Models, Targeting & optimization, Designing & monitoring Video Campaigns, Display campaigns.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to:

| | |
|------------|--|
| CO1 | Understand basic Concepts of Digital marketing. |
| CO2 | Develop awareness about effective Ad Words campaign & Advertising Positioning with respect to the Digital marketing. |
| CO3 | Understand Various Digital Advertising & its importance. |
| CO4 | Understand how Fundamentals of Social Media Marketing& its significance development helps in digital marketing |

TEXT BOOKS:

1. Digital Marketing –Kamat and Kamat-Himalaya publishers.
2. Digital Marketing, S. Gupta, McGraw-Hill publishers.

REFERENCES:

1. Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson, 2017
2. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
3. Digital Marketing, V. Ahuja, Oxford University Press
4. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

Course Assignments/Practical Components:

1. To study ICICI Bank: Building India's Most Social Bank through social media network.
2. To study how Display Plan is made.
3. Students have to create a marketing campaign of their choice and promote it through Social Media Networks.

CO-PO MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | 1 | | | 1 |
| CO2 | | 3 | | 1 | |
| CO3 | 2 | | 3 | | 3 |
| CO4 | | 2 | | 3 | |

DATA ANALYSIS AND OFFICE TOOLS

Course Code: P24MBA33

CIE : 50 Marks

Credit Pattern: L: T: P =0:1:2: = 2

Exam Duration: 01 Hour

No. of Hours per Week = 2

Total Numbers of Hours: 26

Course Objectives:

1. To make students aware of usages of MS office.
2. Students will be demonstrating their knowledge on MS Excel for all their calculations.
3. To equip student with the ability to decide on the suitability of particular statistical tests for different sets of data.
4. To make students use of SPSS (Other similar) software its application in the field of research
5. To make students understand the role and importance of data analytics in the competitive world.

Module 1

3 Hours

Introduction to Microsoft Office - Uses and applications of MS office. MS office tools-Word, Power Point and Excel.**MS Word-Report Preparation** – Introduction to MS Word, learning practically how to prepare a report in proper format.**MS Power Point-** Introduction to Power Point- learns to use Power Point as a model for Presentations.

Module 2

6 Hours

MS Excel- Introduction to Excel- learn to use excel for calculations applying formulae. Learning calculations using formula, learning to calculate descriptive statistics, learning to calculate Capital budgeting tools, etc. **Advance MS Excel** – Working with Functions, Lists, analyzing data, Visualizing data, Pivot tables and charts, working with multiple worksheets and workbooks, using lookup functions and formula, sharing, and protecting worksheet, etc.

Module 3

6 Hours

Introduction to SPSS (other similar software): Introduction to SPSS software, Data analysis with SPSS- general aspects, general description, functions, menus, command, and file management.

Input and data cleaning- Defining variables, manual input of data, automated input of data and file import, Data transformation, Syntax files and scripts, output management. Exercise on creating data, importing data, data cleaning and editing existing data.

Module 4 **5 Hours**

Descriptive Analysis of data- Frequency Distribution, Descriptive, Explore, Crosstabs. Exercise on running the Descriptive statistics and interpreting the results **Statistical Tests 1-** Means, T-test, One-way ANOVA, Nonparametric tests, Normality tests. Exercise on running the statistical tests and interpreting the results.

Module5**6 Hours**

Statistical Tests 2- Linear Correlation and Regression, Multiple Regression, Factor Analysis
Exercise on running the statistical tests and interpreting the results.

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Apply the knowledge of MS office for recording data of the business in suitable for and interpret the same with help of it for better communication of the business performance to the stakeholders. |
| CO2 | Demonstrate effective decision-making process using suitable statistical technique/Tool leading towards accomplishment of organizational goal |
| CO3 | Analyze trends of underling variable using descriptive statistics, correlation thus giving a strong base for decision making process. |
| CO4 | Analyze the cause-and-effect relationship by carrying out hypothesis testing using parametric and nonparametric tests to understand the behavior of the underlying variables contributing towards effective decision-making process |

TEXTBOOKS:

1. Microsoft Excel 2016 Data Analysis and Business Modelling (5th Edition) (Business Skills) 6th Edition, by Wayne Winston
2. SPSS: Stats Practically Short and Simple by Sidney Tyrrell, ISBN: 978-87-7681-474-8, 1st edition, Book boon Premium.
3. Discovering Statistics Using IBM SPSS Statistics, 4th Edition 4th Edition, by Andy Field

REFERENCES:

1. <http://www.techonthenet.com/excel/formulas/text.php>
2. <http://office.microsoft.com/en-us/excel-help/quick-start-create-a-pivottable-report-HA010359471>.
3. <http://www.howtogeek.com/howto/13336/working-with-pivottables-in-excel/>

Course Assignments/Practical Components:

1. Students should collect data based on some theory and draw hypothesis and run test.
2. Students must design questionnaire based on various scale development already available try to understand the challenges and concerns of designing the questionnaire.
3. Students must collect data and run the suitable tests and interpret the analysis.

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| C01 | 1 | 3 | | 1 | |
| C02 | 1 | 2 | 1 | | 1 |
| C03 | 3 | | | 1 | |
| C04 | 1 | 2 | | | 1 |

INTERNSHIP

Course Code: P24MBA34CIE: 50 Marks
SEE : 50 Marks

Credit Pattern: L: T: P =0:0:8: = 4
Duration = 6 Week

Course Objectives:

1. To make students to learn industrial culture.
2. To understand the importance of efficient workflow.
3. To inculcate collaborative work culture to achieve team goals.
4. To develop skills in managing the projects
5. To enable students to draw meaningful conclusion and prepare a report.

The student will undergo an internship for 4 weeks after the completion of the second semester and before the commencement of third semester in an organization, under the supervision of an internal guide. The student will be able to apply the management concepts and theories learnt during the first and second semester to the functional aspects of an organization. This will expose them to the real-world corporate practices and give them a learning experience. The evaluation will be done by the Internal Guide during the Internship work and a viva-voce will be conducted by the Internal and External examiners.

Course Outcomes: At the end of the course the student should be able to:

| | |
|-----|---|
| CO1 | Understand the organization culture and the role assigned to them |
| CO2 | Apply knowledge relevant their role in the organization |
| CO3 | Ability to collect the relevant information |
| CO4 | Exhibit competence in preparing the report and present it. |

Rubrics for Internship:

| Particulars | Scores | CO's |
|----------------------------------|---------------|-------------|
| Content | 20 | CO1, CO2 |
| Subject Knowledge | 20 | CO2 |
| Coherence and Organization | 10 | CO3 |
| Audibility and Comprehensibility | 10 | CO3 |
| Presentation Skills | 20 | CO4 |
| Overall impression(Q&A) | 10 | CO4 |
| Total | 100 | |

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| C01 | 3 | | | 1 | |
| C02 | | 2 | 1 | | 1 |
| C03 | | 2 | 1 | 1 | |
| C04 | | | 2 | 1 | 1 |

FINANCE MANAGEMENT
MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Code: P24MBA3F1

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week =3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course objectives:

1. To facilitate understanding of corporate merger and acquisition activity and Restructurings
2. To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.
3. To provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition. To assess human and cultural aspects of M&A's.
4. To learn how corporate value firms for their strategic decisions.
5. To understand the regulatory and accounting aspects concerned with M&As.

Module 1

12 Hours

Mergers – Meaning, Types of Mergers, Value creation in horizontal, vertical, and conglomerate mergers. Operating, financial and managerial synergy of mergers. Theories of mergers. Internal and external change forces contributing to M & A activities, impact of M&A activities on the stakeholders, Reasons for failure for M&A.

M&A – A strategic Perspective: Industry life cycle and product life cycle analysis in M&A decision, SWOT analysis, BCG matrix, Porter's five forces model.

Module 2

06 Hours

Merger Process: Dynamics of M&A process- identification of targets-negotiation closing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects – managerial challenges of M & A

Module 3

10 Hours

Valuation - Share Exchange Ratio, Optimal SER, Post-merger EPS, PE, share price calculations. Valuing merger using free cash flow technique (Problems)

Methods of Accounting for Amalgamation: Pooling of interests' method, Purchase Method (Theory & Problem)

Module 4

06 Hours

Corporate restructuring – significance, different methods of restructuring – Expansion, Contraction, Corporate control and Changes in ownership structures. Takeovers: Friendly and Hostile. Hostile takeover methods, Anti - takeover defenses – preventive and active.

Module 5**06 Hours**

Legal Aspects in M&A's: Legal procedures for Mergers as per Companies Act 2013, Implications under Indian Income Tax act 1961, Competition Act, 2002 and Mergers, Key provisions of SEBI takeover code (Takeover code -2011), salient features of SEBI guidelines for takeovers.

Case Studies in Indian context only**Course Outcomes: At the end of the course the student should be able to;**

| | |
|------------|---|
| CO1 | Apply the concepts of Mergers and Acquisitions |
| CO2 | Analyze value additions Pre and Post M&A using suitable model |
| CO3 | Apply the concepts and strategies of corporate restructuring |
| CO4 | Analyze the legal aspects of M&A's |

TEXTBOOKS:

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/E
2. Mergers & Acquisitions –Text & Cases by B Rajesh Kumar- Tata McGraw Hill company

Course Assignments/Practical Components:

1. Pick up any latest M&A deal and generate the details of the deal and then study the deal in the light of the following.
 - a) Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
 - b) Synergies likely to emerge to the combining and the combined firm(s) from the deal.
 - c) The valuation for the merger and basis for exchange rate determination

CO-PO MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 2 | 2 | | 1 | |
| CO2 | 2 | 2 | | 2 | 2 |
| CO3 | 2 | 2 | | 2 | 2 |
| CO4 | 2 | 2 | | 1 | |

INVESTMENT AND PORTFOLIO MANAGEMENT

Course Code: P24MBA 3F2

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Learning Objectives:

1. To make students understand the significance of investment and different investment avenues available to investors based on their preferences.
2. To make students understand how to derive intrinsic value of equities and debt facilitating investment in them based on it.
3. To make students familiar with technical analysis so as to facilitate trading of securities in the stock market.
4. To make the students learn the process of Portfolio Construction. Also, to make them aware of Portfolio Revision Strategies.
5. To make the students will be able to evaluate the Performance of Portfolio using suitable measures.

Module 1

06 Hours

Investment an Overview: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Leading Stock Exchanges in India. Indices of Indian Stock Exchanges.

Module 2

10 Hours

Equity Valuation: Models -Valuation methods-dividend discount model, price earnings ratio, price book value ratio, Price-sales ratio.

Bond valuation- Strategic role of bond, Bond terminology, types of bonds, bond price analysis, bond valuation, duration, modified duration, YTM, interest and determinants of interest rates, theories of interest rates, analysis of deep discount bond, analysis of convertible bond. Bond Risk management tools- types of risks, Bond Immunization, convexity, term structure of interest rates, credit rating. (Problems on YTM, duration and modified duration)

Module 3

08 Hours

Fundamental Analysis - Objective and beliefs of fundamental analysis, framework of fundamental analysis concepts of intrinsic value- Economic Analysis: Economic forecasting methods, Industry analysis and Company analysis.

Technical Analysis - Concepts of Technical analysis, Trends based on Dow Theory, Japanese candle sticks, Candle stick patterns, Chart patterns, Oscillators – Moving averages, Exponential Moving averages, MACD, RSI, Bollinger Band.

Efficient market hypothesis - Concept of efficiency of stock markets, forms of efficient market hypothesis, Empirical tests of efficient market hypothesis in Indian Market. Description of tests of efficient market hypothesis.

Module 4

08 Hours

Portfolio Management: Introduction to Portfolio Management, Portfolio & securities return, Portfolio risk, portfolio investment process- introduction, basic principles, objectives of portfolio management.

Portfolio Theories: Markowitz diversification model, Sharp's single index model, Asset pricing theories – CAPM and Arbitrage pricing theories.

Module 5

08 Hours

Portfolio Construction and Revision: Sharpe's optimal portfolio construction Formulating the portfolio strategy- active, passive strategies Formula plans.

MEASURING AND EVALUATING PORTFOLIO PERFORMANCE: Measures of return, Sharp's measures, Treynor measure, Jensen's differential return approach, Fama portfolio decomposition.

International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment.

Introduction to Algo Trading- Different types of order; Algo Trading Basics; Advantages, Disadvantages and Misconceptions of Algo Trading

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply systematic procedure in making investment based on the objectives and risk-return trade off by the investor |
| CO2 | Evaluate whether the gives security is under-priced or overpriced and make the decision of buy or sell of the underlying security to maximize the return |
| CO3 | Construct optimum portfolio based on Sharpe's index and estimate the portfolio return and risk facilitating maximization of return and minimization of risk |
| CO4 | Exhibit knowledge on trading skill based on technical analysis by using the concept of price volume action, indicators and oscillators along with psychological and money management to become successful trader in the stock market |

TEXTBOOKS:

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition, 4th edition, 2021.
2. Investments – Zvi Bodie, & Mohanty – TMH – 11th edition 2022

3. Investment Management – VK Bhalla (S. Chand & Co) 14th edition, 2021.

REFERENCES:

1. Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning.
2. Punithavathy Pandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e, 2005

Course Assignments/Practical Components:

1. Given a notional investment of Rs. 50 lakhs make a report on investment in portfolio and also evaluate the same to estimate the portfolio return.
2. Select any 10 stocks and find whether there are any possibilities of constructing a portfolio according to Markowitz.
3. Construct a portfolio from SENSEX/NIFTY.

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | 2 | | | |
| CO2 | 2 | 3 | | 1 | |
| CO3 | 2 | 3 | | 1 | |
| CO4 | 2 | 3 | | 1 | |

MARKETING MANAGEMENT

CONSUMER BEHAVIOR

Course Code: P24MBA 3M1

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives: The objective of the course is to make the student to familiar with the consumer behavior process and various aspects of consumer behavior. In detail:

1. To provide an understanding of the need of consumer behavior and its motivation.
2. To provide an understanding of different perspectives that characterizes the study of Consumer behavior & personality.
3. To provide an understanding concept of consumer Communication process & social and cultural setting
4. To provide an understanding concept of consumer decision making process.
5. To provide an understanding of application of theoretical concepts to practical situations involving several cases

Module1

09 Hours

Consumer as an individual: Consumer needs and motivation – what is motivation – motivation needs – goals – positive and negative motivation – rational versus emotional motives – the dynamic nature of motivation – needs and goals – frustration – arousal of motives – types and systems of needs – diversity of need systems – the measurements of motives – motivational research – development – motivational research today.

Module 2

06Hours

Personality and consumer Behavior: What is personality-Theories of personality-Brand Personality-Self and Self-Image-Virtual personality or self.

Consumer Perception: Elements of perception-Dynamics of perception-Consumer Imagery-Perceived risk

Consumer Learning: The elements of consumer learning-Behavioral learning theories-Cognitive learning theory-Measures of consumer learning

Module 3

09 Hours

Reference Groups (RG) and Family Influences: What is a group? - Understanding the power of reference groups - Selected consumer - Related RG - Family decision making and consumption -Related roles-The family life cycle

Social Class and CB - The influence of culture on CB - Cross-Cultural CB

Module 4

07 Hours

Consumer Influence and the Diffusion of Innovations: Opinion leadership-Dynamics of the opinion leadership process-Motivation behind opinion leadership-Diffusion of Innovations-Its process-The adoption process

Module 5

09 Hours

Communication and persuasion: Components of communication – the communication process – the message initiator (the source) – the target audience (the receivers) – feedback – the receivers' response – designing persuasive communications – communication strategy – media strategy – message strategies.

Consumer decision making and beyond –What is a decision-Levels of consumer decision making- Models of Consumers-Model of consumer decision making – consumer gifting behavior – beyond decision: consuming and possessing-relationship marketing.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|-----|--|
| CO1 | Demonstrate the alternative ways of thinking about consumers as individuals and able to use quantitative and qualitative research methods on consumer behaviour. |
| CO2 | Analyze social and cultural factors that affect consumer behaviour. |
| CO3 | Develop marketing strategies that are consumer based and also create and enhance customer value. |
| CO4 | Apply their substantive knowledge to marketing situation (cases, scenarios) in an analytic manner |

TEXTBOOKS:

1. Consumer Behaviour – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 12/e. 2018
2. Shopper, Buyer and Consumer Behaviour – Dana Nicoleta, Jay Lindquist – Biztantra, 3/e, 2015

REFERENCES:

- Consumer Behavior – Hawkins, Best, Coney – TMH, 13/e, 2020
- Consumer Behavior In Indian Perspective – Suja Nair – Himalaya Publishers, 2004
- Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson, 1/e, 2002

Course Assignments/Practical Components:

1. Students can go to malls and unorganized retail outlets and observed he behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings/observations followed with a group discussion.
2. Students must prepare a questionnaire and conduct the survey on consumer buying behavior and present the findings in the class.
3. Find the advertisements that appeal to the need for power, affiliation, and achievement. Discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
4. Meet your friends and conduct a survey to find what are the important factors in the purchase of mobiles, shoes, bags etc.

5. Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload?

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | 2 | | |
| CO2 | 3 | 1 | | 1 | |
| CO3 | 2 | | | 3 | |
| CO4 | 2 | | 2 | | 1 |

RURAL MARKETING

Course Code: P24MBA 3M2

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives: The objective of the course is to expose the students to the differences and similarities between rural and urban markets.

1. To provide basic understanding of rural marketing, Rural marketing environment and rural consumer behavior.
2. To create awareness of the different parameters and basis that can be employed to segment the rural market and to comprehend the reasons behind the requirement of a modified mix for rural market.
3. To provide basic understanding of various pricing and distribution strategies that needs to be adopted to achieve success in the rural market.
4. To create awareness about various communication strategies and financial services available for rural customers.

Module 1

8 Hours

Introduction: Defining rural markets, understanding rural consumers, New influencers, Products, Rural distribution and communication, AICDA model, Developing rural markets through IT.

Rural marketing environment: Defining rural India, Evolution of rural marketing, Defining rural marketing, Rural market structure- Demographic environment, Education and the level of demand, House hold/Rural housing/ Occupational pattern, Physical environment, Economic environment, Social and Cultural environment, Village community, Caste system, Political environment, Technological environment, Constitutional of rural markets, Size of the rural market, Marketing management in Non-profit sectors.

The Rural Economy: The Economic scenario in rural India, changing face of rural development.

Module 2

8 Hours

Rural Consumer behavior: Consumer buying behavior models, Factors affecting Consumer Behavior, Cultural factors, social factors, Technological Factors, Economic Factors, Political Factors.

Characteristics of Rural consumer: Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief,

Rural Market Research: Research objectives and design, Types of rural studies- Secondary data research, primary data collection, Data collection methods [PRA tools], Sampling, Do's and Don'ts in rural market research, Attributes of rural researchers, Limitations of rural research, Rural market research industry.

Module 3

8Hours

Rural Marketing Strategies:

Segmenting, Targeting and Positioning

Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation-Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behavior Segmentation, Multi-attribute Segmentation,

Targeting- Evaluation and Selection of Segments, Coverage of Segments,

Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept

Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness

Fake Brands- The Fakes Market, Strategy to counter fakes, Structure of competition in Rural India, Product warranty and After-sales-service.

Marketing of agricultural products

Module 4

9 Hours

Distribution Strategy:

Introduction: Accessing Rural Markets-Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders-The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies-Behavior of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural.

Module 5

7 Hours

Communication strategy:

Challenges in Rural Communication, Developing Effective communication- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non- Conventional Media, Personalized media.

The Future of Rural marketing: Glamorize rural marketing, Public private partnership, e-rural marketing.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Demonstrate the fundamentals of rural marketing, rural marketing environment and rural consumer behavior. |
| CO2 | Demonstrate the concepts of segmenting, targeting and positioning and describe the challenges of marketing mix in rural context and frame appropriate strategies for improving marketing activities in rural areas. |
| CO3 | Demonstrate the rural pricing strategies and describes the rural distribution system. |
| CO4 | To communication for rural audiences and describes the rural India's access to |

| |
|----------|
| finance. |
|----------|

TEXTBOOKS:

1. Rural Marketing- Pradeep Kashyap & Siddhartha Raut, Biztantra, 2017. 3rd Edition.

REFERENCES:

1. Rural Marketing – U.C.Mathur, excel books, 1/e
2. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
3. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
4. Rural Marketing – Sukhpal Singh – Vikas Publishers
5. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e
6. Rural Marketing- Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication

Course Assignments/Practical Components:

1. Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
2. Visit to a village and understand the market structure and also understand the functioning part of the rural markets.
3. Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability).
4. Students can do a survey on corporate farming and its effect on income of the rural farmer.

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | 2 | |
| CO2 | 2 | | 1 | 1 | |
| CO3 | 2 | | 1 | | |
| CO4 | 2 | | 1 | | |

HUMAN RESOURCE MANAGEMENT
ORGANIZATIONAL STRUCTURE, PROCESS AND DESIGN

Course Code: P24MBA 3H1

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0= 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Learning Objectives:

1. Identify the nature of the organization used in today's business world,
2. Illustrate how Organizational Design acts as a tool for decision making.
3. Insights about concepts related to structural configurations.
4. Understand the art of Power, Conflict and Politics.
5. Demonstrate significance of organizational decision making and strategy formulation.

Module 1

8 Hours

Interpreting Organisational Reality: Images of organization: organizations as machines, living systems, Brains, Political systems, cultures, Psychic Prisons. Organizational Design: what is organizational design?, determinants of organizational design ,Environment, objective/mission, strategy, technology, people and culture, age, size..

Module 2

8 Hours

Components of Organizational Design: Complexity: Horizontal complexity, vertical complexity, spatial complexity, Formalization: organizational and professional formalization, formalization techniques; Centralization: organizational decision-making process, Centralization and decentralization.

Organization-Environment Interface: what is environment? Environmental impact on organization: Burns and Stalker: the mechanistic and organic organization, Lawrence and Lorsch: differentiation-integration theory, Duncan: A Model for "right" organizational structure, Strategies for managing environment: Domain choice, recruitment, vertical integration, buffering, smoothening, advertising, contracting, Mergers/acquisitions/strategic alliances, lobbying.

Organizational Strategy and Structure: what is strategy? The strategy-structure link, Strategic choices as adaptation process: a strategic typology of organization: defenders, prospectors, analyzers.

Module 3

8 Hours

Technological Determinants of Organizational Design: What is technology? Nature of technological influences: technological complexity-Woodward's study, Technological interdependence- Thompson's contribution
Technological uncertainty -Perrow's framework

Integration and implications; job design: managerial options for technological change: combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, opening feedback channels.

Module 4

8 Hours

Basic of Structural Configurations: Strategic Apex, Operating Core, Middle line, Techno structure, Support Staff. Simple Structure; Machine Bureaucracy; Professional Bureaucracy; Defictionalized Form; Adhocracy.

Organisational Power, Conflict and Politics: Significance of power and politics in Organizations Structural Determinants of organizational power: Hierarchical position, Non-Routineness, Centrality to workflow, Control over inputs, Uniqueness, Proximity to Power Power imbalances: Sources of organizational conflicts: Horizontal differentiation, Interdependence among sub units, Performance and Reward criteria, Incongruent relationships Managing Organizational Conflicts: A Contingency perspective: Collaboration, Power Play, Bargaining, And Structural & Procedural Strategies.

Module 5

8 Hours

Organisational Decision Making and Strategy Formulation: What are organizational decisions: Operating Decisions, Strategic Decisions, Administrative Decisions; Influence on organizational decisions?

The normative research approach: The nature of rational decisions, The payoffs of Rationality, Limits of rationality; The entrepreneurial approach: The power of the CEO, How to do top managers think, Uses of intuition, Limitations of Entrepreneurial decisions;

The political approach: Organizational politics and coalitions, The politics of decision making, The nature of political decision making; The consensus building approach: The meaning of consensus, Mechanisms for developing consensus.

Reasons for Organization Failure: The trap of success, Insensitivity to gradual change, Boundary rationality, Organisations as Defences against Anxiety.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply the Nature of organizations in today's world. |
| CO2 | Demonstrate the Design competence in effective decision making. |
| CO3 | Analyse key processes in selecting structural configurations among alternatives. |
| CO4 | Accomplish the role of organizational decision making and strategic formulation. |

TEXT BOOKS:

1. Understanding Organizations :Madhukar Shukla- PHI – 2019, 2nd edition

REFERENCES:

1. Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI, 8/e, 2020
2. Organization Behaviour – P.G.Aqinas-Excel Books-2019 2nd edition

Course Assignments/Practical Components:

1. Conduct a study on organization design at various organizations.

CO-PO MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | | |
| CO2 | 2 | | 2 | | |
| CO3 | 2 | | 1 | 2 | |
| CO4 | 2 | | 2 | 2 | 1 |

HUMAN RESOURCE ANALYTICS

Course Code: P24MBA 3H2

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0= 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Learning Objectives:

1. To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.
2. To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.
3. To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
4. To provide an overview of various tools used for conduction of Descriptive HR Analytics and Visualization of HR Data.
5. To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Module 1

7 Hours

Basics of HR Analytics – History of HR Analytics, Definition and Meaning of HR Analytics – Analytics, HR Analytics, Role of Analytics, Four levels of Analytics-Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Perspective Analytics, Purpose of HR Analytics, Pitfalls of People Analytics- Changing people is Hard, Missing the people strategy part of the people Analytics Interaction, Missing the statistics part of the people Analytics Interaction, Missing the science part of the people Analytics Intersection, Missing the science part of the people Analytics Interaction, Missing the system part of the people analytics interaction, Not involving other people in the right ways, Under funding people analytics, Garbage – In – Garbage – out, Skimming on new data development, Not getting started at all.

Module 2

7 Hours

Rise of Human Resources (HR) Analytics - Areas of HR Analytics-Employee Turnover, Recruitment Analytics, Performance Analytics, Employee Engagement Analytics, Corporate Culture Analytics Applying HR Analytics, Tools for HR Analytics, Benefits of HR Analytics-Improved hiring decision, Reduced talent scarcity, Improved hiring process, good training, better employee insight, Reduced attrition rate, Improved candidate experience, More productive workforce. Uses of HR Analytics – Reporting, Dashboards, Data mining, better problem solving and decision making. Challenges of HR Analytics – Lack of data analytics skills, Data Cleansing, Excess of data, Data privacy and complains, Deciding the tools.

Module 3

8 Hours

Applications of HR Metrics and Creating HR Dashboards – Metrics for Training and Development Function, Major categories of Human Resources Metrics – Metrics that measures

the effectiveness of HR functions, Efficiency of the human resource department, Effectiveness of the employees within the organization. HR Metrics and types of data – Employee count, Voluntary equal employee opportunities, wages, training expenses, employee eligibility, recruitment and selection. HR Dashboards, HR Analytics as a better tool for HR Decisions, Statistical software used for HR Analytics (Excel Only), Data Visualization Tools.

Module 4

9 Hours

Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, Descriptive Analytics in HR: HR Dashboards using MS Excel Data Visualization for Key HR processes.

Module 5

9 Hours

Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Understanding of the relevance of HR Analytics in the current business scenario |
| CO2 | Identify the areas of HR analytics |
| CO3 | Have an overview of various tools used for conduction of Descriptive HR Analytics and Visualization of HR Data. |
| CO4 | Accomplish the significance of Predictive and Prescriptive Analytics. |

TEXT BOOKS:

1. Human resource Analytics Himalaya Publications First edition 2023
2. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
3. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
4. HR Analytics by Dipak Kumar Bhattacharyya, First Edition May 2017.

REFERENCES:

1. Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
2. Nishant Uppal, Human Resource Analytics, Pearson, 2021.
3. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.

Course Assignments/Practical Components:

Use MS Excel for conduction of HR Analytics for key HR Processes

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | | |
| CO2 | 2 | | 2 | | |
| CO3 | 2 | | 2 | | |
| CO4 | 2 | 2 | 2 | 1 | |

FOURTH SEMESTER
INTERNATIONAL BUSINESS MANAGEMENT

Course Code: P22MBA 41
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3
No. of Hours per Week =3
Total Numbers of Hours: 40

Course Objectives:

1. To understand globalization in the Indian economy making decisions in domestic and international business.
2. Help to develop skills in national differences in political economy, legal policies and business ethics in international markets.
3. To develop skills about the global trade and investment environment.

Module 1

06 Hours

Globalisation – Meaning, the Globalization of markets, the globalization of production, the emergence of global institutions, the changing Demographics of the global economy, the globalization debate, differences between domestic and global business

National differences in Political Economy –Introduction, Political systems, Collectivism and individualism, Democracy and totalitarianism, Economic systems, Mixed economy, Legal systems, Different legal systems, Differences in Contract Law, Property rights, The protection of intellectual property, Product safety and product liability, The determinants of economic development, Differences in economic development.

Module 2

08 Hours

Differences in Culture –Introduction, culture, values and norms, culture, society, and the nation state, the determinants of culture, social structure, individual and groups, social stratification, religious and ethical systems, Christianity, Islam, Hinduism, Buddhism, Confucianism, language, spoken language, unspoken language, education, culture and the workplace, cultural change

Ethics in International Business –Introduction, ethical issues in international business, employment practices, human rights, environmental pollution, corruption, moral obligations, ethical dimensions, the roots of unethical behaviour.

Module 3

10 Hours

International Trade Theory: Introduction, an overview of trade theory, the benefits of trade, the pattern of international trade ,trade theory and government policy, mercantilism, absolute advantage, comparative advantage, the gains of trade, qualifications and assumptions, extension of the Ricardian model, Heckscher-Ohlin theory, the Leontief paradox, the product life cycle theory, evaluating the product life cycle theory, new trade theory, increasing product variety and reducing costs, economics of scale, first –mover advantages and pattern of life, implications of new trade theory, national competitive advantage: Porter’s Diamond-factor endowments, demand conditions, related and supporting industries, firm strategy, structure, and rivalry

The Political Economy of International Trade – Introduction, Instruments of trade policy, tariffs, subsidies, import quotas and voluntary export restraints, antidumping policies, the case

for government intervention, political arguments for intervention, economic arguments for intervention, the revised case for free trade, retaliation and trade war, domestic politics, development of the world trading system, from Smith to Great Depression, the Uruguay Round and the World Trade Organization, WTO: experience to date, the future of the WTO: unresolved issues and the Doha Round.

Module 4

08 Hours

Regional Economic Integration: Introduction, levels of economic integration, the case for regional integration, the economic case for integration, impediments of integration, the case against regional integration, regional economic integration in Europe, evolution of European Union, political structure of European Union, the Single European Act, the establishment of the euro, enlargement of European Union, regional economic integration in the Americas, the North American Free Trade Agreement, the Andean Community, Mercosur, Central American Common Market and CARICOM, free trade areas of the Americas, regional economic integration elsewhere, Association of Southeast Asian Nations, Asia-Pacific Economic Cooperation, regional trade block in Africa

The Foreign Exchange Market—Introduction, The functions of the foreign exchange market, Currency Conversion, Insuring against Foreign Exchange Risk, The nature of the Foreign Exchange Market, Economic Theories of Exchange Rate Determination, Prices and Exchange Rates, Investor Psychology and Bandwagon Effects.

Module 5

08 Hours

The International Monetary Policy: Introduction, the Gold Standard, Mechanics of the Gold Standard, Strengths of the Gold Standard, The period between the wars, 1918-1939, The Bretton Woods System, The Role of the IMF, The Role of the World Bank, The collapse of the Fixed Exchange Rate System, The floating Exchange Rate Regime, The Jamaica Agreement, Exchange Rates Since 1973, Fixed versus Floating Exchange Rates, Exchange Rate Regimes in Practice, Pegged Exchange Rates, Currency Boards, Crisis management by the IMF, Financial Crisis of 1985, The Asian Crisis, Evaluating the IMF's Policy Prescriptions

The Strategy of the International Business—Introduction, Strategy and the Firm, Value Creation, Strategic positioning, Operations: The firm as a Value Chain, Global Expansion, profitability, and Profit Growth, Expanding the Market: Leveraging Products and Competencies, Location Economies, Experience Effects, Leveraging Subsidiary skills, Cost pressure and Pressure for Local Responsiveness, Pressuring for Cost Reductions, Pressure for Local Responsiveness, Choosing Strategy, Global Standardization Strategy, Localization Strategy, Transnational, Strategy, International strategy, The Evolution of Strategy

Entry Strategy and Strategic Alliances—Introduction, Basic entry strategies, Entry modes—exporting, turnkey projects, licensing, franchising, joint ventures, and wholly owned subsidiaries, Advantages and disadvantages

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | To create awareness of international business environment |
| CO2 | Analyse business situation based on ethical values and code of conduct practiced in the India and across the globe. |
| CO3 | Apply international trade theory to business. |
| CO4 | Designing strategy in business international business, organizational goals and awareness of the international monetary policy. |

Text Books

1. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global marketplace, Mc Graw-Hill, 12th Edition 2022.
2. P.Subba Rao, International Business-Himalaya Publishing House, 3rd Edition, 2017.

References

- R Srinivasan, International Marketing, PHI, 3rd Edition, 2009.
- Charles W L, Hill Global Business Today, Tata McGraw Hill, 4th Edition, 2005.
- Janet Morrison, International Business Environment, Macmillan.

Course Assignments/Practical Components:

1. Students are expected to choose any 4 Indian Organizations and study their globalization in terms of drivers of Indian economy and submit a report.
2. Students understand culture, political economy and legal system of select country and submit a report.
3. Students should identify any product/service and study the type of Global distribution system used and understand the reason for using that particular type and present it in the class.
4. Students should identify the various types of multinational companies structure strategies and value change analysis and submit the report

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | 2 | 1 | |
| CO2 | 2 | | 3 | | |
| CO3 | 2 | | 2 | 1 | 1 |
| CO4 | 2 | | 2 | | 1 |

BUSINESS ANALYTICS

Course Code: P22MBA 42

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50Marks

No. of Hours per Week =3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives: Students will be able

1. To understand concept of Business Analytics tools and techniques in business intelligence to develop a comprehensive decision support system.
2. Analyse the importance of analytics in decision making and problem solving.
3. Determine the different types of analytical models such as descriptive analytics, predictive analytics.
4. To get familiar with excel functions and formulas

Module 1

06 Hours

Introduction to Business Analytics: Meaning and Definition, Evolution and Scope of Business Analytics; Types - Descriptive, Predictive and Prescriptive Analytics, managerial applications of analytics in organizations

Data Collection and Preparation: Sources of data: Internal and external, Data types and formats: Structured, semi-structured, and unstructured, Data cleaning and preprocessing: Handling missing data, outliers, and noise, Introduction to data warehousing

Module 2

08 Hours

Excel Formulas and Functions for Business Analytics: Keyboard shortcuts for easy navigation; Basic Formulas: SUM, AVERAGE, COUNT, MAX, MIN, IF; Text Functions: LEFT, RIGHT, MID, CONCATENATE, TRIM; Date and Time Functions: TODAY, NOW, YEAR, MONTH, DATEDIF; Logical Functions: IF, AND, OR, NOT, IFERROR; Lookup Functions: VLOOKUP, HLOOKUP, INDEX-MATCH; Math & Statistical Functions: SUMIF, COUNTIF, AVERAGEIF, STDEV, VAR, RANK

Module 3

10 Hours

Descriptive Analytics and Data Visualization: Introduction to Descriptive Analytics; types of variable measurement scale; population and sample; Measures of Central Tendency, Variation and Shape. Data Visualization-Charts, Histograms and screen plots

Module 4

08 Hours

Predictive Analytics: Definition and scope of predictive analytics; Importance of prediction in business decision-making; Introduction to Simple Linear Regression; SLR Model Building; Estimation of parameters using OLS; Interpretation of SLR Coefficient; Validation of SLR Model

Module 5

08 Hours

Regression Analysis: Linear Regression – Simple and Multiple Regression – model building, Interpretation of Coefficients, validation of SLR and MLR.

Case Studies in application oriented using Excel only. Logistic Regression: Basics of Logistic regression and its application. Introduction to Binary Logistic Regression,

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Exhibit understanding of business analytics fundamentals and its importance in decision making process. |
| CO2 | Demonstrate competence in preparation and visualization of data |
| CO3 | Construct simple regression models and interpret the result there off |
| CO4 | Illustrate competence in using excel functions and formulas |

Text Books

1. Business Analytics: The Science of Data - Driven Decision Making, U Dinesh Kumar, Wileys India Pvt. Ltd., 2ND Edition, 2022
2. Microsoft Excel 2016 Data Analysis and Business Modeling (5th Edition) (Business Skills) 6th Edition, by Wayne Winston

References

1. <http://www.techonthenet.com/excel/formulas/date.php>
2. <http://www.techonthenet.com/excel/formulas/text.php>
3. <http://office.microsoft.com/en-us/excel-help/quick-start-create-a-pivottable-report-HA010359471>.
4. <http://www.howtogeek.com/howto/13336/working-with-pivottables-in-excel/>

Course Assignments/Practical Components:

1. Bring out the application of predictive analytics in Marketing, Insurance, Supply chain management, and Education with suitable examples.
2. Identify the profile of customers for a Digital fitness band that different brands offer. Investigate differences across the usage patterns and product lines concerning customer characteristics such as age, gender, annual income, and the number of miles walks every week. Use the appropriate measure of central tendency and dispersion.
3. Build a regression model by identifying dependent and independent variables. Test model fit and Multicollinearity and Interpret R-Square. Find whether the predictor variables are statistically significant and interpret the regression coefficients.

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | 1 | | |
| CO2 | 2 | 2 | | | |
| CO3 | 2 | 2 | | | |
| CO4 | 2 | 2 | | | |

PORJECT REPORT

Course Code: P24MBA 43CIE: 50 Marks
SEE: 100 Marks

Credit Pattern: : L:T:P = 0:0:16 = 8
No. of Hours per Week: 4

Course Objectives:

1. To make students understand the application of theories/concepts in real business world.
2. To make students understanding the importance of literature review.
3. To help student get the insight of various sources of collecting data.
4. To illustrate various techniques of data analysis.
5. To enable students to draw meaningful conclusion and prepare a report.

Identification of projects and allocation methodology to faculty members

Students carry out major projects in Fourth semester. Project work is carried out in organization/industry. Faculties guide the students in all phases of these projects like identifying the problem statement, literature survey and implementation. Project Evaluation Dissertation includes nine phases Evaluation committee formulated for each stream. Faculty encourages students to publish their work and help them in writing project reports.

The best practices that are followed in the Department of MBA for getting quality projects are listed below:

Faculty members are appointed as project guides to monitor and schedule the dates for smooth conduction of project evaluation such as project demonstration and draft copy and final submission of the project report.

Orientation on broad technology areas are given to the students so that they can identify and select the problem for their projects. The major areas are Human Resource, Marketing and Finance.

Students are motivated to do Innovative, research-oriented projects which are of significance to the society, environment and security.

Students will do the projects in the industry. Students should submit the permission/acceptance letter to the department given by the concerned industry/Organizations.

Students submit the Internship offer letter to their respective project guides Faculty members are allotted as project guides according to the faculty specialization and area/theme of the project.

Students maintain a file and record all the communication between them and the guide throughout the semester.

Project dissertation evaluated in nine phases and Project Viva Voce evaluated in five phases Project Guide monitors the progress of the project and incorporation of changes suggested by the committee.

The internal guide is always in communication with the external guide in the company.

The draft reports are corrected and evaluated by the guide before final submission.

Project Evaluation Committee is formed for each domain After Final Submission of Dissertation, Project report is evaluated by the project Guide as well as faculty from the other college for 100 marks and Project viva-voce will be carried out simultaneously by the internal guide and faculty from the other college for 50 marks. All the project reports are maintained in the department library and provided to students for reference.

Course Outcomes: At the end of the course the student should be able to;

| | |
|---|--|
| 1 | Exhibit knowledge in identifying literature in their specialization and analyse the literature relevant to the topic |
| 2 | Exhibit competence in collecting data |
| 3 | Applying appropriate technique for data analysis. |
| 4 | Construct meaningful conclusion and present it. |

Rubrics for evaluation of the project

| Sl No | Particulars | Max Marks | CO's |
|-------|---|-----------|------|
| 1 | Relevance of the subject in the present context | 10 | CO1 |
| 2 | Originality | 10 | CO1 |
| 3 | Literature Survey | 10 | CO1 |
| 4 | Problem Formulation | 10 | CO1 |

| | | | |
|---|--|-----|-----|
| 5 | Experimental Observation/Theoretical Modeling | 10 | CO2 |
| 6 | Results-Presentation and Discussion | 20 | CO2 |
| 7 | Conclusion and Scope for the future work | 10 | CO3 |
| 8 | Overall Presentation of the Thesis | 10 | CO4 |
| 9 | Outcome of dissertation resulting in a article | 10 | CO4 |
| | Total Marks | 100 | |

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | 1 | |
| CO2 | 3 | | 1 | 1 | |
| CO3 | | 2 | 1 | | 1 |
| CO4 | 1 | | 1 | | 1 |

Project Viva Voce:

Student's are expected to present their project work to the panel in the viva voce. Respective student's project is assessed to their skills to deliver the seminar, explain the concept and way to assess the performance. The performance of the individual team member of the project is assessed at the time of presentation in reviews by considering the following criterions: Presentation of background of work undertaken, Presentation of suitability of work chosen, Presentation of finalization of work, Presentation of results, discussion of results and conclusion, Overall performance

Course Outcomes: At the end of the course the student should be able to;

| | |
|---|--|
| 1 | Exhibit skills in presenting information in a well-structured and logical sequence |
| 2 | Illustrate the means by which the objective of the study is achieved and Showcase the background of the study and justify the problem statement. |
| 3 | Competence in presenting the results and conclusion so drawn. |
| 4 | Defend the outcome of the study with proper justification |

Rubrics for Viva Voce

| Sl No | Particulars | Max Marks | Marks Awarded |
|-------|---|-----------|---------------|
| 1 | Presentation of background of work undertaken | 10 | CO1 |
| 2 | Presentation of Suitability of work chosen | 10 | CO2 |
| 3 | Presentation of finalization of work | 20 | CO3 |
| 4 | Presentation of results, discussion of results and conclusion | 40 | CO4 |
| 5 | Overall Performance | 20 | CO4 |
| | Total | 100 | |

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 2 | | | 1 | |
| CO2 | 2 | | 1 | 1 | |
| CO3 | 2 | 1 | 1 | | |
| CO4 | 2 | | | 1 | |

FINANCE MANAGEMENT
INTERNATIONAL FINANCE AND RISK MANAGEMENT

Course Code: P24MBA 4F1

CIE: 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives: The objective of this course is to:

1. To provide an understanding on the international financial environment and exchange rate regimes.
2. To provide a conceptual framework of MNC's exposure to risk and understanding various theories associated with it.
3. To provide an understanding of mechanisms involved in determination of foreign exchange rates, impact of international parity relationships on exchange rates.
4. To provide an understanding of designing and valuation of interest rate and currency swaps.

Module 1

8 Hours

International financial Environment- The evolution financial systems. The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution- Government influence on exchange rate. Country risk analysis.

International flow of funds: -Problems on preparation of statement of Balance of payments (determination of current account, capital account & ORA)-International Trade flows- International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.

Module 2

8 Hours

International Financial Markets: - Foreign exchange markets-Structure of foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-determination of forward market-Cross Rates-arbitrage profit in foreign exchange markets using cross rates.

Foreign Exchange exposure: - Types of Exposure - Management of Exposure- Transaction Exposure-Translation exposure & Economic exposure- Problems to be solved on Transaction & Translation.

Module 3

8 Hours

Forwards and Futures Market: Meaning of forwards and futures, specification of futures, differences between forward and future contract, difference between commodity derivative and financial derivatives, valuation of futures, and valuation of long and short forward contract.

Mechanics of buying & selling futures, Margins, Hedging using futures - Index futures interest rate futures-arbitrage opportunities.

Module 4

08 Hours

Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity mechanics of options- stock options. Options on stock index- options on future – interest rate options. Hedging & trading strategies involving options, Valuation of option: Black Scholes model and Binomial model, option Greeks.

Module 5

08 Hours

Foreign exchange risk Management: Internal & external hedging techniques, hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps-hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country.

Related case studies to be discussed.

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Exhibit knowledge on International Financial Management and how it differs with reference to Domestic Financial Management, forex market and exchange rates its impact on MNC's |
| CO2 | Demonstrate how the global companies are exposed to exchange rate fluctuation and how its impact can be managed by hedging techniques in order to minimize the risk arising so |
| CO3 | Apply the concepts and valuation of forward and future instrument |
| CO4 | Exhibit knowledge of option and its valuation and hedging technique |

TEXTBOOKS:

1. Madhu Vij- Multinational Financial Management – Excel 2nd edition 2018
2. Jeff Madura International Finance Management ---(Thomson), 12/e, 2021
3. Options Futures & Other Derivatives- John C.Hull - (Pearson Education), 11/e, 2021
4. Options & Futures- Vohra & Bagri - (TMH), 3/e, 2017

REFERENCES:

- ✓ International Finance – Thomas O'Brien, Oxford University Press, 3rd edition 2020.
- ✓ International Finance Management - Eun& Resnick – --(Tata McGraw Hill), 6/e, 2021
- ✓ International Finance Management- P.G. Apte- (Tata McGraw Hill), 6/e, 2016
- ✓ International Finance – Maurice Levi, 7/e, Routledge, 2021.
- ✓ Financial Derivatives –Kumar S. S. S, PHI, 2nd edition 2018.

Course Assignment/Practical Components

1. Visit the foreign exchange department of a bank, study the operations and submit a report.
2. Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one• week and record the observations.
3. Study the different types of swaps used in Foreign Exchange Market•
4. Execute basic option strategies (e.g., covered calls, protective puts, straddles) to manage risk or speculate on market movements using option building platform

CO-OP MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | 2 | |
| CO2 | 3 | | | 2 | |
| CO3 | 2 | 3 | 1 | | |
| CO4 | 2 | 2 | 1 | | |

TAX MANAGEMENT

Course Code: P24MBA4F2

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Mark

No. of Hours per Week =3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Note: For the purpose of question paper the previous year as per I.T. Act will be the same as the academic year of the batch. Ex: For forth semester commencing in September 2022, the previous year is 2021-22

Course Learning Objectives:

1. To make students understand the overview of Income Tax Law in India
2. To make students understand the basic concepts of income tax such as residential status, tax incidence.
3. To make students understand the income tax provisions involved in determination of income from salary, business and profession, capital gain and other sources.
4. To help students understand the determination of tax liability companies.
5. To make students understand the provisions and basic concepts of GST in India.

Module 1

10 Hours

Basic concepts: Assessment Year, Previous Year, Person, Assesse, Income, Different heads of income, Gross Total Income, Capital Receipts Vs. Revenue Receipts, Capital Expenditure Vs. Revenue Expenditure, Residential Status, Receipt and Accrual of Income, Connotation of income, Incidence of Tax. Tax Planning, Tax Evasion and Tax Management.

Problems on Computation total income of Residential Status

Module 2

08 Hours

Income from salary - Basic problems on allowances, perquisites and retirement benefits.

Income from House Property –Basic problems on House Property. Deductions under section 80C to 80U (applicable for all forms of assessee)

Module 3

08 Hours

Income under the head Profit and Gains of Business or Professions- Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession). Setoff and carry forward of losses (theory only)

Module 4**08 Hours****Income under capital gain**

- Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from other sources (theory & problems).

Computation of taxable income of Partnership firms & Company with special reference to MAT. (Problems on MAT).

Module 5**06 Hours**

Indirect Tax-Goods and Service Tax- Introduction to GST, application of GST, Composition levy scheme, Input tax credit, exemption under GST, Compulsory registration, rules for availing transitional credit.

Case Studies in Indian context only**Course Outcomes: At the end of the course the student should be able to;**

| | |
|------------|--|
| CO1 | Understand the provisions of tax assessment in Indian Scenario |
| CO2 | Apply their knowledge in assessing tax liability of an Individual |
| CO3 | Analyse and evaluate the information for the calculation of the taxable income of a business or profession or a firm |
| CO4 | Communicate effectively the Indian Income Tax Information |

TEXTBOOKS

1. Income Tax – Dr. H.C. Mehrotra&Dr. S.P. Goyal – Sahitya Bhawan Publications, 65th edition, 2024-25
2. Students’ Guide to Income Tax including GST – Vinod K Singhania, Monica Singhania, Taxmann Publication, 71st edition, 2024-25

REFERENCE:

1. Direct Tax including Tax Planning and Management – Dr. H.C. Mehrotra&Dr. S.P. Goyal – Sahitya Bhawan Publications, 45th edition, 2024-25
2. Direct & Indirect Taxation – Dr. Girish Ahuja &Dr. Ravi Gupta, Commercial Law Publishers (India) Pvt. Ltd., 24th edition, 2024-2025

Course Assignments/Practical Components:

- ✓ Calculation of Taxable income and tax liability using Excel.
- ✓ Encouraging the students to register as tax return preparers.
- ✓ Students can be exposed to filing of tax returns of Individual assesses.

CO-PO MAPPING

| CO | PO | | | | |
|------------|------------|------------|------------|------------|------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 2 | 2 | | 2 | 2 |
| CO2 | 2 | 2 | | 2 | 1 |
| CO3 | 2 | 2 | | 2 | 1 |
| CO4 | 2 | 2 | | 1 | 2 |

MARKETING MANAGEMENT

RETAIL MANAGEMENT

Course Code: P24MBA 4M1

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives: The objective of the course is:

1. To help the students analyse the cases on E-retail markets.
2. To provide an understanding of the concepts, techniques and approaches in Sales Management
3. To emphasize on the Sales Manager's problems and dilemmas.
4. To acclimatize with the insights of retailing, key activities and relationships

Module1

8 Hours

Retail Management: Introduction, meaning Characteristics Retail industry in India Retail Management By Chethan Bajaj), role of retailing Trends in Retail formats) The Changing face of Retailing

Retailing in India: Emergence of Organized retailing (Traditional retail formats, Retailing in rural India, Retail outlets within villages, Periodic markets, Retail strategy with respect to specific product categories- Food, Restaurants, Health and beauty product, Home furniture and household goods, Clothing and foot wear, Durable goods, Petro retailing in India, Retail Banking, Leisure Industry, Challenges in Retail Business in India

Module2

8 Hours

Retail Strategy: The usefulness of strategic planning for all kinds of retailers. The planning process: situation analysis, objectives, identifying consumers, overall strategy, specific activities, control, and feedback. The controllable and uncontrollable parts of a retail strategy. The consumer decision process and its stages. The concept of a trading area and its related components. The importance of store location for a retailer and outline the process for choosing a store location. The types of locations available to a retailer: isolated store, unplanned business district, and planned shopping centre. The concept of the one-hundred percent location. Criteria for evaluating general retail locations and the specific sites within them. Reilly's law of retail gravitation and Huff's law. Alternative terms of occupancy.

Module3 8 Hours

Product and Merchandise Management: Role of Product management in Retail business, The Product selection process, Brand management and retailing, Significance of own branding, Merchandising management, Merchandise budget, Product life cycle. Consumer characteristics that influence the merchandise plan, Influence of competitive factors on merchandise plan, Dimensions of merchandise line, Model stock plan, Constraining factors, Budgetary/selling

space/Turnover/Market environments constraint, Types of suppliers, Criteria selection of suppliers, Category management, Merchandising management planning in various retail segments, financial objectives of Merchandising Store layout, Visual Merchandising, Store space management

Module 4

8 Hours

Retail Pricing: External influences on retail pricing strategy Retail pricing strategies, Retail promotion strategies: Communication methods Objectives of sales promotion, Supplier-originated sales promotions, Point of purchase, Advantages of sales promotions, Steps in designing retail sales promotions

Objectives of Personal selling, Types of personal selling, Publicity, Types of publicity

Module 5

8 Hours

Relationship Marketing in retailing:

Evolution of Relationship Marketing, Relationship marketing Strategies, Personalization, Special treatment benefit, Communication benefits, rewards, Relationship marketing in the organized vs Unorganized retail sector, Customer service in retailing, Customer service managing gaps between expectations and performance, Loyalty programs, Classification of loyalty programmes, (Pg no:575 to 616, Textbook 1)

E-Retailing-Introduction to E-Business Enterprise, organization of a digital retail firm, E-business, E-commerce, Business model of a digital retail firm

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | The student will be able to systematically approach personal selling and sales targets |
| CO2 | The student will be able to explain the basics of retail store management |
| CO3 | The student will be able to systematically choose a location and layout of the store |
| CO4 | The student will be able to explain the concepts related to merchandise management |

TEXTBOOKS:

1. Retail Management ByChethanBajaj, RajnishTuli, Nidhi Srivastava, Oxford Publications

REFERENCES:

1. Swapna Pradhan, 2/e, 2007 & 2009, TMH
2. Retail Management by Micheal Levy, Barton A Weitz, Ajay Pandit

Course Assignments/Practical Components:

1. Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
2. Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service–personal or impersonal? Etc
3. Go to at least three Kirana stores in your neighbourhood (around 2kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
4. Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, penset from the roadside vendor as against a regular shop. Group the products into low risk and high-risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | 1 | | 1 |
| CO2 | 2 | | 1 | 1 | 1 |
| CO3 | 2 | | 1 | | 1 |
| CO4 | 2 | | 1 | 2 | |

INTERNATIONAL MARKETING MANAGEMENT

Course Code: P24MBA 4M2

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives:

1. Provide students aware about international marketing strategies.
2. To understand the knowledge and inputs about international marketing.
3. Understanding the concepts of international planning and dimensions of marketing mix.
4. To help students on application of theoretical concepts to case studies from MNCs.

Modules 1

8 Hours

Framework of International Marketing: Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies

Cultural Dynamics in Assessing Global markets: Definition and origin of culture, Elements of culture, Cultural knowledge, Cultural change, Consequences of innovation.

Modules 2

8 Hours

Developing a global vision through marketing research: Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers.

Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets –Products for consumers in global markets – product development – product adaptation – product standardization – marketing of services – green marketing and product development.

Modules 3

8 Hours

Products and services for consumers: Quality – products and culture – analyzing product components for adaptation– marketing consumer services globally – brands in international markets Products and services for businesses Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business-to-business marketing.

Modules 4

8 Hours

International distribution: International marketing channels, Factors influencing the Channel decision – Channel Selection decision– distribution patterns – alternative middlemen choices – factors affecting choice of channels – surface vs. air transportation – advantages and disadvantages – marine transportation – warehousing, Market entry strategies.

International Retailing: (Refer to “International Marketing” – Dana Nicoleta – Biztantra – chapter 12) International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing.

Modules 5

8 Hours

Personal selling and sales management Designing the sales force, recruiting marketing and sales personnel, Selecting sales and marketing personnel, Training for international marketing, motivating sales personnel, designing compensation systems, Evaluating and controlling sales representatives developing cultural awareness, foreign-language skills

Promotion Decisions Promotions – international advertising – sales promotion in international markets –

Case Studies in Indian Context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|---|
| CO1 | Apply the concept and knowledge of international marketing |
| CO2 | Exhibit skills in facing challenges of positioning the same product or service in different cultural markets. |
| CO3 | Demonstrate their conceptual knowledge of Pricing decisions and product & services in international marketing. |
| CO4 | Demonstrate their conceptual skill of analyzing global marketing channels, distribution and logistics management. |

TEXTBOOKS:

1. Cateora, Gilly& Graham, International Marketing, 15/e, TMH, 2014.
- Warren Keegan, Global Marketing Management, Pearson / PHI, 7th Edition.

REFERENCES:

1. Rakesh Mohan Joshi, International Marketing, Oxford, 2004.
2. Varshney, Bhattacharya, S Chand & Co. International Marketing ,
3. Dana, Nicoleta, Lascu, International Marketing, Biztantra, 2003.
4. R Srinivasan, International Marketing, PHI, 3rd Edition.
5. Philip R Cateora, Graham and Salwan, International Marketing, New Delhi, McGrawHill Education,2013.

6. SakOnkvisit, Johnshaw, International Marketing: Analysis And Strategy, Pearson Education/PHI, 3rd Edition, 2013.
7. Varshney, and Bhattacharya, International Marketing, S Chand & Co.
8. Francis Cherunillam, International Marketing, HPH, 7th Edition, 2004.
9. Michael Czinkota, & others International Marketing, Thomson, 7th Edition, 2004.
10. J P Jeannet, and A D Hennessey, Global Marketing Strategies, Biztantra, 6th Edition, 2005.
11. Pierre David, International Logistics, Biztantra, 2004/05.

Course Assignments/Practical Components:

1. Students can take the example of one product, collect all the information keeping in view international marketing management perspective.
2. Students can discuss or find a new agricultural product – how it can be marketed worldwide.

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 2 | | 1 | 2 | |
| CO2 | 2 | | 1 | 1 | |
| CO3 | 2 | | | 2 | |
| CO4 | 2 | | 2 | | |

HUMAN RESOURCE MANAGEMENT

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: P24MBA4H1

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives:

1. Identify the concepts of human resource policies and practices in multinational organization.
2. Illustrate strategic approaches to the management in multinational organization.
3. Insights the range of deployment of expatriate employees expatriate failure in international assignment.
4. Understand the different human resource international industrial relation strategies adopted by Multinational organization.
5. Demonstrate significance of HRM practices in different countries

Module 1

07 Hours

Induction and Overview: Meaning, Definition, objectives, the drivers of internationalization of business, variables that moderate difference between domestic and international HRM; Models of IHRM – Matching model, Harvard Model, Contextual Model, 5P Model European Model. Qualities of global manager, challenges in IHRM.

Module 2

08 Hours

International HRM Approaches: Ethnocentric approach, Polycentric approach, Regiocentric approach, Geocentric approach & its advantages & disadvantages, factors affecting the approach to IHRM. Mode of Operation Linking.

Module 3

08 Hours

International Recruitment and Selection: Recruitment function; head-hunters, cross national advertising, e-recruitment; Executive Nationality Staffing Policies; Staffing approaches: its advantages & disadvantages, Staff selection criteria, Issues in staff selection, Women Expatriate, The expatriate problem, Reasons & cost involved in expatriate failure.

Module 4

09 Hours

Personal Management: Multinational Performance Management; Performance Management Constraints, variables associated with individual performance and appraisal.
Training and Development: Expatriate training (cross cultural training); Components of effective pre-departure training.

Compensation: Objectives of international compensation, Approaches to International compensation. **REPATRIATION:** Meaning, the Repatriation problem, The Repatriation process.

Module5

08 Hours

International Labour Relations: Key issues –response of labour unions to MNCs. HRM Practices in different countries –Japan, USA, UK, Turkey, Middle East, India and China. Human resource issues in multinational(Social Dumping, Joint Ventures,.) Corporate social responsibility of MNCs.

Case Studies in Indian context only

Course Outcomes: At the end of the course the student should be able to;

| | |
|------------|--|
| CO1 | Apply the global imperatives on Human Resource Concepts, Policies and Practices. |
| CO2 | Exhibit the concepts of IHRM. |
| CO3 | Analyse international industrial relation strategies. |
| CO4 | Evaluate the effects of different human resource and international industrial relations. |

TEXTBOOKS:

1. International Human Resource Management – Peter J Dowling, Denise E Welch, Randall S Schuler – Thompson South Western Excel Books – 4th edition – 2005& 5th Edition, 2012.

REFERENCES:

1. International Human Resource management – Dr Nilanjan Sengupta, Dr.Mousumi S Battacharya – Excel books –Revised Edition –New Delhi 2007.
2. International Human Resource management – P.L.Rao-Excel books 2008
3. International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.

Course Assignments/Practical Components:

1. To solve the case study.
2. Visit an MNE organization and study the HR shared services operations performed. Study and compare Recruitment, Selection and Training practices in various countries.

CO-PO MAPPING

| CO | PO | | | | |
|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | | |
| CO2 | 2 | | 2 | | |
| CO3 | 2 | | 1 | 2 | |
| CO4 | 2 | | 2 | 2 | 1 |

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: P24MBA 4H2

CIE : 50 Marks

Credit Pattern: L:T:P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week = 3

Exam Duration: 03 Hours

Total Numbers of Hours: 40

Course Objectives:

1. Identify the nature of Organisation Development.
2. Understand the art of Values, Assumptions and Beliefs in OD.
3. Insights the concepts of OD Interventions.
4. Illustrate the Applicability of OD.
5. Demonstrate significance of Training Experiences.

Module 1

8 Hours

Managing Organizations Change: Why Organizations change: Situational Reasons for change; Organizational Evolution and change cycle; The Process of Organizational change: A model of organizational change; Resistance to change; Force field analysis; Managerial options for implementing change: Top-Down Approach, Laissez-faire Approach, Collaborative Approach. Guidelines for facilitating change: Unfreezing the system, Facilitating movement, Re-establishing the equilibrium; OD Interventions to implement organizational change. Understanding Organizations

Module 2

6 Hours

Conceptual Framework of OD: Overview of the field of OD, Definitions of OD, History of OD, Values, Assumptions and Beliefs in OD, characteristics of OD, An overview of OD interventions: Process of OD, steps in OD, types of OD interventions- Classification of OD interventions, OD cube-Organizational Diagnosis, Weisbord's (Six Box) model for organizational diagnosis, Bechard's confrontation meeting.

Module 3

10 Hours

Theory and Management of OD: Systems theory-Participation and empowerment, empowerment & commitment.-. Teams and teamwork, Broad team – building interventions, A gestalt approach to team building, techniques and tools used in team building. -Parallel learning structures-A Normative re – educative strategy of changing.-Process of consultation approach to change.- Action research, a process and an approach, Inter Group Team Interventions, Third-party peacemaking interventions. Organization Mirror interventions. Partnering-Survey Feedback, Systems 1 – 4T-. Grid organization development-

Module 4**8 Hours**

Organizational climate – OCTAPACE Model of climate survey. Training Based OD Interventions: Applied behavioural science, T-Group, Behavioural modelling -. Life and career planning - Coaching and mentoring -Instrumented training Role efficacy lab (REL),

Module 5**8 Hours**

Structural Interventions and the applicability of OD: Socio technical systems, Self-managed teams : Work Design, MBO And Appraisal, Quality circles , Quality of work Life Projects, Parallel Learning Structure, Physical settings and OD, Total Quality Management,

Case Studies in Indian Context only**Course Outcomes: At the end of the course the student should be able to;**

| | |
|------------|--|
| CO1 | Apply the role of organization Development. |
| CO2 | Exhibit the concepts of OD Interventions. |
| CO3 | Analyse the applicability of OD. |
| CO4 | Evaluate the significance of Training Experiences. |

TEXT BOOKS:

1. Understanding Organizations: Madhukar Shukla- PHI – 2009
2. Wendell L French, Cecil H & Bell Jr. – Organizational Development – Behavioural Science Interventions for Organization improvement (6e) – Pearson Education Asia, 1999.

REFERENCES:

1. Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI, 3/e
2. Organization Behaviour – P.G. Aqinas-Excel Books-2008

Course Assignments/Practical Components:

1. To conduct driving and restraining forces for an organization.
2. Apply OD intervention at different levels in an organization.
3. Students are expected to study changes that have taken place in various industries over a period of time.

CO-OP MAPPING

| CO | PO | | | | |
|------------|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 |
| CO1 | 3 | | | | |
| CO2 | 2 | | 2 | | |
| CO3 | 2 | | 1 | 2 | |
| CO4 | 2 | | 2 | 2 | 1 |

