



GLOBAL ACADEMY OF TECHNOLOGY

(Affiliated to Visvesvaraya Technological University, Belagavi & Approved by AICTE, New Delhi.)



Department of Management Studies & Research Centre

Master of Business Administration

Autonomous Program

Draft Scheme and Syllabus

Batch 2020-21

About MBA@GAT

The Department of Management Studies and Research Centre (MBA@GAT) was established in 2004 with an objective to impart quality management education. It offers a two-year full time Master of Business Administration programme with dual and core specializations in the functional domains of Marketing, Finance and Human Resource Management. Innovative teaching and learning practices have been adopted to prepare the students to face the challenges in the corporate world. MBA@GAT aims at the holistic development of students with a focus on developing leadership skills and professional competency by incorporating soft skills training and academic opportunities through internships, industrial visits, expert lectures, group assignments / projects and individual projects.

Vision Statement

To be recognised as a centre of excellence in management that contributes to the development of business and society.

Mission Statement

M₁: Emphasize on value added and experiential programs to promote intellectual and professional development of students

M₂: Uphold an entrepreneurial, agile, flexible and collaborative culture

M₃: Nurture change maker professionals who are socially responsible and continuously employable

Core Values:

To develop and sustain the following values to provide the context for all our programmes and activities -

- Commitment,
- Responsiveness to Societal Needs,
- Creativity,
- Diversity with Synergy

MBA Programme Educational Objectives

PEO1	To equip students with subject knowledge and expertise of managerial functions
PEO2	To empower students with application driven skills
PEO3	To nurture the spirit of innovation, creativity and entrepreneurship among students
PEO4	To develop effective communication, decision making and leadership skills among students
PEO5	To inculcate ethical qualities and a sense of social purpose among students

MBA Programme Outcomes

On successful completion of the post graduate degree programme in Master of Business Administration, the graduates will be able to;

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Acquire analytical and critical thinking skills for data-based decision making.
PO 3	Incorporate the right attitude to develop value based leadership qualities
PO 4	Understand, analyse and communicate global, economic, legal and ethical aspects to incorporate diversity and multicultural perspectives when making business decisions
PO 5	Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PO 6	Enhance the employability through continuous learning and professional development
PO 7	Develop an aptitude for creativity, innovation and entrepreneurship

MBA Program Specific Outcomes (PSOs)

PSO 1	Develop the students into effective leaders and administrators ready to face the challenges of the corporate world
PSO 2	Equip students with professional skills of management and entrepreneurship to have sustainable career
PSO 3	Inculcate social, legal and ethical responsibilities among the students to become responsible citizens of the country

List of Abbreviations

PCC	Professional Core Course
PEC	Professional Elective Course
OS	Organisation Study
PRW	Project Work
SEM	Seminar
FM	Finance specialization
MM	Marketing specialization
HR	Human Resource Specialization
CBI	Contemporary Business Issues
CE	Corporate Exposure
CCPE	Corporate Communications and Professional Ethics
MNCC	Mandatory Non-Credit Course
SL	Self-Learning
MOOC	Massive Open Online Courses
L	No. of Lecture hours per week.
T	No. of Tutorial Hours per week
P	No. of Practical hours per week
CIE	Continuous Internal Evaluation
SEE	Semester End Examination

MBA Programme Structure and Credits

Year	Semester	Particulars	Credits	Total /Sem	Total Credits
I	I	Professional Core Courses - 6	24	25	50
		Mandatory Non-credit Course - 1	0		
		Seminar – CBI	1		
	II	Professional Core Courses - 6	24	25	
		Mandatory Non-credit Course - 1	0		
		Seminar – Corporate Exposure	1		
II	III	Professional Core Courses - 2	08	24	50
		Professional Elective Courses - 4	12		
		Self-learning Component (MOOCs)	2		
		Seminar – CCPE	2		
	IV	Professional Core Course - 1	4	26	
		Professional Elective Courses - 4	12		
		Project Work	10		
			Total Credits	100	

Programme Structure

Total Credits	100	Total Marks	3050
Total credits for PCCs	60	Total number of PCCs	15
Total credits for PECs	24	Total number of PECs	12
Total credits for Seminars	4	Number of Seminars	3
Total credits for Project Work	10	Number of projects/internships	1
Total credits for MOOCs	2	Self-learning Component (MOOCs)	1
Total credits for Mandatory zero credit courses	0	Mandatory zero credit courses	2

- MBA program consists of 4 semesters. First and second semesters will have only **professional core courses (PCC)** and one hands-on skill based course each. The professional core courses are designed to address the basic concepts in the functional areas of management. Each PCC has been allocated 4 credits.
- **Contemporary Business Issues (CBI)** is a mandatory course with one credit. It is designed to act as a facilitator in helping students develop a future focused perspective in the field of business and society. The focus of this course is on the analytical mind-set of the students in the first semester.
- **Corporate Exposure (CE)** is a mandatory seminar session with one credit. The idea behind this seminar component is not to limit the business management teaching to just classrooms, but to develop cognitive, technical and behavioural skills in students by interactions with corporate personnel and carrying out mini projects and diversify learning, on campus and in the real world as well.
- **Corporate Communications and Professional Ethics (CCPE)** is a mandatory course with two credits. It is a hands-on skill based course, wherein the course instructors would be trained and certified by Infosys. The students have to take up this course during the first semester. The objective of this course is to equip the students with the right communication skills both written and verbal, to meet the expectations of the corporate world. It focuses on the basics of professional writing skills, workplace etiquettes and helps the students in enhancing their public speaking and conversational skills as well through sessions on communication & personality grooming.
- The first and the second semesters will have a **Mandatory Non-Credit Course (MNCC)** which comprises of 'English for Managers -I' and 'English for Managers -II'. The main objective is to equip the business management students with the basics of English language and drive in a degree of proficiency amongst them for an easy transition into the corporate world.
- The third and fourth semesters will introduce the students to their choice of specialization with **professional elective courses (PEC)**. Students have to mandatorily study the required PCCs and can choose the PECs from either a single functional discipline (core) or from two functional disciplines (dual) as their specialization. The courses will be offered in 3 areas of specialization viz., Financial Management, Marketing Management and Human Resources Management.
- In addition, the students will do Organisation Study (OS) for 4 weeks between second and third semester in an organization which gives them corporate exposure and a learning experience. 4 credits have been allocated to this summer internship
- During the fourth semester, the students will take up a **project work (PRW)** for 6 weeks in their area of specialization. Here the student has to select an organization and conduct a research study and submit a report wherein the students have to present their study and attend the VIVAVOCE. It is mandatory for the student to present a paper in an international conference or publish a paper in an international journal indexed in SCOPUS or UGC-CARE.
- Each course content stresses on the practical component in the form of case studies, quiz, debates on current issues, budget & stock market deliberations etc. which can be dealt in

the class by the course instructor and student participation will be assessed and records for the same should be maintained for assessment. The practical component also includes interaction of the students with the experts from industry, taking up mini projects, understand the problems or foresee what can be undertaken for the study in the form of research projects.

- **Pedagogy:** This programme is based on blended learning which uses multiple pedagogies like interactive lectures, students’ discussions, research articles, case studies, mini cases and board games.

Course Assessment and Evaluation: The learning of the students will be assessed through their class participation in quiz programmes, case study discussions, debates seminars, tutorials, internal assessment tests and semester end examinations. The assessment and evaluation criteria indicates that a minimum 40% marks in CIE is mandated for qualifying for SEE while minimum of 44% marks is mandated for qualifying in SEE. Only credited courses will be considered for grading. The students should get minimum stipulated marks in the MNCC to be declared Pass and that the student has to pass the MNCC within the two years of his/her study for award of MBA degree.

- **CIE:** The CIE comprises of two components – two compulsory tests and an assignment. The two tests are compulsory as per the guidelines of the Institution wherein each test would be conducted for 50 marks which will be converted to 30 marks while the assignment component will be evaluated for 20 marks. The rubrics for the assignment will be as decided by the course instructor. The assessment pattern for all the 4 semesters is as shown in the table below;

Semester End Examination	50%
Continuous Internal Evaluation	50%
• Internal Assessment Test (30%)	
• Assignment (20%)	

- **SEE:**
 - a. The SEE Question paper Pattern comprises of two parts – Part A and Part B. The question paper is for 100 marks.
 - b. Part A comprises of 7 full questions (with 2 – 3 sub questions), each of 20 marks. The student is expected to answer any 4 full questions.
 - c. Part B will be a compulsory question – case study for 20 marks. There can be 3 – 4 sub-questions.

- **MNCC:**

CIE	SEE
50 marks	50 Marks

The Assessment and Evaluation will be based on CIE and SEE. A Pass is required for award of degree

- **SEM 1: Contemporary Business Issues**

Every week, two topics from the exhaustive list will be made available for a batch of students from each section for the topic selection. The students for the presentation will be selected as per their roll numbers. The presentations would be conducted as per the allocated hour in the time table. The student needs to submit a report in the prescribed format for internal evaluation. At the end of the semester there will be a viva-voce examination conducted and evaluation of the students work will be done by the course instructor along with an external Examiner.

Seminar Evaluation

Internal Evaluation – CIE A 50 marks	VIVA_VOCE Examination - SEE			Total Marks A+D 100 marks
	Internal (B) 50 marks	External (C) 50 marks	Average (B+C/2) 50 marks	

EVALUATION RUBRICS

Name of the Student: _____

Date _____

Name of the Evaluator: _____

Contemporary Business Issues (CBI)					
Parameters	Not Satisfactory 1	Average 2-4	Good 5-7	Excellent 8-10	Total Scores
Knowledge and Content (Report)					
Organization of presentation					
Background content					
Literature Review					
Contribution of work					
Knowledge of subject					
Presentation Skills (VIVA-VOCE)					
Organisation of Powerpoint slides					
Language Proficiency					
Body language / confidence levels					
Pace					
Q & A					
Total Scores					

- **SEM II: Corporate Exposure**

Topics on current issues pertaining to society and business would be given to students periodically. It is in the form of a mini project which may involve extensive reading on the topic, data collection, interaction with the people in the corporate world/ NGOs and presentation. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry.

Seminar Evaluation

Internal Evaluation – CIE	VIVA_VOCE Examination - SEE			Total Marks
	Internal (B)	External (C)	Average (B+C/2)	
A 50 marks	50 marks	50 marks	50 marks	A+D 100 marks

EVALUATION RUBRICS

Name of the Student: _____

Date _____

Name of the Evaluator: _____

Contemporary Business Issues (CBI)					
Parameters	Not Satisfactory 1	Average 2-4	Good 5-7	Excellent 8-10	Total Scores
Knowledge and Content (Report)					
Organization of presentation					
Background content					
Literature Review					
Contribution of work					
Knowledge of subject					
Presentation Skills (VIVA-VOCE)					
Organisation of Power-point slides					
Language Proficiency					
Body language / confidence levels					
Pace					
Q & A					
Total Scores					

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Scheme of Teaching and Examination for MBA Programme

Outcome Based Education (OBE) and Choice Based Credit System (CBCS)

(Effective from Academic Year 2020 – 21)

III Semester										
Course Code	Title of the Course	Course Category	Credits	Contact Hours / week			Examination			Total Marks
				L	T	P	Duration	CIE	SEE	
20MBAC31	Logistics & Supply Chain Management (LSCM)	PCC	4	3	-	2	3 Hours	50	50	100
20MBAC32	Direct Taxation (DT)	PCC	4	3	2	-	3 Hours	50	50	100
20MBAXX301	Elective 1 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX302	Elective 2 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX303	Elective 3 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX304	Elective 4 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX305	Elective 5 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX306	Elective 6 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBANC31	MOOCs	SL	2	-	-	-	-	-	-	50
20MBAS31	Corporate Communications & Professional Ethics (CCPE)	SEM	2	-	-	4	-	50	50	100
Total Credits			24							750

III SEMESTER

List of Professional Elective Courses (CORE)

	Marketing Management		Financial Management		Human Resource Management	
Sl. No.	Course Code	Title of the Course	Course Code	Title of the Course	Course Code	Title of the Course
1	20MBAMM 301	Marketing Research (MR)	20MBAFM 301	Investment Management (IM)	20MBAHR 31	Recruitment & Selection (RS)
2	20MBAMM 302	Services Marketing (SM)	20MBAFM 302	Mergers, Acquisitions and Corporate Restructuring (MACR)	20MBAHR 302	Contemporary Employee Relations (CER)
3	20MBAMM 303	Rural and Agriculture Marketing (RAM)	20MBAFM 303	Cost Management (CM)	20MBAHR 303	Compensation Management and Reward System (CMRS)
4	20MBAMM 304	Business to Business Marketing (B2BM)	20MBAFM 304	Advanced Financial Management (AFM)	20MBAHR 304	Organisation Structure, Process & Design (OSPD)
5	20MBAMM 305	Sales Management (SM)	20MBAFM 305	Principles and Practices of Banking (PPB)	20MBAHR 305	Strategic Human Resource management (SHRM)
6	20MBAMM 306	Retail Marketing (RM)	20MBAFM 306	Corporate Valuation (CV)	20MBAHR 306	Advanced Organisation Behaviour (AOB)

III SEMESTER

List of Professional Elective Courses (DUAL)

	Financial Management and Marketing Management		Human Resource Management and Marketing Management	
Sl. No	Course Code	Title of the Course	Course Code	Title of the Course
1	20MBAFM301	Investment Management (IM)	20MBAHR301	Recruitment & Selection (RS)
2	20MBAFM302	Mergers, Acquisitions and Corporate Restructuring (MACR)	20MBAHR302	Strategic Human Resource management (SHRM)
3	20MBAMM301	Marketing Research (MR)	20MBAMM301	Marketing Research (MR)
4	20MBAMM302	Services Marketing (SM)	20MBAMM302	Services Marketing (SM)

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Outcome Based Education (OBE) and Choice Based Credit system (CBCS)

(Effective from Academic Year 2020 – 21)

IV Semester										
Course Code	Title of the Course	Course Category	Credits	Contact Hours / week			Examination			Total Marks
				L	T	P	Duration	CIE	SEE	
20MBAC41	Emerging Technologies in Management	PCC	4	3	-	2	3 Hours	50	50	100
20MBAXX401	Elective 1 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX402	Elective 2 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX403	Elective 3 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX404	Elective 4 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX405	Elective 5 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAXX406	Elective 6 (MM/FM/HRM)	PEC	3	3	-	-	3 Hours	50	50	100
20MBAPR41	Project Work	PRW	10	-	-	-	-	-	-	200
Total Credits			26							700

IV SEMESTER

List of Professional Elective Courses (CORE)

	Marketing Management		Financial Management		Human Resource Management	
Sl. No.	Course Code	Title of the Course	Course Code	Title of the Course	Course Code	Title of the Course
1	20MBAMM 401	Digital Marketing (DM)	20MBAFM 401	Indirect Taxation (ID)	20MBAHR 401	International Human Resource Management (IHRM)
2	20MBAMM 402	Marketing Analytics (MA)	20MBAFM 402	Merchant Banking and Financial Services (MBFS)	20MBAHR 402	HR Analytics (HRA)
3	20MBAMM 403	Consumer Behaviour (CB)	20MBAFM 403	Financial Derivatives (FD)	20MBAHR 403	Organisational Leadership (OL)
4	20MBAMM 404	Strategic Brand Management (SBM)	20MBAFM 404	International Financial Management (IFM)	20MBAHR 404	Performance Management & Competency Mapping (PMCM)
5	20MBAMM 405	Integrated Marketing Communication (IMC)	20MBAFM 405	Financial Analytics (FA)	20MBAHR 405	Personal Growth and Interpersonal Effectiveness (PGIE)
6	20MBAMM 406	International Marketing Management (IMM)	20MBAFM 406	Risk Management and Insurance (RMI)	20MBAHR 406	Workplace Ethics (WE)

IV SEMESTER

List of Professional Elective Courses (DUAL)

	Financial Management and Marketing Management		Human Resource Management and Marketing Management	
Sl. No	Course Code	Title of the Course	Course Code	Title of the Course
1	20MBAFM401	Indirect Taxation (ID)	20MBAHR401	International Human Resource Management (IHRM)
2	20MBAFM402	Merchant Banking and Financial Services (MBFS)	20MBAHR402	HR Analytics (HRA)
3	20MBAMM401	Digital Marketing (DM)	20MBAMM401	Digital Marketing (DM)
4	20MBAMM402	Marketing Analytics (MA)	20MBAMM402	Marketing Analytics (MA)

Semester 1			
Management and Organisational Behaviour			
Course Code	20MBAC11	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

Course Overview:

The primary objective of this course is to make students aware of the basic managerial functions. 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 behaviour.

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 (12 Hours)
Planning: Nature, Process, Objectives, MBO, Strategies, levels of strategies, Planning Premises. Decision-making: Process, types of decisions and Techniques in decision-making. Organizing: Formal and informal organizations, Types of Structure, virtual organizations, boundary less organizations. Principles of organizations-chain of command, span of control, decentralization, and empowerment. Controlling: Importance, Process, types of control, factors influencing control effectiveness
Module-3: Dynamics of Organizational Behaviour (8 Hours)
Fundamental principles of OB, contributing disciplines, OB Model, Challenges and opportunities.
Module -4: 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, link between perception and individual decision-making.

Attitude: Formation, components of attitudes, relation between attitude and behaviour.

Ability: Intellectual abilities, Physical ability, the role of disabilities,

Team and Group: Team, Group Formation, Team vs group.

Module -5: Motivation and Leadership (12 Hours)

Motivation: Theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

Leadership: Styles of leadership, Leadership Theories-trait theory, behavioral theories, managerial grid, situational theories.

Stress Management: Understanding Stress, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.

Practical Component:

Sl No	Topic
1	Analysing the difference between Administration (Government Organisation) and Management (Private Organisation).
2	Analysing recent trends in Flattening organization structures.
3	Team Building activity.
4	Self-Evaluation test on MBTL.
5	Evaluating the traits of leaders from various walks of Life and categorising them (Transformational/Charismatic)

Assignment Component

Sl. No.	Topic
1	Examine the Organisation Structure of Army (Indian Defence) with Private Companies.
2	Visit any branded retailer and present the Workflow model of that outlet.
3	Choose any two Organizations that have hired specially challenged and assess their abilities.
4	Appraise any two high impact Business Leaders.
5	Construct an exclusive Organisation structure to reach Dairy Products to South East Asian Market.

Course Outcomes: At the end of the Course, the Student will be able to;

CO1	Understand the roles, skills & functions of management.
CO2	Apply managerial skills for effective decision making.
CO3	Analyze the concepts of OB to manage the behavior of people in organizations.
CO4	Demonstrate individual abilities for personal and professional development
CO5	Discuss recent trends in management and inclusive leadership practices.

Recommended Books:

1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Management: Text and Cases-VSP Rao, Excel Books
3. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra,14th Edition, Pearson,2012.

Reference books:

1. Masters of Management Thought – Mahanand Charati & M 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.

Semester 1			
Economics for Managers			
Course Code	20MBAC12	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

Course Overview

Students focus on the application of economic models and rationale choice to business decision making. Topics include an overview of managerial economics; demand and supply; costs of production and the organization of the firm; market structure and pricing and output decisions; game theory and pricing strategies; and the economics of information and the role of government in the marketplace.

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.

Course Contents
Module-1: Fundamental Principles of Managerial Economics (8 Hours)
Nature, Scope, & Significance, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with functional domain of management Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories.(specific to management)
Module-2 - Demand Analysis (10 Hours)
Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- types, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (Problems on demand elasticity, demand -supply equilibrium and demand forecasting)
Module-3: Production Analysis And Cost Concepts (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 of scale, Diseconomies of scale. Technological progress and production function

COST ANALYSIS: -Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. **(Problems on cost and output)**

Module- 4: Market 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-5 : Cost –Volume- Profit Analysis (10 Hours)

Determinants of Short-Term & Long-Term Profits, Measurement of Profit. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions**(Problems on BEP analysis)**

Assignment Component

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

Practical Component

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

Course Outcomes

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

CO1	Apply Economic Principles in Management decision making.
CO2	Assess the concepts of demand elasticity for market forecasting.
CO3	Analyse the concepts of production optimization and cost minimization.
CO4	Evaluate pricing strategies applicable in different markets.
CO5	Discuss feasibility options using BEP concepts to assess health of organization

Recommended Books

1. Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill, 2011
2. Managerial Economics – Dominick Salvatore, 7/e, Oxford Publishers, 2010.
3. Managerial Economics – R. Panneerselvam, P. Sivasankaran, P. Senthilkumar, Cengage, 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.

Semester 1			
Financial Accounting			
Course Code	20MBAC13	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-2-0)	SEE Duration	3 Hours

Course Description: Accounting is the language in which the financial information is communicated in the world of business. Managers, irrespective of their functional areas will be either directly or indirectly exposed to the financial information and will have to use them in their decision-making. This course tries to familiarize students with the basics of financial accounting. The course describes the concepts of accounting, its principles, its standards and uses of the accounting information. Ultimately this course discusses preparation of income statement and balance sheet and financial statement analysis.

Course Objectives:

- To familiarize the students the concepts, principles and the role of accounting in business
- To help them acquire analytical skills to interpret the financial health of an organization to aid fact-based decision making.

Course Contents
Module 1: Overview of Business and Accounting (10 Hours)
Introduction to Accounting, Importance of Accounting in the Information age, Users, Concepts and Conventions of Accounting, Accounting Equation. (Theory & Problems).
Module 2: Preparation of Books of Accounts (15 Hours)
Journals, Ledgers, Three column cash book, Trial balance. Depreciation- Straight line and Written down Value Methods (Theory & Problems).
Module 3: Preparation of Financial Statements (14 Hours)
Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts). Ratio Analysis. (Theory & Problems).
Module 4: Emerging Issues in Accounting (7 Hours)
Human Resource Accounting, Forensic Accounting, Window dressing, Sustainability Reporting, Recognition of Revenue. (Theory only).
Module 5: Accounting Standards & IFRS (6 Hours)
Accounting Standards: Importance, Objectives and basic understanding of Accounting Standards and IFRS: Nature and significance. (Theory Only).

Assignment Components

Sl.No.	Topic
1	Collecting Annual reports of the companies and analysing the financial statements using different techniques and presenting the same in the class.
2	Analysing the companies' Financial statements and interpreting with the help of ratio's
3	Application of Accounting Standards and IFRS
4	Identify the sustainability report of a company and study the contents.

Practical Components:

Sl.No.	Topic
1	Preparation of Final Accounts as per Companies Act 2013.
2	Analysis of Financial Statements with the help of Ratio's
3	Exposing the students to usage of accounting software's (Preferably Tally).
4	Discussing the importance of Accounting Standards and IFRS
5	Discuss the sustainability report of a company and study the contents.

Course Outcomes

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

CO1	Understand the fundamentals of financial accounting, the principles and concepts underlying them.
CO2	Apply the knowledge of accounting principles.
CO3	Developing the financial statement of sole trading concerns and companies.
CO4	Interpretation of Emerging Issues in Accounting.
CO5	Rule on Accounting Standards & IFRS

Recommended Books

- Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014.
- A Text book of Accounting for Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
- Financial Accounting, Tulsian P. C, 1/e, Pearson Education.

References Books

- Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
- Advanced Accountancy, RL Gupta & M. Radhaswamy, Sultan Chand Publications, 2002
- Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S, Vol I & Vol II, 1/e, Moduleed Publishers, 2009.

Semester 1			
Quantitative Techniques for Managers			
Course Code	20MBAC14	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-2-0)	SEE Duration	3 Hours

Course Overview

Decisions made by managers are crucial to the success or failure of a business as it depends on data analysis and usage of proper statistical tools. This course introduces the students to the application of quantitative techniques in business decision-making. It will discuss from both conceptual and application perspective, basic statistical methods and operation research techniques widely used in business applications.

Course Objectives

- Enable students to have a proper understanding of Statistical and Operations Research applications in Managerial decision making.
- To conceptualize business problems in statistical terms and enhances the application of data based decision making process.

Course Contents
Module 1: Introduction to Statistics (06 Hours)
Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode. Measures of dispersion: Range – Quartile Deviation - Standard Deviation – Variance - Coefficient of Variance - Comparison of various measures of Dispersion.
Module 2: Probability Distribution (08 Hours)
Concept of probability, Rules of probability, Bayes' theorem. Theoretical probability distributions: Binomial and Poisson Distribution.
Module 3: Basic Concepts of Operations Research (14 Hours)
Formulation of LPP, solution using Graphical method. Transportation problem: basic feasible solution using NWCM, LCM, and VAM (balanced) problems. Assignment Model: Hungarian method.
Module 4: Time Series Analysis and Decision Analysis (12 Hours)
Time Series Analysis – Objectives, Variations In Time Series - Methods of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method.

Decision under uncertainty (Only Theory) - Maximin & Minimax, Decision under Risk-Expected Value, Simple decision tree problems. Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases.

Module 5: Game Theory and Simulation (12 Hours)

Game Theory - Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle. Limitations of game theory.

Simulation (Only Theory) - Simulation: Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure and Application of Simulation. Monte-Carlo Method of Simulation. Applications of Simulation, Advantages of Simulation, Limitations of Simulation.

Practical Component:

Sl.No.	Topic
1.	Have a basic / practical understanding of MS Excel
2.	Learn and use statistical software for data analysis of real life problems

Assignment:

Sl.No.	Topic
1.	Problems to analyze the data using statistical tools like Mean, SD (Ex: Motivation, Stress etc)
2.	Problems on Time series / Game Theory / Formulation of LPP / Transportation and Assignment Problems

Course Outcomes

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

CO1	Apply the statistical tools and techniques for managerial decision-making.
CO2	Examine the significance of probability distribution in decision making
CO3	Develop feasible and optimal solutions by applying the appropriate Operation research (OR) techniques for enhancing efficiency.
CO4	Demonstrate the concepts of time series and their application in managerial decisions
CO5	Discuss the applications of game theory and simulation techniques to take better decisions

Recommended books:

- Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013, ISBN 978-9350-59336-3
- Quantitative Methods, N D Vohra, 4th Edition, Tata McGraw Hill, 2010, ISBN 978-0-07- 014673-0
- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN 978-81-8318-755-8
- Business Statistics, Beri, GC , 3rd Ed. TMH. 2010.

Reference books:

- Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005
- Levin R.I., Rubin S. David, Statistics for Management, 7th Ed, Pearson, 2000.
- Gupta S.P, Statistical Methods, Sultan Chand & Sons.
- J. K Sharma, Business Statistics, 2nd Ed. Pearson, 2010.

Semester 1			
Marketing Management			
Course Code	20MBAC15	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

Course Overview:

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 on the emerging trends and a focus on conventional practices in the industry

COURSE OBJECTIVES

- To familiarise the students with the fundamental concepts of marketing and the emerging trends in marketing.
- They should understand the relevance of consumer buying behaviour and the relationship marketing in the current scenario.

Course Contents
Module I: Introduction to Marketing (09 Hours)
<p>Importance and Scope of Marketing; Core marketing concepts; Marketing Mix, Segmentation, Targeting and Positioning, Marketing Research. Analysing the Marketing Environment, Ethics and social responsibilities, Marketing environment of India and the Marketing Challenges</p> <p>Value Philosophy in Marketing - Understanding the value philosophy, Meaning of value; Value Creation and Delivery; Value Delivery Process; Value Delivery and Upstream Marketing; Value Innovation; Co-creation of value</p>
Module 2: Consumer & Business Markets (11 Hours)
<p>Understanding consumer Behaviour: Consumer decision making, Customer Relationship Marketing, Factors influencing Consumer Behaviour; Buying Decision Process; Theories of Consumer Decision Making.</p> <p>Introduction to Organizational Buying: Company Orientations; Marketing Realities; Integrated, Internal and Performance Marketing; Marketing Management Tasks.</p>
Module 3: Marketing Mix (12 Hours)
<p>Product and Brand Strategy - Product Levels; Classifying products; Product Range, Line, Mix; Product Lifecycles; New Product Development, New Service Development; Stages of Product Development; Adoption Process; Branding</p>

Pricing: Pricing Environment; Consumer Psychology & Pricing; Pricing Philosophy; Setting Price; Price Adaptations; Initiating Price Changes; Responding to Competitors' Price Changes

Place: Developing Effective Distribution, Logistics and Retailing, Marketing channels and Value Networks; The role of Marketing channels; Channel Design Decisions; Channel Management Decisions; Channel Integration and Systems; Conflict; Cooperation and Competition; E-commerce, Retailing, Private Labels

Promoting Value: Marketing Communications; Communication Theory; Personal Influencers; Marketing Communications Mix; WOM, IMC, Cultural aspects of Marketing Communication; Advertising, Sales Promotion, Personal Selling, Direct Marketing; Public Relations; Account Management; Mix Selection; Media

Module 4: Marketing Information Systems and Research (10 Hours)

Use of Marketing Information Systems. Market research process. Role of market research in the decision making system.

Module 5: Emerging Trends in marketing (08 Hours)

Digital Marketing, Direct Marketing, Database Marketing, Customer Relationship Management (CRM), Social Media Marketing.

Assignment Components

Sl.No.	Topic
1	Identify ways of collecting consumer data
2	Conduct a survey to analyse the consumer cognitive skills before, during and after purchase keeping in mind the principles of consumer behaviour
3	To analyse the basic strategies of packaging in the FMCG/Retail industry
4	To effectively using their skills in creating and enacting a commercial on brand communication.

Practical Components:

Sl.No.	Topic
1	Students in a group of 4-5 should developed a poster on product mix for the company of their choice and present. This activity shall need 2 sessions for each group. In one session briefing can be done and in next presentations from selected groups can be made
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. This activity shall need 2 sessions for each group. In one session briefing can be done and in next presentations from selected groups can be made

Course Outcomes

At the end of the course, the student should be able to

CO1	Assess the role of marketing in business and society
CO2	Acquire an understanding of the fundamental concepts and dynamic nature of marketing function
CO3	Analyse the marketing strategies based on the marketing mix and STP concepts
CO4	Examine the global nature of marketing issues in a changing technological landscape.
CO5	Discuss the emerging trends in marketing

Recommended Books

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2015.
2. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan 2014
3. Marketing Research: Text And Cases - Rajendra Nargundkar, 4/e, Mc Graw Hill. ISBN: 9353163382 · 9789353163389. 2019
4. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2012.

Reference books:

1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014
2. Marketing Management- Karunakaran, HPH.
3. Marketing in India: Neelamegham, 4/e, Vikas publications.
4. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C.Carr, Mitch Griffin, Cengage Learning, 8/e, 2015.
5. Market Research and Applications – Naresh Malhotra, Pearson, 2019

Semester 1			
Strategic Management			
Course Code	20MBAC16	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

Course Overview

The course comprehends the basic business strategies to accomplish organizational goals. The business environmental factors are illustrated to facilitate strong strategic decision making and organizational excellence. In addition, special strategic business models are being emphasized to empower Strategic Business Units to perform effectively. The course covers various strategic concepts and business strategies which are required in the contemporary business scenario.

Course objectives

- To enhance strategic knowledge relevant to current business scenario.
- To analyze various business environmental factors and understand the organizational effectiveness.
- To apply different strategic models to gain competitive advantage.

Course Contents
Module: 1 Introduction (08 Hours)
Nature of Strategic Management, Importance, relevance and Characteristics - Strategic Management Process- Relationship between a Companies' Strategy and its Business Model.
Module: 2 Strategy Formulation (10 Hours)
Strategic vision statement- mission statement - Differentiation of Vision and Mission statement- formulation of goals – Strategic Objectives - long term objectives - short term objectives- SWOT Analysis – significance of SWOT - Balanced Score card. Porter's five forces model – Mckinsey's 7's model
Module:3 Strategy Analysis (12 Hours)
Industrial analysis - factors are driving industrial changes and its impact -Value Chain Analysis – Benchmarking - Generic Competitive Strategies – Low cost provider Strategy - Differentiation Strategy - Best cost provider Strategy – Focused Strategy - Strategic Alliance and Collaborative Partnerships – Mergers and Acquisition Strategy - Outsourcing Strategy.
Module: 4 Types of Strategy (12 Hours)
Analyzing a Company' s External Environment - PESTL Analysis – brief overview of Innovation, integration, Diversification, Turnaround Strategies – GE Nine Cell planning grid and BCG Matrix
Module: 5 Strategy Implementation (10 Hours)

Importance of integrating strategy implementation and strategy formulation. Organizational structures used to implement different business level strategies. How corporate culture promotes implementation of strategy, strategic control system-types of control systems.

Practical Component:

SI No	Topic
1	Analysing competitive strategies of Indian and foreign MNC's
2	Evaluate success and failure of joint venture and strategic alliance strategies in recent times.
3	Apply PEST analysis and BCG matrix in healthcare sector.
4	Examine the organizational structure use to implement different business level strategies

Assignment Component:

SI No	Topic
1	Prepare a report on Turnaround strategies of any three sick organizations.
2	Discuss the latest strategic alliance and collaborative partnerships in education sector.
3	Apply porter's five force model for any five automobile companies.
4	Evaluate the Diversification strategies adopted by any five Indian organizations

Course Outcomes

At the end of the Course, the Student will be able to:

CO1	Understand the fundamentals of strategic management and business environment
CO2	Apply strategic tools to gain competitive advantage.
CO3	Evaluate Generic strategies to enhance and empower internal organizational potential.
CO4	Examine the various organizational designs and structures to achieve organizational effectiveness.
CO5	Discuss the latest competitive strategies to meet dynamic business challenges.

Recommended Books:

1. Strategic Management:, Concepts and Cases - Fred R.David, Pearson Publisher, 16th edition, 2017,ISBN13: 9780134167848
2. Strategic Management – Frank T Rothaermel, McGraw-Hill Publishing, 3rd edition, 2017, ISBN13: 9781259420474.
3. Strategic Management: Formulation, Implementation and Control - John Pearce, Richard Robinson , Amita Mital, McGraHill, 12th Edition2017
4. Strategic Management: L. M. Prasad, Sultan Chand & Sons,2008, 7th edition

Reference books:

1. Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson, : South Western, Thomson Learning.
2. Crafting and Executing Strategy, Arthur Thompson, A.J.Strickland,
3. Business Ethics and Corporate Social Responsibility, S.S.Khanka, S.Chand & Company Ltd, 1st Edition, 2014, ISBN: 9789383746125
4. Corporate Governance in India, Subash Chandra Das, PHI Learning publication, 4th Edition.
ISBN: 9789387472976

Semester I			
English for Managers - I			
Course Code	20MBANC11	CIE Marks	50
Course Credits	0	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-0)	SEE Duration	3 Hours

Course Overview

The purpose of this course is to make the students proficient the English language

Course Learning Objectives

The course will enable the students to

- To impart basics of English Grammar and reading skills
- Improve language proficiency
- To enhance writing, reading skills
- To expose students of general speaking and listening skill sets

Course Contents
Module 1: Vocabulary (04 Hours)
Synonyms, Antonyms, Odd Word, One Word, Jumbled letters, Homophones, Spelling, Contextual meaning. Analogy.
Module 2: Reading Comprehension (04 Hours)
Content/ideas, Vocabulary, Referents, Idioms/Phrases, Reconstruction (rewording), Rearrangement, Paragraph Unity, Linkers/Connectives.
Module 3: Verbal Reasoning (03 Hours)
Analogy - Correspondence. A particular relationship is given and another similar relationship has to be identified from the alternatives provided. Classification: To assort the items of a given group on the basis of certain common quality they possess and then spot the odd option out. Series Completion: Here series of numbers or letters are given and one is asked to either complete the series.
Module 4: Reading (06 Hours)
Analysis of reading passages – Articles, Text, Online reading material; Types of reading-skimming, scanning, critical reading; comprehension, analysis, response; Familiarization-pronunciation, accent, intonation. Writing- Structures- grammar and usage competence, writing a paragraph, writing an evaluative response, writing an argumentative response, writing a creative response, writing

a critical response; Composition-editing and writing; Vocabulary building – etymology, words of foreign origin; Sensitivity in communication- Social Networks and Public communication – Etiquette.

Module 5: Speaking (06 Hours)

Speaking- Discussion and debates on contemporary topics – current affairs, scientific enquiry, philosophical debates, literary sensibilities, socio-political awareness and cultural sensitivity; Exploring multiple perspectives- critical reasoning, constructive feedback, persuasive arguments and effective interpersonal communication. **Listening -** Response to audio/video texts- comprehension, analysis, critical evaluation; listening to groups and individuals- active listening, feedback and response.

Course Outcomes

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

CO1	Identify and understand the use of grammar in formal English communication.
CO2	ImPLY the skill set of reading comprehensions, varied techniques of compositions.
CO3	Write a literature critique with no grammatical errors.
CO4	Demonstrate his/her ability to write error free, making an optimum use of Vocabulary
CO5	Stimulate their Critical thinking by designing and developing clean and lucid writing, speaking skills

Recommended Books

1. Raman, M & Sharma, S., Technical Communication: Principles and Practice. Oxford University Press, New Delhi 2014.
2. English for Technical Communication, Vol. 1& 2, by K. R. Lakshmi Narayanan, Sci tech. Publications
3. A Handbook of English for Engineers& Technologists by Dr. P. Eliah, B. S. Publications.

Reference Books

1. Swan, Michael, Practical English Usage, (4e) Oxford University Press, London 2017.
2. Lewis, Norman, Word Power Made Easy 2010.
3. Balasubramanian. P., Phonetics for Indian Students, (2e), Mc Milan, Mumbai 2013.
4. Basic Communication Skills for Technology and rea J Rutherford, Pearson Education Asia.
5. Speaking and Writing for Effective Business Communication, Francis Soundararaj, MacMillan India Ltd., 2007.

Semester II			
Production and Operations Management			
Course Code	20MBAC16	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-2-0)	SEE Duration	3 Hours

Course Overview

The primary objective of this course is to make students to have indepth knowledge of various business process and to understand and analyse planning, operations and production. Specifically, this course aims at making students to acquire knowledge on assessing the capacity and balancing the demand with resource management by using technology-based quality control techniques.

Course Objectives:

- To develop an understanding of how the operations have strategic importance for providing competitive advantage
- To understand the relationship between operations and other business functions.
- To understand the techniques of location and facility planning for designing job for operations management
- To understand the Materials Management functions

Course Contents
<p align="center">Module-1: Introduction and Operations Strategy (08 Hours)</p> <p>Introduction: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. Ethical issues in OM.</p> <p>Operations Strategy: Operations Strategy, Operations Competitive Dimensions, Corporate Strategy Design Process, Fitting Operational Activities to Strategy, Productivity Measurement.</p>
<p align="center">Module -2 : Facilities Location and Layout (12 Hours)</p> <p>Facility Location: Facility Analysis, Location: Factors affecting location decisions and Facility location models.</p> <p>Facility layout: Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations, Types of layouts, Factors influencing layout changes (Problems on Layout)</p>
<p align="center">Module-3: Performance Measurement (10 Hours)</p>

Economic analysis: Single product, multiproduct, Make or Buy, Add or Drop, process selection.

Demand forecasting: Forecasting errors and implications of Tracking Signal.

Methods analysis: Method study and Techniques. Work Measurement: Productivity, Time Study and Standard Time. Capacity analysis: Aggregate Demand, CRP, Strategies, dimensions, and sources of production capacity variations and MPS. (Problems on make or Buy decisions)

Module -4: Inventory Measurement & Quality Management (10 Hours)

Materials analysis and Maintenance: Material Requirement Planning-Objectives, elements and benefits of MRP, BOM, EOQ model and JIT. Maintenance: Areas of Maintenance -Types of Maintenances -Planning and Scheduling of Maintenance -Control of Maintenance

Statistical Quality Control: Inspection and Quality Control -Statistical Quality Control -7 QC tools, Six Sigma.
(Problems on EOQ)

Module -5: Role of Technology in operation Management (12 Hours)

Advanced manufacturing systems: Toyota manufacturing system, Computer integrated manufacturing system, Synchronous Manufacturing system, Flexible manufacturing system and Agile manufacturing System. Introduction to Automation: ERP, CAD, CAM and Robotics.

Purchase and stores Management: Objectives, Functions, Purchasing cycle and Policies -Vendor rating -Vendor Rating Methods –
Stores management: Location -Layout –Stock Verification and Documents pertaining to purchase and stores management
(Problems in Vendor Rating)

Practical Component:

Sl No	Topic
1	Analysing PLC of Pager and Typewriter.
2	Visit any Foundry and present the lay out.
3	Evaluating factors influencing Demand forecasting.
4	Visit any Quality Control unit of any FMCG and evaluate the variables and attributes.
5	Articulate the ERP of the Institute.

Assignment Component

Sl. No.	Topic
1	To analyse the PLC for product from FMCG and Automobile Industries.
2	A furniture manufacturing company has provided the following data. Compare the labour, raw materials and supplies and total productivity of 1996 and 1997.

	Output: Sales value of production in dollar (\$) 22,000 (in 1996) and 35,000 (in 1997)																								
	<table border="1"> <thead> <tr> <th></th> <th>1996</th> <th>1997</th> </tr> </thead> <tbody> <tr> <td>Inputs: Labour</td> <td>10,000</td> <td>15,000</td> </tr> <tr> <td>Raw materials and Supplies</td> <td>8,000</td> <td>12,500</td> </tr> <tr> <td>Capital equipment depreciation</td> <td>700</td> <td>1,200</td> </tr> <tr> <td>Other</td> <td>2,200</td> <td>4,800</td> </tr> </tbody> </table>		1996	1997	Inputs: Labour	10,000	15,000	Raw materials and Supplies	8,000	12,500	Capital equipment depreciation	700	1,200	Other	2,200	4,800									
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3	Visit to any Foundry and learning the Facilities Layout.																								
4	<p>Given the weekly demand and weights, what is the forecast for the 4th period or Week 4? (Using Weighted Moving average)</p> <p>Weights:</p> <p>t-1</p> <p>t-2</p> <p>t-3</p> <table border="1"> <thead> <tr> <th>Week</th> <th>Demand</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>650</td> </tr> <tr> <td>2</td> <td>678</td> </tr> <tr> <td>3</td> <td>720</td> </tr> <tr> <td>4</td> <td>?</td> </tr> </tbody> </table>	Week	Demand	1	650	2	678	3	720	4	?														
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5	<p>In a foundry there are seven shops whose coordinates are summarized in the following table. The company is interested in locating a new costly firefighting equipment in the foundry determine the minimax location of the new equipment.</p> <table border="1"> <thead> <tr> <th>SL NO</th> <th>EXISTING FACILITIES</th> <th>CO-ORDINATE OF CENTROID</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Sand plant</td> <td>10,20</td> </tr> <tr> <td>2</td> <td>Moulding shop</td> <td>30,40</td> </tr> <tr> <td>3</td> <td>Pattern shop</td> <td>10,120</td> </tr> <tr> <td>4</td> <td>Melting shop</td> <td>10,60</td> </tr> <tr> <td>5</td> <td>Felting shop</td> <td>30,100</td> </tr> <tr> <td>6</td> <td>Fabrication shop</td> <td>30,140</td> </tr> <tr> <td>7</td> <td>Annealing shop</td> <td>20,190</td> </tr> </tbody> </table>	SL NO	EXISTING FACILITIES	CO-ORDINATE OF CENTROID	1	Sand plant	10,20	2	Moulding shop	30,40	3	Pattern shop	10,120	4	Melting shop	10,60	5	Felting shop	30,100	6	Fabrication shop	30,140	7	Annealing shop	20,190
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6	Design a Vendor rating using any two materials of your choice.																								

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Apply operations strategies for aligning corporate goals
CO2	Develop process flow concepts for effective decisions in manufacturing sectors.
CO3	Evaluate the applications of forecasting techniques in organisation performance.
CO4	Examine the role of material requirement planning through various techniques.

CO5	Utilise technology and vendor rating method in real time situations.
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Recommended Books

1. Operations Management - Aswathappa K & K Sridhar Bhat, Himalaya Publications
2. Production and Operations Management –Aswathappa K & Sridhar Bhat K, Himalaya Publications.
3. Total Quality Management-Dale H Bester field, 3rd Edition, Pearson Education
4. Operations Management, Mahadevan, Pearson Ed,
5. Production and Operations Management –Everette E, Adam Jr, Ronald J Ebert, PHI

Reference books:

1. Production and Operations Management, Text and cases, Upendra kachru, First edition excel Books.
2. Operations Now, Byron J Finch, Tata Mc Grawhill, 3rd edition, 2017
3. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western

Semester II			
Financial Management			
Course Code	20MBAC22	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-2-0)	SEE Duration	3 Hours

Course Overview

This course tries to familiarize students with the basics of financial management. It covers corporate financial concepts, principles, and its applications in the real world. Eventually this course discuss finance manager's role, financial decisions, investing decision, companies capital structure, time value of money, capital budgeting, risk/return trade-offs and project evaluation criteria which helps in decision making.

Course Objectives:

1. To familiarize the students with basic concepts of financial management and financial system.
2. To understand concept of time value of money and its uses.
3. To evaluate the investment proposals of the Projects.
4. To analyse capital structure and dividend decision of firm.
5. To understand the management of working capital in an organization.

Course Contents
<p align="center">Module – I: Overview of Corporate Finance (06 Hours)</p> <p>Objectives of Financial Management, Profit Maximization v/s Wealth Maximisation, Three Decisions in Finance, Sources of Long-term Finance: Shares, Debentures and Term Loans; Raising Long-Term Finance - IPO, Rights issue, Private placement, Behavioural finance, Financial reengineering, International Sources of Finance – ECB, FCCB, ADR, GDR etc.</p>
<p align="center">Module – II Time Value of Money (10 Hours)</p> <p>Timelines, Future Values - Compounding Process, Present Values - Discounting Process, Single Cash Flow, Annuity, Perpetuity, Uneven Cash Flows, Multi-Periods in Compounding and Discounting, Loan Amortisation. (Problems on Time value of money).</p>
<p align="center">Module – III Investment Decision (12 Hours)</p> <p>Cost of Capital, Cost of Debt, Post-Tax Cost of Debt, Cost of Equity: DDM, CAPM; Weighted Average Cost of Capital, Evaluation of Investment Decisions, NPV, IRR, Limitations of IRR, MIRR, Profitability Index, Payback Period (Problems on WACC & Capital Budgeting).</p>

Module – IV Working Capital Management (06 Hours)

Current Assets and Current Liabilities, Concept of Working Capital Management, Operating Cycle, Cash Cycle, Cost of Trade Credit. (Problems on Operating cycle, cash cycle & cost of trade credit)

Module – V Capital Structure and Dividend Decisions (06 Hours)

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages, EBIT and EPS analysis.

Dividend Decision – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Pay-out (No dividend theories to be covered). (Problems on EBIT –EPS analysis & Leverage)

Assignment Component

Sl.No.	Topic
1	Analysing the companies' Financial statements and interpreting with the help of ratios.
2	Prepare the loan amortization schedule of the bank and analyse it.
3	Prepare the companies weighted average cost of capital
4	Preparation of companies operating cycle for the financial year 2021

Practical Components

Sl. No.	Topic
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.

Course Outcomes

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

CO1	Apply the financial & time value concepts for financial decision making.
CO2	Compute the cost of capital for continuing optimum capital structure for a business or a project.
CO3	Appraise projects using capital budgeting techniques.
CO4	Evaluate working capital effectiveness of a firm.
CO5	Analyse the impact of different kinds of dividends on shareholder wealth.

Recommended Books:

- Financial Management -Prasanna Chandra, 9/e, TMH.
- Financial Management, Khan M. Y. & Jain P. K, 7/e, TMH.
- Financial Management, I M Pandey, 11th Edition, Vikas Publishing House.

References:

- Principles of corporate finance, Brealey and Myers, 9/e, TMH.
- Financial Management, Rathod, Babitha Thimmaiah, Harish Babu, HPH.
- Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.

Semester II			
Business Research Methods			
Course Code	20MBAC23	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

Course Overview

The course aims at introducing the students to the basic concepts used in social science research. It will provide an opportunity to the students to gain an understanding of research ethics, approaches and designs, techniques of data collection and analysis. The students will use these theoretical foundations to critically review literature relevant to their field or interests and determine how research findings are useful to the business environment.

Course Objectives

- Basic understanding of research methodologies and the ethics
- Knowledge of literature review process and its role in research publication.
- Practical exposure to statistical packages such as MS EXCEL / SPSS

Course Contents
Module 1 - Introduction to Research (08 Hours)
Business Research – Meaning, Types, Process of Research- Defining the Research Problem, Formulating the Research Hypothesis, Research Design Formulation, Sampling Design, Planning and Collecting the Data for Research, Data Analysis and Interpretation. Research Application in Business Decisions, Features Of Good Research Study. Ethics in Research.
Module 2 - Business Research Design (12 Hours)
Concept, Types: Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Merits and Demerits of various designs, Features of a robust research design, Choice of a research design.
Types of Variables – Independent, Dependent, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group,
Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches,.
Sampling: Sampling concepts, Sample vs Census, and Sampling error.
Sampling Design - Probability and Non Probability Sampling designs, types of Probability and Non- Probability Sampling designs.
Determination of Sample size for estimating population mean.

Module 3 - Data Collection, Measurement and Scaling Techniques (12 Hours)

Data Processing: Data Editing, Coding, Classification and Tabulation of Data.

Primary and Secondary Data: Sources, Characteristics, Advantages and disadvantages.

Questionnaire design - process of designing questionnaire, Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.

Measurement and Scaling Techniques: Concept of measurement, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Criteria for Good Measurement.

Attitude Scaling Techniques: Concept and Application of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales. Ranking Scales – Paired Comparison & Forced Ranking

Module 4 - Testing of Hypothesis and Data Analysis (10 Hours)

Hypothesis - Types, characteristics, formulation of hypotheses. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance.

Statistical analysis - Parametric and Non-Parametric Tests- Correlation and Regression tests, t-test, z-test, f-test, K-W Test (problems on all tests). Bivariate and Multivariate Analysis - ANOVA one-way and two-way classification. Chi-square Analysis: Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions.

Note: Formulae and calculations are not expected. It is mandatory to use MS Excel / SPSS for interpretation of the given data for appropriate managerial decisions.

Module 5 - Interpretation of Research Data and Report Writing (10 Hours)

Interpretation of Data and Research paper publication – Layout of a research paper. Publishing in journals – How to publish and where to publish, Types of journals (limited to business management), Importance of indexing in research journals.

Types of research reports – Brief reports and Detailed reports.

Report writing: Layout of the research report, Guidelines for report writing. Common ethical issues in research and publication. Guidelines for References and citations – APA and Harvard styles of referencing.

Use of tools / techniques for Research: A brief preview on: the methods to search required information effectively. Guidelines on the use of software for - referencing (Zotero/Mendeley), paper formatting (LaTeX/MS Office) and detection of plagiarism

Assignment Component

Sl.No.	Topic
1	To identify research problem and collect relevant literature for data analysis.

2	An automobile manufacturer observes demand for his product increases as the per capita income increases. Sales increase indicate low interest rates, which eases credit conditions. Buyer purchase behaviour is seen to be dependent on age, income and gender with discounts, sales, advertising and promotion acting as supporting factors. If sales and per capita income were to be positively correlated, classify the variables as dependent, independent, moderating and mediating variables.
3	Develop a sampling design to study robotics as a solution to a manufacturing worker shortage
4	Go to an Internet site that has an online poll. Participate in the survey, and view the current results. <ul style="list-style-type: none"> • Describe the nature of the survey and the current results. • What method of sampling was used? • What characteristics do you believe the members of the sample possess? • Do you believe that these characteristics influence the poll results in India?
5	Prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions. Include both open ended and closed question
6	Conduct Market survey and to investigate consumer perception towards any FMCG. Prepare a research report for the same in the required format.

Course Outcomes

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

CO1	Understand the various the concepts and approaches of scientific business research
CO2	Evaluate alternative research designs for any real-life business problems.
CO3	Examine the collected data using various tools and techniques for decision making across the management domains
CO4	Develop a well-structured research proposal
CO5	Utilise the outlined principles of Review of literature to publish a research paper

Recommended Books

1. Business Research Methods: A South-Asian Perspective with Coursemate. William G Zikmund, Barry J Babin, Jon C Carr, Atanu Adhikari, Mitch Griffin. 8/e, Cengage Learning. ISBN-10: 9788131520369. ISBN-13: 9788131520369
2. Business Research Methods. Donald R. Cooper, Pamela S Schindler, 12/e, Tata McGraw Hill. ISBN-13: 978-00073521503. ISBN-10: 0073521507

References

1. Research Methods. Kirsty Williamson, Graeme Johanson. 2/e. Chandos Publishing. 2017. ISBN: 9780081022207. Ebook - ISBN: 9780081022214.
2. Research Methodology – C.R.Kothari, Vishwa Prakashan.
3. Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007.

Semester II			
Legal and Business Environment			
Course Code	20MBAC24	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

Course Overview

Students focus on the application of business law and macro business environment to business. Topics include an overview of Contract; Incorporation of the company; Winding up of the company, MOA & AOA, Macro Economic Environment.

Course Objectives

- To understand the legal concepts of the business.
- To obtain an overview of various concepts of macro business environment.
- To understand the Monetary and Fiscal policy.

Course Contents
Module 1 – Indian Contract Act (08 Hours)
Indian Contract Act, 1872-Meaning of contract, agreement, essential elements of a valid contract. Law of agency-meaning, creation and termination of agency
Module -2-Companies Act (06 Hours)
Company: - Characteristics, Types of company, Lifting of corporate veil (i) Incorporation of company (ii) Memorandum and Articles of Association (iii) Doctrine of Ultra Vires Directors: Appointment, Removal, Position, Powers and Duties of Directors. Prospectus, Meeting: Types of Meetings, Procedure of calling for a meeting Company's resolutions and its kinds, proxies. Corporate Liquidation: Winding up of Companies, Mode of winding up of the companies.
Module 3 – Indian Business Environment (12 Hours)
Indian Business environment: Structure of the Business Environment – Internal and External environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global environment Basic economic Concepts: Open and Closed Economies, Primary, secondary, and Tertiary sectors, and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP, Business Cycle- Features, and Phases.
Module 4 – Industrial policy and Structure of Indian Policy (10 Hours)

Industrial Policies and Structure: Problems in industrial development during the plan period, New Industrial policy 1991

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance, and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Privatisation-Problems and prospects, Disinvestments in Indian public sector Units since 1991.

Module 5 – Fiscal policy and Indian Foreign Trade policy (10 Hours)

Fiscal Policy: Objectives, Instruments, Union Budget, Taxes, Role of Government. Money, Measures of money supply, Monetary system in India, Tools for credit control. Structure of the Banking system, RBI and its functions, Banking structure reforms –Narasimham committee recommendations.

Indian Foreign Trade Policy:-Objectives, Features, Policy of 2015-2020-salient features

Assignment Component

Sl.No.	Topic
1	Analyse a contract and its content.
2	Students to produce a report on the working of reputed agency including its formation, nature of relations with the outside world and such other issues of relevance
3	Students are expected to analyze the major economic and financial indicators such as GDP, Inflation, CPI, BSE, NSE, Currency, Gold rate, Oil barrel price etc., for a particular period of time and submit the report on the same

Practical Component

Sl.No.	Topic
1	Mini case Presentation and Discussion on Rule in Foss v. Harbottle
2	Students are expected to give a report on how the economic environment has affected the performance of any five large Indian Business Houses
3	Mini case Presentation and Discussion on Saloman v/s A Soloman & Company Ltd.

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

CO1	Apply the Legal concepts to understand the contracts components.
CO2	Discuss the various aspects of Companies Act 2013
CO3	Examine the basic concepts and structure of Macro business Environment
CO4	Compare the pre- and post-industrial scenario in India.
CO5	Appraise the impact of changes in Monetary policy & Fiscal policy on Business environment

Recommended Books

1. Economic Environment of Business –Misra S. K &Puri V. K., 6/e,Himalaya publishing house, 2010.
2. Business Environment: Text and Cases - Justin Paul, 3/e, McGrawHill, 2011.
3. Business Environment - Fernando, 1/e, Pearson, 2011.
4. Elements of Mercantile law, Sultanchand publications, 34th Edition, 2014
5. Legal & Business Environment, Racvindra Kumar & Renukamurthy, Cengage learning, 2018.
6. Saleem Sheikh & William Rees, Corporate Governance & Corporate Control, Cavendish Publishing Ltd., 1995.

References

1. 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.
3. Lexis Nexis, Corporate Laws 2013 (Palmtop Edition)
4. C.A. Kamal Garg, Bharat's Corporate and Allied Laws, 2013. Taxmann, Companies Act 2013.
4. Principles of Macro Economics –Mankiw, 4/e, Cengage Learning, 2011.
5. Macro Economics – Andrew. B. Abel, & Ben S. Bernanke, 7/e, Pearson Education, 2011.

Semester II			
Human Capital Management			
Course Code	20MBAC25	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-2-0)	SEE Duration	3 Hours

Course Overview:

The objective of this course is to familiarize students with the basic principles and techniques of human resource management. Basic understanding of HRM is essential whether the student works in a government agency, financial services, hospital, high technology industry, retail, educational institution or any other type of organization. Key functions such as recruitment, selection, development, appraisal, retention, compensation, discipline, welfare and labour relations are examined.

Course Objectives:

- To understand the HRM concepts and theory.
- To obtain an overview of various HRM functions and practices.
- To gain insights in the entire gamut of operations related to the employee life cycle management.

Course Contents
Module 1 - Human Capital Management (06 Hours)
Meaning, Scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HR-Careers in HRM.
Module 2 - Job Analysis (10 Hours)
Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.
Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP.
Module 3 – Recruitment and Selection (10 Hours)
Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, Recent trends and Approaches to recruitment-e-recruitment, social media recruitment, recruitment apps.
Selection: Meaning, Process of Selection, Testing.
Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.
Employee Retention: Meaning, Employee retention strategies
Module 4 - Training and development (14 Hours)
Training v/s development, Systematic Approach to Training, Training Methods; on the job and off the job.
Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal.
Compensation: Meaning, Objectives, components of compensation, Executive Compensation

Module 5 - Employee Welfare (12 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

Practical Component:

Sl No	Topic
1	Collect Recruitment advertisements from newspapers and analyse Job Description & Job Specification.
2	Conduct and take part in mock Interviews/ GDs.
3	Analyze the recruitment & selection process followed by Indian Army/ Navy/ Airforce.
4	Preparing a report on the disciplinary policies of any 5 manufacturing organizations.

Assignment Component

Sl. No.	Topic	CO
1	Examine the roles played by HR managers in 5 organizations across different sectors.	1
2	Design a training program for a MBA fresher in HR, Finance & Marketing domain.	1
3	Evaluate the employee retention strategies followed by any 5 IT companies	3
4	Design a recruitment newspaper advertisement for 3 different job profiles.	3 & 5

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the functions and relevance of HRM in the dynamic business scenario.
CO2	Analyze job profiles and arrive at clear job description and job specifications.
CO3	Apply knowledge of HR functions for better acquisition, retention & management of talent in the competitive business environment.
CO4	Evaluate the various training, performance appraisal and compensation methods.
CO5	Discuss the regulations governing employee welfare & discipline in organizations

Recommended Books

- Human Resources Management: A South Asian Perspective, Denski/Griffin/Sarkar- Cengage Learning, 2012.
- Human Resource Management – Rao V. S. P, Excel BOOKS, 2010.
- Human Resource Management – Dr. T.P Renuka Murthy HPH.

Reference Books

- Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
- Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
- Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy,6/e, PHI, 2010.

Semester II			
Entrepreneurship Development and Start-up Management			
Course Code	20MBAC26	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-1)	SEE Duration	3 Hours

Course Overview

The primary objective of this course is to sensitise 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 basic concepts in the area of entrepreneurship.
- To understand the role and importance of entrepreneurship for economic development.
- Adopting the key steps in the elaboration of business ideas.
- Understanding the stages of entrepreneurial process and resources needed for the successful development of entrepreneurial ventures.

Contents
MODULE 1- Introduction (10 Hours)
Concept and introduction, Entrepreneurial behaviour, 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: Issues and challenges, Developing women entrepreneurship in India; Entrepreneurial Culture - Stages in entrepreneurial process. Entrepreneurial Ethics;
MODULE 2- Creativity and Innovation (12 Hours)
The role of creativity, Innovation Process, Sources of new ideas, methods of generating ideas, creative problem solving. Idea generation and Feasibility analysis; Intellectual Property-creation and protection.
MODULE 3- Business Plan (10 Hours)

Scope and Need; Financial, Marketing, Human Resource and Production/Service Plan; Business Plan formats; Project report preparation and presentation; Business Model- Designing, analysing and improvising; Components of an effective business model, Osterwalder Business Model Canvas.

MODULE 4 - Government schemes and Policies for Entrepreneurship Development (12 Hours)

A brief overview of financial institutions in India; Role of Government in promoting Entrepreneurship; Latest Industrial Policy of Government of India.

Start up India, Make in India, Stand-up India, Atal Innovation mission, STEP, JAM, TREAD, PMKVY, schemes of DST, DIPP, Atmanirbhar Fund;MSME-Single point registration scheme, Ministry of agriculture and Farmers welfare overview; The venture capital assistance scheme, GoI-Pradhan Mantri Mudra Yojana, SIDBI, DST-New Gen Innovation and Entrepreneurship Development centre.

MODULE 5- Start-up survival and growth (08 Hours)

The 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, support for growth and sustainability of the venture.

Sustaining competitiveness-Defining survival and success, maintaining competitive advantage, The changing role of entrepreneurs, Triple Bottom Line Approach.

Assignment Component

Sl.No	Topic
1	A detailed business plan is to be prepared, submitted and presented
2	Interview a local entrepreneur to find out his/her major motivations to start a business - Which of the skills and characteristics do you find in the entrepreneur?
3	Study a local business and try to list out the social impacts of the business.

Practical Component

Sl.No	Topic
1	Visit a trade show and try to compare the marketing activities of various stalls in that show - Make a list of good practices you come across in the show.
2	Choose an agripreneur in your locality. Interview the founder and present the case in class on the motivations - challenges – ecosystem support and their impacts - Arrive at possible solutions and convey back to the agripreneur.

Course Outcomes

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

CO	Outcomes
CO1	Understand the fundamentals of entrepreneurship and its scope
CO2	Develop idea generation, creative and innovative skills to gain awareness regarding business opportunities
CO3	Make use of the conceptual framework to develop business plan
CO4	Examine the sources of funding agencies and learn necessary skills to take effective financial decisions
CO5	Evaluate the relevance of Start-ups and come up with measures to sustain competitiveness

Recommended Books

1. Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 10/e - The McGraw-Hill companies - 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 Development-Small Business Enterprise- Poornima Charantimath Pearson Education - 2007. ISBN: 978 817758 260 4

References

1. Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e – Sage India - 1999. ISBN: 978 0761 993 278
2. Entrepreneurship - Rajiv Roy - 2/e - Oxford University Press 2011. ISBN: 978 0198072 638
3. Entrepreneurship- A South Asian Perspective – Kurakto, T.V Rao Cengage Learning – 2018 ISBN: 978 8131517161

Semester II			
English for Managers - II			
Course Code	20MBANC21	CIE Marks	50
Course Credits	0	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-0)	SEE Duration	3 Hours

Course Overview

The purpose of this course is to make the students proficient the English language

Course Learning Objectives

The course will enable the students to

- To impart basics of communication and life skills
- Improve language proficiency
- To enhance reading, speaking discussion and presentation skills
- To expose students towards effective team work.

Course Contents
Module 1: Informal and Formal Communication (05 Hours)
Speaking – Introducing oneself – exchanging personal information – Language development questions – asking and answering “ yes” or “no” questions. Formal and informal letter writing or personal letters – emails- conversations of personal email.
Module 2: The Hidden data of communication (05 Hours)
Dealing with feelings, skill for dealing with feelings, Assertiveness, Techniques to be assertive, Self-confidence – Strategies to develop self-confidence, ignore feelings.
Module 3: In the World of Teams (05 Hours)
Team work – Introduction, Basic characteristics of an effective team, stages of team formation, team player styles, trust and communication being the building blocks of effective teams
Module 4: Discussions and Decisions (05 Hours)
Introduction, Top ten time wasters, roles in a structured group discussion, phases in group discussion, types of group discussions, strategies of improving group discussions.
Module 5: Presentation (06 Hours)
Initial Planning, Preparation, Outlining, Practice, last minute tasks, the moment of truth, question time.

Course Outcomes

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

CO1	Identify techniques of formal English communication.
CO2	Use active barriers and non-usage of filters in communication.
CO3	Outline working as effective teams.
CO4	Demonstrate his/her ability to write participate in effective group discussions
CO5	Outline the etiquette of good presentations.

Recommended Books

1. Board of Editors. Using English A Coursebook for Managers and Technologists. Orient Black Swan Limited, Hyderabad: 2015
2. Richards, C. Jack. Interchange Students' Book-2 New Delhi: CUP, 2015.

Reference Books

1. Bailey, Stephen. Academic Writing: A practical guide for students. New York: Rutledge, 2011.
2. Means,L. Thomas and Elaine Langlois. English & Communication For Colleges. Cengage Learning ,USA: 2007
3. Redston, Chris & Gillies Cunningham Face2Face (Pre-intermediate Student's Book & Workbook) Cambridge University Press, New Delhi: 2005