


**GLOBAL ACADEMY OF TECHNOLOGY
(AUTONOMOUS)**




DEPARTMENT OF MANAGEMENT STUDIES

MBA – I YEAR

**SCHEME OF TEACHING AND EVALUATION
(AY 2023-24 ONWARD)**


Head of the Department
Dept. of Management Studies (MBA)
Global Academy of Technology
Bangalore - 560 098


Dr. H/M Rajashekhar Swamy
Dean (Academics)
Global Academy Of Technology
Rajarajeshwari Nagar,
Bangalore - 560 098.

GLOBAL ACADEMY OF TECHNOLOGY (Autonomous Institution under VTU)

Semester System: Scheme of Teaching and Examination 2023–24 (Effective from the academic year 2023 – 24)

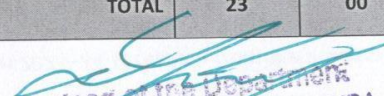
I SEMESTER MBA

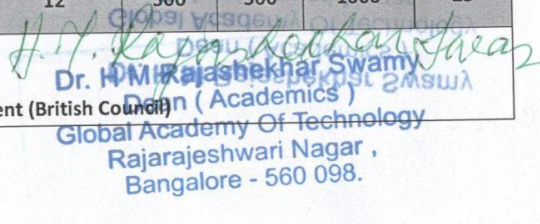
Sl. No	Course Code	Course title	Offering Department	Teaching Department	Teaching Hours / Week			Examination			Credits
					Theory Lecture	Tutorial	Practical / Drawing	CIE Marks	SEE Marks	Total Marks	
					L	T	P				
1	23MBAC11	Organisational Dynamics and Management	MBA	MBA	3	0	1	50	50	100	3
2	23MBAC12	Economics for Business Decisions	MBA	MBA	3	0	1	50	50	100	3
3	23MBAC13	Financial Reporting and Analysis	MBA	MBA	3	0	1	50	50	100	3
4	23MBAC14	Statistical Methods for Corporate Excellence	MBA	MBA	3	0	1	50	50	100	3
5	23MBAC15	Essentials of Marketing	MBA	MBA	3	0	1	50	50	100	3
6	23MBAC16	Legal Aspects of Business	MBA	MBA	3	0	1	50	50	100	3
7	23MBAC17	Digital Transformation and Innovation	MBA	MBA	3	0	1	50	50	100	3
8	23MBASC11	Written Analysis and Communication - I	MBA	MBA	2	0	1	50	50	100	2
9	23MBASC12	Advanced Data Modelling & Analysis - I	MBA	MBA	--	--	2	50	50	100	1
10	23MBASD11	Managing Self and Wellness	MBA	MBA	--	--	2	50	50	100	1
TOTAL					23	00	12	500	500	1000	25

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

Proposed Value-added Programs:

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


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GLOBAL ACADEMY OF TECHNOLOGY (Autonomous Institution under VTU)

Semester System: Scheme of Teaching and Examination 2023–24 (Effective from the academic year 2023 – 24)

II SEMESTER MBA

Dr. H. M. Rajashekar Swamy
Dean (Academics)
Global Academy Of Technology
Rajarajeshwari Nagar,
Bangalore - 560 098.

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	23MBAC21	Strategic Management in Emerging Markets	MBA	MBA	3	0	1	50	50	100	3
2	23MBAC22	Startups Management	MBA	MBA	3	0	1	50	50	100	3
3	23MBAC23	Operations Management	MBA	MBA	3	0	1	50	50	100	3
4	23MBAC24	Corporate Finance	MBA	MBA	3	0	1	50	50	100	3
5	23MBAC25	Decision Modelling and Optimisation Techniques	MBA	MBA	3	0	1	50	50	100	3
6	23MBAC26	Managing Intellectual Capital	MBA	MBA	3	0	1	50	50	100	3
7	23MBAC27	Business Research Methods	MBA	MBA	3	0	1	50	50	100	3
8	23MBASC21	Written Analysis and Communication - II	MBA	MBA	2	0	1	50	50	100	2
9	23MBASC22	Advanced Data Modelling & Analysis - II	MBA	MBA	0	0	2	50	50	100	1
10	23MBASD21	Human Values and Responsible Citizenship	MBA	MBA	1	0	1	50	50	100	1
TOTAL					24	00	11	500	500	1000	25

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

Proposed Value-added Programs:

1. NCFM – Self paced learning with guidance from faculty mentor – Certificate will be awarded by National Stock Exchange Academy
2. Project Management Certification from IITs Consortium (NPTEL)

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Head of the Department

I SEMESTER



Department: Management Studies			Academic Semester: Odd 2023-24
Semester: I	Section: Core	Course Code: 23MBAC11	Contact Hrs /week: 4
Course name: Organisational Dynamics and Management			No. of Credits: 3
Course Facilitator: Dr Anitha.G.H			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

This course is an introduction to the basic concepts and topics in organizational behaviour (OB) and management. The primary objective of offering this course is to familiarize the students with the individual and group behaviour fundamentals and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the field. The focus is on providing an understanding of how organizations can be managed more effectively and enhancing the quality of employees' work life. Topics will include Organizational Behaviors, Diversity, Attitudes and Job Satisfaction, Personality, and Values, Perceptions, Decision Making, Motivation Concepts, Group Behavior, Communication, Leadership, and Conflict and Negotiation. Concepts associated with continuous improvements in individual and group processes are discussed to support the understanding of management and organizational behavior.

2. COURSE OBJECTIVES

- a. This course aims to provide students with a foundational understanding of managing business and facilitate comprehension of individual and group dynamics in the workplace, with the ultimate goal of enhancing organizational efficiency.
- b. This course enables learners to understand the intricacies of group and individual behaviour and help students to apply the concept of team building, leadership, motivation, personality, perception and managerial effectiveness and conflict resolutions in business organisations.

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- c. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

3. COURSE OUTCOMES

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

CO1 – Demonstrate the applicability of the concept of organizational dynamics to understand the behavior of people in the organization.

CO2 –Critically evaluate the aspects of attitude, personality, perception, and value system to accept and embrace in working with different people from different cultural and diverse background in the workplace.

CO3 – Enable the students to learn the applications of motivation theories at workplace, organizational Conflict, leadership styles group dynamics and Team Development.

and develop creative and innovative ideas that could positively shape the organization.

CO4 - Recognize the concepts, need and importance of management and application of the various principles of management.

CO5 - Examine the process of management and the various functions of management like planning,organising,controlling and various techniques of decision making

4. SYLLABUS

Module-1 : Introduction to Organizational dynamics (8 Hours)

Introduction: Meaning and definition of organizational dynamics, Elements, Factors affecting Organizational dynamics, Scope of organizational behaviour,Kotters Integrative model of Organizational dynamics, OB models,Challenges and Opportunities to OB

Module -2: Individual Processes and behaviour (9 Hours)

Personality: Meaning, definition, determinants, Personality Traits, Big five model, MBTI.

Perception: Meaning,definition, Process of perception, factors influencing perception, Perceptual errors.


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Attitude: Definition, ABC model of attitude, components, Measurement of attitude

Values: Concept, Types, Job satisfaction, determinants, Effects of Job satisfaction and dissatisfaction

Module -3: Motivation and Leadership (9 Hours)

Motivation: Meaning, Theories of motivation-Maslow's Theory, Herzberg's Two factor theory, McClelland's Theory, Theory X and theory Y.

Leadership: Meaning, Styles of leadership, Leadership Theories-trait theory, behavioral theories, managerial grid, situational theories-Fiedler's Contingency model, Hersey-Blanchard Model

Conflict Management: Definition, Pondy's model, Johari window, Conflict management styles,

Group dynamics : Meaning of group, Team vs group, Stages of Group Formation.

Module-4 : Introduction to Management (6 Hours)

Introduction: Meaning and Definition, Managerial Functions, Levels, Mintzberg managerial roles, Management v/s Administration, **Evolution of Management Theory:** Classical School, Scientific, System and Modern approaches to management, Recent trends in Management.

Module -5: Overview on functions of Management (8 Hours)

Planning: Meaning, Process, types, Planning Premises, MBO v/s MBE

Staffing and Organizing: Meaning, Process of staffing, Types of organization Structures, Line and staff- chain of command, Span of control, McKinsey 7S Framework.

Decision-making: Meaning, Process, types of decisions and Techniques in decision-making.

Controlling: Meaning, Process, types of control, factors influencing control effectiveness.


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5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Organizational behaviour	Stephen P Robbins, Timothy A. Judge, Neharika Vohra	Pearson, 2012.	14th Edition,	1,2,3,4,5
2.	Organizational behaviour	S.S.Khanka	S.Chand	10 th edition	1,2,3
3.	Essentials of management	Koontz	McGraw Hill	14 th Edition	4-5

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	1	2	2	1	1
CO2	1	1	2	2	1	1	1
CO3	1	1	3	2	3	1	1
CO4	2	1	1	2	1	1	1
CO5	2	3	1	2	1	1	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	2	1	1
CO2	1	2	1
CO3	2	1	1
CO4	2	1	2
CO5	2	1	1

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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Department: Management Studies		Academic Semester: Odd 2023-24	
Semester: I	Section: A & B	Course Code: 23MBAC12	Contact Hrs /week: 3
Course name: Economics for Business Decisions			No. of Credits: 3
Course Facilitator: Prof. Shreelatha H R			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

This course is designed to equip the students with basic tools of economic theory and its practical applications. The course aims at familiarising the students with the understanding of the economic aspects of current affairs and thereby prepares them to analyse the market behaviour with economic way of thinking. In addition to providing an insight into application of economic principles in business decisions, it also intends to widen analytical ability of the students and to provide them a foundation for further study of economics. In order to make the study practical oriented, the paper requires discussions of some cases involving the use of concepts of business economics.

2. COURSE OBJECTIVES

1. Give outline on the fundamental concepts of economics.
2. Choose the right demand forecasting technique based on the imparted knowledge about demand and supply concepts.
3. Specify the importance of cost and output relationships to take production decisions.
4. Analyse the market structures under different competitive conditions.
5. Apply relevant information for business decisions by gaining knowledge about various macro – economic aspects.


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3. COURSE OUTCOMES

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

1. Understand the various concepts of economics and its application in Decision making.
2. Understand the concepts of surpluses and shortages and the pressure on price they generate.
3. Understand and apply the knowledge of producer's equilibrium and also determine the price fixation under different markets.
4. Evaluate the various macro-economic concepts of budgetary deficits and balance of payments.
5. Understand how fiscal policy can help ensure macroeconomic stability and sustainable long-term growth and also how monetary policy decisions are transmitted to the real economy.

4. SYLLABUS

Module 1: Nature and Scope of Economics (5 hours)

Economics: Definition, Nature and scope; Micro and Macro Economics; Positive and Normative Economics; Central problem of an economy; Working of Economic System (Capitalistic economy, Socialistic Economy and Mixed Economy); Economic Cycles

Module 2: Demand and Supply Analysis (12 Hours)

Determinants of demand – market demand function – theory of attributes, snob appeal, band wagon and Veblen effect and demand function. Law of supply- elasticity of supply

Applications of elasticity of demand and supply to economic issues: Paradox of bumper harvest- tax on price and quantity – minimum floor and maximum ceilings: minimum wages controversy and Administered price control

The theory of consumer choice – Consumer preference and budget constraint – equilibrium position of tangency with the help of Indifference curve analysis- effect of changes in price and income on consumer equilibrium



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Module 3: Theory of Production and forms of Market (12 Hours)

Returns to factors and Returns to Scale; Cost Concepts and Cost Curves; Revenue Concepts and Revenue Curves; Producers' Equilibrium

Forms of Markets – Meaning and Characteristics; Price and Output determination – Equilibrium for Firm and Industry under – Perfect Competition, Monopoly, Monopolistic Competition.

Module 4: Introductory Macro Economics (5 Hours)

National Income and Related Aggregates, Government Budget and the Economy, Balance of Payments, Current Challenges Facing the Indian Economy, Development Experience of India – A comparison with Neighbour

Module 5: Fiscal and Monetary Policy: (8 Hours)

Fiscal Policy: Terms & Definitions, public debt, financing the debt, Pandemic fiscal policy, fiscal reforms in India, Pandemic and India's fiscal policy.

Monetary policy: Definitions & Transmission, Money Supply process, instruments of monetary policy, Demonetisation in India


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5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Managerial Economics	Dominick Salvatore	Oxford University Press	Seventh	1, 2 and 3
2	Managerial Economics	R L Varhney and K L Maheshwari	Sulthan Chand and Sons	Nineteenth	1, 2 and 3
3	Business Economics	ICSI material	ICSI	Recent	1, 2 and 3
4	Macro Economics	N Gregory Mankiw	Worth pub	Ninth	4 and 5
5	Principles of Macroeconomics	N Gregory Mankiw	Cengage Learning	Eighth	4 and 5
6	Advanced Macroeconomics	David Romer	McGraw Hill Education	Third	4 and 5

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			2		1	1
CO2	2	2			1	2	
CO3	1	2		1		1	1
CO4			2	2			1
CO5	3	1	1	1	2		

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	3	2	
CO2	3	2	
CO3	2	1	
CO4	1	1	2
CO5	1	1	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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 Global Academy of Technology
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Department: Management Studies		Academic Semester: ODD 2023-24	
Semester: I	Section: Core	Course Code: 23MBAC13	Contact Hrs /week: 4
Course name: Financial reporting and analysis			No. of Credits: 3
Course Facilitator: Prof. Sriyank Levi			Designation: Associate Professor
CIE: 50 Marks	SEE : 50 Marks		Exam Hours: 03

1. BRIEF COURSE OUTLINE

The aim of this course is to provide you with a framework for assessing a company's historical performance in order to generate data that can be used to forecast its future success. The essential ideas from economics, finance, accounting, and company strategy are integrated throughout the course. Incorporates them into financial judgements. Impacting your ability to interpret the numbers in the financial statements is the main emphasis of the course. Reading a set of financial accounts and understanding financial ratios should be second nature to you by the end of the course. This course is designed to help you apply a lot of the theories you have learned in earlier courses to the real-world context of understanding business. The knowledge gained in this course will be applicable to students considering careers in general management, consulting, and finance.

2. COURSE OBJECTIVES

Understand the principles and procedures governing company financial reporting.

Explain how accounting standards and corporate financial reporting regulations help us in assessing company financial.

Recognise pre-assumptions, assess claims considering supporting data, recognise implicit values, recognise erroneous logic or reasoning, and be able to analyse data using scientific analysis.


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3. COURSE OUTCOMES

After the completing the course, Students would be able to:

- **CO1 - Recognise** and **apply** the concept of accounting and to **understand** the various accounting standards.
- **CO2 – Understanding** of the conceptual knowledge of financial reporting and to **appraise** the financial reporting.
- **CO3 - Application** of the conceptual knowledge to prepare books of accounts and **evaluate** the financial statements.
- **CO4 - Critically analyse** and evaluate financial performances and provide recommendations to improve the operations through financial statement analysis techniques.
- **CO5 - Demonstrate** the complexities associated with managing of resources by **analyse** ratio to know its influence on company's performance.

4. SYLLABUS

Module: 1 – Introduction to Accounting & Accounting standards (06 hours)

Introduction to Accounting, Users of accounting information, Generally Accepted Accounting Principles- Concepts and Conventions of Accounting, Brief overview of Indian accounting standards (IAS)- IAS-2 (Inventory), IAS-3 (Cash flow statement) , IAS-10 (Property , plant & Equipment) , IAS -13 (Investment) , IAS-20 (EPS) , Benefit of convergence to IFRS with IAS in India

Module: 2 – Understanding of financial reports (08 hours)

Annual reports - Content of annual reports, Quality of financial reporting, Reporting regulation in India, Reporting regulations for Partnership firms, Reporting, regulations of Companies.

Disclosures in Annual Reports - Disclosures Under the Companies Act, 2013 - Financial Statements - Auditor's Report - Directors' Report

Module: 3: - Final accounts and its analysis (08 hours)

Trial balance. Preparation of final accounts - Income and balance sheet of companies in vertical form as per Companies Act of 2013.

Depreciation accounting - Straight line and Written down Value Methods



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Module: 4 – Analysis of financial statement techniques (10 hour)

Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements– 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,

Module: 5 – Implications of Ratio Analysis (10 hours)

Introduction to Ratio Analysis, Importance of Ratio Analysis, Understanding Liquidity / Leverage & Coverage / Turnover / Expense and Profitability ratios, using ratios to analyse the financial performance of a company, Introduction to DuPont Analysis.

5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Corporate financial reporting and analysis	Bhattacharyya, Asish k.	PHI Learning	2nd	All

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	1	1	2	1	1
CO2	2	3	1	2	1	2	1
CO3	2	3	2	1	1	3	1
CO4	2	2	1	1	2	1	1
CO5	3	2	1	1	1	1	1

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	1	2	1
CO3	1	1	1
CO4	2	1	1
CO5	1	1	1

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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Department: Management Studies		Academic Semester: Odd 2023-24	
Semester: I	Section: Core	Course Code: 23MBAC14	Contact Hrs /week: 4
Course name: Statistical Methods for Corporate Excellence			No. of Credits: 3
Course Facilitator: Prof. Sarah Merlyn			Designation: Assistant Professor
CIE: 50 Marks		SEE: 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

The course 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 us 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.

2. 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.

3. COURSE OUTCOMES

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

CO2: Demonstrate an understanding of concepts related to predictive and Prescriptive Analytics in business situations.


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CO3: Understand the critical thinking in the theory of probability and its applications in real life problems.

CO4: Understand and **critically discuss** the sampling and significance of Estimation in business scenarios.

CO5: Discuss critically the uses of inferential statistical analysis in business scenario.

4. SYLLABUS

Unit 1: Analysis of Quantitative Data/ Descriptive Statistics 10 hours

Introduction to Statistics, Collection and Scrutiny of Data, Presentation of Data, Classification and Tabulation of Data, Measures of Central Tendency - Mean, Median, Mode, Arithmetic Mean, Geometric Mean and Harmonic Mean, Measures of Dispersion, Skewness.

Unit 2: Predictive and Prescriptive Analytics 12 hours

Predictive analytics

Correlation: Introduction, Probable Error, Lead – Lag Correlation, Karl Pearson's Correlation, Spearman's Rank Correlation, Coefficient of Determination.

Regression: Introduction, Properties, Uses, Calculation of linear Regression.

Prescriptive Analytics

Time Series- Objectives, components, estimating trend -simple moving average and method of least squares (Curve Fitting-Freehand and graphical).

Index Numbers: Importance, Characteristics, Types, uses, unweighted indices & weighted indices, Laspeyres, Paasche's and Fisher's ideal index numbers, time reversal and factor reversal tests.

Unit 3: Probability Theory and Distribution 4 hours

Introduction to Probability, Laws of Probability, Bayes' Theorem, Binomial Distribution, Poisson Distribution, Normal Distribution.

Unit 4: Sampling and Estimation Theory and its Design 4 hours

Introduction to Sampling Distribution, Introduction to Estimation, Point Estimation, Interval Estimation for One Population and Two Populations.


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Unit 5: Inferential Statistics 12 hours

Concepts of Hypothesis Testing, Small Sample Tests, Large Sample Tests, Introduction to Analysis of Variance, One-way Analysis of Variance, Two-way Analysis of Variance, Non-Parametric Tests: Measures of Goodness of Fit and Independence of Attributes-Chi Square Test, Measure of homogeneity and heterogeneity- Mann Whitney U Test, Kruskal Wallis, Runs Test.

5. LIST OF RECOMMENDED AND REFERENCE TEXTBOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Business Statistics	J. K Sharma	, Pearson Publications	2nd Edition	All
2	Business Statistics	S. C. Gupta, Indra Gupta	Himalaya Publications	6th Edition	All
3	Business Statistics	Beri G	TMH	3rd Edition	All
4	Statistics for Business and Economics	Anderson, Sweeney, Williams, Camm, Cochran	Cengage	13 Edition	All
5	Business Statistics	Ken Black	Tata McGraw Hill	-	All

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	1	1	1	1	2
CO2	3	2	1	2	1	2	1
CO3	1	3	1	1	2	2	2
CO4	1	1	2	2	1	1	1
CO5	5	2	1	3	2	2	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	2	1	2
CO2	2	3	3
CO3	1	2	1
CO4	1	2	3
CO5	3	2	1

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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Department: Management Studies		Academic Semester: Odd 2023-24	
Semester: I	Section: Core	Course Code: 23MBAC15	Contact Hrs /week: 3
Course name: Essentials of Marketing		No. of Credits: 3	
Course Facilitator: Prof. Anand Guled		Designation: Assistant Professor	
CIE:50 Marks		SEE:50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

The "**Essentials of Marketing**" is a thorough introductory course intended to furnish students with a fundamental understanding of marketing principles and practices. At present, customers prefer purchasing online with multiple options for ordering and payment. Traditional mass promotion tools are being replaced by customized modes of promotion, courtesy of AI and data mining, which allow for easy identification of target customers. Nevertheless, the significance of basic marketing concepts remains unaltered. It is imperative to learn and combine the latest market trends with the basic principles, theories, and functions of marketing.

2. COURSE OBJECTIVES

- **To understand** the core concepts, principles and emerging trends in marketing.
- **To develop and manage** products and brands effectively, including strategies for market segmentation and select target audiences, positioning and differentiation.
- **To discover** opportunities in business and analyse the marketing environments for appropriate decision-making.
- **To explore** new media environments, marketing communication and ethical marketing practices among the students.

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3. COURSE OUTCOMES

- **CO1** Understand core concepts of marketing, evaluate the concept of consumer behaviour, and assess opportunities and challenges in the emerging market scenario.
- **CO2** Analyse the significance of the STP framework and branding concept to accomplish multi-cultural customer needs and wants by formulating marketing strategies.
- **CO3** Evaluating the concept of marketing mix strategies for making effective marketing decisions.
- **CO4** Create and coordinate Integrated marketing communication, advertising and dynamic market planning to attain organizational goals
- **CO5** Apply the emerging trends in the changing technological landscape in marketing to overcome competitive challenges.

4. SYLLABUS

MODULE 1: Introduction to Marketing

08 hours

Definitions of market and marketing, Core Concepts, Functions, and Importance of marketing, Difference between marketing and selling, Understanding Marketing Environment, analysis of Micro and Macro Environment, PEST Analysis, Marketing opportunities and Challenges in recent years; Meaning, factors influencing consumer behaviour, Consumer Purchase Decision Process, Buying Roles, and Buying Motives.

MODULE 2: Developing Marketing Strategies

08 Hours

Segmentation - Concept of Segmentation and its Bases, benefits and strategies, Criteria of Effective Market Segmentation; Targeting - Bases for identifying target Customer, Target Marketing strategies; Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning; Marketing Mix strategies, Branding - Concept of Branding, Types, Brand Equity, Branding Strategies.



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MODULE 3: Creating Customer Value - Marketing Decisions

12 Hours

Product Decisions: Product mix, Product mix strategies, Product life cycle and its strategies, steps in New Product Development, packaging: packing as a marketing tool, labelling: Role of labelling. **Pricing decisions,** factors influencing pricing (Internal factor and External factor), Pricing Strategies based on Cost-based, Market-based, Competitor-based, Pricing methods, and Pricing Procedure. **Channel of Distribution** - Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a Physical Distribution System. **Promotion decisions:** Understanding the concept of Promotion, promotion mix.

MODULE 4: Integrated Marketing Communications

08 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.

MODULE 5: Emerging Trends in Marketing

06 Hours

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



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5. LIST OF RECOMMENDED AND REFERENCE TEXTBOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Marketing Management: A South Asian Perspective	Kotler, Keller, Koshy & Jha,	Pearson	15 th e	4
2	Marketing Management:	Dr. K Karunakaran	Himalaya Publishing	6 th	5
3	Marketing Management: Indian context	Ramaswamy & Namakumar S	McGraw Hill	5 th	3
4	Marketing Management	Tapan Panda	Excel Publication	2/e	3
5	Marketing: An Introduction	Rosalind Masterson & David Pickton	Sage Publications	2/e	2
6	Marketing in India	Neelamegham	Vikas publications	4/e	2
7	Marketing Management	Arun Kumar & N Meenakshi	Vikas publications	2 nd	3

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7
COs ↓							
CO1	1	1	1	2	1	1	1
CO2	2	1	2	1	2	1	1
CO3	1	1	1	2	1	1	1
CO4	2	1	2	1	1	2	1
CO5	1	3	1	1	2	1	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs →	PSO1	PSO2	PSO3
COs ↓			
CO1	2	1	1
CO2	2	3	1
CO3	1	1	2
CO4	2	1	1
CO5	1	2	1

Correlation Weightage: 1 – Low, 2 – Moderate, 3 – High


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Department: Management Studies		Academic Semester: Odd 2023-24	
Semester: I	Section: Core	Course Code: 23MBAC16	Contact Hrs /week: 3
Course name: Legal Aspects of Business			No. of Credits: 3
Course Facilitator: Dr. Roopa Karnam			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

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.

2. 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.
4. To emphasis corporate, social responsibilities and ethical business practices


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3. 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 **Analyze** the insights towards Winding up of the companies and Mode of winding up of the companies
- CO4 **Understand** and role play as a partner and consumer in business to contribute towards organization growth
- CO5 **Analyse** the practical implications and legal provisions of acts like IPR, IT act Environmental Laws

4. SYLLABUS

MODULE 1

(8 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

(7 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, Directors: Appointment, Powers & Duties, Removal, Liabilities and respective duties, Amendments of Company's Act 2013.

Negotiable instrument- essential features, dishonor, discharge of negotiable instrument

MODULE 3

(8 Hours)

Oppression, Mismanagement and Investigation: (i) Prospectus, membership and shareholding in a company. (ii) Prevention of Oppression and Mismanagement (iv) Role & Powers of the Company Law Board and of Central Government. Meeting: (i) Types of Meetings (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


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MODULE 4**(10 Hours)**

Indian Partnership Act - The Nature of Partnership- Introduction of a partner- Rights and Duties of Partner- Applications of the Act **GST Act, 2017:** Basic understanding and applicability, registration process

Consumer Protection Act, 1986– Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies. **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

MODULE 5**(7 Hours)**

Intellectual Property Rights (IPRs) - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions with respect to registration, renewal, revocation, remedies in case of infringement.

Environmental Laws - Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties

Information Technology act, 2000 - Introduction, Digital Signature, cybercrimes and remedies. Electronic records

5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Elements of mercantile Law	N. D. Kapoor	Sultan Chand and Company, India	14 th , 11 th ,	1,2
2	Business Law for Managers	P. K. Goel	Biztantatara Publishers, India	-	3
3	Legal Aspects of Business	Akhilshwar Pathack	Tata McGraw Hill	4 TH	1,2,4,5
4	Legal & Business Environment	Ravindra Kumar & Renukamurthy	Cengage learning	latest	2
5	Corporate Governance & Corporate Control	Saleem Sheikh & William Rees	Cavendish Publishing Ltd. 1	-	3
6	Intellectual Property- Copy Rights, Trade Marks, and Patents	Richard Stim	Cengage Learning	2008	4, 5


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6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

PO ⇒ CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	3							2	
CO2		2		2				2		
CO3		2		3						
CO4			1		2				3	
CO5	2				3	2				2

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	1		
CO2		2	
CO3		2	
CO4	2		1
CO5			3

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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Department: Management Studies		Academic Semester: Odd 2023-24	
Semester: I	Section: Core	Course Code: 23MBAC17	Contact Hrs /week: 3
Course name: Digital Transformation and Innovation			No. of Credits: 3
Course Facilitator: Prof. Sandhya Yariyur Umesh			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

This course explores the critical role of digital transformation and innovation in contemporary business strategies. Students will learn how organizations can harness digital technologies and innovation to drive growth, adapt to market changes, and maintain a competitive edge; and also students will learn about the impact of digital technology on organizations and how to foster innovation to maintain a competitive edge.

2. COURSE OBJECTIVES

This course aims to explore the foundations of digital transformation and transformation strategies; making the learners to manage digital transformation projects through various platforms and will motivate the learners to understand, measure and evaluate the innovation based anticipated future digital trends to achieve the competitive advantage.

3. COURSE OUTCOMES

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

CO1. Exploring and Understanding the concepts of digital transformation and digital transformation strategies.

CO2. Building Data Ecosystem for digital transformation and Harnessing Data for actionable insights.


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CO3. Critically analyse and evaluate Harnessing Customer Networks for Actionable Insights by creating platforms for digital transformations

CO4. Understanding the concept of Innovation and its applications in Business Management

CO5. Evaluating Innovation Theories, frameworks and Innovative cultures in various organizations

4. SYLLABUS

Module 1:

Introduction to Digital Transformation & Digital Transformation Strategy 8 Hours

Introduction to Digital Transformation: Introduction to Digital Transformation Explore How Disruption Happens, Finding New Opportunities for Digital Transformation, Key Concepts of Digital Transformation. The Digital Transformation Landscape: Business Models of Digital Transformation, Key Components of Digital Transformation, Transforming Customer Experience, Improving Operational Efficiency

Module 2: Building Data Ecosystem for Digital Transformation 10 Hours

Big Data Technologies, Internet Of Things (IoT), Cloud Computing, Leveraging Big Data, IoT, and Cloud Computing for Business Transformation and Competitive Advantage. Harnessing Data for Actionable Insights: Machine Learning and Artificial Intelligence, Data Visualisation, Achieving Customer Centricity through Data Insights

Module 3: Harnessing Customer Networks for Actionable Insights 10 Hours

Harnessing Customer Networks for Actionable Insights: Rethinking Customers, The Customer Network Paradigm, Five Customer Network Behaviors - Access Strategy, Engage Strategy, Customize Strategy, Connect Strategy, Collaborate Strategy; The Customer Network Strategy Generator. Build platforms and not just products: Rethinking Competition, Rise of the Platform, What Is a Platform Business Model?, A Definition of Platforms, Types of Platforms, Competitive Benefits of Platforms, The Platform Business Model Map


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Module 4: Introduction to Innovation in Business**7 Hours**

Defining Innovation, Importance of Innovation in Business, Types of Innovation, Stages of the Innovation Process, Generating Innovative Ideas, Evaluation and Selection of Ideas, Prototyping and Testing

Module 5:**Innovation Theories and Frameworks and Innovative Culture****7 Hours**

Introduction to Innovation Theories, Open Innovation, Design Thinking and Lean Startup. Fostering a Culture of Innovation, Leadership in Innovation, Continuous Innovation Strategies, Case Studies of Innovative Organizations.

5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	The Digital Transformation Playbook: Rethink Your Business for the Digital Age	David L. Rogers	Columbia Business School Publishing	2016	3
2	Digital Transformation: Survive and Thrive in an Era of Mass Extinction	Thomas M. Siebel	Rosetta Books	2019	2
3	Machine, Platform, Crowd: Harnessing Our Digital Future	Andrew McAfee and Erik Brynjolfsson	W.W.Norton & Company	2017	2
4	The innovator's dilemma: When new technologies cause great firms to fail	Clayton Christensen	Harvard Business School Press	1997	2
5	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses	Eric Ries	Crown Publishing Group	2011	2


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6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	1	1	1	1	2
CO2	2	3	1	1	2	1	1
CO3	1	3	1	1	1	2	2
CO4	2	2	1	1	2	1	3
CO5	3	2	1	1	2	2	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	1	2	2
CO2	2	2	1
CO3	2	2	1
CO4	2	2	2
CO5	2	2	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 – High


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Department: Management Studies		Academic Semester: ODD 2023-24	
Semester: I	Section: Core	Course Code: 23MBASC11	Contact Hrs /week: 4
Course name: Writing Analysis and Communication – 1			No. of Credits: 2
Course Facilitator: Prof. Jerin Jacob Mathew			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

Writing Analysis and Communication – 1 is an introductory course for the 1st Semester MBA students focusing on developing, primarily, an aptitude for critical thinking and applying critical thinking frameworks towards understanding and analysing various types of information that students will encounter as part of their academic and professional lives; and secondarily the ability to communicate effectively and clearly both verbally and in writing. The course will introduce the students to the concepts of active listening and critical reading as a way of acquiring information and analysing it. Students will be trained in effective questioning, both of texts and their peers as a way of analysing and understanding information. They will be introduced to critical and analytical writing as a method of communicating their thoughts and arguments in a structured and logical manner.

COURSE OBJECTIVES

1. Students understand the importance of critical thinking and develop the ability to apply critical thinking skills in personal and professional contexts.
2. Students develop the fundamental ability to understand and analyse information critically and communicate their ideas and arguments coherently and logically both verbally and in written form.


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COURSE OUTCOMES

1. Students acquire the ability to apply critical thinking to assess and analyse information.
2. Students learn to apply active listening and questioning skills to acquire and analyse information accurately.
3. Students develop the skills and mindset to approach reading critically and mindfully.
4. Students learn to write critically and create written content with logical structure and coherency.

SYLLABUS

Module 1: Introduction to Critical Thinking

Critical Thinking is the ability to question, analyse, interpret, evaluate, and take decisions through the application of rational thought processes. Critical thinking is essential for effective communication, both written and verbal and the analysis and understanding of information we receive through listening and reading.

Topics Covered: Defining Critical Thinking, Personal and Professional Application of Critical Thinking, Critical Thinking for Learning, Critical Thinking for Managers, Elements of Critical Thinking, Evidence and Reasoning, Argument Analysis, Logical Fallacies, Deductive reasoning, Inductive reasoning, and Analogical reasoning, Problem Solving

Assignment: In addition to in class writing and reading activities and assignments, students will select a topic and using a framework provided to them by the faculty, create a project outline document detailing the description, analysis and evaluation of the particular topic. This topic will be developed later in the semester. Refer to Module 4.

Module 2: Active Listening and Questioning

Listening is an essential skill in communicating effectively and questioning is an essential part of inculcating a critical thinking culture.


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Topics Covered: Defining Active Listening, Active Listening vs Passive Listening and Hearing, Active Listening and Effective Communication, Key Components of Active Listening, Barriers to Active Listening, Paraphrasing and Summarising, Questioning as a Skill, Types of Questions, Questioning Techniques, Funneling Questions, Sequencing Questions, Effective Questioning Strategies, Using Questions to Approach Texts, Questioning and Critical Thinking,

Assignment: Class Activities on Active Listening and Questioning, 1 writing assignment.

Module 3: Introduction to Critical Reading

Critical Reading is a basic skill for any professional. This module will introduce the concept of critical reading to the students and give them an overview of the techniques and skills needed to develop this ability.

Topics Covered: Importance and Definition of Critical Reading, Types of Reading, Skimming, Scanning, Intensive and Extensive Reading. Reading for understanding, Mindful Reading, Identifying Main Thesis and Supporting Argument, Evaluating Evidence and Reasoning

Assignments: In class and take-home reading comprehension assignments.

Module 4: Introduction to Critical Writing

Critical Writing is an aspect of formal writing and written communication. The ability to formulate and structure content and arguments and present it coherently in written form is one of the basic managerial skills.

Topics Covered: Basics of Essay Writing, Formulating Thesis Statements, Clarity and Focus in Writing, Formulating Supporting Arguments and Evidence, Creating Logical and Coherent Essay Structures, Using Primary and Secondary Sources.

Assignment: Building on the critical framework they have created in Module , students are expected to write an expository essay on the topic of their choice.


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Recommended Reading Material:

Management Communication, Lisa Thomas <https://mcom320.net/pdf/fulltextbook.pdf>

Critical Thinking, A Students Introduction, Bassham, Irwin, Nardone, Wallace
<https://dimparato.files.wordpress.com/2016/08/critical-thinking.pdf>

Relevant and current news articles and resources from business publications.

COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	1	2	2	3
CO2	3	3	2	2	2	1	2
CO3	2	3	2	2	1	1	1
CO4	2	2	1	1	2	2	1

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	3	3	2
CO2	3	3	1
CO3	2	1	1
CO4	2	2	1

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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Department: Management Studies		Academic Semester: Odd 2023-24	
Semester: I	Section: Core	Course Code: 23MBASC12	Contact Hrs /week: 2
Course name: Advanced Data Modelling and Analysis - I			No. of Credits: 1
Course Facilitator: Dr. S. Gokula Krishnan			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

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.

2. 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.

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3. 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 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.

4. SYLLABUS

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. Introduction to Macros

5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Microsoft Excel 2016 Data Analysis and Business Modeling	Wayne L. Winston	Microsoft Press	2016	All
2	Statistics for Managers using Microsoft Excel	Levine, Stephan, Krehbiel, Berenson	PHI India	1st Edition, 2015	3
3	Financial Analysis with Microsoft Excel	Timothy R. Mayes and Todd M. Shank	Cengage Learning	7 TH Edition, 2015	2
4	Research Methodology: Concepts and Cases	Deepak Chawla, Neena Sondhi	Vikas Publishing House Pvt. Ltd	2 nd Edition, 2015	2

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		2	2	2			
CO2	2	2		2			
CO3	2	2		2			
CO4			2	2	2		
CO5			2	2	2	2	
CO6					2	2	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1		2	
CO2		2	
CO3		2	
CO4		2	
CO5	2	2	2

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H.M. Rajashekhar Swamy

Dr. H M Rajashekhar Swamy
Dean (Academics)
Global Academy Of Technology
Rajarajeshwari Nagar ,



Department: Management Studies		Academic Semester: Odd 2023-24	
Semester: I	Section: Core	Course Code: 23MBASD11	Contact Hrs /week: 2
Course name: Managing Self and Wellness			No. of Credits: 1
Course Facilitator: Sudhindra			Designation: Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

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

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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


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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	2	3		1	2	3	2	2	1	
CO 2	3		1	2	1	2	2		1	1
CO 3	2	2	1	2	1	1	1	2	1	2
CO 4	2	1		1	2	1	1	1	1	


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II SEMESTER



Department: Management Studies		Academic Semester: Even 2023-24	
Semester: II	Section: Core	Course Code: 23MBAC21	Contact Hrs /week: 3
Course Name: Strategic Management in Emerging Markets			No. of Credits: 3
Course Facilitator: Prof. Sandhya Yeriuru Umesh			Designation: Assistant Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

The subject equips students with end-to-end strategic perspective to bridge the gap between strategy planning and strategy execution and translate the lofty organizational goals into strategic initiatives and objectives. You gain an intimate understanding of the way the business environment today is both interconnected and global. Encourages students to think innovatively and creatively. They learn how to foster a culture of innovation within organizations, allowing them to stay ahead in rapidly evolving industries. Whether in general management, consulting, entrepreneurship, or other business functions, the ability to think strategically is essential for making informed decisions that contribute to the long-term success of the organization.

2. COURSE OBJECTIVES

1. To understand the increased market complexity and game changing competition in the market.
2. To understand and practice forge proactive leadership competencies to navigate business challenges and opportunities.
3. To understand the insights into formulation and implementation of effective and focused business strategies.
4. To understand and leverage digital business models and emerging technologies to drive digital transformation and innovation.


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3. COURSE OUTCOMES

After the completing the course, Students would be able to:

CO1: *Identify* the organization performance, vision, mission and strategic intent, internal and external environment *examine* competitive positioning *formulate* the strategies at business, corporate and international level.

CO2: *Recognize* the economic components of emerging market, *understand* the institutional and social aspects of emerging market, *analyse* different tiers of market and business strategies.

CO3: *Paraphrasing* the strategy implementation *recognize* functional and operational strategies, *evaluate* strategic leadership and change management.

CO4: *Outlining* the business models *evaluate* the digital transformation *corelating* innovation and challenges in entrepreneurship.

CO5: *Analyse* the business model structure, *execute* the strategies, *know how* the role of strategist in organization and *determine* the role of strategic leader.

4. SYLLABUS

Module-1: Introduction to Strategic Management

(10 Hours)

Introduction to Strategic Management, sustained competitive management, vision, mission and strategic intent, external environmental analysis, internal environmental analysis, competition evaluation and competitive positioning, introduction to strategy formulation, business level strategies 1 & 2, corporate strategies 1 & 2, international strategy.

Module -2: Strategy for Emerging Markets

(9 Hours)

Emerging markets – key features, economic components of emerging markets, institutional aspects of emerging markets, social aspects of emerging markets, business strategy for emerging markets, tier 1 market, tier 2 & 3 markets, tier 4 & 5 markets, business strategy for emerging markets.



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Module -3: Strategy Implementation (9 Hours)

Introduction to strategy implementation, functional strategies, operations strategy, organizational structure and systems, role of analytics in executing and evaluating strategy, corporate governance and ethics, strategic leadership, change management, managing knowledge, corporate social responsibility.

Module-4 : Contemporary Themes (8 Hours)

Developing and managing technology strategy, digital business models / digital transformation, emerging technologies and challenges, entrepreneurship and innovation.

Module -5: Business Models and Strategy (5 Hours)

Business model structure, strategic option and choices, strategy execution, change – a strategic approach, the role of the strategist within the organization, strategic leadership.

5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	STRATEGIC MANAGEMENT IN EMERGING MARKETS	KRASSIMIR TODOROV and YUSAF H. AKBAR	Emerald publishing		All
2.	Strategic Management Competitiveness and Globalization	Michael A. Hitt, Duane Ireland, Robert E. Hoskisson	Cenage Learning Inc	6th edition	All

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	2	3
CO2	3	2	1	1	1	2	3
CO3	3	2	1	1	1	2	2
CO4	3	2	1	2	1	2	3
CO5	3	2	1	1	1	2	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs →	PSO1	PSO2	PSO3
COs ↓			
CO1	2	3	3
CO2	2	2	3
CO3	3	3	3
CO4	2	3	3
CO5	3	3	3

Correlation Weightage: 1 – Low, 2 – Moderate, 3 – High


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Department: Management Studies		Academic Semester: Even 2023-24	
Semester: II	Section: Core	Course Code: 23MBAC22	Contact Hrs /week: 3
Course name: Start-ups Management		No. of Credits: 3	
Course Facilitator: Prof. Anand Guled		Designation: Assistant Professor	
CIE: 50 Marks		SEE: 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

The Start-up Management course is intended to equip aspiring entrepreneurs and future start-up leaders with the knowledge, abilities, and resources necessary to effectively navigate the challenging landscape of launching and growing a start-up. Additionally, the course aims to introduce students to the fundamental principles of entrepreneurship, including the entrepreneurial process, financial avenues, business plans, and social entrepreneurship. This comprehensive course covers a range of essential aspects of start-up management, including the challenges of new venture start-ups, the analysis of why new ventures fail, idea generation, feasibility analysis, scaling and sustainability. The course provides students with a strong foundation to transform innovative ideas into successful businesses.

2. COURSE OBJECTIVES

- To **understand** the nature of entrepreneurship and determine distinct entrepreneurial traits.
- To **identify** personal attributes that enable the best use of entrepreneurial opportunities and know the parameters to assess opportunities and constraints for new business ideas.
- To **analyse** the systematic process of selecting and screening a business idea and writing a business plan.


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- To **explore** business forms for successful implementation of ideas and ethical conduction of business.
- To **explore and evaluate** the funding avenues and design strategies for sustaining business.

3. COURSE OUTCOMES

- **CO1:** To Understand the important competencies of entrepreneurs and entrepreneurship concept, 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.
- **CO3:** Analyse the market, industry, team and related factors affecting the venture in the dynamic business environment and formulate/develop comprehensive business plans
- **CO4:** Critically evaluate the idea, model and business plan to build and sustain the venture.
- **CO5:** Adopt an ethical Entrepreneurial mindset to create a sustainable venture and also in the corporate world that could benefit society at large.

4. SYLLABUS

MODULE 1- Introduction to Entrepreneurship (8 Hours)

Concept and introduction, Entrepreneurial competencies and myths, skills and qualities, Role of an entrepreneur, Entrepreneurship in different contexts and forums; Intrapreneur- an emerging class; Distinguish Entrepreneur from manager and leader; Meaning, scope and types of start-up firms. Women entrepreneurship, Entrepreneurial Culture - Stages in the entrepreneurial process, challenges of new venture start-ups; Analysing why new ventures fail.

MODULE 2- Creativity and Innovation (08 Hours)

Entrepreneurial entry strategies, Self-discovery, the role of creativity, Innovation Process, Sources of new ideas, methods of generating ideas, and creative problem-solving. Idea generation and Feasibility analysis; Value- Proposition Canvas, Introduction to Design Thinking; Intellectual Property- patents, copyrights, trademarks


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MODULE 3- Business Plan (10 Hours)

Business Model- Designing, analysing, 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 Start-ups; Institutional Support to Entrepreneurs.

MODULE 4- Legal Forms of Business & Ethics in Entrepreneurship (6 Hours)

Venture Funding and 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 (8 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, firm's growth strategies, Leadership succession, Triple Bottom Line Approach.

5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Entrepreneurship	Robert D Hisrich - Michael P Peters - Dean A Shepherd Sabyasachi Sinha	The McGraw-Hill	11e	5
2	Entrepreneurship Development	Dr. S S Khanka	S Chand	2 nd	4
3	Entrepreneurship	Bruce R Barringer & R Duane Ireland	Pearson	6e	4
4	The Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House	5e	3
5	Entrepreneurship Development and Small Business Enterprises	Poornima M Charantimath	Pearson	2 nd	3
6	Entrepreneurship Strategies and Resources	Marc J Dollinger	Pearson	3 rd	3


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6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				2		1	2
CO2	3	2		1			2
CO3	2				2		
CO4		2					3
CO5			2		2		

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1		2	
CO2			2
CO3		2	
CO4		3	
CO5	2		3

Correlation Weightage: 1 – Low, 2 – Moderate, 3 – High


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Department: Management Studies		Academic Semester: Even 2023-24	
Semester: II	Section: Core	Course Code: 23MBAC23	Contact Hrs /week: 4
Course name: Operations Management			No. of Credits: 3
Course Facilitator: Prof. Sarah Merlyn			Designation: Assistant Professor
CIE: 50 Marks	SEE : 50 Marks		Exam Hours: 03

1. BRIEF COURSE OUTLINE

Operations Management deals with understanding and integrating business processes within and between organizations. Students will be exposed to the concepts of decision-making, capacity planning, aggregate planning, forecasting, and inventory management, distribution planning, materials requirements planning (MRP), supply chain management and quality control.

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.

2. COURSE OBJECTIVES

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.
4. To understand the concept of supply chain management and its application in meeting business needs.


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3. COURSE OUTCOMES

CO 1: *Summarize* various Operations Management and Production Management concepts including productivity and its importance.

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: *Classify* and *examine* the Materials and Inventory Management concepts and the techniques involved.

CO 5: To gain *understanding* on quality improvement and cost reduction and supply chain management.

4. SYLLABUS

Module 1: - Introduction to Operations Management

6 hours

Introduction to operations management, Introduction Production Management, Scope of Production Management, Production System, Types of Production, Benefits of Production Management, Responsibility of a Production Manager, Decisions of Production Management, Types of Manufacturing Systems, Lean Manufacturing, Current issues in operations management, Productivity and the organization, Productivity variables affecting labour productivity.

Module 2: - Facility Planning

8 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)


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Module 3: - Capacity Planning

10 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: -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 EOQ model).

Module 5: - Introduction to Supply Chain Management and Quality Management. 8 hours

Supply chain, objectives, importance, decision phases, process view, competitive and supply chain strategies, achieving strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, pricing.

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.



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5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Production and Operations Management	J.P Saxena	Tata Mcgraw-Hill Education Pvt Ltd		
2	Production and Operations Management	Mahadevan B	Pearson Education India,	2010	
3	Operations Management	Norman Gaither and Greg Frazier	South – Western College Pub.	1999	
4	Production Management	Martand T. Telsang	S Chand & Company Pvt Ltd		

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7
COs ↓							
CO1	1	2	2	2	1	2	1
CO2	2	1	1	3	1	1	1
CO3	1	2	2	2	3	1	2
CO4	2	2	1	1	2	2	2
CO5	2	2	2	1	2	2	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs →	PSO1	PSO2	PSO3
COs ↓			
CO1	2	2	2
CO2	1	2	2
CO3	2	1	1
CO4	2	2	1
CO5	1	2	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 – High


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Department: Management Studies		Academic Semester: Even 2023-24	
Semester: II	Section: Core	Course Code: 23MBAC24	Contact Hrs /week: 4
Course name: CORPORATE FINANCE			No. of Credits: 3
Course Facilitator: Prof. Sriyank Levi			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

Corporate finance as a subject has gone through a 360-degree makeover, from an insider-looking-out approach to an outsider-looking-in approach. The nucleus of this metamorphosis is the requirement to put more emphasis on managerial decision-making skills. With the emergence of computing tools like spreadsheets, the emphasis of corporate finance is more on understanding and applying decision-making models and less on number crunching. Today, the thrust of the course is on resource optimisation through quick and quality decisions related to both sides of the balance sheet. This course aims at equipping a potential manager with the tools and techniques that help in making financial decisions for the business and thereby lead to achieving its financial objectives.

2. COURSE OBJECTIVES

To provide the basic concepts and foundations of managing corporate finance.

To imbibe basic concepts which enable the financial decision making.

To equip students with tools and techniques for managing finance.

To analyse capital structure decisions & investment decisions


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3. COURSE OUTCOMES

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

CO2: *Understand* the implications of the time sensitivity of the investments and *outline* their impact on financial decision-making in the business.

CO3: *Classify and demonstrate the impact* of various capital costs and risk factors that will influence investment and financing decisions.

CO4: *Critically evaluate* the capital budgeting techniques and financial performance methods that supplement the financial decision-making of an organisation.

CO5: *Design* the composition of capital and *determine* the capital requirement so it may optimise its *impact* on the financial situation of an organization.

4. SYLLABUS

Module 1: Overview of Corporate Finance (06 hours)

Introduction, Nature and scope of corporate finance, Role of Finance function goals & Objectives, Finance decision by the firm, Agency costs, Emerging role of finance Managers in India

Module 2: Time Value of Money (08 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, (Problems on Time value of money).

Module 3: Cost of Capital with risk and return analysis (10 Hours)

Opportunity cost of capital, Weighted Average Cost of Capital (WACC), cost of debt, cost of preference capital, cost of equity, WACC as Discount Rate and Risk, Factors affecting cost of Capital. Concepts of Risk and Return meaning, objectives, implication – Diversifiable and Non-Diversifiable risk - Risk & return of single asset, risk and Return of a portfolio.

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.

Module 5: Capital structure & Working Capital Management (08 Hours)

Leverages - meaning, objectives, EBIT-EPS analysis, ROI-ROE Analysis, Point of Indifference. Meaning of Working Capital, Working Capital needs of Different types of business (theory only), concept of operating and cash cycle (theory only)


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5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Principles of corporate finance	Brealey and Myers	TMH.	9 th Edition	All

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1		1			1	1
CO2	2	1			2		
CO3		2		3	1		
CO4		1		1		1	
CO5	1		2	2	1		2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	1	1	2
CO2		2	1
CO3		2	
CO4	2		
CO5	1	1	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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Department: Management Studies		Academic Semester: Even 2023-24	
Semester: II	Section: Core	Course Code: 23MBAC25	Contact Hrs /week: 4
Course name: Decision Modelling and Optimisation Techniques			No. of Credits: 4
Course Facilitator: Prof. N. Venkatesh Kumar			Designation: Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

The course will cover the essential aspects of quantitative techniques useful in management viz. Linear programming Problems, Specially structured LPP models such as Transportation and Assignment problems, Game theory, Simulation techniques, Decision Theory 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 risky and uncertain decision environments can be possibly mitigated using the models of OR. The course will emphasize especially the modern techniques along with their significance in decision-making.

2. COURSE OBJECTIVES

1. To emphasize the need for Operations Research and applications in business decision making
2. To provide detailed understanding of Linear Programming model and its application in management for effective utilization of available resources
3. To bring out the concept and applications of specially structured Linear Programming Problems such as Transportation problem and Assignment problems
4. To provide fundamental understanding of Decision theory and Competitive Games in business situations and elucidate how these tools can be applied to transform businesses under risky and uncertain situations
5. To instill the significance Job sequencing models and assets replacement models
6. To inculcate the fundamental understanding of network and simulation models and facilitate to devise strategies for optimal outcomes


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3. COURSE OUTCOMES

After the completing the course, Students would be able to:

CO 1: *Recognise* and *list* the fundamentals of Operations research applications, prominent uses in modern day business functions and *construct* models for transforming business operations through Linear programming models

CO 2: *Apply* and *construct* transportation models and assignment models and *devise* appropriate cost reduction strategies

CO 3: *Analyse* the significance of sequencing the assortment of tasks to be performed, physical and economic life of assets, managing the queue structure and *evaluate* the models to mitigate risk

CO 4: *Comprehend* and *decipher* the project management essentials and *estimate* the expected length, resources requirement through deterministic and probabilistic models

CO 5: *Hypothesis*, *collate* the business facts under various decisions making environments, and *formulate* appropriate strategies to maximise the outcomes

CO 6: *Construct* appropriate models using Simulation tenets for various volatile business scenarios

4. SYLLABUS

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, Test for optimality, maximization problems.

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



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Module 3: - Sequencing, Replacement 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.

Replacement models: Determination Economic life of an asset, without considering time value of money and with considering time value of money, Group replacement policy.

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

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



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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	3	3	3	3	2	1	1	1	3	2
CO2	3	1	3	2	2	3	2	1	3	2
CO3	2	1	3	1	3	3	2	1	3	3
CO4	1	2	2	2	3	3	3	1	2	3
CO5	1	2	2	2	3	1	2	2	2	3
CO6	1	2	2	2	3	3	1	1	1	3

Correlation Weightage: 1 – Low, 2 – Moderate, 3 – High


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Department: Management Studies		Academic Semester: Even 2023-24	
Semester: II	Section: Core	Course Code: 23MBAC26	Contact Hrs /week: 4
Course name: Managing Intellectual capital			No. of Credits: 3
Course Facilitator: Dr Anitha.G.H			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

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. Topics include job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, and the strategic contribution of HRM to organisational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment.

2. COURSE OBJECTIVES

1. To enable the students to understand and appreciate the importance of intellectual capital management and familiarize them about knowledge management and issues and challenges of HRM.
2. To analyse the issues and strategies required to select and develop manpower resources and recruit, select and retain competent employees
3. To develop relevant employee skills through training and development and analyse various performance appraisal techniques.


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4. To enlighten the students on various components of compensation management practices and make them aware about discipline and grievance handling mechanisms.
5. To make them understand about strategic HRM issues and gain understanding about absenteeism and labour turnover.

3. COURSE OUTCOMES

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

CO1: To understand the concept of managing Intellectual capital and knowledge management at various levels and also addressing Contemporary issues and challenges in HRM.

CO2: To identify various issues and strategies required for Human capital Planning, recruitment, selection, internal mobility and employee retention in organizations.

CO3: To analyse relevant skills required for applications in HR related issues like performance appraisal of employees and training need analysis.

CO4: Compare and classify various compensation management practices and assessing employee welfare facilities and addressing employee grievances and discipline at workplace under various statutory HR provisions.

CO5: To discuss various strategic HRM concepts and devising various measures to reduce labour turnover and absenteeism rates

4. SYLLABUS

Module 1-Intellectual Capital Management

(08 Hours)

Essentials of ICM: Meaning, Definition, types, Importance Scope of HRM - and Evolution of the concept of HRM - Major functions of HRM, Managing intellectual capital, Intellectual capital factors –Value Creation , , Knowledge management v/s Intellectual capital, Contemporary issues and Challenges in HRM



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Module 2 – Human Capital Planning

(8 Hours)

Human Resource Planning: Meaning, Objectives, Importance and process of Human Resource Planning, Job Analysis-Job description and specification

Recruitment: Meaning, process, techniques and Sources of Recruitment

Selection: Meaning, Process of Selection. **Placement and Induction :** Meaning, process

Internal Mobility: Promotion, Demotion and Employee Separation

Employee Retention: Meaning, Employee retention strategies

Module 3- Performance appraisal and Employee Training

(08 Hours)

Performance Appraisal : Meaning, Definition, Process of Performance Appraisal , Methods of Performance Appraisal-Traditional and Modern methods

Employee Training: Meaning and definition, Training v/s development, Systematic Approach to Training, Training Methods; On the job and off the job.

Module-4 Compensation Management

08 Hours)

Compensation: Meaning, Objectives, components of compensation, Types of compensation Recent trends in Compensation.

Employee welfare: 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.

Module 5 – Strategic HRM

(08 Hours)

SHRM – Meaning, Definition, Scope of SHRM, SHRM Vs Conventional HRM, Linking HR strategy with Business Strategy, SHRM and business performance.

Absenteeism – Meaning, Types, Calculation of absenteeism rate, Causes, Categories.

Labour Turnover- Meaning, Types, Computation of external mobility


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5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Personal and Human Resource Management	Dr P Subba Rao	Himalaya	3rd	1,2,3,4,5
2.	Human Resource and Personal Management	K Aswathappa	Tata McGraw Hill	8 th Edition	1,2,3
3	Human resource management	VSP Rao	Excel Books	3 rd Edition	3,4,5

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	1	2	1	2	2
CO2	2	3	2	2	1	2	2
CO3	3	1	3	1	2	2	1
CO4	1	2	1	3	1	1	3
CO5	2	1	2	2	3	1	2

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	1	2	2
CO3	2	1	1
CO4	1	1	2
CO5	2	1	3

Correlation Weightage: 1 – Low, 2 – Moderate, 3 – High


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Department: Management Studies			Academic Semester: Even 2023-24
Semester: II	Section: A and B	Course Code: 23MBAC27	Contact Hrs /week: 3
Course name: Business Research Methods			No. of Credits: 3
Course Facilitator: Prof. Shreelatha H R			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF 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.

2. COURSE OBJECTIVES

1. To develop understanding of the basic framework of research process.
2. To develop an understanding of various research designs and techniques.
3. To identify various sources of information for literature review and data collection.
4. To demonstrate knowledge of research process by conducting a literature review in their research area of interest.
5. To conduct an independent publishable research project.


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3. COURSE OUTCOMES

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

1. Explain the application of research in different domains of Management and translate the research questions into research hypotheses depending upon the nature of research. The student should be able to apply the research design depending upon the research study.
2. Formulate the sampling design and differentiate between the different types and classifications of measurement scales.
3. Distinguish between different types of data and explain the relevance of the same towards the research study. Student should be able to recognize the relevance of the questionnaire method in research.
4. Explain the significance and technique of data processing and also construct codes for the collected data.
5. Elaborate the process of report writing and presentation in business research and also analyse the role of ethics in business research.

4. SYLLABUS

Module 1: Introduction to Business Research (8 hours)

Business Research: Definition and Significance, Research application in Social and Business Sciences, Research Process, Features of Good research study, Research Design: – Types of Research Designs – Exploratory Research Designs, Descriptive Research Designs, Experimental Designs, and Variables – Types of variables

Literature Review, Research questions, Defining the Research Problem, Management Decision Problem Vs. Management Research Problem, Problem Identification Process, Components of Research Problem, Research Objectives, Formulation of Research Hypothesis

Module 2: Sample Design and Scales of Measurement (9 Hours)

Sampling Concepts – uses of sampling in real life: Sampling Vs Non-Sampling Errors; Sampling Design – Probability Sampling Design, Non-Probability Sampling Designs, Sample Size determination – Sample Size for Estimating Population Mean, Determination of Sample Size for Estimating the population Proportion.


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Measurement and Scaling: Concept of Measurement and Scaling, levels of Scales: Nominal, Ordinal, Interval and Ratio Scales; Attitudinal Classification of Scales Single Item Vs Multiple Item Scale, Comparative Vs Non-Comparative Scales, Criteria for Good Measurement – Reliability, Validity, Sensitivity

Module 3: Data Collection and Questionnaire Design (10 Hours)

Data Collection: Classification of Data – Secondary Data – Advantages and Disadvantages of Secondary Data. Types and sources of Secondary Data; Primary Data Collection – Observation Method, Focus Group Discussion, Personal Interview Method.

Questionnaire Design – Types of Questionnaire, Process of Questionnaire Designing, Advantages and Disadvantages of the questionnaire Method

Module 4: Data Processing & Analysis: (8 Hours)

Data Editing – Field Editing, centralized in-house Editing; Coding – Coding Closed-ended structured questions, Classification and Tabulation of Data, Data Cleaning, Data Adjusting

Data Analysis: Application of Parametric and Non-Parametric tests, Errors in Research – Type I and Type II Errors, Level of Significance, One-tailed and Two-tailed tests, testing for variance, Association, Statistical Analysis and interpretation (Theory only)

Module 5: Research Report Writing and Ethics in Research: (7 Hours)

Report Writing: Types of Research Reports – Brief Reports, Detailed Reports; Structure of the Research Report – Preliminary Section, Main Report, Interpretations of Results and Suggested Recommendations, Guidelines for Presenting Tabular Data, Guidelines for Visual Representations: Graphs and charts

Ethics in Research: Meaning of Research Ethics, Client's Ethical Code, Ethical Codes related to Respondents, Responsibility of Ethics in Research



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5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	Research Methodology	C R Kothari Gaurav Garg	New Age International	Third	All
2	Research Methodology	Deepak Chawla & Neena Sondhi	Vikas Publishing House	First	All
3	Marketing Research	Rajendra Nargundkar	McGraw Hill Education (India) Pvt. Ltd	Fourth	All
4	Business Research Methods	Donald R Cooper and Pamela S Schindler	Tata McGraw Hill	Eleventh	All

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			3		2	3
CO2	3	2			2	2	1
CO3	3	2			1	1	1
CO4	3	3				2	
CO5	2	3	2	1		2	

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1		3	3
CO2		2	
CO3		1	1
CO4		2	
CO5			3

Correlation Weightage: 1 – Low, 2 – Moderate, 3 – High


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Department: Management Studies		Academic Semester: Even 2023-24	
Semester: II	Section: Lab	Course Code: 23MBASC22	Contact Hrs /week: 2
Course name: ADVANCED DATA MODELING AND ANALYSIS - II			No. of Credits: 1
Course Facilitator: Dr. Roopa Karnam			Designation: Associate Professor
CIE: 50 Marks		SEE : 50 Marks	Exam Hours: 03

1. BRIEF COURSE OUTLINE

In this course of Advanced Data Modelling and Analysis - II, learners will explore JAMOVI 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 JAMOVI. Learners will learn how to use Overview of JAMOVI, Data Visualization, Descriptive and Predictive Analytics using JAMOVI, Data Reduction Techniques 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.

2. COURSE OBJECTIVES

- This course will enable the learners to acquire the hands-on experience and practical knowledge of JAMOVI in Data Modelling 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, analyse and forecast the activities of the organization / industry.

3. 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 JAMOVI functions.


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CO2. *Application* of the JAMOVl and *evaluate* the survey 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

CO5. *Analyse* the forecasting techniques associated with operations of organizations and *estimate / forecast* the future of the business through effective data driven managerial decision.

COURSE CONTENTS

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

Overview of JAMOVl, 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, Data Analysis with Cross Tabulation and Data Visualization

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 JAMOVl (4 Hours)

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

Module 5: Data Reduction Techniques (3 Hours)

Principal Component Analysis, Exploratory Factor Analysis, Confirmatory Factor Analysis


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5. LIST OF RECOMMENDED AND REFERENCE TEXT BOOKS

S. No.	Name of the Book	Author(s)	Publisher	Edition	Modules Covered
1	The Craft of Research	Wayne C. Booth, Gregory G. Colomb, Joseph M. Williams	University of Chicago Press	2016	1 – 5
2	Research Methodology: Concepts and Cases	Deepak Chawla, Neena Sondhi	Vikas Publishing House Pvt. Ltd, ,	2 nd Edition 2015	1 - 5

6. COURSE OUTCOMES & PROGRAM OUTCOMES MAPPING

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		1	2	2			
CO2	1	2		1			
CO3	1	2		2			
CO4				1	2		
CO5			1	1	1	1	

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High

7. COURSE OUTCOMES & PROGRAM SPECIFIC OUTCOMES MAPPING

PSOs → COs ↓	PSO1	PSO2	PSO3
CO1	1		
CO2	1		
CO3	1		
CO4		2	
CO5	1		

Correlation Weightage: 1 – Low, 2 – Moderate, 3 - High


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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.
- ➔ Data reduction experiments (Component, Exploratory, Confirmatory)



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