GLOBAL ACADEMY OF TECHNOLOGY

(AUTONOMOUS)

DEPARTMENT OF MANAGEMENT STUDIES & RESEARCH CENTRE

MBA - FIRST SEMESTER

SYLLABUS

(AY 2021-22 ONWARD)

GLOBAL ACADEMY OF TECHNOLOGY (Autonomous Institution under VTU)

Scheme of Teaching and Examination 2021–22 (Effective from the academic year 2021 – 22)

I SEMESTER MBA

Sl. No	Course Code	Course title	Offering Department	Teaching Department	Teaching Hours / Week			Examination			Credits
					Theory Lecture	Tutorial	Practical / Drawing	CIE Marks	SEE Marks	Total Marks	
					L	T	P				
1	21MBAC11	Management and Organisational Behaviour	MBA	MBA	3	0	1	50	50	100	4
2	21MBAC12	Managerial Economics for Business Decisions	MBA	MBA	3	0	1	50	50	100	4
3	21MBAC13	Statistics for Business Excellence	MBA	MBA	2	1	0	50	50	100	3
4	21MBAC14	Accounting for Managers	MBA	MBA	2	1	0	50	50	100	3
5	21MBAC15	Startups Management	MBA	MBA	2	0	1	50	50	100	3
6	21MBAC16	Marketing Management	MBA	MBA	3	0	1	50	50	100	4
7	21MBASC11	Managerial Communication	MBA	MBA	1	0	1	50	50	100	2
8	21MBASC12	Advanced Data Modelling and Analysis - I	MBA	MBA	--	--	1	50	50	100	1
9	21MBASD11	Spirituality & Wellness	MBA	MBA	--	--	1	50	50	100	1

| | | | | | TOTAL | 16 | 02 | 07 | 450 | 450 | 900 | 25 |

'C' – Core Course, 'SC' – Soft Core Course, 'SD' – Skill Development Course

Proposed Value-added Programs:

1. Cambridge Assessment – B1 Business Preliminary (40 hours Program: Training and Testing will be done by Cambridge Assessment (British Council)

II SEMESTER MBA

Sl. No	Course Code	Course title	Offering Department	Teaching Department	Teaching Hours / Week			Examination			Credits
					Theory Lecture	Tutorial	Practical / Drawing	CIE Marks	SEE Marks	Total Marks	
					L	T	P				
1	21MBAC21	Legal Systems in Business	MBA	MBA	2	0	1	50	50	100	3
2	21MBAC22	Decision Modelling and Optimisation Techniques	MBA	MBA	2	1	1	50	50	100	4
3	21MBAC23	Financial Management	MBA	MBA	2	1	1	50	50	100	4
4	21MBAC24	Technology for Business	MBA	MBA	2	0	1	50	50	100	3
5	21MBAC25	Intellectual Capital Management	MBA	MBA	2	0	1	50	50	100	3
6	21MBAC26	Operations Management	MBA	MBA	2	0	1	50	50	100	3
7	21MBAC27	Business Research Methods	MBA	MBA	2	0	1	50	50	100	3
8	21MBASC21	Advanced Data Modelling and Analysis - II	MBA	MBA	0	0	1	50	50	100	1

9	21MBASD21	Human Values and Responsible Citizenship	MBA	MBA	1	0	0	50	50	100	1
		TOTAL			**15**	**02**	**08**	**450**	**450**	**900**	**25**

'C' – Core Course, 'SC' – Soft Core Course, 'SD' – Skill Development Course

Proposed Value-added Programs:

1. **Cambridge Assessment – B2 Business Vantage (40 hours Program: Training and Testing will be done by Cambridge Assessment (British Council)**
2. **NCFM – Self paced learning with guidance from faculty mentor – Certificate will be awarded by National Stock Exchange Academy**

Semester 1			
Management and Organisational Behaviour			
Course Code	21MBAC11	CIEE Marks	50
Course Credits	4	SEE marks	50
Teaching Hours/ Week (L-T-P)	56 Hours (3-0-1)	SEE Duration	3 Hours

Course Overview:
   • The primary objective of this course to help students understand organizational behavior and management principles by examining different management practices and their applications. To facilitate a critical evaluation of organizational practices and their impact on work behaviours, attitudes and performance.
   • To understand the systems concept for effectively managing the Organization by skilled managers at all levels are emphasized. The concepts related to better understanding of oneself leading to personal development with a focus on leadership and motivation are highlighted in the course

Course Objectives:
   • Develop an understanding of the integrated nature of business organisations and the environment in which they operate.
   • Inculcate the critical thinking skills for effective decision making.
   • Evaluate the importance of people management in Organisations to predict and manage human behavior.
   • A student who successfully completes the course will surely be in a better position to manage workers as individuals and groups in both private and public organizations.

COURSE OUTCOMES

   • After the completing the course, Students would be able to:
   • **CO1:** Recognize the concepts, need and importance of management and application of the various principles of management.
   • **CO2:** Examine the process of management and the various components of management process (Planning and Organizing function)
   • **CO3:** Analyse the various elements of Staffing, decision making techniques and controlling tools methods in organisations.and
   • **CO4:** Demonstrating the applicability of the concept of Organizational Behaviour to understand the behavior of people in the organization.
   • **CO5:** Critically evaluate the aspects of about the attitude, changing of attitude and aspects of personality, Perception, factors influencing perception, Group Dynamics and Team Development to accept and embrace in working with different people from different cultural and diverse background in the workplace.
   • **CO6:** Will enable the students to learn the applications of motivation theories at workplace, organizational Conflict, leadership styles and stress management techniques and develop innovative ideas that could positively shape the organization.

Course Contents

Module-1: Introduction to Management (8 Hours)
Introduction: Nature, Purpose and Functions, Levels and types of managers, Managerial roles and Skill Set, Management v/s Administration, Evolution of Management Theory: Ancient Theories, Systems and Contingency approaches, Managerial functions, and Roles, Social responsibility of managers and Managerial ethics, Recent trends in Management.

Module -2: Planning and Organizing (9 Hours)
Planning: Nature, Process, Objectives, MBO, Strategies, levels of strategies, Planning Premises.
Organizing: Formal and informal organizations, Types of organization Structures. Principles of organizations-chain of command, span of control, decentralization, and empowerment.

Module -3: (8 Hours)
Staffing: Functions, process and trends in staffing
Decision-making: Process, types of decisions and Techniques in decision-making.
Controlling: Importance, Process, types of control, factors influencing control effectiveness.

Module-4: Dynamics of Organizational Behaviour and Change Management (6 Hours)
Fundamental principles of OB, contributing disciplines, OB Model, Challenges and opportunities.
Concept of Change Management: Kurt Lewin Model of Change

Module -5: Foundations of Individual Behaviour (12 Hours)
Personality: Formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.
Perception: Process of perception, factors influencing perception, Perceptual errors.
Attitude: Formation, components of attitudes,impact of attitude at workplace, relation between attitude and behaviour.
Ability: Intellectual abilities, Physical ability, the role of disabilities,
Team and Group: Team, Stages of Group Formation, Team vs group.

Module -6: Motivation and Leadership (11 Hours)
Motivation: Theories of motivation-needs theory, two factor theory, Theory X and McClelland Theory of Needs,Vroom's expectancy Theory, application of motivational theories.
Leadership and: Styles of leadership, Leadership Theories-trait theory, behavioral theories, managerial grid, situational theories.
Conflict Management: Concept,types,Strategies for managing conflict**.**
Stress Management: Understanding Stress, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.

Practical Component:

1. Relate the basic concepts of planning and its applications in organizing annual management fest in college.
2..How to solve managerial and organizational problems and to develop cognizance of the importance of management principles.
3. Team Building activity.

4. Self-Evaluation test on MBTI.
5.Evaluating the traits of leaders from various walks of Life and categorizing them
(Transformational/Charismatic)

Assignment Component
1. How do biases arise in decision making? What happens when our attitudes are not consistent with our behaviours? How do attributions for people's behaviours influence decision making?
2. How do group norms develop in groups? Why do individuals conform to group norms? What are cohesive groups and are cohesive groups better than diverse groups?
3. Why do individuals work? How can employees be motivated to achieve higher levels of performance? Is pay an effective motivator?
4. What makes work itself motivating and rewarding? How can organisations create jobs that are meaningful to employees?
5. What is leadership? How can leaders be more effective? Is there one best leadership style? Do men and women have different leadership style

CO-PO Mapping

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	x			x	x	x	x	x	x	
CO2	x	x	x	x		x				
CO3			x	x	x	x	x	x	x	
CO4	x	x	x			x				x
CO5	x				x		x	x		
CO6	x		x	x	x				x	

Recommended Books:
1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra,14th Edition,
Pearson,2012.

Reference books:
1. Masters of Management Thought – Mahanand Charati & M Munshi, Sapna Book House,
Bangalore, 2015.
2. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
3. Management and Organizational Behaviour - Laurie J Mullins, Pearson education

Managerial Economics for Business Decisions

Course Code: 21MBAC12	Course Credits: 4
CLASS: I Sem	CIE Marks: 50
Exam Duration: 3 Hours	SEE Marks: 50
Teaching Hours/ Week: 56 Hours	L-T-P : 3-1-0

Course Overview

Managerial Economics can be defined as amalgamation of economic theory with business practices so as to ease decision-making and future planning by management. Managerial Economics assists the managers of a firm in a rational solution of obstacles faced in the firm's activities. It makes use of economic theory and concepts for formulating logical managerial decisions. This course focuses micro-economic and macro economic theory of the firm. Micro Economics is a science dealing with effective use of scarce resources. It guides the managers in taking decisions relating to the firm's customers, competitors, suppliers as well as relating to the internal functioning of a firm. On the other hand, Macroeconomics studies the aggregate behaviour of the economy such as output, employment, inflation, interest rates, exchange rates and etc. This course enables the students to understand micro and macro economics and tend to use of statistical and analytical tools to assess economic theories in solving practical business problems. The course will provide students with a framework for understanding the workings of the whole economy.

Course Objectives

- Use Economic tools to explain the optimal allocation of resources within the firm.
- Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure.
- Understand the important concepts, measures and theories of Macroeconomics. Determination of National Income, investment, inflation, monetary and fiscal policies.
- Understand fluctuations in inflation, unemployment, and economic growth.
- Use International Economic Concepts in business decision making.

Course Outcomes
On the successful completion of the course, the student will be able to;

1. *Apply* Economic Principles in Management decision making.

2. *Analyze* the concepts of production optimization and cost minimization.
3. *Evaluate* pricing strategies applicable in different markets.
4. *Assess /Understand and analyze* the Indian economic structure.
5. *Discuss and demonstrate* various approaches in measuring the growth of National Economy and relevant policies.
6. *Analyze and Evaluate* various macroeconomic policies of open economies and assess its impact on other economies.

Course Contents

MODULE-1: Fundamentals of Managerial Economics   10 hours
Fundamental Principals of Economics, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories. (Specific to management)-Demand and Supply – Law, Types, Elasticity and Equilibrium. Demand forecasting: Methods and Significance
(Numerical on demand elasticity, demand -supply equilibrium)

Module-2: Production And Cost Analysis   12 Hours
Production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO Quants & ISO-Cost line, Least cost combination factor, Economies & Diseconomies of scale, Consumer Surplus and Producer surplus-Cost Analysis: -Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. **(Numerical on cost and output)**

Module- 3: Market Structure & Competition   12 Hours
Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels.

Module -4:Indian Industry   05Hours
Structure of Indian Industry: Public and Private Sector Enterprises, Private Sector SSI – Role in Indian Economy. Privatization-Problems and prospects, Disinvestments.
Open and Closed Economy

Module -5: : National Economy   12 Hours
National Income-GDP, Measurement, NI Determination - Cost of living and the CPI
Government policies- Taxation, rent, wages etc, Inflation-Introduction, Functions, Types, Measures to control inflation, Meaning and measurement of Unemployment. Financial Institution, Multipliers - Money Growth, AS/AD, Production and Growth

Module -6 Macroeconomics of Open Economies   5 Hours

International Flow of Goods and capital, Exchange rate Determination- Purchasing Power Parity, Balance of Payments, Trade Policies

Assignment Component

Sl. No.	Topic	CO
1	Collect the past market data of a product and apply the following: a) Elasticity concept b) Demand Forecasting	1&2
2	Collect the factors of production from a manufacturing organization and suggest the least factor combination to maximize the output.	1&3
3	Identify the different Accounting and Economic costs in a manufacturing organization.	3
4	Consider 5 companies of 5 different sectors and explain their pricing strategies.	4

Practical Component

Sl. No.	Topic	CO
1	Illustrate the application of all the Economic Principles in practical business life.	1
2	Assessment of Demand Elasticity – Price, Income, Cross Advertising., Demand Forecasting	2
3	Preparing a Project proposal for a Business Venture. (Applying the cost concept, production concept and BEP)	3,4&5
4	Identify a company and conduct a study to understand different types of cost in the organisation.	3&4

PO-CO Mapping

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	x	x							x	
CO2		x								
CO3	x	x		x	x					
CO4	x	x		x				x	x	
CO5	x	x		x		x				x
CO6				x						

Recommended Books

1. Managerial Economics – D. M Mithani, 9th Edition, Himalaya Publications, 2020
2. Economic Environment of Business, Misra & Puri, 11th Edition, Himalaya Publications ,2018

References

1. Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009.
2. Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010.
3. Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011.
4. Managerial Economics – Dominick Salvotore, 7/e, Oxford Publishers, 2010.
5. Managerial Economics – R. Panneerselvam, P. Sivasankaran, P. Senthilkumar, Cengage,2018.
6. Economic Environment of Business, Dr. H L Ahuja, 6th Edition, S Chand Publications, 2015

Semester I			
Statistics for Business Excellence			
Course Code	21MBAC13	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	42 Hours (3-0-0)	SEE Duration	3 Hours

Course Outline: Course is discussed from both cultural and application perspective, basic statistical methods widely used in business applications. The course introduces statistical methods needed in data analysis work related to applications in Business. Further it enables to conceptualize business problems and application of fact and evidence-based decision-making process. The course emphasizes understanding the process associated with statistical decisions, defining, and formulating problems, analysing the data, and using the results in decision making. Course focuses on inferential statistics to analyse the business problems.

Course Objectives

1. To understand the nature of data and examining the various statistical techniques

2. To have a proper understanding of Statistical applications in Management.

3. To understand the basic concepts of probability and random variables.

Course Outcomes: On completion of course, the students will be able to:

CO1: **Delineate** & **discuss** the key terminology, concepts tools and techniques used in business statistical analysis.

CO2: **Demonstrate** an understanding of basic concepts related to probability and random variables applicable in business situations.

CO3: **Understand** and **critically discuss** the sampling and significance.

CO4: **Discuss critically** the uses of inferential statistical analysis in business scenario.

CO5. **Improve** Skills on statistical functions in MS Excel.

CO6: **Demonstrate** a practical level of competence in building statistical models that suit business applications.

Contents

Module 1: - Introduction to Statistics   **10 hours**
Introduction to Business Analytics: Importance, Applications, Phases/scope of business analytics-importance of data summary and display-tabular and graphical display- statistical thinking-collection of data-statistical modelling framework-measurement of central tendency and dispersion.

Module 2: - Correlation and Regression   **6 hours**
Correlation: Introduction, types, methods of measuring the association: Scatter diagram-Karl Pearson's Correlation, Spearman's Rank Correlation (one way table only).
Regression: Introduction, uses- Types of regression: calculation of Simple linear regression and multiple regressions (problems on simple linear regression only)

Module 3:- Time Series & Index Numbers   **6 hours**

Time Series- Objectives, components, estimating trend (simple moving average and method of least squares)-methods of estimating seasonal Index (ratio to trend).

Index Numbers: Importance, Characteristics, Types, uses, unweighted indices & weighted indices, Laspeyres, Paasche's and Fisher's ideal index numbers, test of adequacy, Cost of Living Index.

Module 3: -Probability theory   **8 hours**

Concepts and definition-Rules of probability- Bayes' Theorem-Random variables-concept of probability distribution-Binomial, Poisson and Normal (Problems on only distributions).

Module 4: -Sampling Methods & Estimation   **4 hours**

Sampling: Definition, need, benefits and methods (probabilistic & non-probabilistic), Sampling distribution, Central limit theorem. Determination of sample size, estimation theory, point and interval estimators of mean & proportion.

Module 5: Testing of Statistical Hypothesis   **8 hours**

Hypothesis testing- formulation of hypothesis, level of significance, types of errors. Testing of means and proportions for small & large samples using t, Z, F. Chi-square test for test of independence, ANOVA (one way and two way)

Practical Component: -

1. Graphical representation of Data
2. Central Tendency and dispersion
3. Correlation and Regression
4. Introduction to SPSS
5. Usage of econometrics for time series data
6. Hypothesis testing

Textbooks:

1. J. K Sharma, Business Statistics, Pearson Publications, 2nd Edition, 2015.

Reference Books:

1. S. C. Gupta, Indra Gupta, Business Statistics, Himalaya Publications, 6th Edition
2. Business Statistics By Mr. R. S. Bharadwaj, Excel Book
3. Business Statistics by Ken Black, Tata McGraw Hill
4. Business Statistics By V. K. Kapoor, S. Chand
5. Beri G, Business Statistics, TMH, 3rd Edition, 2017.
6. Levine, Stephan, Krehbiel, Berenson, ―Statistics for Managers using Microsoft Excel‖, PHI India, 1st Edition, 2015.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1		x						x		
CO2	x					x		x	x	
CO3		x				x			x	
CO4	x	x		x					x	x

CO5			x			x	x		x	
CO6		x			x	x		x	x	

Semester 1			
ACCOUNTING FOR MANAGERS			
Course Code	21MBAC14	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	42 Hours (2-1-0)	SEE Duration	3 Hours

Course Overview:

Accounting is an essential part of every organisation information system and it is a lifeblood of every business as it provides crucial and vital financial information which helps to understand the financial health of a company. This course will help students to gain a better conceptual perspective and practical knowledge about accounting concepts, principles, standards, and accounting procedures. This course will help the student to understand and contribute, quality financial information formulation and proper financial statement preparation and its analysis. This course will ensure that the students will understand the critical nature to disseminate the appropriate financial information to every stakeholder. The student will gain a better business perspective of accounting application in the organisation and will lead to in quality management planning, control which are vital qualities of future managers.

Course Objectives:

- This course will enable the students to combine theoretical and practical knowledge of financial accounting.
- The students will be able to acquire the skills to identify and analyse financial accounting problems for better decision-making skills.
- The students of this course will be active learners and develop awareness of emerging trends in accounting.

Course Outcomes:

Upon successful completion of the course, the learner will be able to:

- **CO1 - *Recognise*** and ***apply*** the concept of accounting and to ***understand*** the various accounting decisions.
- **CO2 - *Application*** of the conceptual knowledge to prepare books of accounts and ***evaluate*** the financial statements.
- **CO3** - **Demonstrate** the complexities associated with managing of resources and ***analyze*** to know its influence on the company's profitability.
- **CO4** - Critically **analyse** and evaluate financial performances and provide recommendations to improve the operations through management accounting techniques.
- **CO5 - *Analyse*** the difficulties associated with management of cost and ***estimate*** the cost of product and services in the business for effective managerial decision.
- **CO6 - Understand** the current new trends, challenges and contemporary issues and **apply** to the field of business accounting

COURSE CONTENTS

Module 1: Overview of Business and Accounting   **(4 Hours)**

Introduction to Accounting, functions, objectives, branches of accounting, Users of accounting information, Form of business organisations, Generally Accepted Accounting Principles-Concepts and Conventions of Accounting. (Theory).

Module 2: Preparation of Books of Accounts & Financial Statements   **(09 Hours)**

Journals, Ledgers, Trial balance. Preparation of final accounts of companies in vertical form as per Companies Act of 2013, Depreciation- Straight line and Written down Value Methods (Theory & Basic problems on final accounts of companies).

Module 3: Tools for Financial Statement Analysis   **(12 Hours)**

Introduction to financial statement- Objectives – Importance of financial statement, types and techniques of financial statement analysis, Cash flow statement (Indirect method according to Accounting Standard 3), Comparative statement, Common size statement and Ratio Analysis. (Theory & Problems).

Module 4: Introduction to Cost analysis   **(08 Hours)**

Cost accounting - Introduction – Objective & functions, Cost classification, costing methods, costing techniques, Cost accounting v/s financial accounting, Cost sheet- Purpose - numerical problem on cost sheet (Theory & Problems on cost sheet). Overhead costing- meaning – classification of overheads, primary and secondary distribution (Theory & Problems on primary & secondary distribution).

Module 5: Standard costing and variance analysis   **(06 Hours)**

Concept of Standard Cost and Standard Costing - Introduction, Advantages, Limitations, and Application; advantages of Standard costing, standard vs estimated costing, Variance Analysis-Calculation of Material Variances, Labour Variances. (Theory and problems)

Module 6: Latest Accounting Trends and Practices   **(3 Hours)**

Human Resource Accounting, Forensic Accounting, Accounting standards IFRS: Nature and significance. (Theory Only).

Practical Components:

- Exposing the students to usage of accounting software's.
- Filling up of E-ITR forms..
- Collecting Annual reports of the companies and analysing the financial statements using different techniques.

- Identify the sustainability reports like (annual report, director report, auditor's report) of a company and study the contents.

PO-CO MAPPING

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	X		X				
CO2	X	X			X		
CO3		X	X	X			
CO4		X				X	
CO5	X	X		X	X		
CO6	X		X			X	X

CO-PSO MANPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	X	X	
CO2	X		X
CO3	X	X	X
CO4	X	X	
CO5	X	X	X
CO6	X		X

Recommended Books

- Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.

References Books

- . Cost and management accounting by Arora M N , 11th edition, Vikas publication.

Semester I			
Start-ups Management			
Course Code	21MBAC15	CIE Marks	50
Course Credits	42	SEE Marks	50
Teaching Hours/ Week (L-T-P)	42 Hours (3-0-1)	SEE Duration	3 Hours

Course Overview:
The primary objective of this course is to sensitize students on entrepreneurship and to acquaint them with the information and qualities required to become an entrepreneur. The course also aims at introducing the students to the basic concepts of entrepreneurship, entrepreneurial process, financial avenues, business plan and social entrepreneurship. The course will involve both theoretical and practical sessions.

Course Objectives:
- To understand the nature of entrepreneurship and have the ability to discern distinct entrepreneurial traits.
- To identify personal attributes that enable best use of entrepreneurial opportunities also know the parameters to assess opportunities and constraints for new business ideas.
- To enable to understand the systematic process to select and screen a business idea and write a business plan.
- To explore forms of business for successful implementation of ideas and ethical conduction of business.
- To understand the funding avenues and design strategies for sustaining in business.

Course Outcomes:
CO1: To **Understand** and **Discuss** the important characteristics of successful and failed entrepreneurs along with other important concepts, legal and ethical aspects impacting entrepreneurial ventures.
CO2: To **Recognize** and **Demonstrate** the ability to engage in critical thinking by **constructing** viable solutions to solve problems and **creating** business models covering various dependent aspects.
CO3: Analyze the market, industry, team and related factors effecting the venture in the dynamic global business environment and build abilities to **formulate / develop** comprehensive business plans addressing sustainable models.
CO4: Critically **evaluate** the idea, model and the business plan to build and sustain the venture.
CO5: Adapt an ethical Entrepreneurial mind-set to **create** a sustainable venture and also in the corporate world that could benefit the society at large.

Course Content:
MODULE 1- Introduction (6 Hours)
Concept and introduction, Entrepreneurial behavior, skills and qualities, Role of an entrepreneur, Entrepreneurship in different contexts and forums; Intrapreneur- an emerging class; Distinguish Entrepreneur from manager and leader; Classification of Entrepreneurs and Entrepreneurship;
Women entrepreneurship, Entrepreneurial Culture - Stages in entrepreneurial process, challenges of new venture start-ups; Analyzing why new ventures fail.

MODULE 2- Creativity and Innovation (13 Hours)
Effectuation Principles, Self-discovery, the role of creativity, Innovation Process, Sources of new ideas, methods of generating ideas, creative problem solving. Idea generation and Feasibility analysis; Value- Proposition Canvas, Introduction to Design Thinking; Intellectual Property- patents, copyrights, trademarks

MODULE 3- Business Plan (13 Hours)
Business Model- Designing, analyzing, validating and improvising, Business Model Canvas; Business Plan - Scope and Need; Financial, Marketing, Human Resource and Production/Service Plan; Business Plan formats; Project report preparation and presentation; Understanding few aspects of Finance, Marketing and Resource Management in Startups; Creating the pitch deck

MODULE 4- Legal Forms of Business & Ethics in Entrepreneurship (4 Hours)
Identifying the right founding partners, Statutory aspects before starting a venture; Forms of Business- Sole proprietorships, Partnerships, Companies, Section 8 companies, Franchising, Social Entrepreneurship; Business ethics, Arguments for and against Business ethics, Ethics and laws;

MODULE 5- Building the sustainable Start-up (6 Hours)
Creating Sustainable Venture; Blue Ocean Strategy, Cost and process of raising capital, funding avenues; Stages of growth in a new venture, growing with the market and industry, scaling ventures, preparing for change, Leadership succession, Triple Bottom Line Approach.

Assignment Component:
1. Choose an entrepreneur based on the specific industry segment assigned to you. The venture should have been around for a minimum of 3 yrs; Study the venture to cover:
    a. Opportunity, Social impact, Challenges faced and their response to it, Business Models, Strategy Adopted, Organization structure, Funding;
    b. The study can also be done by interviewing the entrepreneur but should cover all the aspects mentioned above.
    c. The study can also be done by interviewing an INTRAPRENEUR but should cover all the aspects mentioned above.
    d. Create a short write-up to cover: your views, observations in terms of characteristics; next level strategy; Pease note: THIS SHOULD BE THE STUDENT's INDIVIDUAL VIEW!

Practical Component:
1. After Module 2:
    a. Create teams of 5 each; Identify a social problem that's worth solving;
    b. Assign individual roles – CEO, CMO, CFO and CIO;
    c. Create Value proposition canvas Presentation;
    d. Present it in the class; **IMP**: Presentation should be based on the roles;
2. After Module 3:
    a. Go with same teams identified in the 1st Activity;
    b. Go with the same roles
    c. Create a detailed feasibility report;
    d. Create the Business model, Business Plan and Investor Pitch Deck;
    e. Present it in the class; IMP: Presentation should be based on the roles;

PO-CO Mapping:

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		X	X				
CO2		X	X	X			
CO3		X		X		X	
CO4				X	X		
CO5		X		X			

PSO – CO Mapping:

PSOs → / COs ↓	PSO1	PSO2	PSO3
CO1	X		X
CO2		X	
CO3	X	X	
CO4	X		X
CO5		X	

Recommended Books:
1. Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 10/e - The McGraw- Hill - 2017. ISBN: 978 007811 248 3
2. Entrepreneurship- A South-Asian Perspective, D.F.Kuratko, T.V.Rao – Cengage Learning -2018. ISBN: 978 178254 462 3
3. Bruce R.Barringer, R.Duane Ireland, Entrepreneurship Successfully, launching new ventures. Pearson, 2019
4. Kathleen R Allen, Launching new ventures, An Entrepreneurial approach, Cengage learning, 2016
5. Entrepreneurship - Rajiv Roy - 2/e - Oxford University Press 2011. ISBN: 978 0198072 638
6. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
7. Steven Fisher, Ja-nae Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
8. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneurs Road Map, 2e, Routledge, 2017.
9. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambride, 2009.

References
1. Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e – Sage India - 1999. ISBN:978 0761 993 278

2. Bruce R. Barringer, R.Duane Ireland, Entrepreneurship successfully, launching new ventures.Pearson,2019
3. Entrepreneurship- A South Asian Perspective – Kurakto, T.V Rao Cengage Learning – 2018 ISBN: 978 8131517161

Marketing Management

Course Code: 21MBAC16	**Course Credits: 4**
CLASS: I Sem	**CIE Marks: 50**
Exam Duration: 3 Hours	**SEE Marks: 50**
Teaching Hours/ Week: 56 Hours	**L-T-P: 3-1-0**

Course Overview

Marketing management is the organizational discipline which focuses on the practical application of marketing orientation, techniques and methods into the organizations marketing resources and activities. Marketing management is a process of controlling the marketing aspects, setting the goals of a company, organizing the plans step by step, taking decisions for the firm, and executing them to get the maximum turn over by meeting the consumers' demands. This course enables the students to identify the market opportunities and develop an appropriate Strategy for identifying the new customers and retaining the existing customers by building profitable relationship through delivering superior customer value. The course emphasises further on the emerging trends and a focus on conventional practices in the industry.

Course Objectives

- To provide insights into the core concepts of marketing and the emerging trends in marketing.
- To equip the student's evaluation skill towards the consumer's buying behaviour and relationship in the current marketing scenario.
- To enhance knowledge towards analyzing of business and marketing environments for appropriate decision making.
- To inculcate corporate, social responsibilities and ethical marketing practices among the students.

Course Outcomes
On the successful completion of the course, the student will be able to;

1. **Understand** fundamental concepts of marketing, Ethics, social responsibilities and **Assess** opportunities and challenges in the emerging market scenario.
2. **Evaluate** consumer's buying behaviour, motives and purchase decision making which are required to formulate market decision.
3. **Innovate** new product to achieve market share and leadership position along with strong distribution network.
4. **Analyze** significance of STP to accomplish multi-cultural customer needs and wants.
5. **Apply** changing technological landscape in marketing to overcome the competitive challenges.
6. **Coordinate** IMC, advertising and dynamic market planning to attain organizational goals.

Course Contents

MODULE 1: Introduction to Marketing   **08 hours**

Definitions of market and marketing, Core marketing concepts; New or Modern Customer-oriented Concept- Importance and Scope of Marketing; Functions of Marketing, Selling Vs marketing, Ethics and social responsibilities, Marketing Environment analysis, Marketing opportunities and Challenges in recent years.

MODULE 2: Buyer Behaviour and Decision Making   **10 Hours**

Meaning and Characteristics of consumer behaviour, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. B2B marketing Vs Consumer Marketing, Theories of Consumer Decision Making**.**

MODULE 3: Product and Pricing Strategies   **12 Hours**

Product mix, Product mix strategies, Product life cycle and its strategies, Steps in New Product Development, **Packaging:** packing as a marketing tool, Role of labelling in packing. Services product Marketing & its Characteristics. **Pricing**, factor influencing pricing (Internal factor and External factor), Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing methods, Pricing Procedure. **Channel of distribution**-Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System

MODULE 4: Market Segmentation and STP   **08 Hours**

Benefits, Bases for Segmenting Consumer Markets, Market Segmentation Strategies.

Targeting - Bases for identifying target Customer target Marketing strategies, **Positioning** - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

MODULE 5: Emerging Trends in Marketing   **08 Hours**

Use of Marketing Information Systems – online promotional tools- Strategic planning for competitive advantage-Digital Marketing, Direct Marketing, Database Marketing, Basic concepts of e-commerce, m-Commerce, m-marketing, e-networking, e-CRM, Social Media Marketing.

MODULE 6: Integrated Marketing Communications   **10 Hours**

Communication objectives, steps in developing effective communication, Stages in designing message. **Advertising:** Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, Marketing planning- Steps - Marketing Audit.

Assignment Component

Sl. No.	Topic	CO
1	Study the marketing challenges and opportunities of a company using SWOT analysis.	1
2	Analyze the marketing mix strategy and STP process of an FMCG company.	2, 4
3	Identify the different product mix and pricing strategies of dairy manufacturing company.	3
4	Analyze the digital marketing, advertising and sales promotion strategies of an e-commerce company.	5, 6

Practical Component

Sl. No.	Topic	CO
1.	Students in a group of 4-5 should develop a poster on product mix for the company of their choice and present.	1, 3
2.	Students in a group of 4-5 should develop a collage on promotion mix of a brand of their choice and present in class.	2
3.	Marketing Games and quiz for Students can be conducted to assess the marketing skill among the students	3, 4
4.	Analyze Product Life Cycle of few Products like-Electronic goods, Computers etc.	4, 5, 6
5.	Study the Packaging strategies used by FMCG companies.	2, 3, 5

PO-CO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1			X						X	
CO2	X	X		X		X				
CO3				X	X					
CO4			X					X	X	
CO5							X			X
CO6				X						

Recommended Books

3. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy &Jha, 13/e, Pearson Education,2015.
4. Marketing Management- Karunakaran K, Himalaya Publishing House, 2022.
5. Marketing Management - Tapan Panda, 2/e, Excel Publication,2012.

References

1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014
2. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 3.2014.
3. Marketing in India: Neelamegham, 4/e, Vikas publications.

Semester – I			
Managerial Communication - 21MBASC11			
Course Code	**21MBASC11**	**CIE Marks**	**50**
Course Credits	**2**	**SEE Marks**	**50**
Teaching Hours / week(L-T-P)	**40**(2-0-0)	**SEE Duration**	**3 Hours**

Course Overview:

The primary objective of this course is to introduce students to the fundamentals of successful communication in professional contexts. It focuses on both oral and written communications and canvases a range of contemporary communications skills and practices using case study and simulation-based approaches to build practical skills and theoretical understandings. Areas covered include business speaking and presentation, strategic organisational communication, the basics of strategic public communications as practiced in the advertising and public relations industries, and cross-cultural communication. The students should be able to apply Verbal and Non-Verbal Communication Techniques in the Professional Environment.

Course Objectives:
1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To enable learners with the mechanics of writing and also help them to draft required professional communication in English precisely and effectively.
3. To develop skills to communicate via electronic mail, Internet, and other technologies towards effective Organizational Communication
4. To prepare students to develop the art of a pleasing personality with emphasis on developing etiquettes.
5. To train Students to develop attitude to respond towards social communication platforms.

Course Outcomes:

- CO1: *Understand* the scope of communication and learn its importance and implication strategies in current learning environment.
- CO2: *Apply* verbal and non-verbal communication ability through presentations and group discussions.
- CO3: *Compare & analyse* the mechanics of writing and construct effective business correspondence with brevity and clarity.
- CO4: *Determine* the business requirements and take part in professional engagements to portray your personality.
- CO5: *Design* and *create* different types of blogs writing and creative content writing at various social media platforms.

Course Contents

Module 1: - Introduction   **(08 hours)**
Introduction to Business Communication: Meaning, Definition and types, Communication Process Communication Barriers, Communication Media Choices, importance of communication in management, Effectiveness in Managerial Communication, Communication in a cross-cultural setting.

Module 2: Oral Communication (08 Hours)

Verbal and Non-verbal Communication: body language, gestures, postures, group discussions, Listening Skills, Role of Business Presentations, making effective Presentations, Art of facing interviews, Listening Skills, public speaking skills.

Module 3: Written Communication (10 Hours)

Employment Communication: Business Letters, Resume Writing, Cover Letters, E- mail writing, Report Writing, Thank You Letters, writing executive summary, Minutes of meeting.

Module 4: Professional Etiquettes (7 Hours)

Business Etiquettes: Dressing Etiquettes, Telephone Etiquettes, Work place Etiquettes, Importance of Interpersonal Communication, The future trends in professional communication.

Module 5: Social media communication (7 Hours)

Respecting social protocol: Networking and Socializing professionally, Blogs writing, Communication through social media & other digital platforms, the press release, using social media to build business relationships

Practical Component:

1. Organize a mock press conference addressing to the launch of new product by an organization.
2. Students should be given an assignment to draft a proposal to undertake research project.
3. The students should prepare notice, agenda and minutes of the meeting
4. Create a Blog and Business pitch with video recording using PowerPoint and feedback
5. Each student to give presentation of 5- 8 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.

Recommended Text Books:
1. Bovee, C. and Thill, J.V., "Business Communication Today", 11th edition, 2011, Prentice Hall.

Reference Books:
1. "Business Communication – Connecting in a Digital World", Lesikar Raymond, Marie.E. Flatley Kathryn Rentz, 13rd Edition, 2015, Mc Graw Hill Education
2. Communication skills, Dr Nageshwar Rao, Himalaya Publishing House, I st Edition, 2005
3. Business Communication Nishikant Borge, SCDL, Pune, 2010
4. Kaul, Asha. (2014) Effective Business Communication. PHI Learning Pvt. Ltd. ISBN: 9788120338487., 2nd Edition, 2014

CO-PO Mapping Matrix

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	X	X								
CO2				X		X				
CO3	X		X			X				
CO4			X		X				X	
CO5			X			X	X			

Semester 1			
ADVANCED DATA MODELING AND ANALYSIS - I			
Course Code	21MBASC12	CIE Marks	50
Course Credit(s)	1	SEE Marks	50
Teaching Hours/ Week (L-T-P)	14 Hours (0-0-1)	SEE Duration	3 Hours

Course Overview:

In this course of Advanced Data Modelling and Analysis - I, learners will explore Excel activities that go beyond the basic. After successful completion of this session, learners can expect to have the skills required to work efficiently in an existing and new worksheet from scratch. Further, this course will give you the skills to perform data modelling and analysis in MS Excel. Learners will learn how to use Basic Excel Functions, Data Visualization, Advanced Excel Formulas, Descriptive and Inferential Analytics using MS Excel, Forecasting, Time Series Analysis and Financial Analysis Functions and many more data analysis features to help you in your work. This course will increase your competence in day-to-day data analysis making learners more efficient and productive.

Course Objectives:

- This course will enable the learners to acquire the hands-on experience and practical knowledge of MS Excel in Data Modeling and Analysis.
- The learners will be able to acquire the skills to identify day-to-day organization's operational issues and analyse the data for better decision-making skills.
- The learners of this course will be able to validate, visualize, describe, analyze and forecast the activities of the organization / industry.

Course Outcomes:

Upon successful completion of the course, the learner will be able to:

- **CO1.** *Recognise* the *apply* the concept of data analysis and to *understand* the various types of data and excel functions.
- **CO2.** *Application* of the excel functions and formulas and *evaluate* the survey data and time series data.
- **CO3.** *Demonstrate* the data entry, validation, visualization associated with organization's day-to-day operational data and *analyse* to know data driven problems in the organization.
- **CO4.** Critically *analyse* and *evaluate* organization performances through descriptive analysis and provide *recommendations* to improve the operations of organisations through the application statistical and financial analysis.
- **CO5.** *Analyse* the forecasting techniques associated with operations of organizations and *estimate / forecast* the future of the business through effective data driven managerial decision.

- **CO6.** *Achieve* and minimize the uncertainty and risk in the business through data driven decision making process.

COURSE CONTENTS

Module 1: Overview of Data Analytics and MS Excel   (2 Hours)

Introduction to Analytics, Level of Data Analytics, Types of Data, Analytics in different domains of Business. Overview of MS Excel, Cell Basics, Formatting Cells, Formulas and Functions, Data Entry and Get Data, Working with data, and Working with Charts.

Module 2: Data Visualization and Basic Excel Functions   (2 Hours)

Data Visualization, Data Tools, Data Validation, Data Visualization with Charts, Summarizing the data by using Histogram and Pareto Charts. Range, Lookup Functions, Index Functions, Match Function, Text Functions, Dates and Date Functions.

Module 3: Advanced Excel Formulas   (3 Hours)

Logical Functions, Lookup and References, Statistical Functions, Financial Functions, Formula Auditing, What-if Analysis (Scenario Manager, Goal Seek Analysis), Forecasting Techniques

Module 4: Descriptive and Inferential Analytics using MS Excel   (4 Hours)

Describe the data using Pivot Table and Pivot Chart, Data Analysis Tool Pak, Measures of Central Tendency and Dispersion, Measuring of association using Correlation Analysis and Regression Analysis. Testing of Hypothesis using T Test, Z Test, ANOVA.

Module 5: Forecasting, Time Series Analysis and Financial Analysis Functions (3 Hours)

Financial Functions, overview of Solver Add-Ins, evaluating investments by present value criteria, Internal Rate of Return. using moving averages to understand the time series, ratio-to-moving average forecasting method, creating visual forecasting sheet.

Practical Components:

- Work on Excel through real time data of any company and generate the output.
- Visualize and describe the survey / primary data based on the field work using MS Excel and proposal the data modelling
- Find out the trend and forecast the financial position of any organization using the time series / secondary data

PO-CO MAPPING

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		X	X	X			
CO2	X	X		X			
CO3	X	X		X			
CO4			X	X	X		
CO5			X	X	X	X	
CO6					X	X	X

Recommended Books

- Wayne L. Winston - Microsoft Excel 2016 Data Analysis and Business Modeling, Microsoft Press, 2016

References Books

- Levine, Stephan, Krehbiel, Berenson, ―Statistics for Managers using Microsoft Excel, PHI India, 1st Edition, 2015.
- Timothy R. Mayes and Todd M. Shank, - Financial Analysis with Microsoft Excel, 7TH Edition, Cengage Learning, 2015
- Deepak Chawla, Neena Sondhi - Research Methodology: Concepts and Cases, Vikas Publishing House Pvt. Ltd, 2nd Edition, 2015

List of Experiments Planned:

➔ Data Entry, Get Data & Data Validation
➔ Data Visualization (Basics)
➔ Data Reporting using Histogram & Pareto Chart
➔ Pivot Table and Pivot Chart
➔ Logical Analysis (IF, AND, OR)
➔ Lookup Functions (Lookup, H-Lookup, V-Lookup, Index, Transpose)
➔ Formula Auditing (Statistical and Financial Formulas)
➔ What-if Analysis (Scenario Manager, Goal Seek Analysis)
➔ Descriptive Analysis
➔ Correlation Analysis
➔ Linear Regression Analysis
➔ Hypothesis Testing using T Test
➔ Hypothesis Testing using Z Test
➔ Hypothesis Testing using ANOVA
➔ Investments by Present Value Criteria
➔ Calculation of Internal Rate of Return
➔ Moving Average Analysis (TS Data)
➔ Calculation of Ratio-to-Moving Average
➔ Creating Visual Forecasting Sheet

Semester 1			
Spirituality and Wellness			
Course Code	**21MBASD11**	**CIE Marks**	**50**
Course Credits	**1**	**SEE marks**	**50**
Teaching Hours/ Week (L-T-P)	**20 Hours (0-0-1)**	**SEE Duration**	**3 Hours**

Course Overview:

Spiritual wellness is being connected to something greater than yourself and having a set of values, principles, morals and beliefs that provide a sense of purpose and meaning to life, then using those principles to guide your actions. This course will help students to gain the power and capability to make our decisions and choices easier, ground us during periods of change and give us the resiliency to survive with grace and inner peace in the face of adversity. Having a spiritual element in our lives may even help us heal when suffering from a physical or mental condition. This will engage students include themselves in volunteering, being positive and optimistic, contributing to society, connecting with others, feeling a sense of belonging and practicing self-care.

Course Objectives:

1. This course will enable the students to become aware of fundamentals of wellness.
2. The students will be able to know the techniques of healthy mind set
3. The students of this course will be healthy physically, mentally, emotionally & spiritually with radiating positive vibes.

Course Outcomes:

Upon successful completion of the course, the learner will be able to:

CO1: Implement the various techniques of wellness to balance all part of your life.

CO2: Application of practical aspect Spirituality & Wellness for improvisation for overall health.

CO3: Enhancing Spiritual strength to overcome hardships.

CO4: Stay stress free, positive & happy in most part of their life

COURSE CONTENTS

MODULE I: Spirituality and Wellness   (7 hours)
Introduction, Definition of wellness and spirituality, Dimensions of wellness. Descriptive characteristics of 7 dimensions of wellness, Tips for optimal physical wellness, Understanding spiritual wellness, Principles of spiritual intelligence, Spiritual awareness and its significance, Connecting spirituality, health and well-being, Holistic approach to wellness.

MODULE II: Role of Yoga and Chakras (5 hours)

Awareness of concepts of physical, mental, emotions and spiritual wellness, Knowledge and practices of spiritual wellness, Measuring spirituality. Awareness of Chakras, Role of yoga and meditation in maintenance of emotional, mental and physical well-being. (Stress Management)

MODULE III: Emotional Well-being (5 hours)

Connecting Spirituality, Wellness, Physical and Emotional well-being, Framework and strategy for improved physical and emotional well-being, Impact of spiritual wellness on physical and emotional health.

MODULE IV: Management Perspective (3 hours)

Spirituality and wellness in management perspective.

Practical Components:

1. Exposing the students to the practical way of Yoga, Pranayama & Meditation.
2. Practical aspect of Stress Management
3. Discussing the importance of Chakras & its Influence on Physical, Mental, Emotional & Spiritual body

PO-CO Mapping and PSO-CO Mapping

Course Outcomes mapping with Program Outcomes and Program Specific Outcomes

COs\POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO 3
CO 1	X	X		X	X	X	X	X	X	
CO 2	X		X	X	X	X	X		X	X
CO 3	X	X	X	X	X	X	X	X	X	X
CO 4	X	X		X	X	X	X	X	X	

Semester II			
Legal Systems in Business			
Course Code	21MBAC21	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	56 Hours (2-0-1)	SEE Duration	3 Hours

Course Overview:

Organizations all around the world must adhere to a number of laws related to their actions as they conduct their business. In some countries like the United States, the legal system is complex but relatively fair. In other countries, especially developing nations like India, laws governing business are weak or nonexistent, and the application of laws to business is inconsistent. Companies have to make a barrage of decisions daily, from product development to marketing to strategies for maintaining growth, but most of them are based on sound business acumen rather than on legal requirements. If a company does violate a law, however, it must be held accountable. Typically, that accountability comes in the form of a lawsuit heard in court. Whether a suit is brought by a supplier, customer, employee, shareholder, or other stakeholder, litigation, or the process of taking legal action is a fact of life for companies. This course emphasis to the students, business professionals for being familiar with our court system, legal and ethical business practices.

COURSE OBJECTIVES

1. To provide insights into the core concepts of legal systems towards business
2. To understand various companies Act, policies and legal procedures towards business and marketing
3. To gain insights into various procedure of **Oppression, Mismanagement and Investigation**
   of Companies.
5. To emphasis corporate, social responsibilities and ethical business practices

COURSE OUTCOMES: Upon successful completion of the course, the learner will be able to:

CO1	**Acquire** knowledge about various Company Acts, essential legal business policies to excel business in successful manner.
CO2	**Evaluate** concept of incorporation of Company, MOA, AOA and its relevance to frame decisions for uplifting of business.
CO3	**Analyse** the insights towards Winding up of the companies and Mode of winding up of the companies.
CO4	**Understand and role play as a partner in business to get the leadership position of an organization**
CO5	**Execute** corporate governance for the benefit to society, investors, employees and customers.
CO6	**Memorizing** CSR principles, Negotiation of instruments and IPR strategies towards organization success

Course Contents

MODULE 1 (7 Hours)

Law of contract : Indian Contract Act, 1872-meaning of contract, agreement, essential elements of a valid contract, Legality of objects, contingent contract, quasi contract. **Law of agency-**meaning, creation and termination of agency. Bailment and Pledge meaning rights and duties of bailor and bailee, discharge of contract, breach of contract, remedies for breach of contract.

MODULE 2 (9 Hours)

Companies Act 1956- Meaning and Definition of company, characteristics, types of company, features, registration and incorporation, Memorandum of Association,& Articles of Association, Prospectus. Doctrine of Ultra Vires, Negotiable instrument- dishonour, discharge of negotiable instrument

Doctrine of Indoor Management and constructive notices Management – Directors: Appointment, Removal, Position, Powers and Duties of Directors. (ii) Auditor and audit Committee: Its role, Directors – qualification and Appointment, Liabilities and duties.

MODULE 3 (12 Hours)

Oppression, Mismanagement and Investigation: (i) Prospectus, membership and shareholding in an company.(ii) Prevention of Oppression (iii) Prevention of Mismanagement (iv) Role & Powers of the Company Law Board (v) Role & Powers of Central Government. Meeting : (i) Types of Meetings (ii) Procedure of calling for a meeting (iii) Company's resolutions and its kinds, proxies. Corporate Liquidation: (i). Winding up of Companies (ii). Mode of winding up of the companies (iii). Compulsory Winding up under the Order of the Tribunal (iv). Voluntary winding up (v). Contributories (vi). Payment of liabilities.

MODULE 4 (7 Hours)

Indian Partnership Act - The Nature Of Partnership- Introduction of a partner- Admission of the partner -Retirement of a partner- Expulsion of a partner - Insolvency a partner - Liability of estate of deceased partner, rights and liability of partner, dissolution of firms.

MODULE 5 (7Hours)

Corporate Governance: Introduction, Definition, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance. Obligation to society, investors, employees and customers, managerial obligation, **Indian cases**

MODULE -6 (14 Hours)

Corporate Social Responsibility: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR in Indian perspective, Indian examples. Latest trends in CSR

Miscellaneous Acts- : (a) Intellectual Property Law (relating to patents, copyrights and trademarks): Meaning, scope and objectives (b) Consumer Protection Act 1986 and (c) Environment Protection Act 1986, Sale of goods act: sale of goods act 1930, sales vs agreement goods price and time, conditions and warranties, doctrine of caveat emptor, performance of contract of sale, rights of unpaid seller-Negotiable Instruments Act-Concept of Negotiable Instruments, and its importance, Types of negotiation - promissory note - cheque and bill of exchange - Holder for value and holder in due course -– consignment – rights and duties of collecting and paying bankers – forgery.

Assignment Component

Sl. No.	Topic	CO
1	Find the Types of laws associate with business to regulate, develop and implementation	**1&2**
2	Law procedures for business establishment, Partnership, licensing and documentation, Contrac, registration and incorporation, MOA, AOA	**1&3**
3	Law with respect to shares, venture capital, accounts, mergers, acquisitions, benefits, and misfortunes, and so on.	**4**
4	Intellectual Property Law (relating to patents, copyrights and trademarks)	**6**
5	Consider 5 companies of 5 different sectors legal systems and their proceedings	**4**

Practical Component:

Sl No	Topic
1	Students to analyze and discuss MOA, AOA & Prospectus of a company.
2	Students to produce a report on working of reputed agency including its formation, nature of relations with the outside world and such other issues of relevance.
3	Students to meet consumer and their awareness of Fundamental rights and duties towards buying
4	Students to collect the past history and Highlight some of the key legal issues relating to the economic systems and business
5	Students to visit any 2 public sector and private sector companies to get the practical exposure towards business law and is essentials for legal business.

PO-CO MAPPING MATRIX

PO ⇒ / CO ⇩	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3

CO1	x	x							x	
CO2		x		x				**x**		
CO3		x		x						
CO4			x		x				x	
CO5	x				x	x				x
CO6		x				x	x			x

Recommended Books:

- N. D. Kapoor, Elements of mercantile Law, 11th Edition, Sultan Chand and Company, India, 2006.

Reference Books

- P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.

- Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.

- Racvindra Kumar & Renukamurthy, Legal & Business Environment, Cengage learning, 2018.

- Saleem Sheikh & William Rees, Corporate Governance & Corporate Control, Cavendish Publishing Ltd., 1995.

- P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.

- Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.

- Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

- Charles Wild & Stuart Weinstein Smith and Keenan, Company Law, Pearson Longman, 2009 2. Institute of Company Secretaries of India, Companies Act 2013, CCH Wolter Kluver Business, 2013.

- Lexis Nexis, Corporate Laws 2013 (Palmtop Edition) 4. C.A. Kamal Garg, Bharat's Corporate and Allied Laws, 2013. Taxmann, Companies Act 2013.

Semester II			
DECISION MODELLING AND OPTIMISATION TECHNIQUES			
Course Code	**21MBAC22**	**CIE Marks**	**50**
Course Credits	**4**	**SEE Marks**	**50**
Teaching Hours/ Week (L-T-P)	**56 Hours (2-1-1)**	**SEE Duration**	**3 Hours**

Course Outline:
The course will cover the essential aspects of quantitative techniques useful in management viz: linear programming, Transportation and assignment problems, Game theory, simulation techniques, and network analysis. This course elaborates about the problem formulation and emphasizes on those how various techniques of Operations Research can be applied in different types of industrial problems related to operations. By studying this course students will learn how the solution of the decision-making problem can be find using the models of OR. The course will emphasize especially the modern techniques along with their significance in decision-making.

Course Objective:
1. To emphasize the need for Operations Research and applications in business decision making
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

Course Outcome:
CO 1: *Classify* and *understand* different decision models.
CO 2: *Model* organizational problems into OR models for seeking optimal solutions to business problems.
CO 3: *Formulate* Linear programming problems, special types of LPP models for developing the optimal solutions to industry problems
CO 4: *Develop* network diagrams and determine optimal duration required to complete projects
CO 5: *Estimate* the best strategy using decision making methods under uncertainty and game theory
CO 6: *Applying* optimization techniques in a competitive business environment.

Contents

Module 1: - Introduction to Decision Modelling and Optimization Technique   10 hours
Importance, scope, techniques and characteristics of Optimization concept, Different types of models, Linear programming problem, formulation of LPP, Graphical solution, Formulation of duality, simplex method
Module 2: - Transportation & Assignment Problems   12 hours

Transportation: Importance, terminologies used, different methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, restricted routes, test for optimality, maximization problems.

Assignment: Importance and characteristics of assignment problem, Hungarian method, balanced, unbalanced, prohibited, and travelling salesman and crew assignment problems.

Module 3: - Sequencing and Waiting line Models   **10 hours**

Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines, Johnson's rule.

Queuing Theory (Waiting Line): Single server/single queue, essential features of queuing system, single queue, operating characteristics of queuing system, probability distribution in queuing system, multi-server, description of other queuing models (only description).

Module 4: - Network Analysis   **8 hours**

Network analysis: Phases, objectives, basic rules, PERT and CPM techniques, critical path and float analysis, probabilities in PERT analysis, introduction to time and cost trade off.

Module 5: - Decision Theory & Theory of Games   **10 hours**

Decision Theory: Concepts of decision-making, decision-making environments, Decision making under uncertainty - Decision making under risk, calculation of EMV, EPPI & EVPI , Decision tree analysis.

Theory of Games: Types, pure and mixed strategies with two people zero sum game, saddle point games, graphical solution, and principle of dominance

Module 6: - Simulation   **6 hours**

Simulation: Basic concepts, procedures and application, Monte Carlo simulation using Random numbers in the context of inventory management & marketing management

Practical Components:

1. Students should demonstrate the application of OR techniques using software.

2. Students should demonstrate the use of MS-Excel for OR techniques.

Textbooks:

1. J. K. Sharma, Operations Research: Theory and Applications, Macmillan, 4/e, 2009

2. Vohra, N.D 2017. Quantitative Techniques in Management, 5th Edition, McGraw Hill Education Private Limited, India,

3. Taha, H. 2007. Operations Research – An Introduction, 8th Edition, Prentice Hall, India, ISBN: 9780131889230

Reference Books:

1. Introduction to Operations Research - Frederick S. Hillier, Gerald J. Lieberman, 9/e, Tata McGraw-Hill, 2011.

2. Kalavathy S, Operations Research –, 3/e, Vikas Publishing House.

3. Anand Sharma: "Quantitative Techniques for Business decision Making", Himalaya Publishers, New Delhi, 2012;

CO-PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	X					X			X	X
CO2	X	X		X				X		
CO3		X					X	X	X	
CO4		X	X		X		X	X		
CO5				X				X		
CO6			X	X					X	X

Semester – II			
Financial Management			
Course Code	**21MBAC22**	**CIE Marks**	**50**
Course Credits	**4**	**SEE Marks**	**50**
Teaching Hours / week(L-T-P)	**56 / (2-1-1)**	**SEE Duration**	**3 Hours**

Course Overview: Financial Management as a subject has gone through a 360-degree makeover – from insiders – looking–out approach to outsiders – looking–in approach – the nucleus of this metamorphosis being the requirement to put more emphasis on managerial decision – making skills. With the emergence of computing tools like spreadsheets, the emphasis of financial management is more on understanding and application of decision – making models and less on number crunching. Today, thrust of the course is on resource optimization through quick and quality decisions related to both sides of the balance sheet. This course aims at equipping a potential manager the tools and techniques which help in making financial decisions of the business and thereby lead to achieving the objective of business.

Course Objectives:
6. To provide the concepts and foundations of managing finance in business enterprises.
7. To equip students with tools and techniques for managing finance.
8. To orient the students regarding financial management practices in Indian companies and Global enterprises.

Course Outcomes:

CO1: Recognise the importance of Managing finance in business and *outline* its greater objective i.e. shareholders' wealth maximisation.

CO2: Classify various concepts and *summarise* different tools used for investment and Financing decisions.

CO3: Demonstrate the utility of different tools used for Financial Decision Making.

CO4: Compare and *contrast* the results of the various financial performance appraisal techniques.

CO5: Critically *evaluate* the techniques of financial performance methods that supplement the financial decision making of an organisation.

CO6: Design the financial plan that optimizes the main objective of the organization.

Course Contents

Module 1: Overview of Corporate Finance (06 hours)
Introduction, Nature and scope of Financial Management, Role of Finance function, Finance decision by the firm, Agency costs and Corporate Governance, Financial Objectives and Organizational Strategy, Emerging role of finance Managers in India

Module 2: Time Value of Money (10 Hours)
Basis of time value, Finding Future Value, Discounting and Present Value, Future Value of Annuity, Present Value of Annuity, Periodicity of Compounding and Discounting, Equated Monthly Instalments. (Problems on Time value of money). Excel applications for computing future value, present value and EMI.

Module 3: Cost of Capital (10 Hours)
Opportunity cost of capital, Weighted Average Cost of Capital (WACC), cost of debt, cost of preference capital, cost of equity, Marginal Cost of Capital, WACC as Discount Rate and Risk, Factors affecting cost of Capital. Excel applications for computing WACC and MCC.

Module 4: Capital Budgeting (10 Hours)
Features of Capital Budgeting Decisions, Types of Projects, Projecting Cash Flows, Techniques of Evaluation of Capital Budgeting Decisions – Accounting Rate of Return, Payback Period Method, Net Present Value Method, Internal Rate of Return Method, NPV and IRR – A Comparison, Conflict between IRR and NPV (Simple Problems on techniques of Capital Budgeting). Excel applications for computing NPV, IRR, PBP, and ARR.

Module 5: Designing Capital Structure (10 Hours)
Introduction, Operating, Financial, and Combined Leverage, EBIT-EPS analysis, ROI-ROE Analysis, Point of Indifference, (problems on Leverages, EBIT-EPS analysis, ROI-ROE Analysis), Capital Structure Practices in India (Theory Only)

Module 6: Working Capital Management (8 Hours)
Meaning of Working Capital, Working Capital needs of Different types of business (theory only), Operating Cycle and its relevance for working capital management, working capital financing polices, Estimation of Working capital requirements. (Problems on Operating cycle, determination of working capital requirement).

Assignment Component:

1. Go through the annual report of a firm of your choice and find out what does it state with respect to Investment, Financing and Dividend decisions. (Management discussion and analysis and the Director's report sections of the report may be of special relevance in this regard).
2. Computation of EMI
3. Prepare the listed companies Weighted Average Cost of Capital.
4. Select a growing company and find out the increase in the capital expenditure from its financial statements for any two consecutive years. Computation of NPV taking into consideration the WACC of the Company.
5. Pick up five top firms in any specific industry and find out its EPS for the previous five years. Find out the similarities in the capital structure of the selected firms. Based on the same develop a norm for a new firm for its capital structure.
6. Study the working capital management of manufacturing firm of your choice over the period and compare it with its own performance in the earlier periods and visa-a-vis its competitors with respect to its GOC and NOC

Practical Component:
1. Study the different financial services offered by a bank.
2. Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
3. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
4. Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

Recommended Books:
1. Financial Management, Khan M. Y. & Jain P. K, 7th Edition, TMH.

References:
1. Principles of corporate finance, Brealey and Myers, 9th Edition,TMH.
2. Financial Management, Rathod, Babitha Thimmaiah, Harish Babu, HPH.
3. Fundamentals of Financial Management, Brigham & Houston, 10th Edition, Cengage Learning
4. Financial Management, Prasanna Chandra, 9th Edition, TMH.
5. Financial Management, I M Pandey, 11th Edition, Vikas Publishing House.
6. Financial Management, Rajiv Srivastava & Anil Misra, 2nd Edition, Oxford University Press

CO-PO Mapping

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1										
CO2	X	X			X				X	
CO3		X		X					X	
CO4										
CO5							X		X	
CO6							X		X	

Semester II			
Technology for Business			
Course Code	21MBA24	**CIE Marks**	50
Course Credits	3	**SEE Marks**	50
Teaching Hours/ Week (L-T-P)	42 Hours (3-0-0)	**SEE Duration**	3 Hours

Course Overview:

Today's organizations rely heavily on computer systems and technology. Business environment today is highly competitive and technology brings in the much-needed efficiency. As day-to-day business goals are increasingly affected by Information Technology (IT), managers need to understand, implement and manage IT systems as part of their environment for the sustainability of their business.

This course is mandatory for aspiring managers who understand and embrace the role of technology within a business and who are ready to make the leap into management within an IT environment. Learners are expected to gain skills in strategic information technology and management that can be applied immediately in the workplace.

Course Objectives:

1. To elevate learners' awareness on information technology and develop an in-depth and systematic understanding of key aspects in IT Management.
2. To help leaners' gain an in-sight into IT Strategies and Tools in today's business environment.
3. To evaluate the value of emerging technologies and their competitive advantage.

Course Outcomes:

After completing the course, the students will be able to:

CO 1: *Demonstrate* data warehousing and data mining concepts and techniques for business applications.

CO 2: *Illustrate* **the ability to** *Examine* the global environment to identify technological changes, technology exchange processes and **IT** strategies to build a sustainable business.

CO 3: *Discuss* software production cycle and methodologies.

CO 4: *Compare* and *Distinguish* various software's the company uses to integrate their business process.

CO 5: *Identify* various cyber security issues and *summarize* the laws of IT and also emerging technologies in business.

Contents

Module 1: - Data Warehousing and Data Mining   **10 hours**

Data warehousing; Characteristics of Data Warehousing; Online Analytical Processing (OLAP); Online Transaction Processing (OLTP), Business Intelligence Applications, Meaning of Data Mining; Evolution of Data Mining; Data Mining Process; Knowledge Discovery from Data (KDD), Data Mining techniques; Challenges of Data Mining.

Module 2: - Technological Intelligence and Technology Management   **8 hours**

Technological Intelligence and Forecasting; Global trends in Technology Management; Technology Exchange-Acquisition and Absorption; Technology Change Management.

Module 3: - Software Production Management   **8 hours**

Software development Life Cycle, Production cycle; Methodologies, Software business Models; Software Program Management

Module 4: - Technology in Business Today   **8 hours**

System implementation Strategies and process; System Evaluation and Maintenance, Applications; ERP-CRM-SCM; Transaction Processing System; Executive Information System, IT tools and policies within the organization.

Module 5: - Emerging Technologies and their Applications in Business   **8 hours**

Artificial Intelligence; Deep Learning; Internet of Things (IOT); Neural Networks and Robotics, Cloud computing
Cybersecurity-Policies, Procedures, Standards, and Guidelines, Cyber Security Initiatives in India, Emerging Cyber Security Threats, Cyber Security Techniques, IT Act - 2000, Recovering Information, Managing Sensitive Information.

Textbooks:

1. Elmasri ,Navathe, "Fundamentals of Database System" 3rd edition, Pearson Education, 2008.
2. Rajesh J.Ray , "Enterprise Resource Planning: Text &Cases: 1st Edition" MC Graw Hill Publisher,2010.
3. J. Han, M. Kamber, "Data Mining: Concepts and Techniques", Harcourt India / Morgan Kauffman, 2001.

4. W.A.Coklin, G.White, Principles of Computer Security: Fourth Edition, McGrawHill, 2016.

Reference Books:

1. Ramesh Behl, Information Technology for Management, TMH.
2. ITLESL, Introduction to Information Technology, Pearson.

CO-PO&PSO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	X	X	X						X	
CO2		X	X	X				X	X	
CO3					X	X	X			
CO4		X			X		X	X	X	
CO5				X						X

Semester – II			
Intellectual Capital Management- 21MBAC25			
Course Code	21MBAC25	**CIE Marks**	50
Course Credits	3	**SEE Marks**	50
Teaching Hours / week(L-T-P)	42 Hrs (3-0-0)	**SEE Duration**	3 Hours

Course Overview:

The primary objective of this course is to course is to familiarize students with the basic principles and techniques of human capital management. The course develops a critical understanding of the role and functions of the various human resource activities in an organisation, providing students with a comprehensive review of key HRM concepts, techniques and issues to enhance the ability to assess the constraints and opportunities associated with managing employees in different socio-economic context.

Course Objectives:

1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help analyse the issues and strategies required to select and develop manpower resources
3. To develop relevant skills necessary for application in HR related issues
4. To enlighten the students on performance management systems and compensation practices.
5. To understand the welfare facilities and develop an understanding of the Statutory HR provision
6. To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

Course Outcomes:

Upon successful completion of the course, the learner will be able to:
CO1: To understand the concept of HR Management at various levels in general and major functions of HR.
CO2: To identify the issues and strategies required to select and develop manpower resources
CO3: To analyse relevant skills and training required for applications in HR related issues
CO4: Compare and classify various performance management systems and compensation practices.
CO5: To assess the employee welfare facilities under various Statutory HR provisions.
CO6: To discuss various SHRM concepts along with the domain concept in order to take correct business decisions

Course Contents:

Module 1-Human Capital Management   **(08 Hours)**

Essentials of HCM: Meaning, Scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HR, Contemporary issues and Challenges in HRM, Careers in HRM.

Module 2 – Human Capital Planning (0**8 Hours**)

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP, Job Analysis
Sources and Methods of Recruitment, Recent trends and Approaches to recruitment
Selection: Meaning, Process of Selection.
Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation
Employee Retention: Meaning, Employee retention strategies

Module 3 - Training and development (**06 Hours**)

Training v/s development, Systematic Approach to Training, Training Methods; on the job and off the job, Development beyond Training.

Module -4 Performance Management System and Compensation Management (07 Hours)

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal.
Compensation: Meaning, Objectives, components of compensation, Types of compensation, Recent trends in Compensation.

Module 5 - Employee Welfare (**07 Hours**)

Introduction, Types of Welfare Facilities and Statutory Provisions in India. Employee Grievances: Types of grievance, Employee Grievance procedure.
Discipline: Meaning, approaches to discipline, discipline handling procedure, managing difficult employees

Module 6 – Strategic HRM (**06 Hours**)

Introduction and scope of SHRM, SHRM Vs Conventional HRM, Linking HR strategy with Business Strategy, SHRM and business performance.

Practical Component:

1. Design a Job Description for a specific Portfolio as per current Industry requirements.

2. Design the selection strategies as a Recruiter for new joiners for any Hospitality Industry.

3. Design a performance appraisal format for employees of a Marketing Department in a Handicraft Industry.

Recommended Books:

1. K Aswathappa, "Human Resource and Personal Management" (2017) Tata McGraw Hill, 8th Edition

Reference books:

2. Stephen P. Robbins, "Human Resource Management", (2002), Pearson Education Asia
3. G. Dessler," A framework for Human Resource Management" (2004), Pearson Education
4. VSP Rao, "Human Resource Management", (2010), Excel Books, 3rd Edition

CO-PO Mapping Matrix:

CO-PO Mapping Matrix

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	X									
CO2		X				X				
CO3	X					X			X	
CO4		X								
CO5				X	X					
CO6			X	X						

Semester II			
Operations Management			
Course Code	21MBA26	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	42 Hours (3-0-0)	SEE Duration	3 Hours

Course Overview:

Operations Management deals with understanding and integrating business processes within and between organizations. Students will look at the designs, management and improvement of processes, systems and networks for use within and between organizations.

The Operations Management course will introduce the student to basic business ideas and their implementations. The business manager manages both the operation they are managing and the Project Manager with his/her project. They must take responsibility for all products or services that are delivered. They must ensure that it is in line with quality standards. The way in which Production and Operations are managed is directly linked to the success of a business or organization.

Course Objective:

1. To understand the relationship between operations and other business functions.
2. To understand the various techniques of Production Management to help make better decisions.
3. To develop an understanding of how the operations have strategic importance for providing competitive advantage.

Course Outcome:

After completing the course, the student will be able to:

   CO 1: *Summarize* various Operations Management and Production Management concepts.

   CO 2: *Evaluate* different techniques of location and facility planning for designing of operations management.

   CO 3: *Analyze* the concept of capacity planning and its managerial importance.

   CO 4: *Estimate* how productivity and work study have strategic importance in providing better work environment.

   CO 5: *Classify* and *examine* the Materials and Inventory Management techniques.

CO 6: To gain *understanding* on quality improvement and cost reduction.

Contents

Module 1: - Introduction to Operations Management   8 hours

Introduction to operations management, productions management and project management-historical development of operations management- production process-forms of utilities-current issues in operations management.

Module 2: - Facility Planning   10 hours

Introduction-facility location decisions-factors affecting facility locations decisions-facility layout planning- layout and its objectives for manufacturing operations and service operations-types of plant layouts- factors influencing layout changes (problems on locations decision and layout)

Module 3: - Capacity Planning   8 hours

Concept and overview of aggregation-importance of aggregate planning and its managerial importance- demand and capacity options and strategies in production and services- aggregate planning types and procedures- capacity requirement planning-materials requirement planning its objectives, benefits and elements-resource requirement planning system- make or buy decisions. (Problems on make or buy decisions)

Module 4: - Productivity and Work study   8 hours

Productivity and the standard of living-productivity and the organization-productivity variables affecting labour productivity- productivity and its measurement-work content and time.
Method study-Introduction-data collection, recording, examining and improving work-materials flow and material handling study- worker flow study, worker area study-bottle neck operations. (Numerical problems on productivity)

Module 5: - Materials and Inventory Management   10   hours

Role of material management- materials and profitability-purchase functions-vendor selection-vendor rating-ethics in purchasing-concept of lead time-purchase requisition-purchase order

Concepts of inventory- types, classification of inventory-ABC, VED and FSN analysis. Inventory costs- Inventory models EOQ, Safety stocks, reorder point. (Numerical problems on vendor rating, ABC analysis and EOQ model)

Module 6: - Quality Management 12 hours

Basic concepts of quality of products and services-dimensions of quality-relationship between quality, productivity, cost and time. Juran's quality trilogy-Demings 14 principles- Taguchi's quality loss function-Ishikawa's Quality Circles-Quality function deployment and its functions-quality improvement and cost reduction-7QC tools and 7new QC tools-PDCA cycle. ISO 9000-ISO14000-QS9000 clauses, coverage, linkages with functional domains like production& marketing- Six sigma concepts-Excellence awards MBNQA, Demings prize, Baldridge award and their main focus.

Practical Components:
1. Students should calculate EOQ as part of production-scheduling model
2. Students should analyse ABC analysis and give interpretation as part of Inventory Management
3. Students should demonstrate using case studies how method study is important for work-materials flow.

Textbooks:

1. Mahadevan B, "Production and Operations Management", Pearson Education India, 2010

2. J.P Saxena, "Production and Operations Management", Tata Mcgraw-Hill Education Pvt Ltd

3. Ajay K.Garg, "Production and Operations Management", Tata McGraw-Hill Education Pvt Ltd

4. Norman Gaither and Greg Frazier, "Operations Management", South – Western College Pub.1999

5. Clifford Gray and Larson, "Project Management", MC Graw-Hill/Irwin,2008

6. Project Management Institute, "Project Management Body of Knowledge", Project Management Institute Inc, 2013

Reference Books:

1. Martand T. Telsang, "Production Management", S Chand & Company Pvt Ltd

2. MartandTelsang, "Industrial Engineering Production Management",

3. S Chand & Company Pvt Ltd

4. Richard B. Chase, Ravi Shankar, F.Robert Jacobs, Nicholas J Aquilano, "Operations & Supply Management", Tata McGraw-Hill Education Pvt Ltd

CO-PO MAPPING:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1				X				X		
CO2	X			X					X	X
CO3			X		X			X		
CO4		X	X	X		X		X	X	X
CO5	X	X						X	X	
CO6					X		X		X	X

Semester II			
Business Research Methods			
Course Code	21MBAC27	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	42 Hours (3-0-0)	SEE Duration	3 Hours

Course Outline:

A cardinal requisite of successful research lies in the proper selection of the research methodology applied to achieve research objectives using the available resources. This course introduces a comprehensive overview of elements of research methodology, particularly in the business domain. Different types of research designs, data-collection tools employed in business, including interviews, questionnaires, and case studies are introduced. The course offer business students embarking on their research journeys with a useful summary that would guide them in navigating the methodological aspect of their research work

Course Objectives:

1. To familiarise the students to the principles of scientific methodology in business research.
2. To develop analytical skills of business research
3. To learn how to formulate and test hypotheses.
4. To classify data and use different sampling techniques.
5. To Prepare and Present Research Report.

Course Outcomes:

CO1: *Explain* the terms and concepts used in all aspects of scientific business research.

CO2: *Understand* the complexities of business problem and *translate* it into research problem.

CO3: *Make use of* scientific principles of research to *solve* contemporary business research problems.

CO4: *Examine* the various facets of a research problem and *illustrate* the relevant aspects of the research process from a data driven decision perspective.

CO5: *Formulate* research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

CO6: *Recognize* the importance of ethical conduct in undertaking business research and *demonstrating* research findings.

Contents

Module I:
Business Research: Definition and Significance, Nature of Scientific Inquiry-Scientific Methods-Induction, Deduction-Hypothesis and Theory and their Interpretation Nature and Scope of Social Research, research process, Types of Research, Research questions / Problems, Research objectives **10 Hours**

Module II: Research Design & Measurement
Research design: Concept and Importance in Research, Features of a good research design, types, Exploratory, Descriptive and Causal Research, Qualitative and Quantitative Research.

Validity of findings, Variables in Research. Construction of instrument Validity, Reliability of instrument. **8 hours**

Module III: Measurement and Scaling: Concept of Measurement and Scaling levels of Scales: Nominal, Ordinal, Interval and Ratio scales, Attitudinal measurement scales- Likert's scale, semantic differential scale, Thurston scale, Multi-dimensional scaling. Reliability & Validity of Scales. **8 hours**

Module IV: Data Collection

Data collection Methods: Types of data, Primary data, Secondary data, Methods of primary data collection: obserations, survey, interview and quetionnaire. Questionnaire Design, Types of Questions: Open-ended, close ended- Procedure for developing a Questionnaire, Question Content, Wording & Placement, Response Format, & Criterion for a good questionnaire. Secondary data: methods-secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions. **12 hours**

Module V: Data Preparation & Analysis

Data Preparation: Editing, Coding, Data entry, Validity of data, Qualitative Vs Quantitative data analyses, Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, cluster analysis, Conjoint Analysis (theoretical concepts only) **10 hours**

Module VI: Report Design, Writing and Ethics in Business Research

Research report: Different types, Contents of report, need of executive summary. Chapterization, contents of chapter, report format, subjectivity and objectivity in research, Qualities of good Research report. Research in an evolutionary perspective, Ethical issues in Business Research. Business Research in 21st century, **8 hours**

Practical Component:

1.Application of Statistical Softwares like SPSS, MS Excel Software in Data Analysis.

2. Each Student has to Prepare Mini Research Project on area of their Choice and Make Presentation.

3. The Report Should Consists of Applications of Tests and Techniques

Textbooks:

1. Kothari C R, Research Methodology Methods and Techniques, New Age International Publishers.

Reference Books:

1. William G Zikmund, Barry J Babin, Jon C Carr, Mitch Griffin, Business Research Methods, Cengage Learning, 8th Edition,2010

2. Anil Kumar Mishra, A Handbook on SPSS for Research Work, 2nd Revised Edition, Himalaya Publishing House, 2016.

3. Donald R Cooper and Pamela S Schindler, Business Research Methods, Tata McGraw Hill, 11th Edition, 2012

4. Deepak Chawla, Neena Sondhi, Research Methodology: Concepts & Cases, Vikas Publication, 2nd Edition,2016

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	x	x							x	
CO2		x				x			x	
CO3	x		x		x	x			x	
CO4				x			x	x	x	
CO5				x			x	x	x	
CO6			x	x			x			x

Semester 2			
ADVANCED DATA MODELING AND ANALYSIS - II			
Course Code	**21MBASC21**	**CIE Marks**	**50**
Course Credit(s)	**1**	**SEE Marks**	**50**
Teaching Hours/ Week (L-T-P)	**14 Hours (0-0-1)**	**SEE Duration**	**3 Hours**

Course Overview:

In this course of Advanced Data Modelling and Analysis - II, learners will explore IBM SPSS Software that go beyond the basic. After successful completion of this course, learners can expect to have the skills required to work efficiently in an existing and new datasheet from scratch. Further, this course will give you the skills to perform data modelling and analysis in IBM SPSS. Learners will learn how to use Overview of SPSS, Data Visualization, Descriptive and Predictive Analytics using IBM SPSS, Forecasting, Time Series Analysis and Financial Analysis Functions and many more data analysis features to help you in your work. This course will increase your competence in day-to-day data analysis making learners more efficient and productive.

Course Objectives:

- This course will enable the learners to acquire the hands-on experience and practical knowledge of IBM SPSS in Data Modeling and Analysis.
- The learners will be able to acquire the skills to identify day-to-day organization's operational issues and analyse the data for better decision-making skills.
- The learners of this course will be able to validate, visualize, describe, analyze and forecast the activities of the organization / industry.

Course Outcomes:

Upon successful completion of the course, the learner will be able to:

- **CO1.** *Recognise* the concept of data analysis and to *understand* the various types of data and SPSS functions.
- **CO2.** *Application* of the SPSS and *evaluate* the survey data and time series data.
- **CO3.** *Demonstrate* the data entry, validation, visualization associated with organization's day-to-day operational data and *analyse* to know data driven problems in the organization.
- **CO4.** Critically *analyse* and *evaluate* organization performances through descriptive analysis, predictive analytics and provide *recommendations* to improve the operations of organisations through the application statistical and financial analysis.
- **CO5.** *Analyse* the forecasting techniques associated with operations of organizations and *estimate / forecast* the future of the business through effective data driven managerial decision.

- **CO6.** *Achieve* and minimize the uncertainty and risk in the business through data driven decision making process.

COURSE CONTENTS

Module 1: Overview of SPSS and Data Preparation   **(2 Hours)**

Overview of SPSS, Data Entry & Importing Data, Editing Data. Data Formatting and Transformation. Missing Value Analysis and Missing Value Handling. Data Validation and Reliability Analysis.

Module 2: Data Visualization and Descriptive Analytics in SPSS   **(2 Hours)**

Describing the data with Charts and Graphs. Frequency Analysis, Descriptive Analysis, Exploratory Factor Analysis, Cluster Analysis and Data Analysis with Cross Tabulation

Module 3: Univariate Analysis and Experimental Designs   **(3 Hours)**

Independent Sample T Test, Paired Sample T Test, One Sample T Test, Compare Means, One Way ANOVA and Two – Way ANOVA

Module 4: Predictive Analytics in SPSS   **(4 Hours)**

Measuring of association using Correlation Analysis, Auto Correlation, Cross Correlation, Simple Linear Regression Analysis, and Multiple Linear Regression Analysis.

Module 5: Forecasting and Time Series Analysis (3 Hours)

Create Forecast Models, Seasonal Decomposition, Spectral Analysis, Sequence Charts, Create Times Series (Differences, Seasonal Differences, Centered Moving Average, Prior Moving Average, Running Medians and Cumulative Sums)

Practical Components:

- Work on SPSS through real time data of any company and generate the output.
- Visualize and describe the survey / primary data based on the field work using SPSS and propose the data modelling
- Find out the trend and forecast the financial position of any organization using the time series / secondary data

PO-CO MAPPING

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		X	X	X			
CO2	X	X		X			
CO3	X	X		X			
CO4			X	X	X		
CO5			X	X	X	X	
CO6					X	X	X

Recommended Books

- Lokesh Jasrai —Data Analysis Using SPSS, Sage Texts, 2020

References Books

- Deepak Chawla, Neena Sondhi - Research Methodology: Concepts and Cases, Vikas Publishing House Pvt. Ltd, 2nd Edition, 2015
- IBM SPSS Statistics Base, IBM Corp, V27
- IBM SPSS Statistics Brief Guide, IBM Corp, V27
- IBM SPSS Data Preparation, IBM Corp, V27

List of Experiments Planned:

- → Data Entry & Importing Data, Editing Data. Data Formatting and Transformation
- → Missing Value Analysis and Missing Value Handling.
- → Data Validation and Reliability Analysis.
- → Describing the data with Charts and Graphs. Frequency Analysis,
- → Descriptive Analysis,
- → Exploratory Factor Analysis
- → Cluster Analysis
- → Data Analysis with Cross Tabulation
- → Independent Sample T Test
- → Paired Sample T Test
- → One Sample T Test
- → Compare Means, One Way ANOVA and Two – Way ANOVA
- → Measuring of association using Correlation Analysis, Auto Correlation, Cross Correlation
- → Simple Linear Regression Analysis, and Multiple Linear Regression Analysis.
- → Create Forecast Models, Seasonal Decomposition, Spectral Analysis, Sequence Charts
- → Create Times Series (Differences, Seasonal Differences, Centered Moving Average, Prior Moving Average, Running Medians and Cumulative Sums)

Semester 2			
HUMAN VALUES AND RESPONSIBLE CITIZENSHIP			
Course Code	**21MBASD21**	**CIE Marks**	**50**
Course Credit(s)	**1**	**SEE Marks**	**50**
Teaching Hours/ Week (L-T-P)	**14 Hours (1-0-0)**	**SEE Duration**	**3 Hours**

Module 1: Gender Sensitization:

Gender Sensitization entails changing behavior and instilling empathy into the views that we hold about our own and the other genders. This module should help participants in examining their personal attitudes and beliefs, and questioning them as well as understand how to interact with and leverage differences on account of gender

Module 2: Good Citizen:

Good Citizen is one who properly fulfills his or her role as a citizen. These entail, though not necessarily limited to, loyalty to country, standing up for what they believe in, responsible to their community, etc. The purpose would be to understand how duty based citizenship differs from engaged citizenship. It could also touch upon the role of the millennials in to nation building.

Module 3: Civic Sense:

Civic Sense is all about having consideration for a fellow human being. It means being polite; showing consideration to elderly, women, children and disabled people; driving in one's lane without honking; throwing one's garbage in dustbins; smoking only at designated places etc

Module 4: Work-Life Balance:

Work Life Balance is a concept including the proper prioritization between work (career and ambition) and lifestyle (health, pleasure, leisure, family).This is more about a self-regulation process that facilitates balancing the engagement with changing work conditions, family situations and self-time activities. The students need to be sensitized about the consequences of both the work intruding on time outside work as well as home related matters spilling into the workplace. In a technology dominant era, managing gadget free time is equally important. Sometimes, leaders at senior positions have been found to be over obsessed with work and expect the team to follow them. Young leaders should realize that even if they cannot manage work-life balance themselves, they should facilitate their team in keeping the balance.

Module 5: Responsibility:

Responsibility towards institution, each other, self is about what do we owe each other and to our institution. Actions taken by people as individuals and managers may have both positive and negative outcomes. Often the implications may be positive for one set of people and negative for another. Thus, while doing good to one part of society, they may be harming others. The challenge is to view the situation at hand logically and do what is right given the context / situation rather than viewing it from one perspective or the other and choosing a right vs. another right. They must be made aware that it is not about circulating a document or office order, but an attitude and role modeling by individuals which imparts credibility.

Module 6: Basic Etiquette:

Basic etiquette refers to Respect, kindness, and consideration form the basis of good manners and good citizenship. Etiquette becomes the language of manners. Rules of etiquette cover behavior in talking, acting, living, and moving; in other words, every type of interaction and every situation.The purpose is to sensitize students to appropriate behavior and interaction – written, spoken and gestures / body language. Written would pertain to office memos as well as electronic communication. Spoken would pertain to usage of appropriate words.Gestures would be about eye contact, fidgeting while speaking, maintaining personal space while interacting.

PO-CO MAPPING

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	X		X	X	X	X	X
CO2		X			X		X
CO3	X	X	X	X	X		X
CO4	X	X	X	X	X	X	X
CO5		X	X	X		X	X
CO6	X		X	X	X	X	X