

MBA

SCHEME & SYLLABUS



ST JOSEPH ENGINEERING COLLEGE

AN AUTONOMOUS INSTITUTION

Vamanjoor, Mangaluru - 575028

MOTTO

Service and Excellence

VISION

To be a global premier Institution of professional education and research

MISSION

- Provide opportunities to deserving students of all communities, the Christian students in particular, for quality professional education
- Design and deliver curricula to meet the national and global changing needs through student-centric learning methodologies
- Attract, nurture and retain the best faculty and technical manpower
- Consolidate the state-of-art infrastructure and equipment for teaching and research activities
- Promote all-round personality development of the students through interaction with alumni, academia and industry
- Strengthen the Educational Social Responsibilities (ESR) of the Institution



ST JOSEPH ENGINEERING COLLEGE

An Autonomous Institution
Vamanjoor, Mangaluru- 575028

Affiliated to VTU-Belgaum & Recognized by AICTE
NBA-Accredited: B.E. (CSE, ECE, EEE, ME, CIV) & MBA
NAAC – Accredited with grade A+

MBA SCHEME & SYLLABUS

AUTONOMY AND ACCREDITATION

St Joseph Engineering College (SJEC) is an Autonomous Institute under Visvesvaraya Technological University (VTU), Belagavi, Karnataka State, and is recognized by the All-India Council for Technical Education (AICTE), New Delhi. SJEC is registered under the trust “Diocese of Mangalore, Social Action Department”.

The SJEC has been conferred Fresh Autonomous Status from the Academic Year 2021-22. The college was granted autonomy by the University Grants Commission (UGC) under the UGC Scheme for Autonomous Colleges 2018 and conferred by VTU. The UGC Expert Team had visited the college on 28-29 November 2021 and rigorously assessed the college on multiple parameters. The fact that only a handful of engineering colleges in the state have attained Autonomous Status adds to the college’s credibility that has been on a constant upswing. Autonomy will make it convenient for the college to design curricula by recognizing the needs of the industry, offering elective courses of choice and conducting the continuous assessment of its students.

At SJEC, the Outcome-Based Education (OBE) system has been implemented since 2011. Owing to OBE practised at the college, SJEC has already been accredited by the National Board of Accreditation (NBA). Five of the UG programs, namely Computer Science & Engineering, Mechanical Engineering, Electronics and Communication Engineering, Electrical & Electronics Engineering and Civil Engineering and MBA programs, have accreditation from the NBA.

Also, SJEC has been awarded the prestigious A+ grade by the National Assessment and Accreditation Council (NAAC) for five years. With a Cumulative Grade Point Average (CGPA) of 3.39 on a 4-point scale, SJEC has joined the elite list of colleges accredited with an A+ grade by NAAC in its first cycle. The fact that only 5 per cent of the Higher Education Institutions in India have bagged A+ or higher grades by NAAC adds to the college’s credibility that has been on a constant upswing.

The college is committed to offering quality education to all its students, and the accreditation by NAAC and NBA reassures this fact. True to its motto of “Service and Excellence”, the college’s hard work has resulted in getting this recognition, which has endorsed the academic framework and policies that the college has been practising since its inception. The college has been leveraging a flexible choice-based academic model that gives students the freedom to undergo learning in respective disciplines and a transparent and continuous evaluation process that helps in their holistic development.

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SJEC MBA

The Department of Business Administration was started in the year 2007 with an objective of producing competent industry professionals with sound ethical values and service attitude. It was approved as a research centre in the year 2011 to offer Ph D programmes by VTU, Belagavi. The Department has been accredited by National Board of Accreditation (NBA) in 2020. The Department regularly organises Management Development Programmes, Faculty Development Programmes, Capacity Building Programmes and Student Development Programmes. With its total focus on Outcome Based Education, the Department has adopted active learning strategies in delivering the curriculum.

Department Vision

To impart quality management education to bring out competent, socially responsible and conscientious professionals.

Department Mission

- Imparting contemporary curriculum and its application to business situations
- Developing proficiency through continuous industry-academia interface and research
- Encouraging entrepreneurship and venture development
- Sensitizing the students towards the needs of society
- Inculcating diligence through extra-curricular activities

Programme Educational Objectives (PEOs)

PEO 1: Graduates will be able to apply the theoretical concepts in real-life situations

PEO 2: Graduates will be able to communicate effectively think critically and be able to manage interpersonal relationships

PEO 3: Graduates will be capable of starting entrepreneurial ventures

PEO 4: Graduates will be able to cater to the needs of the society

PEO 5: Graduates will be able to adapt to a constantly changing environment

Programme Outcomes (POs)

At graduation, SJEC MBA Graduates will have the following outcomes:

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

Program Specific Outcomes (PSOs)

- PSO 1: Foster Soft Skills to support industry requirements
- PSO 2: Develop entrepreneurial capabilities for entrepreneurship and venture creation

I Semester MBA

| Sl. No. | Course and Course Code | | Course Title | Paper Setting | Teaching Hours/Week | | | | | Examination | | | | Credits |
|---------|------------------------|----------|---|---------------|---------------------|-----------|-----------|------------|-------------------|-------------|------------|-------------|-----------|---------|
| | | | | | Theory | Tutorial | Practical | Self-Study | Duration in hours | CIE Marks | SEE Marks | Total Marks | | |
| | | | | | L | T | P | S | | | | | | |
| 1 | PCC | 21MBA101 | Management and Organisational Behaviour | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 2 | PCC | 21MBA102 | Managerial Economics | MBA | 3 | 2 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 3 | PCC | 21MBA103 | Accounting for Managers | MBA | 3 | 2 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 4 | PCC | 21MBA104 | Business Statistics | MBA | 3 | 2 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 5 | PCC | 21MBA105 | Marketing Management | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 6 | PCC | 21MBA106 | Managerial Communication | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 7 | MNCC | 21MPD107 | Personality Development and Public Speaking | MBA | | 2 | 0 | 0 | - | 50 | - | 50 | - | |
| 8 | MNCC | 21TTP108 | Industry Oriented Training – I (Problem Solving Skills) | Com | | 2 | | | | 50 | | 50 | - | |
| | | | | Total | 21 | 10 | | | | 400 | 300 | 700 | 24 | |

II Semester MBA

| Sl. No. | Course and Course Code | | Course Title | Paper Setting Board | Teaching Hours/Week | | | | | | Examination | | | | Credits |
|--------------|------------------------|----------|--|---------------------|---------------------|----------|-----------|------------|-------------------|------------|-------------|-------------|-----------|--|---------|
| | | | | | Lecture | Tutorial | Practical | Self-Study | Duration in hours | CIE Marks | SEE Marks | Total Marks | | | |
| | | | | | L | T | P | S | | | | | | | |
| 1 | PCC | 21MBA201 | Human Resource Management | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | |
| 2 | PCC | 21MBA202 | Financial Management | MBA | 3 | 2 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | |
| 3 | PCC | 21MBA203 | Research Methodology | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | |
| 4 | PCC | 21MBA204 | Operations Research | MBA | 3 | 2 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | |
| 5 | PCC | 21MBA205 | Strategic Management | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | |
| 6 | PCC | 21MBA206 | Entrepreneurship & Legal Aspects | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | |
| 7 | MNCC | 21MTB207 | Information Technology for Business | MBA | | | 2 | 0 | - | 50 | - | 50 | - | | |
| 8 | MNCC | 21ITM208 | Industry Oriented Training – II (Mathematical Aptitude Skills) | Com | | 2 | | | | 50 | - | 50 | - | | |
| Total | | | | | 22 | 6 | 2 | | | 400 | 300 | 700 | 24 | | |

III Semester MBA (Core Specialisation- Finance)

| Sl. No. | Course and Course Code | Course Title | Paper Setting | Teaching Hours/Week | | | | | | Examination | | | | Credits |
|--------------|------------------------|-----------------|---------------|---------------------|-----------|-----------|---|------------|---|-------------------|------------|------------|-------------|---------|
| | | | | Theory | | Practical | | Self-Study | | Duration in hours | CIE Marks | SEE Marks | Total Marks | |
| | | | | L | T | P | S | | | | | | | |
| 1 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 2 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 3 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 4 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 5 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 6 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 7 | SDC 21MBP307 | Project Phase I | MBA | | | | | | | 50 | 50 | 100 | 2 | |
| Total | | | | 18 | 12 | | | | | 350 | 350 | 700 | 26 | |

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

**Finance-Core
List of Electives**

| SI No | Course Code | Course Title | Remarks |
|-------|-------------|---|------------------------|
| 1 | 21MBF301 | Investment Management | Choose any Six courses |
| 2 | 21MBF302 | Direct Taxation | |
| 3 | 21MBF303 | Banking and Financial Services | |
| 4 | 21MBF304 | Advanced Financial Management | |
| 5 | 21MBF305 | Mergers, Acquisitions and Corporate Restructuring | |
| 6 | 21MBF306 | Corporate Valuation | |
| 7 | 21MBF307 | Risk Management and Insurance | |

III Semester MBA (Core Specialisation- Human Resource)

| Sl. No. | Course and Course Code | Course Title | Paper Setting Board | Teaching Hours/Week | | | | | | Examination | | | | |
|--------------|------------------------|-----------------|---------------------|---------------------|-----------|-----------|---|------------|---|-------------------|------------|------------|-------------|---------|
| | | | | Theory | | Practical | | Self-Study | | Duration in hours | CIE Marks | SEE Marks | Total Marks | Credits |
| | | | | L | T | P | S | S | S | | | | | |
| 1 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 2 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 3 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 4 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 5 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 6 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 7 | SDC 21MBP307 | Project Phase I | MBA | | | | | | | 50 | 50 | 100 | 2 | |
| Total | | | | 18 | 12 | | | | | 350 | 350 | 700 | 26 | |

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Human Resource - Core
List of Electives

| SlNo | Course Code | Course Title | Remarks |
|------|-------------|---|------------------------|
| 1 | 21MBH301 | Recruitment and Selection | Choose any Six courses |
| 2 | 21MBH302 | HR Analytics | |
| 3 | 21MBH303 | Industrial Legislations and Labour laws | |
| 4 | 21MBH304 | Compensation and Reward System | |
| 5 | 21MBH305 | Organizational Leadership | |
| 6 | 21MBH306 | Personal Growth and Interpersonal Effectiveness | |
| 7 | 21MBH307 | Organization Change and Development | |

III Semester MBA (Core Specialization- Marketing)

| Sl. No. | Course and Course Code | Course Title | Paper Settings | | Teaching Hours/Week | | | | | | Examination | | | | Credits |
|---------|------------------------|-----------------|----------------|-----------|---------------------|--------|----------|-----------|------------|-------------------|-------------|-----------|-------------|--|---------|
| | | | | | Board | Theory | Tutorial | Practical | Self-Study | Duration in hours | CIE Marks | SEE Marks | Total Marks | | |
| | | | | L | T | P | S | | | | | | | | |
| 1 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | | |
| 2 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | | |
| 3 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | | |
| 4 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | | |
| 5 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | | |
| 6 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | | | |
| 7 | SDC 21MBP307 | Project Phase I | MBA | | | | | | 50 | 50 | 100 | 2 | | | |
| | | | Total | 18 | 12 | | | | 350 | 350 | 700 | 26 | | | |

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

**Marketing - Core
List of Electives**

| Sl No | Course Code | Course Title | Remarks |
|-------|-------------|---------------------------------------|------------------------|
| 1 | 21MBM301 | Services Marketing | Choose any Six courses |
| 2 | 21MBM302 | Marketing Research and Analytics | |
| 3 | 21MBM303 | Consumer Behaviour | |
| 4 | 21MBM304 | Retail Management | |
| 5 | 21MBM305 | B2B Marketing Management | |
| 6 | 21MBM306 | Logistics and Supply Chain Management | |
| 7 | 21MBM307 | Agri Business Marketing | |

III Semester MBA (Dual Specialization- Finance and Marketing)

| Sl. No. | Course and Course Code | Course Title | Paper Setting Board | Teaching Hours/Week | | | | | | Examination | | | | Credits |
|--------------|------------------------|-----------------|---------------------|---------------------|----------|-----------|------------|---|-------------------|-------------|------------|-------------|-----------|---------|
| | | | | Theory | Tutorial | Practical | Self-Study | | Duration in hours | CIE Marks | SEE Marks | Total Marks | | |
| | | | | | | | L | T | | | | | P | |
| 1 | PEC 2IMBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 2 | PEC 2IMBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 3 | PEC 2IMBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 4 | PEC 2IMBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 5 | PEC 2IMBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 6 | PEC 2IMBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 7 | SDC 2IMBP307 | Project Phase I | MBA | | | | | | | 50 | 50 | 100 | 2 | |
| Total | | | | 21 | 6 | | | | | 350 | 350 | 700 | 26 | |

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: Dual specialization – Finance and Marketing: The students have to select three electives from finance and three electives from marketing from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Finance and Human Resource)

| Sl. No. | Course and Course Code | Course Title | Paper Setting ⁶ | Teaching Hours/Week | | | | | | Examination | | | | Credits |
|--------------|------------------------|-----------------|----------------------------|---------------------|----------|-----------|---|------------|---|-------------------|------------|------------|-------------|---------|
| | | | | Theory | | Practical | | Self-Study | | Duration in hours | CIE Marks | SEE Marks | Total Marks | |
| | | | | L | T | P | S | | | | | | | |
| 1 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 2 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 3 | PEC 21MBF30X | Elective | MBA | 3 | 2 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 4 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 5 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 6 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 7 | SDC 21MBP307 | Project Phase I | MBA | | | | | | | 50 | 50 | 100 | 2 | |
| Total | | | | 21 | 6 | | | | | 350 | 350 | 700 | 26 | |

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: Dual specialization – Finance and Human Resource : The students have to select three electives from finance and three electives from human resource from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Human Resource and Marketing)

| Sl. No. | Course and Course Code | Course Title | Paper Settings | Teaching Hours/Week | | | | | | Examination | | | | Credits |
|--------------|------------------------|-----------------|----------------|---------------------|----------|-----------|------------|---|-------------------|-------------|------------|-------------|-----------|---------|
| | | | | Theory | Tutorial | Practical | Self-Study | | Duration in hours | CIE Marks | SEE Marks | Total Marks | | |
| | | | | | | | L | T | | | | | P | |
| 1 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 2 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 3 | PEC 21MBH30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 4 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 5 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 6 | PEC 21MBM30X | Elective | MBA | 4 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 4 | |
| 7 | SDC 21MBP307 | Project Phase I | MBA | | | | | | | 50 | 50 | 100 | 2 | |
| Total | | | | 24 | 0 | | | | | 350 | 350 | 700 | 26 | |

Project Phase - I: All the students admitted shall have to undergo mandatory Project phase I of minimum 03 weeks during II semester vacations. Project Phase I shall include Inter / Intra Institutional activities. Project Phase I examination shall be conducted during III semester and the prescribed credit shall be included in III semesters. The Project Phase I shall be considered as a head of passing and shall be considered for the award of degree. Those, who do not take up / complete the Project Phase I shall be declared fail and shall have to complete during subsequent examination after satisfying the Project Phase I requirements.

Note: Dual specialization – Human Resource and Marketing: The students have to select three electives from human resource and three electives from marketing from the list of elective courses on offer.

IV Semester MBA (Core Specialization- Finance)

| Sl. No. | Course and Course Code | | Course Title | Paper Setting ^{ns} | Teaching Hours/Week | | | | | | Examination | | | | Credits |
|--------------|------------------------|----------|---|--|---------------------|---|---|---|------------|-------------------|-------------|------------|-------------|-----------|---------|
| | | | | | Theory | T | P | S | Self-Study | Duration in hours | CIE Marks | SEE Marks | Total Marks | | |
| | | | | | | | | | | | | | | L | |
| 1 | PEC | 21MBF40X | Elective | MBA | 3 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | |
| 2 | PEC | 21MBF40X | Elective | MBA | 3 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | |
| 3 | SDC | 21AEC403 | MOOC | Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem | | | | | | | | 100 | | 4 | |
| 4 | SDC | 21MBP404 | Project Work (Final presentation and report submission) | | | | | | | | 50 | 50 | 100 | 4 | |
| 5 | INT | 21INT405 | Industry Internship | | | | | | | | 50 | 50 | 100 | 12 | |
| Total | | | | | 6 | | | | | | 200 | 200 | 500 | 26 | |

**Finance-Core
List of Electives**

| Sl No | Course Code | Course Title | Remarks |
|-------|-------------|------------------------------------|----------------|
| 1 | 21MBF401 | Financial Derivatives | Choose any two |
| 2 | 21MBF402 | Indirect Taxation | |
| 3 | 21MBF403 | International Financial Management | |

IV Semester MBA (Core Specialization- Human Resource)

| Sl. No. | Course and Course Code | | Course Title | Paper Setting Board | Teaching Hours/Week | | | | | | Examination | | | | Credits | | | |
|--------------|------------------------|----------|---|--|---------------------|----------|-----------|------------|---|-------------------|-------------|------------|-------------|-----------|---------|----|-----|----|
| | | | | | Theory | Tutorial | Practical | Self-Study | | Duration in hours | CIE Marks | SEE Marks | Total Marks | | | | | |
| | | | | | | | | L | T | | | | | P | | S | | |
| 1 | PEC | 21MBH40X | Elective | MBA | 3 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | | | | |
| 2 | PEC | 21MBH40X | Elective | MBA | 3 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | | | | |
| 3 | PEC | 21AEC403 | MOOC | Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem | | | | | | | | | | | 100 | 4 | | |
| 4 | SDC | 21MBP404 | Project Work (Final presentation and report submission) | | | | | | | | | | | | 50 | 50 | 100 | 4 |
| 5 | INT | 21INT405 | Industry Internship | | | | | | | | | | | | 50 | 50 | 100 | 12 |
| Total | | | | | 6 | | | | | | 200 | 200 | 500 | 26 | | | | |

Human Resource-Core

List of Electives

| Sl No | Course Code | Course Title | Remarks |
|-------|-------------|---|----------------|
| 1 | 21MBH401 | International Human Resource Management | Choose any two |
| 2 | 21MBH402 | Human Resource Audit | |
| 3 | 21MBH403 | Management Consulting for Business excellence | |

IV Semester MBA (Core Specialization- Marketing)

| Sl. No. | Course and Course Code | Course Title | Paper Setting | Teaching Hours/Week | | | | | | Examination | | | | Credits | |
|--------------|------------------------|---|--|---------------------|---|-----------|---|------------|---|-------------------|------------|------------|-------------|-----------|---|
| | | | | Theory | | Practical | | Self-Study | | Duration in hours | CIE Marks | SEE Marks | Total Marks | | |
| | | | | L | T | P | S | S | | | | | | | |
| 1 | PEC 21MBM40X | Elective | MBA | 3 | 0 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | |
| 2 | PEC 21MBM40X | Elective | MBA | 3 | 0 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | |
| 3 | PEC 21AEC403 | MOOC | Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem | | | | | | | | | | | 100 | 4 |
| 4 | SDC 21MBP404 | Project Work (Final presentation and report submission) | | | | | | | | | 50 | 50 | 100 | 4 | |
| 5 | INT 21INT405 | Industry Internship | | | | | | | | | 50 | 50 | 100 | 12 | |
| Total | | | | 6 | | | | | | | 200 | 200 | 500 | 26 | |

**Marketing -Core
List of Electives**

| Sl No | Course Code | Course Title | Remarks |
|-------|-------------|------------------------------------|----------------|
| 1 | 21MBM401 | Digital Marketing Management | Choose any two |
| 2 | 21MBM402 | Strategic Brand Management | |
| 3 | 21MBM403 | International Marketing Management | |

IV Semester MBA (Dual Specialization- Finance and Marketing)

| Sl. No. | Course and Course Code | | Course Title | Paper Setting Board | Teaching Hours/Week | | | | | Examination | | | | Credits |
|---------|------------------------|----------|---|--|---------------------|----------|-----------|------------|---|-------------|------------|-------------|------------|-----------|
| | | | | | Theory | Tutorial | Practical | Self-Study | | CIE Marks | SEE Marks | Total Marks | | |
| | | | | | | | | L | T | | | | P | |
| 1 | PEC | 21MBF40X | Elective | MBA | 3 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 |
| 2 | PEC | 21MBM40X | Elective | MBA | 3 | 0 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 |
| 3 | PEC | 21AEC403 | MOOC | Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem | | | | | | | | | | |
| 4 | SDC | 21MBP404 | Project Work (Final presentation and report submission) | | | | | | | | 50 | 50 | 100 | 4 |
| 5 | INT | 21INT405 | Industry Internship | | | | | | | | 50 | 50 | 100 | 12 |
| | | | | Total | 6 | | | | | | 200 | 200 | 500 | 26 |

Note: Dual Specialisation- Finance and Marketing: The students have to select one elective each from finance and marketing from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Finance and Human Resource)

| Sl. No. | Course and Course Code | | Course Title | Paper Setting Board | Teaching Hours/Week | | | | | Examination | | | | Credits |
|--------------|------------------------|----------|---|--|---------------------|----------|-----------|------------|---|-------------------|------------|------------|-------------|---------|
| | | | | | Theory | Tutorial | Practical | Self-Study | | Duration in hours | CIE Marks | SEE Marks | Total Marks | |
| | | | | | L | T | P | S | | | | | | |
| 1 | PEC | 21MBF40X | Elective | MBA | 3 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | |
| 2 | PEC | 21MBH40X | Elective | MBA | 3 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | |
| 3 | PEC | 21AEC403 | MOOC | Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem | | | | | | | | | | 4 |
| 4 | SDC | 21MBP404 | Project Work (Final presentation and report submission) | | | | | | | 50 | 50 | 100 | 4 | |
| 5 | INT | 21INT405 | Industry Internship | | | | | | | 50 | 50 | 100 | 12 | |
| Total | | | | | 6 | | | | | 200 | 200 | 500 | 26 | |

Note: Dual Specialisation- Finance and Human Resource: The students have to select one elective each from finance and human resource from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Human Resource and Marketing)

| Sl. No. | Course and Course Code | | Course Title | Paper Setting | Teaching Hours/Week | | | | | | Examination | | | | Credits |
|--------------|------------------------|----------|---|--|---------------------|----------|-----------|------------|-------------------|------------|-------------|-------------|-----------|-----|---------|
| | | | | | Theory | Tutorial | Practical | Self-Study | Duration in hours | CIE Marks | SEE Marks | Total Marks | | | |
| | | | | | L | T | P | S | | | | | | | |
| 1 | PEC | 21MBH40X | Elective | MBA | 3 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | | |
| 2 | PEC | 21MBM40X | Elective | MBA | 3 | 0 | 0 | 0 | 3 | 50 | 50 | 100 | 3 | | |
| 3 | PEC | 21AEC403 | MOOC | Any MOOC topic (Choices are given by department) with minimum 16 weeks to be completed between I Sem to IV Sem | | | | | | | | | | 100 | 4 |
| 4 | SDC | 21MBP404 | Project Work (Final presentation and report submission) | | | | | | | 50 | 50 | 100 | 4 | | |
| 5 | INT | 21INT405 | Industry Internship | | | | | | | 50 | 50 | 100 | 12 | | |
| Total | | | | | 6 | | | | | 200 | 200 | 500 | 26 | | |

Note: Dual Specialisation- Human Resource and Marketing: The students have to select one elective each from human resource and marketing from the list of elective courses on offer.

I SEMESTER

MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

| | | | |
|-------------------------------|-----------------|------------|----|
| Course Code | 21MBA101 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 4:0:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives:

1. To discuss fundamental concepts and principles of management, including the basic roles, skills, and functions of management
2. To elaborate theoretical aspects and practice applications of managerial process
3. To analyse basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
4. To build logic on Individual behavior in groups, dynamics of groups, team building and interpersonal effectiveness
5. To discover the importance of effective communication as a part of interpersonal relationship

Module-1 Introduction to Management

10 hours

Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, Evolution of Management, Fayol's fourteen principles of management, Recent trends in management Growth in technology automation and virtual workplace, Work from Home (WFH), Gender Sensitivity

Module -2 Functions of Management

10 hours

Planning- Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organisation-Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. Directing- Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling- Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making- Concepts, Types, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.

| | | |
|--|---|-----------------|
| Module -3 Organisational Behaviour | | 10 hours |
| Organisational Behaviour: Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude-Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Ethics and social responsibility, Perception-Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality-Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI), Emotional Quotient(EQ); Motivation-Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories. | | |
| Module -4 Managing Human at Work | | 10 hours |
| Group Dynamics- Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual’s Behaviour, Impact of External Factors on Group Behaviour. Teamwork- Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams. Interpersonal relationship: Importance of communication as a part of interpersonal relationship, Transactional analysis | | |
| Module-5 Organizational Culture, Change and Stress Management | | 10 hours |
| Power and Politics- Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture- Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture. Change- Change in Organizations, Resistance to Change, Managing Resistance to Change. Stress Management- Understanding Stress, Relation between Stress and Performance Level, Managing Stress. | | |
| Course Outcomes: At the end of the course the student will be able to: | | |
| 21MBA101.1 | Discuss fundamental concepts and principles of management | |
| 21MBA101.2 | Appraise the functions of management in the light of planning, organizing and controlling | |
| 21MBA101.3 | Compile the challenges and opportunities of organizational behaviour | |

| | |
|-------------------|--|
| 21MBA101.4 | Elaborate the nuances of managing human at work |
| 21MBA101.5 | Predict the forces of Organizational culture and stress management |
| 21MBA101.6 | Determine the nature of power and politics in organisations |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|------------------------|---|---|------------------------------|-------------------------|
| Textbooks | | | | |
| 1 | Management and Organizational Behaviors | Chuck Williams, James Cambell, Manjunath & Sandhya | Cengage Publications | 2018 |
| 2 | Essentials of Management | Koontz | McGraw Hill | 8/e |
| 3 | Management: Text and Cases | VSP Rao | Excel Books | 2018 |
| 4 | Organizational behavior | Stephen P Robbins, Timothy A. Judge, Neharika Vohra | Pearson | 14th Edition, 2016 |
| 5 | Organizational Behaviour | Fred Luthans | McGraw Hill International | 12/e, 2017 |
| Reference Books | | | | |
| 1 | Principles and practices of Management | Kiran Nerkar Vilas Chopde | Dreamtech Press | 2011 |
| 2 | Management Theory & practice | Chandan J. S | Vikas Publishing House | Latest edition |
| 3 | Management and Organizational Behaviour | Laurie J Mullins | Pearson education | Latest edition |

Web links/Video Lectures/MOOCs

1. <http://www.pondiuni.edu.in/sites/default/files/MANAGEMENT%20CONCEPTS%20%26%20ORGANISATIONAL%20BEHAVIOUR.pdf>
2. https://swayam.gov.in/nd2_cec20_mg03/preview
3. <https://examupdates.in/mba-organizational-behaviour-notes/>

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|--------------------------|------------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA101.1 | 2 | 2 | - | - | - | - | - |
| 21MBA101.2 | - | - | 2 | - | - | - | 2 |
| 21MBA101.3 | - | - | - | - | 2 | - | - |
| 21MBA101.4 | - | - | 2 | - | 2 | 2 | - |
| 21MBA101.5 | 2 | - | - | - | 2 | - | - |
| 21MBA101.6 | - | - | 2 | - | 2 | - | - |

1: Low 2: Medium 3: High

MANAGERIAL ECONOMICS

| | | | |
|-------------------------------|-----------------|------------|----|
| Course Code | 21MBA102 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 3:2:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics.
2. To provide an understanding of the application of Economics in Business.
3. To learn the basic economic concepts.
4. To have an understanding of Demand, Production, Cost and Profit

Module-1 Introduction to Economics & Fundamental concepts

10 hours

Managerial Economics: The problem of scarcity and allocation of resources, Nature, Scope, & Significance of Managerial Economics, Role and Responsibilities of Managerial Economist, The circular flow of Economic activity, The Basic process of decision making.

Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioral theories: Simon's Satisficing Model, Cyert and March Model, Agency theory.

Fundamental concepts: Opportunity Costs, Marginal principle, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles.

Module-2 Demand and Supply analysis

10 hours

Market analysis, Market Equilibrium, Law of Demand, Demand Function, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising, and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Supply Function, Elasticity of supply, Demand forecasting: Meaning & Significance, Techniques of demand forecasting- subjective methods, Trend projections and Barometric Techniques. (with simple problems)

Module-3 Cost Analysis & Production analysis

10 hours

Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Accounting and Economic cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

| | |
|---|--|
| Module-4 Market structure | 10 hours |
| Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, sources of Monopoly, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. | |
| Module-5 Business environment | 10 hours |
| Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment. Basic Macro Economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP. Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects. | |
| Course Outcomes: At the end of the course the student will be able to: | |
| 21MBA102.1 | Explain the fundamental concepts, tools and theories of managerial economics |
| 21MBA102.2 | Analyze the demand and elasticity of demand for a product. |
| 21MBA102.3 | Analyze the concepts in production and cost for optimization of production. |
| 21MBA102.4 | Appraise market structure and its impact on pricing policy. |
| 21MBA102.5 | Examine the basic macroeconomic concepts |
| 21MBA102.6 | Appraise the industrial policy of India |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|------------------|--------------------------|-----------------------------|------------------------------|-------------------------|
| Textbooks | | | | |
| 1 | Managerial Economics | Geethika, Ghosh&Choudhury | McGraw Hill | 3/e, 2017 |
| 2 | Managerial Economics | Dominick Salvatore | Oxford Publishers | 2e, 2016 |

| Reference Books | | | | |
|--|----------------------|---|---------|-----------|
| 1 | Managerial Economics | R. Panneerselvam, P. Sivasankaran, P.Senthilkumar | Cengage | 2015 |
| 2 | Managerial Economics | Samuelson & Marks | Wiley | 5/e, 2015 |
| 3 | Managerial Economics | D.M Mithani | HPH | 2016 |
| <p>Web links/Video Lectures/MOOCs</p> <p>1. https://aits-tpt.edu.in/wp-content/uploads/2018/08/Introduction-to-Managerial-Economics.pdf</p> <p>2. https://www.youtube.com/watch?v=TeluneseDrg</p> | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|------------------------------|-------------------------------|------------|------------|------------|------------|-------------|-------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA102.1 | 2 | - | - | - | - | - | - |
| 21MBA102.2 | - | 2 | - | - | - | - | - |
| 21MBA102.3 | - | 2 | - | - | - | - | - |
| 21MBA102.4 | - | 2 | - | 2 | - | - | 2 |
| 21MBA102.5 | 2 | - | - | 2 | 2 | - | - |
| 21MBA102.6 | 2 | - | - | - | - | - | - |

1: Low 2: Medium 3: High

ACCOUNTING FOR MANAGERS

| | | | |
|--|-----------------|-----------------|----|
| Course Code | 21MBA103 | CIE Marks | 50 |
| Teaching Hours/week (L:T:P:S) | 3:2:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |
| <p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. To discuss fundamental accounting concepts, and conventions 2. To analyse financial statements of sole traders and companies 3. To discuss the concepts of management accounting 4. To explain emerging issues in Accounting | | | |
| Module-1 Financial Statements | | 10 hours | |
| <p>Financial Accounting: Need and Types of Accounting, Concepts and Conventions of Accounting, Problems on Accounting Equation, Journal and Ledgers (only theory) Trial balance, Preparation of final accounts of companies in vertical form as per Companies Act of 2013(Basic problems of Final Accounts), Window dressing. Case Study problem on Final Accounts of Company</p> | | | |
| Module -2 Analysis of Financial Statements | | 10 hours | |
| <p>Limitations of Financial Statements; Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Case Study on Financial Ratio Analysis.Preparation of Cash flow Statement (indirect method). Practical sessions on financial statement analysis using Excel.</p> | | | |
| Module -3 Management Accounting | | 10 hours | |
| <p>Scope, Purpose of Management Accounting, Cost Volume Profit Analysis: Meaning-Methods of determination-Applications. Managerial Decision-Making-Make /Buy etc: Short-run Decision Analysis-Decision situations: Sales-volume related, Sell or further process, Make or Buy, Operate or shut-down</p> | | | |
| Module -4 Functional and Flexible Budgeting | | 10 hours | |
| <p>Functional budgets, Flexible Budgets: Meaning-Measure of Volume-Cost Behaviour withchange in volume-Fixed, variable & mixed costs.</p> | | | |

| Module-5 Emerging Issues in Accounting and Computerised Accounting | | | | |
|---|---|--|--|-------------------------|
| 10 hours | | | | |
| Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Reporting Standards-Ind AS. | | | | |
| Computerised Accounting Systems- Structuring Database for Accounting-Accounting system using database management system | | | | |
| Course Outcomes: | | | | |
| At the end of the course the student will be able to: | | | | |
| 21MBA103.1 | Explain the knowledge of basic principles of accounting and appraise the financial statement of companies | | | |
| 21MBA103.2 | Analysing financial statements of companies by applying ratio analysis and cash flow statements | | | |
| 21MBA103.3 | Explain the concept of management accounting | | | |
| 21MBA103.4 | Discuss Functional and Flexible Budgeting | | | |
| 21MBA103.5 | Analyse the Emerging Issues in Accounting | | | |
| 21MBA103.6 | Explain Computerised Accounting system | | | |
| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
| Textbooks | | | | |
| 1 | Accounting for Management-Text & Cases | S.K.Bhattacharya & John Dearden | Vikas Publishing House Pvt. Ltd. | 3e, 2018 |
| 2 | Financial Accounting | S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari | Vikas Publishing House Pvt.Ltd. | 6e, 2018 |
| 3 | Computerized Accounting | Neeraj Goyal, Rohit Sachdeva | Kalyani Publishers | 1e, 2018 |
| Reference Books | | | | |
| 1 | Accounting for Managers | J. Made Gowda | Himalaya Publishing House | 3 rd , 2021 |
| 2 | Financial Accounting for Management | N. Ramachandran, Ram Kumar Kakani | McGraw Education (India) Private Limited | 4e., 2016 |

| | | | | |
|---|---|--------------------|----------------------------|----------|
| 3 | Management Accounting: Text, Problems and Cases | M Y Khan, P K Jain | Tata McGraw-Hill Education | 7e, 2017 |
| 4 | Accounting and Finance for Non-finance Managers | Jai Kumar Batra | Sage Publications | 1e, 2018 |

Web links/Video Lectures/MOOCs

1. <https://icmrindia.org/casestudies/catalogue/Finance/FINC163.htm>
2. <http://www.accountingcoach.com/>
3. <https://www.coursera.org/course/accounting>

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|-----------------------|------------------------|------|------|------|------|-------|-------|
| | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PSO 1 | PSO 2 |
| 21MBA103.1 | 2 | - | - | - | - | - | - |
| 21MBA103.2 | - | 2 | - | - | - | - | - |
| 21MBA103.3 | - | - | 2 | - | - | - | - |
| 21MBA103.4 | - | - | 2 | - | - | - | - |
| 21MBA103.5 | - | 2 | - | 2 | - | - | - |
| 21MBA103.6 | - | - | 2 | - | - | - | - |

1: Low 2: Medium 3: High

BUSINESS STATISTICS

| | | | |
|--|-----------------|-----------------|----|
| Course Code | 21MBA104 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 3:2:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |
| Course Learning Objectives: <ol style="list-style-type: none"> 1. To apply measures of central tendency, dispersion, correlation and regression 2. To comprehend the concepts of probability distributions 3. To study trends using time series analysis 4. To test hypothesis for research | | | |
| Module-1 Introduction to Statistics | | 10 hours | |
| <p>Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean.</p> <p>Measures of dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion. Lab sessions on descriptive statistics using Excel</p> | | | |
| Module-2 Correlation and Regression | | 10 hours | |
| <p>Scatter Diagram, Karl Pearson correlation, Spearman’s Rank correlation (one-way table only), simple and multiple regression (problems on simple regression only). Lab session on correlation and regression using Excel</p> | | | |
| Module-3 Probability Distribution | | 10 hours | |
| <p>Concept and definition - Rules of probability – Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Bayes’ theorem (No derivation) (Problems only on Binomial, Poisson and Normal).</p> | | | |
| Module-4 Time Series Analysis | | 10 hours | |
| <p>Introduction – Objectives, Variations in Time Series - Methods of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio to Trend Method - Ratio to Moving Average Method. Lab sessions on time series using Excel</p> | | | |

| | | |
|--|--|-----------------|
| Module-5 Hypotheses | | 10 hours |
| Basic measurement scale, Hypotheses - Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests). Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification-Illustrative problems. | | |
| Course Outcomes: At the end of the course the student will be able to: | | |
| 21MBA104.1 | Determine values using measures of central tendency and dispersion. | |
| 21MBA104.2 | Make use of correlation and regression tools to solve underlying business problems | |
| 21MBA104.3 | Apply the concept of probability distributions for business decisions | |
| 21MBA104.4 | Analyse time-series data | |
| 21MBA104.5 | Formulate hypotheses | |
| 21MBA104.6 | Test hypotheses using parametric and non-parametric tools | |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|------------------------|----------------------------|-----------------------------|------------------------------|-------------------------|
| Textbooks | | | | |
| 1 | Fundamentals of Statistics | S C Gupta | Himalaya Publications | 2018 |
| 2 | Research Methodology | Ranjit Kumar | Sage Publications | 2016 |
| Reference Books | | | | |
| 1 | Statistical Methods | S. P Gupta | Sulthan Chand & Sons | 46 th , 2019 |
| 2 | Research Methodology | C R Kothari | Viswa Prakasam Publication | 7 th , 2015 |
| 3 | Business Research Methods | S.N.Murthy and U.Bhojanna | Excel Books | 2018 |

Web links/Video Lectures/MOOCs

1. https://www.youtube.com/watch?v=YHXadaW_lso
2. <https://www.youtube.com/watch?v=BkV7D-fbKkQ>
3. <https://www.youtube.com/watch?v=QzSWMw4P8x8>
4. <https://www.youtube.com/watch?v=E6QZLEAArIM>

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|-----------------------|------------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA104.1 | 2 | - | - | - | - | - | - |
| 21MBA104.2 | - | 2 | - | - | - | - | - |
| 21MBA104.3 | - | 2 | - | - | - | - | - |
| 21MBA104.4 | - | 2 | - | - | - | - | - |
| 21MBA104.5 | - | 2 | - | - | - | - | - |
| 21MBA104.6 | 2 | - | - | - | - | - | - |

1: Low 2: Medium 3: High

MARKETING MANAGEMENT

| | | | |
|-------------------------------|-----------------|------------|----|
| Course Code | 21MBA105 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 4:0:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives:

1. To develop the student's basic analytical skills, conceptual abilities, and practical knowledge in marketing through lecture, discussions, and case studies
2. To serve as a foundation course for students who are planning to specialise in marketing
3. To gain an understanding of marketing activities that connect people, brands, and businesses.

Module-1 Introduction to Marketing

10 hours

Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Sociocultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing, Sensory Marketing concepts only. Assignment: Contemporary Indian Marketing Environment

| | |
|---|-----------------|
| Module-2 Analysing Consumer Behaviour | 10 hours |
| <p>Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer-Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment- Live projects on Consumer Behaviour. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning.</p> | |
| Module-3 Product, Brand Equity | 10 hours |
| <p>Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand-selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies.</p> | |
| Module-4 Pricing , Marketing Channels | 10 hours |
| <p>Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.</p> <p>Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India.</p> <p>Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management.</p> | |

Module-5 Promotion, Direct Marketing, Marketing Planning 10 hours

Promotions- Marketing communications- Integrated Marketing Communications (IMC)-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, social media for Advertising.

Sales Promotion: 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, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS.

Direct Marketing : Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India.

Marketing Planning: Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process.

Course Outcomes:

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

| | |
|-------------------|---|
| 21MBA105.1 | Apply the marketing functions and analyze the marketing environment |
| 21MBA105.2 | Analyze the consumer buying motives and plan segmenting, targeting and positioning strategies |
| 21MBA105.3 | Examine a product life cycle and propose a suitable marketing strategy for branding and competition |
| 21MBA105.4 | Choose the right pricing method for a product/service and organize the channel of distribution |
| 21MBA105.5 | Develop a marketing communication programme for a product/service |
| 21MBA105.6 | Explain the transition of marketing campaigns from traditional to digital approaches |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|------------------|---|-----------------------------|------------------------------|-------------------------|
| Textbooks | | | | |
| 1 | Marketing Management- Indian Context, Global Perspective. | Ramaswamy & Namakumari | SAGE | 6th Edition |

| | | | | |
|---|--|---|-------------------|----------------|
| 2 | Marketing Management: A South Asian Perspective. | Kotler, Keller, Koshy & Jha | Pearson Education | Latest edition |
| 3 | New Product Management | Merle Crawford and Anthony Di Benedetto | McGraw-Hill | Latest Edition |
| 4 | Advertisement Brands & Consumer Behaviour | Ramesh Kumar | Sage Publications | 2020 |

Reference Books

| | | | | |
|---|---------------------------------------|--|-------------------------|----------------|
| 1 | Marketing in India: Text and Cases | Neelamegham S | Vikas | Latest edition |
| 2 | Marketing | Lamb, Hair, Mc Daniel | Cengage Learning | Latest edition |
| 3 | Fundamentals of Marketing Management, | Etzel M J BJ Walker & William J Stanton | Tata Macgraw Hill | Latest edition |

Weblinks/Video Lectures/MOOCs

1. <http://www.icmrindia.org/Short%20Case%20Studies/Short%20Case%20Studies.asp?cat=Marketing%20Management>
2. http://www.ibscdc.org/marketing_case_studies.asp
3. <https://nptel.ac.in/courses/110/104/110104068/>

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|-----------------------|------------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA105.1 | 2 | 2 | - | 2 | - | - | - |
| 21MBA105.2 | 2 | 2 | - | - | - | - | 2 |
| 21MBA105.3 | 2 | 2 | - | 2 | | - | - |
| 21MBA105.4 | 2 | 2 | - | - | - | 2 | - |
| 21MBA105.5 | 2 | 2 | - | - | - | - | - |
| 21MBA105.6 | 2 | 2 | - | - | - | - | - |

1: Low 2: Medium 3: High

MANAGERIAL COMMUNICATION

| | | | |
|-------------------------------|-----------------|------------|----|
| Course Code | 21MBA106 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 4:0:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives:

1. To formulate an effective communication strategy for any message, in any medium, and in any situation
2. To build clear, concise, and convincing writing skill.
3. To create impressive presentations that are delivered with confidence and poise
4. To apply necessary skills to handle day-to-day managerial responsibilities, such as writing letters, memos, minutes, reports and resume.

Module-1 Introduction

10 hours

Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication. Communicating within Organizations – Levels of communication, Communication flow, Communication barriers, Media choices, Legal Consequences and Ethics, Communication in a cross-cultural setting.

Module-2 Oral Communication

10 hours

Meaning – Principles of successful oral communication, Conversation control –Reflection and Empathy: two sides of effective oral communication.

Oral Presentation: Role of business presentations, Planning and Organizing Presentation, Planning Team and Online Presentations, Developing Visual Support for Business presentation, Practicing and Delivering Presentation - Refining your delivery.

Business Pitch: 10 steps in Pitching, Elevator Pitching

Classroom Exercise: Business pitch with video recording using PowerPoint and feedback.

Module-3 Written Communication

10 hours

Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing – Writing – Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages

Types of Written Communication in Business: Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, minutes of meeting, proposals and Reports, Planning Documents, Press Releases, Proactive Media Writing and E-mail.

| | | |
|---|---|-----------------|
| Module-4 Business Reports | | 10 hours |
| <p>Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary.</p> <p>Employment communication: Putting your best self forward, Preparing your resume, Writing covering letters and Inquiry Emails, Preparing for a Job Interview, Conducting Yourself during the Interview, Following up throughout the process, Practicing business etiquette.</p> <p>Assignment: Executive summary to be submitted.</p> | | |
| Module- 6 Interpersonal Communication | | 10 hours |
| <p>Interpersonal Communication: Nonverbal communication and Listening.</p> <p>Conflict Management and Negotiation skills: Meaning and characteristics of Conflict, Conflict management through communication, Managing the process of communication in Conflict, Verbal skills for communicating in conflict. Communication for effective negotiation – Meaning, nature and need for negotiation, Factors affecting negotiation, stages in negotiation process, Negotiation strategies.</p> <p>Technological Advancement and Business Communication: Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging.</p> <p>Social Media: Introduction, Characteristics, Classification, Nature and scope of Six types of Social Media, Choosing the most suitable social media. Using Social Media to build business relationships.</p> <p>Lab component: Creating a Blog , virtual meeting</p> <p>Note: Suggested for practical component: Effective Communication Development.</p> <p>Subject faculty to design suitable practical components for the topics in syllabus.</p> | | |
| Course Outcomes: | | |
| At the end of the course the student will be able to: | | |
| 21MBA106.1 | Assess the principles of effective communication in the corporate world | |
| 21MBA106.2 | Appraise and present an effective written and oral communication | |
| 21MBA106.3 | Examine and formulate business letters and minutes of meetings. | |
| 21MBA106.4 | Formulate professional resumes that are effective in attracting employment | |
| 21MBA106.5 | Develop the art of Conflict Management and Negotiation skills. | |
| 21MBA106.6 | Evaluate the technological advancement and social media usage in communications | |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|--|---|------------------------------------|-------------------------|-------------------|
| Textbooks | | | | |
| 1 | Communicating in Business | Ober Newman | Cengage | 8th Edition, 2018 |
| 2 | BCOM A South-Asian Perspective | Lehman, Dufrene, Sinha | Cengage Learning | 2nd Edition, 2016 |
| 3 | Business and Professional Communication | Kelly m. Quintanilla Shawn T. Wahl | SAGE South Asia Edition | 2017 |
| Reference Books | | | | |
| 1 | Communicating in Business | Williams, Krizan Logan, Merrier | Cengage Learning | 8th Edition, 2017 |
| 2 | Business Communication | Lesikar, Flatley, Rentz, Pane | Mc Graw Hill Education | 2017 |
| 3 | Business Communication | Sanjay Gupta | SBPD Publications | 2019 |
| Web links/Video Lectures/MOOCs | | | | |
| 1. https://www.youtube.com/watch?v=HANw168huqA | | | | |
| 2. https://www.indeed.com/career-advice/career-development/types-of-communication | | | | |
| 3. https://journals.sagepub.com/home/job | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|-----------------------|------------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA106.1 | 2 | - | - | - | - | - | - |
| 21MBA106.2 | 2 | - | - | - | - | - | - |
| 21MBA106.3 | - | - | - | - | - | 2 | 2 |
| 21MBA106.4 | - | - | - | - | - | 2 | - |
| 21MBA106.5 | - | 2 | - | - | - | 2 | - |
| 21MBA106.6 | 2 | 2 | - | - | - | - | - |

1: Low 2: Medium 3: High

Personality Development & Public Speaking

| | | | |
|--|---|-----------|----|
| Course Code | 21MPD107 | CIE Marks | 50 |
| Teaching Hours/week (L:T:P:S) | 0:2:0:0 | | |
| Credits | 00 | | |
| <p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. To facilitate the students in building interpersonal skills. 2. To develop skill to communicate clearly. 3. To enhance team building and time management skills. 4. To learn active listening and responding skills. | | | |
| Module-1 Introduction to Personality Development | | | |
| The concept personality- Knowing yourself- Handling Failure - Importance of First Impression-Growth Mindset/Fixed Mind Set - Public Speaking Practical sessions | | | |
| Module-2 Introduction to Personality Development | | | |
| <p>Attitude & Motivation - Attitude Concept - Significance -Factors affecting attitudes - Positive attitude - Negative attitude - Ways to develop positive attitude - Concept of motivation - Significance - Internal and external motives - Importance of Self Motivation Practical sessions</p> | | | |
| Module-3 Communication Skills & Presentation Skills | | | |
| Build oratory skills -Difference between verbal & non-verbal communication -Overcoming roadblocks of communication -Body Language -Role of listening, understanding & feedback-Building Self – Esteem and Self – Confidence- Presentation Skills Practical sessions | | | |
| Module-4 Other Aspects of Personality Development | | | |
| <p>Other Aspects of Personality Development- Conflict and Stress Management - Character building -Team-work -Time Management- Personal Hygiene-Work ethics –Good manners and etiquette</p> | | | |
| <p>Course Outcomes: At the end of the course the student will be able to:</p> | | | |
| 21MPD107.1 | Make use of techniques for self-awareness and self-development. | | |
| 21MPD107.2 | Apply the conceptual understanding of communication into everyday practice. | | |

| | |
|-------------------|---|
| 21MPD107.3 | Analyse the importance of teamwork and group discussions skills. |
| 21MPD107.4 | Develop time management and stress management. |
| 21MPD107.5 | Apply business etiquette skills effectively in a business scenario. |
| 21MPD107.6 | Explain the issues in conflict and stress management |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|--|--|--|---------------------------------|-------------------------|
| Reference Books | | | | |
| 1 | What Are Soft Skills? | Dorch, Patricia | New York: Execu Dress Publisher | 2013 |
| 2 | The Hard Truth about Soft Skills | Klaus, Peggy, Jane Rohman & Molly Hamaker. | London: Harper Collins E-books, | 2007 |
| 3 | Soft Skills and Professional Communication | Petes S. J., Francis. | Tata McGraw-Hill Education | 2011 |
| Web links/Video Lectures/MOOCs | | | | |
| 1. https://www.trainingcoursematerial.com/free-games-activities/communication-skills-activities | | | | |
| 2. https://www.userlike.com/en/blog/communication-games | | | | |
| 3. http://blog.trainerswarehouse.com/communication-exercises/ | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|------------------------------|-------------------------------|------------|------------|------------|------------|-------------|-------------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MPD107.1 | - | - | - | - | - | 2 | - |
| 21MPD107.2 | - | - | - | - | - | 2 | - |
| 21MPD107.3 | - | - | - | - | - | 2 | 2 |
| 21MPD107.4 | - | - | - | - | - | 2 | 2 |
| 21MPD107.5 | - | - | - | 2 | - | - | 2 |
| 21MPD107.6 | - | - | - | - | - | 2 | 2 |

1: Low 2: Medium 3: High

INDUSTRY ORIENTED TRAINING-I

(Problem Solving Skills)

| | | | |
|-----------------------------|----------|------------|----|
| Course Code | 21ITP108 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P) | (0:2:0) | SEE Marks | - |
| Credits | - | Exam Hours | - |

Course Learning Objectives:

1. To apply rational thinking abilities in solving real life problems.
2. To understand the science behind picking up any skill quickly.
3. To develop the required skills to effectively interact with people and to articulate the ideas.
4. To discover one's strengths and weaknesses, and apply them effectively for career growth.
5. To recognize the dynamics of a team and achieve synergy.
6. To articulate leadership and problem-solving skills.

Module-1

4 Hours

How to pick up Skills faster? Knowledge v/s Skill, Skill introspection, Skill acquisition, Engineering Graduate v/s Engineer

Building Interpersonal & Intrapersonal Skills: Peer communication, Social interactions, Bonding Emotional Management, Moral, social & personal responsibilities.

Module-2

4 Hours

Professional Etiquettes: Workplace etiquette, Dining etiquettes, Telephone etiquettes, E-mail etiquettes.

Change Management: Tolerance of change and uncertainty, Joining the bandwagon, Adapting change for growth-overcoming inhibition, Adapt to changes.

Module-3

4 Hours

Self-Awareness & Goal Setting: Identifying your Unique Selling proposition, SWOT, Nurture strengths, Fixing weaknesses, Overcoming complacency, Building confidence, Ambition/SMART Goals, Managing Failures.

Leadership & Motivation: Types of leadership styles, Case studies, Motivation, Qualities of a leader.

| | |
|--|----------------|
| Module-4 | 4 Hours |
| Team Building: Difference between team and group, Qualities of an effective team player, Stages of team building, Problem-solving among team members, Building winning teams. | |
| Module-5 | 4 Hours |
| Problem Solving: Styles of problem solvers, Effective problem solving, Case studies, Individual/teams. | |
| Creative Thinking: Examples of creative thinking, Tools of creativity, Creative/critical thinking. | |

| | |
|---|---|
| Course Outcomes: | |
| At the end of the course the student will be able to: | |
| 21ITP108.1 | Apply the basic concepts of quantitative abilities related to Number system. |
| 21ITP108.2 | Evaluate time related problems by knowing the relationship between time/speed/distance or time/work. |
| 21ITP108.3 | Apply the concepts of average, percentage, appreciation and depreciation in real life problems |
| 21ITP108.4 | Solve application problems involving permutations and combinations. |
| 21ITP108.5 | Apply Ratio and Proportion concepts to solve the partnership problems where people share the ownership. |
| 21ITP108.6 | Apply the geometrical concepts in real- world applications. |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher |
|----------------|--|-----------------------------|------------------------------|
| 1 | Stop Guessing: The 9 Behaviors of Great Problem Solvers | Nat Greene | Berrett-Koehler |
| 2 | Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills | Michael Kallet | Wiley |
| 3 | Problem Solving 101: A Simple Book for Smart People | Ken Watanabe | Penguin Group |

Course Articulation Matrix

| Course Outcomes (CO) | Program Outcomes (PO) | | | | | | |
|----------------------|-----------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21ITP108.1 | 2 | 2 | - | - | - | 2 | - |
| 21ITP108.2 | - | - | 2 | - | - | 2 | 2 |
| 21ITP108.3 | - | - | - | - | 2 | 2 | 2 |
| 21ITP108.4 | - | - | 2 | - | 2 | 2 | 2 |
| 21ITP108.5 | 2 | - | - | - | 2 | 2 | - |
| 21ITP108.6 | - | - | 2 | - | 2 | 2 | - |

1: Low 2: Medium 3: High

II SEMESTER

HUMAN RESOURCE MANAGEMENT

| | | | |
|-------------------------------|-----------------|------------|----|
| Course Code | 21MBA201 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 4:0:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives

1. To analyze the HRM concepts, principles and functions.
2. To assess the importance of job analysis and Human Resource Planning.
3. To understand the process of recruitment, selection and placement.
4. To assess the method of appraising the employees and remuneration.

Module-1 Introduction

10 hours

Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.

Module -2 Human Resource Planning

10 hours

Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.

Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel

Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training

| | |
|---|-----------------|
| Module -3 Performance Management and Appraisal | 10 hours |
| <p>Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.</p> | |
| <p>Compensation and Benefits Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.</p> <p>Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.</p> <p>Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.</p> | |
| Module -4 Human Resource Management in Small and Medium Enterprise | 10 hours |
| <p>Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource Management in SMEs.</p> <p>Human Resource Management in the Service Sector Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management. Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on “Training Program at ABC Cement”. .</p> | |

Module-5 Human Resource Management Innovations 10 hours

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable. Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow.

Course Outcomes:

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

| | |
|-------------------|---|
| 21MBA201.1 | Explain key concepts, functions, and principles of HRM and the dynamic nature of HRM in the organization. |
| 21MBA201.2 | Analyze the requirement of the job by job description and job analysis and outline the process of Human resource planning, recruitment, selection and placement |
| 21MBA201.3 | Appraise the process of training and development, performance appraisal process and compensation planning process used for employees |
| 21MBA201.4 | Assess the practice of human resource management in Small and Medium Enterprises |
| 21MBA201.5 | Evaluate human resource management innovations and organization transformation |
| 21MBA201.6 | Assess the current trends and critical issues in HRM. |

Textbooks

| Sl No | Title of the book | Name of the Author/s | Publisher Name | Edition and year |
|--------------|--|-----------------------------|---------------------------------|-------------------------|
| 1 | Human Resource Management: Theory and Practices, | R. C. Sharma, Nipun Sharma | Sage Publication India Pvt. Ltd | 2019 |
| 2 | Human Resource Management: Concepts | Amitabha Sengupta | Sage Publication India Pvt. Ltd | 2019 |
| 3 | Leadership: Theory and Practices | Peter G. Northouse | Sage Publication | 2016 |
| 4 | Human Resources Management | T.P RenukaMurthy | HPH. | 2015 |

| Reference Books | | | | |
|---|---|--|-------------------------------------|---------------------------|
| 1 | The HR Scorecard: Linking People, Strategy, and Performance | Brian Becker, Dave Ulrich, and Mark A.Huselid | Harvard Business School Press | 2001 |
| 2 | The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals | Shawn Smith and Rebecca Mazin | AMACOM | 2011 |
| 3 | Performance Management and Appraisal Systems HR Tools for Global Competitiveness | T. V. Rao | | First Edition, 2004 |
| 4 | Human Resource Management | Appasaba L.V and Kadakol A M | College Book House | 2016 |
| 5 | Human Resource Management | V.S.P Rao | | 2014 |
| Web links/Video Lectures/MOOCs 1. https://www.analyticsinhr.com/blog/hr-analytics-case-studies/ 2. https://cbri.com/resources/case-studies/legal-arizona-workers-act-case-study/ | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|-----------------------------|------------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA201.1 | 2 | - | - | - | - | - | - |
| 21MBA201.2 | - | 2 | - | - | - | - | - |
| 21MBA201.3 | 2 | - | - | | | - | 2 |
| 21MBA201.4 | | - | - | - | 2 | - | - |
| 21MBA201.5 | - | - | - | 2 | - | - | - |
| 21MBA201.6 | - | - | - | 2 | - | - | - |

1: Low 2: Medium 3: High

FINANCIAL MANAGEMENT

| | | | |
|----------------------------------|-----------------|------------|----|
| Course Code | 21MBA202 | CIE Marks | 50 |
| Teaching Hours/week (L:T:P:S) | 3:2:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives:

1. To analyse the basic concepts of financial management.
2. To determine the future and the present value of cash flow.
3. To appraise investment proposals and determine working capital requirements
4. To estimate working capital requirements of an organisation

Module-1 Introduction

10 hours

Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions, and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).

Module-2 Time Value of Money

10 hours

Meaning of Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Loan amortization. (Theory & Problem).

Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.

Module-3 Investment Decisions

10 hours

Capital budgeting process, Investment evaluation techniques – [Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return Problem). -Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only).

| | |
|---|--|
| Module-4 Working Capital Management | 10 hours |
| Management of Current Assets: Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination | |
| Module-5 Capital structure and dividend decisions | 10 hours |
| Capital structure and dividend decisions – Planning the capital structure- Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Pay-out (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages). | |
| Course Outcomes: At the end of the course the student will be able to: | |
| 21MBA202.1 | Explain the basic concepts of financial management and demonstrate the concepts of primary market, secondary market. |
| 21MBA202.2 | Analyse the computation of future and present value of cash flow. |
| 21MBA202.3 | Evaluating investment proposals. |
| 21MBA202.4 | Draw statements assessing the working capital requirements of a firm |
| 21MBA202.5 | Analyse EBIT-EPS |
| 21MBA202.6 | Discuss dividend policy decisions |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|------------------|------------------------|-----------------------|-------------------------|--------------------|
| Textbooks | | | | |
| 1 | Financial Management - | Prasanna Chandra | TMH | 10/e, 2019 |
| 2 | Financial Management, | Khan M. Y.& Jain P. K | TMH | 8/e, 2018 |
| 3 | Financial Management | I M Pandey | Vikas Publishing House. | 12th Edition, 2016 |

| Reference Books | | | | |
|--|--------------------------------------|---|-------------------|--------------------------|
| 1 | Principles of corporate finance, | Brealey and Myers | TMH, | 9/e, 2014 |
| 2 | Financial Management | Rathod, Babitha Thimmaiah, Harish Babu, | HPH | ISBN : 789352623631 2017 |
| 3 | Fundamentals of Financial Management | Brigham & Houston, | Cengage Learning | 13/e, 2015 |
| 4 | Corporate Finance | Vishwanath S. R. | Sage Publications | 3/e, 2019 |
| Web links/Video Lectures/MOOCs | | | | |
| 1. https://study.com/articles/10_Great_Sources_for_Financial_Education_on_the_Web.html | | | | |
| 2. www.investopedia.com | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|-----------------------|------------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA202.1 | 2 | - | - | - | - | - | - |
| 21MBA202.2 | - | - | 2 | - | - | - | - |
| 21MBA202.3 | - | - | - | 2 | - | - | - |
| 21MBA202.4 | - | - | - | 2 | - | - | - |
| 21MBA202.5 | - | - | - | - | 2 | - | - |
| 21MBA202.6 | - | - | - | - | 2 | - | - |

1: Low 2: Medium 3: High

RESEARCH METHODOLOGY

| | | | |
|----------------------------------|-----------------|------------|----|
| Course Code | 21MBA203 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 4:0:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives:

1. To comprehend types of research,
2. To appraise research process and design
3. To illustrate sampling designs
4. To study the significance of data collection

Module-1 Business Research

10 hours

Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Variables, constructs, ethical issues, Research Application in business decisions, Features of a good research study

Module-2 Business Research Design

10 hours

Meaning and significance - Types: Exploratory and Conclusive Research Design.

Exploratory Research - Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design - Descriptive Research - Meaning, Types – Cross-sectional studies and longitudinal studies.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi- experimental design, True experimental design, statistical experimental design

Module-3 Sampling

10 hours

Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non-Probability Sampling –convenience sampling- judgmental sampling, snowball sampling- quota sampling - Errors in sampling

| | |
|---|--|
| Module-4 Data Collection | 10 hours |
| <p>Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing a questionnaire. Secondary data -Sources – advantages and disadvantages</p> <p>Measurement and Scaling Techniques: Basic measurement scales- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert’s Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling</p> | |
| Module-5 Data Analysis and Report Writing | 10 hours |
| <p>Editing, Coding, Data cleaning, Classification, Tabulation, Reliability, Validation Analysis and Interpretation, Use of SPSS for coding, tabulating and analysis of data- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.</p> | |
| <p>Course Outcomes: At the end of the course the student will be able to:</p> | |
| 21MBA203.1 | Explain the process of research. |
| 21MBA203.2 | Analyse various research designs |
| 21MBA203.3 | Distinguish sampling techniques |
| 21MBA203.4 | Examine the methods of data collection |
| 21MBA203.5 | Analyse data using SPSS |
| 21MBA203.6 | Compile a research report |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|------------------|---|--|-------------------------------|------------------|
| Textbooks | | | | |
| 1 | Business Research Methods: A South – Asian Perspective with Course Mate | William G. Zilmund, Barry J.Babin, Jon C.Carr. Atanu Adhikari, Mitch Griffin | Cengage Learning | 2016 |
| 2 | Research Methodology Methods and Techniques | C.R Kothari & Gaurav Garg | New Age International (P) Ltd | 2020 |

| | | | | |
|--|--|---|----------------------------|------|
| 3 | Business Research Methods | Donald R. Cooper, Pamela s Schindler & J K Sharma | TMH Special Indian Edition | 2019 |
| Reference Books | | | | |
| 1 | Research Methodology – Concepts and cases | Deepak Chawla and Neena Sondhi | Vikas Publishing House | 2018 |
| 2 | Research Methods For Business: A Skill Building Approach | Uma Sekaran & Roger Bougie | Wiley – E book | 2016 |
| Web links/Video Lectures/MOOCs | | | | |
| 1. https://www.youtube.com/watch?v=wuPqMenY56c | | | | |
| 2. https://www.youtube.com/watch?v=rXBH3YcOI6k | | | | |
| 3. https://www.youtube.com/watch?v=F1BFdEgrTBM | | | | |
| 4. https://www.youtube.com/watch?v=t0hp7E85PVI | | | | |
| 5. https://www.youtube.com/watch?v=VQnL3_J3pyM | | | | |
| 6. https://www.youtube.com/watch?v=QLiKK6U-IAW | | | | |
| 7. https://www.youtube.com/watch?v=10OnonAIECk | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|-----------------------|------------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA203.1 | - | 2 | - | - | - | - | - |
| 21MBA203.2 | - | 2 | - | - | - | - | - |
| 21MBA203.3 | 2 | - | - | - | - | - | - |
| 21MBA203.4 | 2 | - | - | - | - | - | - |
| 21MBA203.5 | - | 2 | - | - | - | - | - |
| 21MBA203.6 | - | 2 | - | - | - | - | - |

1: Low 2: Medium 3: High

OPERATIONS RESEARCH

| | | | |
|-------------------------------|-----------------|------------|----|
| Course Code | 21MBA204 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 3:2:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives

1. To formulate mathematical models in Operations Research
2. To apply transportation problem to travelling salesman
3. To make decisions under uncertainty
4. To plan projects

Module -1 Introduction

10 hours

Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)

Module -2 Linear Programming

10 hours

Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.

Module -3 Transportation Problem

10 hours

General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy, Optimality Test using Stepping Stone and MODI Methods (theory only). Assignment problems - Introduction, General structure. Problems on minimization & maximization.

Module -4 Decision Theory

10 hours

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

Module-5 Project Management

10 hours

Structure of projects, phases of project management-planning, Appraisal, Implementation, Review and Control, project feasibility, work breakdown structure, project control charts, network planning, PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis,

| | |
|--|--|
| Course Outcomes: At the end of the course the student will be able to: | |
| 21MBA204.1 | List the scope of operations research |
| 21MBA204.2 | Formulate mathematical model of LPP |
| 21MBA204.3 | Solve transportation and assignment problems |
| 21MBA204.4 | Explain decision under uncertainty |
| 21MBA204.5 | Design a project network |
| 21MBA204.6 | Determine critical path using PERT and CPM |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|--|---------------------------------------|-------------------------|-----------------------|------------------|
| Textbooks | | | | |
| 1 | Operation Research: An Introduction | H.A. Taha | Pearson Publication | 2016 |
| 2 | Introduction to Operations Research | P K Gupta and D.S. Hira | S. Chand | 2016 |
| Reference Books | | | | |
| 1 | Quantitative Techniques in management | N D Vohra | McGraw Hill | 2015 |
| 2 | Operation Research | J K Sharma | McMillan Publications | 2016 |
| Web links/Video Lectures/MOOCs | | | | |
| 1. https://www.youtube.com/watch?v=2EvC1v1FI2k | | | | |
| 2. https://www.youtube.com/watch?v=ItOuvM2KmD4 | | | | |
| 3. https://www.youtube.com/watch?v=pnJUzNFn3CA | | | | |
| 4. https://www.youtube.com/watch?v=G6EeJbRMSxE | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes | | | | | | |
|-----------------------|------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA204.1 | - | 2 | - | - | - | - | - |
| 21MBA204.2 | - | 2 | - | - | - | - | - |
| 21MBA204.3 | 2 | - | - | - | - | - | - |
| 21MBA204.4 | 2 | - | - | - | - | - | - |
| 21MBA204.5 | - | 2 | - | - | - | - | - |
| 21MBA204.6 | - | 2 | - | - | - | - | - |

1: Low 2: Medium 3: High

STRATEGIC MANAGEMENT

| | | | |
|---|-----------------|------------|-----------------|
| Course Code | 21MBA205 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 4:0:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |
| Course Learning Objectives: | | | |
| <ol style="list-style-type: none"> 1. To discuss the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To develop insights into various strategic management models. 4. To originate business planning in different environments and strategy implementation | | | |
| Module-1 Introduction | | | 10 hours |
| <p>Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model.</p> | | | |
| Module -2 External Analysis | | | 10 hours |
| <p>Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. Challenges faced by startups in the globalized market, Proposition of a Business plan that includes description of recommended strategy, Creating strategies for the growth of a family business, Sustainability of Business</p> | | | |
| Module -3 Internal Analysis | | | 10 hours |
| <p>Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOT Analysis, Value Chain Analysis, Benchmarking.</p> | | | |
| Module -4 Strategy Formulation | | | 10 hours |
| <p>Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies.</p> | | | |

| | | |
|---|---|-----------------|
| Module -5 Strategy Implementation and Control | | 10 hours |
| <p>Strategy Implementation -Organisational Structure, Strategic Leadership and Organisational Culture.</p> <p>Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). Case Study on Strategic control.</p> | | |
| Course Outcomes: | | |
| At the end of the course the student will be able to: | | |
| 21MBA205.1 | Assess the relationship between the Company's Strategy and its Business Model | |
| 21MBA205.2 | Analyse company's external environment | |
| 21MBA205.3 | Appraise company's internal environment | |
| 21MBA205.4 | Discuss Strategy formulation with a focus on generic strategies | |
| 21MBA205.5 | Defend strategy implementation by focusing on Strategic control | |
| 21MBA205.6 | Justify competitive benchmarking for organisations. | |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|------------------------|---|---|-------------------------------------|--------------------------------|
| Textbooks | | | | |
| 1 | Crafting and Executing Strategy | A Thompson Jr, Margaret A. And John E Gamble | Mc Graw Hill Publication, New Delhi | 21 st edition, 2019 |
| 2 | Strategic Management | Hitt & Manikutti | Cengage learning | 2018 |
| 3 | Strategic Management | Fred R David | PHI Learning Private Ltd, New Delhi | 2011 |
| Reference Books | | | | |
| 1 | Strategic Management – Competitiveness and Globalization: | Michael Hitt, Duane Ireland, Robert E. Hokinson | South-Western, Thomson Learning. | 2018 |

| | | | | |
|---|-------------------------------------|---|-------------------------|------|
| 2 | Crafting and Executing Strategy | Arthur Thompson, A.J. Strickland, Arun Jain | Mc Graw hill- New Delhi | 2015 |
| 3 | Strategy and The Business Landscape | Pankaj Ghemawat | Pearson Education | 2009 |

Web links/Video Lectures/MOOCs

1. <https://www.abacademies.org/journals/academy-of-strategic-management-journal-home.html>
2. <http://www.digimat.in/nptel/courses/video/122105024/L07.html>
3. <https://www.digimat.in/nptel/courses/video/110108047/L01.html>

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes | | | | | | |
|-----------------------|------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA205.1 | 2 | 2 | - | - | - | - | 2 |
| 21MBA205.2 | 2 | 2 | - | | 2 | - | 2 |
| 21MBA205.3 | 2 | 2 | - | 2 | - | - | - |
| 21MBA205.4 | 2 | 2 | - | 2 | - | - | - |
| 21MBA205.5 | 2 | 2 | - | 2 | 2 | - | - |
| 21MBA205.6 | 2 | 2 | - | 2 | 2 | - | - |

1: Low 2: Medium 3: High

ENTREPRENEURSHIP AND LEGAL ASPECTS

| | | | |
|-------------------------------|-----------------|------------|----|
| Course Code | 21MBA206 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 4:0:0:0 | SEE Marks | 50 |
| Credits | 04 | Exam Hours | 03 |

Course Learning Objectives:

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4. To make students understand the ways of starting a company of their own.

Module -1 Introduction to Entrepreneur & Entrepreneurship

10 hours

Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process.

Creativity and Innovation: The role of creativity – The innovation Process – Sources of New Ideas – Methods of Generating Ideas – Creative Problem Solving – Entrepreneurial Process.

Module -2 Developing Business Model

10 hours

Importance of Business Model – Starting a small-scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas.

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Business Continuity Management-Definition and scope, Drivers of BCM, Developing effective BCM capabilities.

Lab Component and assignment: Designing a Business Model Canvas

| | |
|---|-----------------|
| Module -3 Marketing function and forms of organization | 10 hours |
| <p>Industry Analysis – Competitor Analysis – Marketing Research for the New Venture – Defining the Purpose or Objectives – Gathering Data from Secondary Sources – Gathering Information from Primary Sources – Analyzing and Interpreting the Results – The Marketing Process Forms of business organization: Sole Proprietorship – Partnership – Limited liability partnership - Joint Stock Companies and Cooperatives.</p> <p>Family Business: Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.</p> | |
| Module -4 Entrepreneurial finance | 10 hours |
| <p>Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan.</p> <p>Institutions supporting Entrepreneurs: Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.</p> | |
| Module -5 Rules and Legislation | 10 hours |
| <p>Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947.</p> <p>New Labour Code, 2020: Salient features- Wage Code; Social Security Code; Occupational, Safety, Health and Working conditions Code; Industrial Relations Code.</p> <p>Company Incorporation: Process of Company Incorporation; process of registration. Intellectual property protection and Ethics: Patents – Copyright - Trademark- Geographical indications – Ethical and social responsibility and challenges.</p> | |

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|--|--|
| Course Outcomes: At the end of the course the student will be able to: | |
| 21MBA206.1 | Appraise entrepreneurship and the role of creativity to setup a business. |
| 21MBA206.2 | Evaluate various business models and B-Plans across Business sectors. |
| 21MBA206.3 | Analyse the importance of marketing and different forms of businesses. |
| 21MBA206.4 | Explain various sources of funding and institutions supporting entrepreneurs. |
| 21MBA206.5 | Examine the legal aspects and new labour code |
| 21MBA206.6 | Appraise the process of company incorporation and the ways to protect the ideas. |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|--|-------------------------|---|---------------------------|------------------|
| Textbooks | | | | |
| 1 | Vasant Desai | Project Management and Entrepreneurship | Himalaya Publishing House | 2017 |
| 2 | Donald F. Kuratko | Entrepreneurship | South-Western | 2019 |
| Reference Books | | | | |
| 1 | Charantimath Poornima M | Entrepreneurship Development and Small Business Enterprises | Pearson Education | 2018 |
| 2 | T.N.Chhabra | Entrepreneurship Development | Sun India Publications | 2019 |
| Web links/Video Lectures/MOOCs | | | | |
| <ol style="list-style-type: none"> https://www.yourarticlelibrary.com/entrepreneurship/entrepreneur-and-entrepreneurship-development/89626 https://www.youtube.com/watch?v=I2eD3K5Peu8 | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes | | | | | | |
|-----------------------|------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MBA206.1 | 2 | - | - | - | - | - | - |
| 21MBA206.2 | 2 | 2 | - | - | - | - | 2 |
| 21MBA206.3 | 2 | - | 2 | - | - | - | - |
| 21MBA206.4 | 2 | - | - | - | - | - | 2 |
| 21MBA206.5 | - | - | - | 2 | - | - | - |
| 21MBA206.6 | 2 | - | - | 2 | - | - | - |

1: Low 2: Medium 3: High

INFORMATION TECHNOLOGY FOR BUSINESS

| | | | |
|-------------------------------|-----------------|------------|----|
| Course Code | 21MTB207 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P:S) | 0:0:2:0 | SEE Marks | 50 |
| Credits | 00 | Exam Hours | 03 |

Course Learning Objectives:

1. Able to identify all physical components of a computer system when dismantled and explain how they act as a system
2. Apply knowledge of computing to analyse a business problem
3. Able to work effectively with a range of current, standard, office productivity software applications.
4. Adapt quickly to new hardware and software releases.

Module-1 Introduction to Computer

Computer Evolution: Brief history of Computer, Computer generations, Classification of Computer, Components of a Computer System: CPU, Control Unit, ALU, Input Devices, Output Devices, Storage Devices and Other Peripherals.

Module-2 Software: System Software & Application Software

Concepts of Hardware and Software; Concept of Computing, Data and Information, Types of Softwares: System Software & Application Software. What is an Operating System; Basics of Popular Operating Systems

Module-3 Microsoft Office Tools

Introduction to Microsoft Office Tools: MS Word, MS Excel, MS Powerpoint

Module-4 Google Apps for Work

Gmail, Google Drive, Google Docs, Google Sheets, Google Slides, Google Forms, Google Sites, Calendar, Keep

Module-5 Introduction to Business Analytics

Google Analytics, Analytics for Google Sheet/MS Excel, Working with any of the Online Business analytics Tool, Computer Security, Artificial Intelligence, Blockchain – A Bird's Eye View

Course Outcomes:

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

| 21MTB207.1 | Identify the hardware components and explain their role | | | |
|--|---|---|------------------------------|-------------------------|
| 21MTB207.2 | Classify the application software and compare operating software | | | |
| 21MTB207.3 | Apply the MS office tools to create a business document, analyse and in-terpret for decision making | | | |
| 21MTB207.4 | Apply the G suite tools for enhancing the productivity and collaboration | | | |
| 21MTB207.5 | Apply the tools of business analytics for data-based decision making | | | |
| 21MTB207.6 | Appraise the application of artificial intelligence in business | | | |
| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
| Textbooks | | | | |
| 1 | Business Analytics: The Science of Data-Driven Decision Making Kindle Edition | U Dinesh Kumar | Wiley | 1/e, 2017 |
| 2 | Computer Fundamentals | Pradeep K. Sinha, Priti Sinha | BPB Publications | 6/e, 2017 |
| Reference Books | | | | |
| 1 | Operating System Concepts | Abraham Silberschatz, Peter B. Galvin, Greg Gagne | Wiley | 8/e, 2008 |
| 2 | Computing Fundamentals | Faithe Wempen | Wiley | 2015 |
| Weblinks | | | | |
| <ol style="list-style-type: none"> 1. https://youtu.be/3j3avApkIcA 2. https://youtu.be/9gfER4p1jXM 3. https://support.office.com/en-us/office-training-center 4. https://gsuite.google.com/learning-center/products/quickstart/#/ 5. https://www.tableau.com/ | | | | |

Course Articulation Matrix

| Course Outcomes (COs) | Program Outcomes (POs) | | | | | | |
|-----------------------|------------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21MTB207.1 | 1 | 1 | - | - | - | - | - |
| 21MTB207.2 | 1 | 1 | - | - | - | - | - |
| 21MTB207.3 | 2 | 2 | 1 | - | 1 | - | - |
| 21MTB207.4 | - | 2 | 1 | - | 1 | - | - |
| 21MTB207.5 | 2 | 2 | 1 | - | 1 | - | - |
| 21MTB207.6 | 2 | 2 | - | - | - | - | - |

1: Low 2: Medium 3: High

INDUSTRY ORIENTED TRAINING – II

(MATHEMATICAL APTITUDE SKILLS)

| | | | |
|--|-----------------|-------------------|-----------|
| Course Code | 21ITM208 | CIE Marks | 50 |
| Teaching Hours/Week (L:T:P) | (0:2:0) | SEE Marks | - |
| Credits | - | Exam Hours | - |
| Course Learning Objectives: | | | |
| <ol style="list-style-type: none"> 1. To equip the students with basic concepts and tools of Mathematics to solve placement aptitude papers. 2. To enhance the problem solving skills and improve the basic mathematical skills to help students preparing for competitive examinations. | | | |
| Module-1 | | 4 Hours | |
| <p>Number System: Various types of Numbers; Tests of Divisibility; HCF and LCM; Roots and Squares.</p> <p>Algebra: Identities; BODMAS Rule; Logarithms; Indices; Number Series; Simple Interest and Compound Interest.</p> | | | |
| Module-2 | | 4 Hours | |
| <p>Time and Work: Facts and Formulae; Group work; Pipes and Cisterns.</p> <p>Time and Distance: Basics of Time, Speed and Distance; Average journey speed; Relative Speeds; Boats and Streams.</p> | | | |
| Module-3 | | 4 Hours | |
| <p>Average, Percentage, Age problems: Average; Concept of percentage, Results on Population and Depreciation; Problems on ages.</p> <p>Profit and Loss: Profit and Loss formulae; Percentage of profit and loss, Discount.</p> | | | |
| Module-4 | | 4 Hours | |
| <p>Permutations, Combinations, Probability: Factorial Notation; Permutations; Combinations; Random Experiment; Probability of Occurrence of events.</p> <p>Ratio, Proportion, Partnership: Ratio; Ratio in terms of Percentage, Proportion, Mean Proportion; Variation; Partnership.</p> | | | |
| Module-5 | | 4 Hours | |
| <p>Geometry: Pythagoras theorem - Heights and Distances; Area; Volume; Surface Area.</p> <p>Clock and Calendar: Problems related to clocks; Calendars; odd days; leap year; Day of the week related to Odd days.</p> | | | |

| | |
|--|---|
| Course Outcomes: At the end of the course the student will be able to: | |
| 21ITM208.1 | Apply the basic concepts of quantitative abilities related to Number system. |
| 21ITM208.2 | Evaluate time related problems by knowing the relationship between time/speed/distance or time/work. |
| 21ITM208.3 | Apply the concepts of average, percentage, appreciation and depreciation in real life problems |
| 21ITM208.4 | Solve application problems involving permutations and combinations. |
| 21ITM208.5 | Apply Ratio and Proportion concepts to solve the partnership problems where people share the ownership. |
| 21ITM208.6 | Apply the geometrical concepts in real- world applications. |

| Sl. No. | Title of the Book | Name of the Author/s | Name of the Publisher | Edition and Year |
|------------------|--|----------------------|------------------------|--------------------------|
| Textbooks | | | | |
| 1 | Quantitative Aptitude for Competitive Examinations | Dr R S Aggarwal | S. Chand & Company LTD | 44 th Edition |
| 2 | Quantitative Aptitude for Competitive Examination | R.K Tyagi | MTG Learning Media | |

Course Articulation Matrix

| Course Outcomes (CO) | Program Outcomes (PO) | | | | | | |
|----------------------|-----------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| 21ITM208.1 | 2 | 2 | - | - | - | - | - |
| 21ITM208.2 | 2 | 2 | - | - | - | - | - |
| 21ITM208.3 | 2 | 2 | - | - | - | - | - |
| 21ITM208.4 | 2 | 2 | - | - | - | - | - |
| 21ITM208.5 | 2 | 2 | - | - | - | - | - |
| 21ITM208.6 | 2 | 2 | - | - | - | - | - |

1: Low 2: Medium 3: High



St Joseph Engineering College

AN AUTONOMOUS INSTITUTION

(Affiliated to VTU, Belagavi and recognised by the AICTE, New Delhi.
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