# B M S College of Engineering
## Department of Management Studies and Research Centre

### Introduction to BMSCE MBA:

Department of Management Studies & Research Centre was started in the year 1992 with an objective of imparting quality Management Education. With an initial intake of 60, the Department increased its intake to 120 in the year 2011. It was approved as a Research Centre in the year 2005 by VTU, Belgaum. The Department has been striving to offer quality Management Education through a team of qualified and experienced faculty members. It also offers various value added programmes such as guest lectures, seminars, workshops, case based learning, course assignments, meet the CEO series, industrial visits etc., to prepare the students to face the challenges in the corporate world. The Department has an exclusive placement cell to handle training needs of the students, project and final placements. The Programme is accredited by NBA for 2018-2022 and is autonomous under VTU.

## VISION

Develop leaders through Quality Management Education, Research and Entrepreneurship contributing to the Society

## MISSION

- To enhance the knowledge and capabilities to meet the Global challenges though suitable curriculum
- To be concerned and connected with the societal issues
- To foster collaborative contributions through training
- To inculcate sense of professional ethics, commitment and integrity

# Program Educational Outcomes

PEO1. Graduating students will have holistic knowledge, required skills and attitude that demonstrate ability to perform as management professionals.

PEO2. Graduates will exhibit the ability to solve problems in real world that needs cross functional teamwork.

PEO3. Graduates will be effective management leaders of time, to deliver desired results

# Program Outcomes

PO1. Apply knowledge of management theories and practices to solve business problems

PO2. Foster Analytical and critical thinking abilities for data based decision making

PO3. Ability to develop Value based Leadership ability

PO4. Ability to understand, analyze, communicate global, economic, legal, and ethical aspects of business

PO5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to the team environment

PO6. Ability to develop entrepreneurial thinking and business acumen

PO7. Ability to foster research skills and their applications in the respective domain

# Program Structure

## I SEMESTER

## Total credits: 25

| Course Type | Course code | Course title | L | T | P | Hours/ week | Credits | IA | Exam | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 20MBA1PCEM | Essential Functions of Management | 3 | 0 | 0 | 3 | 3 | 50 | 50 | 100 |
| 2 | 20MBA1PCOB | Organizational Behavior | 3 | 0 | 0 | 3 | 3 | 50 | 50 | 100 |
| 3 | 20MBA1PCME | Managerial Economics | 4 | 0 | 0 | 4 | 4 | 50 | 50 | 100 |
| 4 | 20MBA1PCAC | Accounting for Managers | 3 | 1 | 0 | 5 | 4 | 50 | 50 | 50 |
| 5 | 20MBA1PCM1 | Marketing Management -1 | 3 | 0 | 0 | 3 | 3 | 50 | 50 | 50 |
| 6 | 20MBA1PCBC | Business communication | 3 | 0 | 0 | 3 | 3 | 50 | 50 | 50 |
| 7 | 20MBA1PCBA | Business Analytics | 3 | 1 | 0 | 5 | 4 | 50 | 50 | 50 |
| | 20MBA1SRCI | Contemporary issues in Management<br>Seminar I | 0 | 0 | 2 | 1 | 1 | 50 | 50 | 100 |
| | 20MBA1NCE1 | Microsoft Excel for Managers -1<br><br>Audit-1<br>(Non-Credit Mandatory Course) | 0 | 0 | 2 | 2 | 0 | - | - | P/NP |
| | | Total | | | | 25 | 25 | | | 700 |

**Seminar I**: Topics on Contemporary Issues in Management will be given to students on timely basis. It may involve extensive reading on the topic, data collection and presentation. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry. A student has to earn a minimum of 85% attendance and 50% marks in the seminar like any other theory course.

**Course outcomes**: Upon completion of the course, student will have the ability to

CO1 Identify management theories and apply the same in contemporary issues

CO2 Demonstrate critical thinking for decision making

CO3 Discuss contemporary issues related to value based Leadership

CO4 Critique global and ethical aspects of business CO5 Utilize research skills in contemporary issues

**Microsoft Excel for Managers -1 Zero credit mandatory course (20MBA1NCE1):** This course will have 2 lecture hours per week. The evaluation will be based only on CIE. A minimum mark of 50% is required to pass and it is compulsory to pass in order to complete the course requirements for the award of Degree. 85% attendance is mandatory like any other theory course.

## II SEMESTER
## Total credits: 25

| Course Type | Course code | Course title | L | T | P | Hours/ week | Credits | IA | Exam | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|
| 8 | 20MBA2PCOR | Operations Research | 3 | 1 | 0 | 5 | 4 | 50 | 50 | 100 |
| 9 | 20MBA2PCFM | Financial Management | 3 | 1 | 0 | 5 | 4 | 50 | 50 | 100 |
| 10 | 20MBA2PCHR | Human Resource Management | 4 | 0 | 0 | 4 | 4 | 50 | 50 | 100 |
| 11 | 20MBA2PCM2 | Marketing Management -2 | 2 | 0 | 0 | 2 | 2 | 50 | 50 | 50 |
| 12 | 20MBA2PCBR | Business Research Methods | 3 | 0 | 1 | 5 | 4 | 50 | 50 | 50 |
| 13 | 20MBA2PCBG | Business Government & Society | 3 | 0 | 0 | 3 | 3 | 50 | 50 | 50 |
| 14 | 20MBA2PCMS | Management Information System | 3 | 0 | 0 | 3 | 3 | 50 | 50 | 50 |
| | 20MBA2SRSI | Socially Relevant Projects<br>Seminar II | 0 | 0 | 2 | 1 | 1 | 50 | 50 | 100 |
| | 20MBA2NCE2 | Microsoft Excel for Managers – 2<br>Audit-2<br>(Non-Credit Mandatory Course) | 0 | 0 | 2 | 1 | 0 | - | - | P/NP |
| | | Total | | | | 25 | 25 | | | 700 |

**Seminar II**: Topics on social issues will be given to students periodically. It may involve extensive reading on the topic, data collection and presentation. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry. A student has to earn a minimum of 85% attendance and 50% marks in the subject like any other theory courses.

**Course Outcomes**: Upon completion of the course, student will have the ability to

CO1 Understand the real situation related to social issues
CO2 Illustrate various issues related social issues
CO3 Analyse the changing scenario of socially relevant topics which make a real difference in people's life
CO4 Demonstrate knowledge sharing by using IT tools
CO5 Engage students to deliver seminar topics by analysing real case studies in the area of socially relevant projects

**Microsoft Excel for Managers 2** – Zero credit mandatory course (20MBA2NCE2): This course will have 2 lecture hours per week and will help the students to improve their mathematical skills required for business. The course is compulsory for the students. The evaluation will be based only on CIE. A minimum mark of 50% is required to pass and it is compulsory to pass in order to complete the course requirements for the award of Degree. 85% attendance is mandatory like any other theory course.

# COURSE GUIDELINES

1. **Credited Theory Courses with Lecture Component only**
    - 1 Lecture Hour per week will be equal to 1 Credit
    - 1 credit will have a course content of 13 hours
    - 85 % Attendance is mandated to qualify to appear for SEE
    - Case Based Teaching Learning Process will be adopted based on the course contents as required
    - Course Assignments will be given for all courses

2. **Credited Theory Courses with Lecture and Tutorial Components**
    - 1 Lecture Hour per week will be equal to 1 Credit
    - 1 credit will have a course content of 13 hours
    - 2 tutorial Hours or practical Hours per week will be equal to 1 credit
    - 85 % Attendance is mandated to qualify to appear for SEE
    - Case Based Teaching Learning Process will be adopted based on the course contents as required
    - Course Assignments will be given related to self-study components

3. **Zero Credit Mandatory Courses**
    - Compulsory Course
    - 2 Lecture hours / week
    - No Credit
    - 85 % Attendance is mandated

4. **Seminar**
    - 2 Hours / week
    - Topics on contemporary issues in the field of Management and Social issues
    - Students will work individually, make a presentation and submit a report.
    - 85% Attendance is mandated

# COURSE ASSESSMENT AND EVALUATION

- Minimum 40% Marks in CIE is mandated for Qualifying for SEE
- Minimum 40% Marks in SEE is mandated for qualifying but an overall aggregate (CIE+SEE) of 40% is mandated for Pass/Grading
- Only Credited Courses will be considered for Grading

**1. Credited Theory Courses with Lecture Component only**

<table>
<tr><th colspan="2">Theory</th><th colspan="2">AAT</th><th rowspan="2">Total CIE</th><th rowspan="2">Total SEE</th><th rowspan="2">Total Marks Grading</th></tr>
<tr><th>Test</th><th>Quiz</th><th>Case Discussion</th><th>Course Assignments</th></tr>
<tr><td>40 Marks</td><td>5 Marks</td><td colspan="2">5 Marks</td><td>50 Marks</td><td>50 Marks</td><td>100 Marks</td></tr>
</table>

- **CIE**
  - 2 tests. Each test will be conducted for 50 marks and will be converted to 20 marks
  - 1 Quiz – 5 marks
  - Case Discussion - (Rubrics – Summary 1 marks, Analysis 2 marks, Presentation 1 marks, Q&A 1 marks)
  - Course Assignments – (Rubrics – Contents 3 marks, Report Presentation 2 marks)
  - The Question paper format will be same as that of SEE.
- **SEE**
  - Conducted for 100 marks and converted to 50 marks

**2. Zero Credit Mandatory Courses:**

<table>
<tr><th>Theory/ Practical</th><th rowspan="2">Total CIE</th></tr>
<tr><th>Test</th></tr>
<tr><td>50 Marks</td><td>50 Marks</td></tr>
</table>

- Assessment and Evaluation based only on CIE
- CIE
  - One test will be conducted for 50 marks
  - TOTAL – 50 marks

- A Pass is required for award of degree

## 3. Seminars:

### SEMINAR EVALUATION

| Internal Evaluation - CIE | Viva Voce Examination - SEE | | | Total Marks |
|---|---|---|---|---|
| | Internal | External | Average | |
| 50 Marks | 50 Marks | 50 Marks | 50 Marks | 100 Marks |

### EVALUATION RUBRIC

**Student Presenter: __________________**

**Evaluator: __________________** **Date_____**

| Contemporary Issues in Management/Socially relevant project rubrics | | | | | |
|---|---|---|---|---|---|
| | **Inadequate** | **Average** | **Admirable** | **Outstanding** | **Score** |
| **Knowledge and Content (Report)** | **1-3** | **4-6** | **7-9** | **10** | |
| Organization of presentation | | | | | 10 |
| Background content | | | | | 10 |
| Contribution of work | | | | | 10 |
| Knowledge of subject | | | | | 10 |
| Timelines | | | | | 10 |
| **Presentation Skills (viva-voce)** | | | | | |
| Graphics (use of PowerPoint) | | | | | 10 |
| Mechanics | | | | | 10 |
| Elocution/Language | | | | | 10 |
| Length and Pace | | | | | 10 |
| Overall impression (Q&A) | | | | | 10 |
| **TOTAL SCORE** | | | | | 100 |

**Department of Management Studies and Research Centre**
**BMS COLLEGE OF ENGINEERING, BANGALORE – 19**
**(Autonomous College under VTU)**

## SEE - Question Paper Pattern:

**Semester End Examination - MBA Degree Examination.**

| Course Code: | Course Name: | Max Marks - 100 |
|---|---|---|
| **Credits:** | **L-T-P-S** | **Exam duration – 3 Hours** |

**GENERAL:**

a) The students will have to answer 4 full questions out of 6 questions in **PART - A**
b) **PART - B** will be compulsory
c) All questions carry equal marks (20 marks)
d) Questions to be framed from all the Modules.

**PART - A**

a) Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively.

b) Among the three sub questions, 3 marks should be a direct question, whereas 7 **or** 10 marks question must be an application oriented question.

c) The three sub questions should be a **mix of all** modules with due weightage given to modules which is covered for **more number of hours**.

**PART - B**

a) Case Study must be relevant to the subject and can be addressed to a problem from any module of the respective subject/from the module specified in the syllabus

b) It can have 3 to 4 sub questions depending on the complexity of the case.

## I SEMESTER

| Course | ESSENTIAL FUNCTIONS OF MANAGEMENT | Course Code | 20MBA1PCEM | SEE Duration | 3 Hours |
|---|---|---|---|---|---|
| **Credits** | **03** | **L-T-P hours** | **3-0-0** | **CIE+ SEE** | **50 + 50** |

## ESSENTIAL FUNCTIONS OF MANAGEMENT

**UNIT I** **8 hours**

Management – Introduction: Definition of management, nature, purpose and functions, management as a field of study (as science, art, craft and profession), the functions of managers, Scientific Management, Principles of management, managerial roles, Evolution and various schools to management thoughts, Emergence of Human relations movement in management from the Hawthorne studies conducted, social responsibility of managers.

**UNIT II** **6 hours**

The Environmental Context of Management: The Organization's Environments- External and Internal Environment.

External Environment: General environment –Economic dimension, technological dimension, Socio-Cultural dimension, Political-Legal dimension; International dimension.

Task Environment: Competitors, Customers, Suppliers, Strategic Partners, Regulators

Internal Environment: Owners, Board of Directors, Employees, Physical Work Environment Organization-Environment Relationships, Managing the environment

**UNIT III** **9 hours**

Planning: Meaning, nature of planning, types of plans, steps in planning process; Objectives: meaning, setting and managing objectives – MBO method: concept and process of managing by objectives; Strategies: definition, levels of strategies, its importance in an Organization; Policies: meaning, formulation of policies; Programs: meaning, nature; Planning premises: concept, developing effective planning premises; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

**UNIT IV** **8 hours**

Organizing: – Meaning, nature, difference between organization and organizing, types of Organization: formal and informal organizations, its importance; Organizing Process, Organizational structure: Components – Complexity, Formalization and Centralization, Departmentation, Organization levels - Span of Management, Line, Line and Staff, Functional.

Staffing: Definition, the systems approach to HRM, overview of staffing function.

**UNIT V** **8 hours**

Directing: Meaning, concept, Leader V/s Leadership, types of Leader, Basic theories of leadership-trait, behavioral - Managerial Grid, and situational leadership – Hershey Blanchard theory, Feidler's contingency model; Leadership styles-Transactional and Transformational.

Motivation: Meaning, Positive and Negative Motivation, Process, Theories – Theory X and Y, Maslow's need hierarchy, Herzberg's two factor theory, Alderfer's ERG theory, McClelland's need achievement theory, Vroom's expectancy theory.

Controlling: - Meaning, the basic control process, various control mechanisms- feedback, feed forward and real time control systems; designing control systems in Organisation, financial controls, budgetary control methods, auditing and other non-budgetary control methods, requirements of effective control.

**Course Outcomes: Upon completion of the course, students will have the ability to:**

| | |
|---|---|
| CO1 | Learn and apply techniques in General Management to solve business problems |
| CO2 | Analyze and assess facets of Business environment for various Organizational purposes |
| CO3 | Inculcate critical thinking skills in students to enable them to analyze business data and cases and make decisions related to General Management |
| CO4 | Develop value based leadership through oral presentation and assignments |

**RECOMMENDED BOOKS**

1. Management - A Global Perspective - Harold Koontz, Heinz Weirich - TMH 6th edition, 2004.
2. Management-A.F. Stoner, R. Edward Freeman, Daniel R Gilbert. J.R-Pearson Education, 6$^{th}$ Edition
3. Organizational Behaviour - Stephen Robbins Et Al - Pearson Education, 12$^{th}$ Edition

**REFERENCE BOOKS**

1. Management – Hellierigel Slocum Woodman - Cengage Learning, 10 e, 2004
2. Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
3. Fundamentals of Management – Stephen P. Robbins et all, Pearson Publications, Third Edition

**MOOCs:**

Fundamentals of Management; https://www.class-central.com/mooc/2720/coursera-fundamentals-of-management

**Indicative Course Assignments:**

1. Select any five Companies (Indian & MNCs), identify the Departmentation patterns adopted. Draw Organization Charts for these firms. Why do you think these companies selected this type of Depart mentation? Justify.
2. Great Business Leaders of the 21$^{st}$ Century: Identify and give account of the lives of any five men or women of 21$^{st}$ Century whose leadership helped improve revenues, shaped the lives of employees at work place and ensured better standard of living for the community at large. Also throw light on how contextual influences deeply affected the opportunities available for the business.
3. Develop control mechanisms to help management of an Organization to improve production of various components or R&D projects of varying duration, value, and technical complexity.

| Course | ORGANIZATIONAL BEHAVIOUR | Course Code | 20MBA1PCOB | SEE Duration | 3 Hours |
|---|---|---|---|---|---|
| Credits | 03 | L-T-P hours | 3-0-0 | CIE+ SEE | 50 + 50 |

**UNIT I** **4 hours**

Organizational Behavior (OB) – Introduction, definition, goals, elements, historical development of Organizational behaviour, fundamental concepts, contributing disciplines to OB, Challenges and Opportunities of O.B, The future of OB.

**UNIT II** **7 hours**

**Individual Behaviour:** Introduction, foundations of individual behavior
**Personality:** Definition, determinants, types, Big Five model of personality, personality traits influencing OB. Understanding self-awareness through JOHARI Window
To administer instruments to measure personality – Big 5 model, MBTI and FIRO-B

**UNIT III** **11 hours**

**Perception:** Meaning, factors influencing perception, Attribution theory, perceptual errors, the link between perception and individual decision making.
**Emotions:** meaning, types of emotions, dimension of emotions, emotional labour, emotional intelligence
**Attitudes and Values:** Definition, sources of attitudes, types of attitudes, cognitive dissonance theory, changing attitudes, work related attitudes. Definition of values, importance of values, sources of our value systems, types of values.
**Learning:** Definition - theories of learning – Classical conditioning, Operant conditioning, Cognitive theory and Social learning theory - some specific organizational applications- Organization Behaviour modification – Positive reinforcement, negative reinforcement, punishment and extinction.

**UNIT IV** **9 hours**

**Group dynamics:** Importance, types of groups, group formation, Group V/s Teams, group decision making techniques, building effective teams.
**Conflict in Organizations:** nature of conflict, levels of conflict, Conflict management process
**Power and politics** – Meaning, Bases of power, games people play
**Employee stress**: Eustress and Distress, causes, approaches to handling Stress

**UNIT V** **8 hours**

**Organizational culture:** Importance of culture, types of culture, Forming and sustaining culture.

**Organization change:** Need for organizational change, types of change, resistance to change, Kurt Lewin's three phase model of change.

**Managing Diversity in Behaviour:** The Nature of Diversity, Reasons for the Emergence of Diversity, Managing Diversity

**Course Outcomes: Upon completion of the course, students will have the ability to:**

| | |
|---|---|
| **CO1** | To understand and apply behavioral science knowledge to solve people related problems. |
| **CO2** | Analyse the behavioral dimensions of individuals which have far reaching significance in the direction of organizational effectiveness |
| **CO3** | Nurture leadership skills required to manage the team effectively, in order to achieve Organization's objectives |
| **CO4** | Inculcate critical thinking skills in students to enable them to analyze cases enabling them to make presentations. |

**RECOMMENDED BOOKS**

1. Organizational Behaviour - Stephen Robbins Et Al - Pearson Education, 12th Edition

**REFERENCE BOOKS**

1. Organization Behaviour – Hellierigel Slocum Woodman - Cengage Learning, 10 e, 2004
2. Organizational Behaviour – An evidence Based Approach – Indian edition – McGraw hill 12th Edition.

**MOOCs**: https://www.coursera.org/learn/personality-types-at-work

**Indicative assignments/practical**:

- Self-awareness through JOHARI Window and MBTI - To submit a write up on their personality traits.
- To assess EI and conduct exercises to help improve EQ.
- To identify types of conflicts in organizations and indicate appropriate resolution strategies.

| Course | MANAGERIAL ECONOMICS | Course Code | 20MBA1PCME | SEE Duration | 3 Hours |
|---|---|---|---|---|---|
| Credits | 04 | L-T-P-S hours | 4-0-0-0 | CIE+ SEE | 50 + 50 |

**MODULE I: Introduction to Economics.** **08 Hours**

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with Statistics, Accounting and Operations Research, The Basic process of decision-making. Logic of Economics. The three problems of Economic Organization. (Only Theory)

**MODULE II: Fundamental Concepts of Managerial Economics**. **06 Hours**

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. (Only Theory)

**MODULE III: Demand analysis.** **10 Hours**

Law of Demand, 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, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (Only Theory)

**MODULE IV: Cost Analysis, Production analysis & Profits.** **14 Hours**

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

**MODULE V: Market structure and pricing practices.** **14 Hours**

Market Morphology, Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic

competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Collusive oligopoly, Price leadership.
Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Product life cycle pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing. (Only Theory)

**Course Outcomes: The student will be able to**

| | |
|---|---|
| CO1 | Learn and apply the principles and practices of microeconomics to solve business problems. |
| CO2 | Understand and analyse the demand, cost, production, pricing, profit and capital management aspects of business. |
| CO3 | Think, analyse, assess, summarise and present (oral and written) using cases and data for decision making. |
| CO4 | Formulate competitive strategies to bring in entrepreneurial thinking and business acumen. |

**RECOMMENDED BOOKS:**

1. Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011
2. Managerial Economics – Dominick Salvotore, 7/e, Oxford Publishers, 2010.
3. Managerial Economics - Craig H Petersen, W. Chris Lewis &Sudhir K Jain, 4/e, Pearson Education, 2006.

**REFERENCE BOOKS:**

1. Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009.
2. Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010.
3. Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011.

**MOOCs:**

Introduction to Managerial Economics – www.edx.org/course/introduction- **Managerial Economics**- IIMBX.

**Indicative Course Assignments:**

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting

Question Paper: 100% Theory.

| Course | Accounting For Managers | Course Code | 20MBA1PCAC | SEE Duration | 3 Hours |
|---|---|---|---|---|---|
| **Credits** | **04** | **L-T-S** | **3-1-0** | **CIE + SEE** | **50+50** |

**UNIT I: Introduction, emerging issues in accounting (9L+ 3T)**

Importance & scope of accounting, Accounting concepts, conventions, GAAP & Accounting Standards (IND AS), Users of accounting statements. Introduction to Corporate Governance, HRA, Forensic Accounting, Window Dressing, Ethics in Accounting, Sustainability Reporting, Subsidiary Books

Accounting activity from entrepreneurial perspective: Accounting equations, Journals, Ledgers, Subsidiary Book (theory only) Cash book (problems on three column cash book only), Trial Balance.

**UNIT II: Internal Control Systems (6T+ 2T)**

Bank Reconciliation Statements: Need, Advantages, Reasons for disagreement, Preparation of Bank Reconciliation Statements

Rectification of Errors: Classification of errors, Location of errors, rectifying accounting entries, effect on profit.

**UNIT III: Preparation of Financial Statements (9L+ 3T)**

Preparation of Final Accounts of Sole Traders, Preparation of final accounts / statement of companies.

**UNIT IV: Analysis and Evaluation of Financial Performance (9L+ 3T)**

Comparative Statements, Common Size Statements, Trend Analysis and Ratio analysis.

**UNIT V: Measuring and Reporting Assets (6L+ 2T)**

Concepts & methods of depreciation, Problems on SLM & WDV. Concepts of Inventory and methods of valuation - Problems on LIFO, FIFO & weighted average.

**(Question Paper: 80% Problem and 20% Theory)**

**Case in the question Paper should be from Unit III**

**Course Outcomes: The student will be able to**

| | | |
|---|---|---|
| CO1 | : | Apply the effect of business transactions on organizations accounting records. |
| CO2 | : | Assess accounting activity from an entrepreneurial perspective. |
| CO3 | : | Analyse the accounting systems to prepare Financial Statements and interpret them. |
| CO4 | : | Communicate accounting concepts, principles, Indian/International framework to a variety of audience. |

**Recommended Books**

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014
2. Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002
3. Financial Accounting for Management, Paresh Shah, Oxford Uni. Press, $2^{nd}$ Ed., 2013

**Reference Books**

1. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
2. A Textbook of Accounting For Management, Maheswari SN, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
3. Advanced Accountancy, RL Gupta & M. Radhaswamy, Sultan Chand Publications, 2002
4. Accountancy – Vol I &Vol II, B.S. Raman –Universal Publishers, 2002

**MOOC Course**

https://www.coursera.org/learn/accounting

**Cases**

Various cases relevant to the topics in *Preparation of Financial Statements* and *Analysis of Financial Statements using Ratios* will be discussed.

**Indicative Course Assignment:**

Students will be asked to take any published Annual Report and will be made to analyze the same with the help of MS Excel.

| Course | MARKETING MANAGEMENT - I | Course Code | 20MBA1PCM1 | SEE Duration | 3 Hours |
|---|---|---|---|---|---|
| Credits | 03 | L-T-P hours | 3-0-0 | CIE+SEE | 50 + 50 |

**UNIT I** **8 Hours**

**Introduction to Marketing**

Nature and scope of marketing, Evolution, Various marketing orientations, Marketing vs Selling concepts, Consumer need, want and demand concepts, Marketing challenges in the globalized economic scenario.

**Market Segmentation, Targeting, Positioning**

***Segmentation:*** Meaning, Factors influencing segmentation, Basis for segmentation,

***Targeting:*** Meaning, Basis for identifying target customers, Target Market Strategies.

***Positioning:*** Meaning, Product differentiation strategies, Value proposition.

**UNIT II** **7 Hours**

**Marketing Environment & Marketing research**

***Marketing Environment*** – Assessing the impact of micro and macro environment.

***Marketing research*** – Types of Marketing Research firms, marketing research process, areas, applications & ethical consideration of marketing research.

Marketing Intelligence – meaning, Marketing research vs Marketing Intelligence.

**UNIT III** **8 Hours**

**Consumers and Markets**

**Understanding Consumer Behavior**: Buying motives, Factors influencing buying behavior, Buying habits, Stages in consumer buying decision process, Types of consumer buying decisions.

**Markets:** Consumer markets & Industrial markets. Organizational buying Vs House hold buying.

**UNIT IV** **8 Hours**

**Product & Price**

**Product decisions:** Concept, levels, product hierarchy, product mix, Product classification, Product differentiation, Product Portfolio (BCG Matrix), Packaging & Labeling.

**Price decisions**: Factors affecting price decisions. Pricing strategies-Value based, Cost based, Market based, Competitor based. New Product pricing – Price Skimming & Penetration pricing.

**UNIT V** **8 Hours**

**Place & Promotion:**

***Distribution Decisions***: Meaning, Purpose, functions performed, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict.

***Integrated Marketing Communications****:* Concept of communication mix, communication objectives. Marketing objective vs Communication objective.

Advertising: Purpose, role, functions, types. AIDA model, Advertising Budget, Advertising Agency Decisions.

Sales Promotion, Personal selling, Direct Marketing, Publicity, Public Relations and Digital Marketing: Meaning, features, functions, types, merits & demerits.

**Course outcomes:** Upon completion of the course, students will have the ability to

**CO1** Apply the marketing concepts to solve business problems.

**CO2** Analyse the marketing theories and principles to aid decision making.

**CO3** Evaluate the marketing situation of an organization.

**CO4** Develop marketing mix strategies for an organization.

**RECOMMENDED BOOKS:**

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012.
2. Marketing Management: Indian Context - Tapan Panda, Excel Publication, 2008.
3. Case Studies in Marketing Management – Ramesh Kumar, 1$^{st}$ Edition, Pearson Education, 2012
4. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.

**REFERENCE BOOKS:**

1. Marketing Management-Rajan Saxena, 5/e, Tata McGraw-Hill Education, 2017.
2. MKTG: A South-Asian Perspective, Lamb, Hair,Sharma, McDaniel, 1/e, Cengage Learning, 2016.
3. Marketing: Marketing in the 21st Century - Joel R. Evans, Barry Berman, 11/e, Cengage Learning, 2009.

**Indicative MOOC Course:**

1. Marketing Management I - offered by University of Illinois on Coursera.
2. Marketing Management II - offered by University of Illinois on Coursera.

**Indicative Course Assignments (Practical sessions)**

1. Analyze the various marketing strategies adapted by a chosen company in various industries.
2. Create a product of your choice and Design Segmentation, Targeting and Positioning strategies 3. Creating a Pricing and Promotional strategy for the same product as in activity 2 (Print Ad, Video Ad, Social Media Marketing etc.)

| Course | BUSINESS COMMUNICATION | Course Code | 20MBA1PCBC | SEE Duration | 3 Hours |
|---|---|---|---|---|---|
| Credits | 3 | L-T-P hours | 3-0-0 | CIE + SEE | 50 + 50 |

**UNIT I** **5 Hours**

**Introduction:** Role of communication, defining and classifying communication, purpose of communication, process of communication, characteristics of successful communication, importance of communication in management, communication structure in organization, Crisis communication and Public Speaking.

**UNIT II** **8 Hours**

**Oral communication:** Concept, principles of successful oral communication, barriers to communication, conversation control, reflection and empathy, effective listening, non-verbal communication.

**UNIT III** **7 Hours**

**Application of Oral Communication:**

Presentation skills: Purpose, elements of presentation designing a presentation. Advanced visual support for business presentation.

Negotiations skills: Nature and need for negotiation, factors affecting negotiation, stages of negotiation process, negotiation strategies.

Group communication: Meetings, Planning meetings, objectives, participants Timing venue of meetings leading meetings.

**UNIT IV** **8 Hours**

**Application of Written Communication:**

External Business Communication – Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters.

Memos- Meaning, purpose, format.

Emails- Prefatory elements, Beginning, Formality, Close, Emphasis tools and Initialisms.

Reports- Purpose, Report Format (Short-Long), Business proposals, Graphics.

**UNIT V** **11 Hours**

**Employment communication:** Introduction, writing CVs, Group discussions, Interview skills, Mock Interview.

Impact of Technological Advancement on Business Communication networks Teleconferencing, videoconferencing, Social Networks and Blogs.

**Course Outcomes: Upon completion of the course, students will have the ability to**

| | |
|---|---|
| **CO 1** | Understand the principles of communication required for working with internal teams and external stakeholders. |
| **CO 2** | Apply the skills of oral communication and written communication to enhance interpersonal relationships and leadership ability. |
| **CO 3** | Analyse the situation and apply the appropriate communication strategy and systems. |
| **CO 4** | Ability to gain critical thinking skills by evaluating communication requirements. |

**Recommended books:**

1. Business Communication: Concepts, Cases and Applications- P D Chaturvedi, Mukesh Chaturvedi, Pearson Education,
2. Business Communication, Process and Product- Mary EllenGuffey, Thomson Learning. 3. Basic Business Communication- Lesikar, Flatley TMH
3. B.Com Business Communication text book by Sinha, Cengage Publication

**Reference books:**

1. Effective Technical Communication By M Ashraf Rizvi .- TMH,20052.
2. Contemporary Business Communication - Scot Ober-Biztanntra, 5/e4.
3. Business Communication-Krizan, Merrier, Jones- ThomsonLearning, 6/e, 2005

**MOOCS:**

English for Effective Business Speaking (Coursera) - https://www.mooc-list.com/tags/communication-skills

**Indicative Course Assignments**

- Self-Study Component: Review the book 'How to Talk to Any One' by Leil Lownde.
- Prepare 6 minutes presentation on National Geographic's Documentary (Min 1 hr.) E.g.: The Great Indian Railways (IRFCA).
- Write report connecting self to a character in the movie 'Finding Nemo'.
- Make a video resume to apply for a desired job position in any fortune 500 company.

| | | | | | |
|---|---|---|---|---|---|
| Course | BUSINESS ANALYTICS | Course Code | 20MBA1PCBA | SEE Duration | 3 Hours |
| Credits | 04 | L-T-P hours | 3-1-0 | CIE + SEE | 50 + 50 |

**UNIT I (Theory)** **(6 L)**

**Introduction to Business analytics:** Scope and importance of Business analytics. Metrics and data classification; Criteria for a good measurement - data reliability, validity and sensitivity (concept and tools).

Decision models – Descriptive decision models, Predictive Decision Models, Prescriptive Decision Models.

**Business Analytics Applications:** Management of customer relationships; Financial and marketing activities; Supply chain management; Human resource planning; Pricing decisions; Sport team game strategies.

**UNIT II (Theory & Problems)** **(4L + 3T)**

**Descriptive Analytics:** Visualizing and Exploring Data

**Data Tabulation:** Diagrams & Graphs, Graphs for discrete and continuous data. Bar graphs, Pie diagram. (Practical) Concepts of univariate, bivariate and multivariate analysis.

**Data summarization:** Descriptive Statistics: Measures of central tendency – Mean, Median, Mode, HM, GM; Measures of dispersion – Range, Mean deviation, Quartile deviation, Standard deviation; Coefficient of Variation; skewness (Karl Pearson's measure), kurtosis.

(Problems on central tendency, dispersion and skewness) .

**UNIT III (Theory & Problems)** **(10L+ 6T)**

**Probability and Hypothesis Testing**

Probability distributions – Discrete & Continuous. Binomial, Poisson, Normal and exponential distributions – Baye's theorem. (**Problems only on Binomial, Poisson and Normal Distribution and Baye's Theorem**).

**Inferential Statistics -** Hypothesis testing – meaning, steps, Type 1 and Type 11 Error, Parametric and Non Parametric tests, concept of p value.

**Parametric tests –** one sample and two sample Z & t test for mean and proportion, paired t test, one way and two way ANOVA. (Problems)

**Non parametric tests:** Chi square test of independence of variables (problem),

**UNIT IV (Theory & problems)** **(13L+4T)**

**Predictive Analytics**

**Correlation and Regression analysis:** Problems on Karl Pearson correlation & Spearman's Rank correlation. Simple regression & multiple regressions (problems on simple regression)

**Forecasting techniques –** Qualitative and Judgmental forecasting – Delphi method; Statistical forecasting models: Time series, Forecasting models for Stationary Time series - Moving Average, Exponential Smoothing, Forecasting models for Time Series with a Linear Trend,

Holt –Winters forecasting for seasonal time series (theory).
(**Problem only on Least Square Method**)

**UNIT V (Theory)** **(06 L)**
**Introduction to Data Mining (Concept and scope discussion only)**
Introduction to data mining, data exploration and reduction techniques

Prescriptive Analytics and its scope

Business Analyst versus Data scientist, Types of problems solved, skills and tools required, career paths

**Question Paper:** 70% problems, 30% Theory
**Case Question from Unit III (Numerical Question)**

**Course outcomes:** Upon completion of the course, students will have the ability to

| | |
|---|---|
| **CO1** | Apply Business Analytics concepts in various business domains |
| **CO2** | Evaluate descriptive statistics, probability and conduct hypothesis testing in Business context. |
| **CO3** | Develop predictive analytical models |
| **CO4** | Comprehend some common approaches used in data mining and also understand the scope of prescriptive analytical models and Data science |

**RECOMMENDED BOOKS:**
***(1)*** Business Analytics – Methods, Models and Decisions, James R. Evans,1st edition, Prentice Hall, 2013
*(2)* Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007
*(3)* Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan Publishers, 2013

**REFERENCE BOOKS:**

*(1)* Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green Thomson Learning, 2003
*(2)* Essentials of Business Analytics – Camm, Chohran& Fry, Cengage learning 2015
*(3)* Quantitative methods, N D Vohra, 4th Edition, Tata McGraw Hill, 2010.

**MOOCs:**
Introduction to Data Analytics - https://nptel.ac.in/courses/110/106/110106064/
**Indicative Course Assignments:**
**Business Analytics Applications in various domains like** Management of customer relationships, financial management, Marketing, Supply chain management, Human resources, Sports Management, Hospitality Management, Tourism Management, Operations Management etc.

**II Semester**

| | | | | | |
|---|---|---|---|---|---|
| **Course** | **Operations Research** | **Course Code** | **20MBA2PCOR** | **SEE Duration** | **3 Hours** |
| **Credits** | **04** | **L-T-S** | **3-1-0** | **CIE + SEE** | **50+50** |

**Unit I: Quantitative approach to decision making** **(8L+2T)**

Origin, Development, Meaning, Scope and applications, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR

Decision theory, Decision making scenarios (certain, uncertain and risk), Decisions under uncertainty – Laplace, maximin/minimax, Hurwicz; Decisions under risk – Expected opportunity loss, EPPI, Decision Tree (simple problems).

Simulation: Terminology, Process of Simulation, Monte Carlo Method (Problems).

**Unit II: Linear Programming Model** **(8L+3T)**

LP Model: Application of LPP in Management, Advantages of LPP, Formulation of LPP, Solution of LPP by Graphical method (all special cases), Formulation of Dual.

**Unit III: Transportation Model** **(9L+3T)**

Transportation Model: General Structure of Transportation Model, Initial Basic Feasible Solution (NWC, LCM, VAM), Finding Optimal Solution (only MODI), Variations (Unbalanced, Maximization, Multiple Solutions), Degenerate Solution (Theory); Introduction to Assignment Model, Solution through HAM, Variations.

**Unit IV: Theory of Games and Queuing Models** **(6L+2T)**

Theory of Games: Terminology, taking rational business decisions in competition, optimal business strategies, Two person zero sum game, Solution to games, Saddle point, Dominance Rule, Value of the game, mixed strategy, Graphical method of solving games, Applications.

Queuing Models: Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Optimal cost decisions in dynamic service facilities.

**Unit V: Network Analysis** **(8L+3T)**

Terminology, Concepts, Rules for drawing network diagram, CPM Computations, Finding critical path, Floats, PERT Computations, Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Crashing of a Project (Theory).

**(Question Paper: 70% Problem and 30% Theory)**

**Case in the question Paper should be from Unit V**

**Course Outcomes:**

| | | |
|---|---|---|
| CO1 | : | Use the analytical models for making business decisions using OR techniques. |
| CO2 | : | Develop the mathematical models of OR to solve business problems. |
| CO3 | : | Take rational decisions in dynamic business environments. |
| CO4 | : | Ability to analyse business environments and discharge project management responsibilities. |

**Recommended Books**

1. Quantitative Techniques in Management, Vohra N D, McGraw Hill Education.
2. Quantitative Techniques in Management, Sharma J K., Trinity Press, 3rd Edition
3. Quantitative Techniques for Managerial Decisions, Srivastava UK, Shenoy GV, Sharma SC, New Age Techno Press, 3rd Edition

**Reference Books**

1. Operations Research, Pannerselvam, PHI, 2nd Edition
2. Operations Research, Taha Hamdy A., Pearson Publishing, ninth Edition
3. Applied Operations Research, Sharma JK, Trinity Press.
4. Quantitative Techniques for Decision Making, Sharma Anand, Himalaya Publishing House, Revised Third Edition.

**MOOC Course:** https://nptel.ac.in/courses/111/107/111107128/

**Cases:** Various cases relevant to the topics in all the models will be discussed.

**Indicative Course Assignment:** Students will be asked to solve different cases from each module.

| | | | | | |
|---|---|---|---|---|---|
| **Course** | **FINANCIAL MANAGEMENT** | **Course Code** | **20MBA2PCFM** | **SEE Duration** | **3 Hours** |
| **Credits** | **04** | **L-T-P** | **3-1-0** | **CIE + SEE** | **50+ 50** |

**UNIT I (Theory & problems) (8L +2T)**

**The world of finance:** Introduction to Finance, Definition, Modern Approach to Financial Management, Basic Financial objectives , Important functions of financial managers.

Indian Financial System –Introduction to Markets, Institutions, Instruments and Products

Concepts of Return and Risk (Theory only)

Time value of money: Introduction, timelines, Future value, future value annuity, Present value, Present value of annuity, compounding periods and Equated Annual interest, calculating rate of interest, sinking fund , Loan Amortization, Perpetuity, growing Perpetuity.

**UNIT II (Theory & problems) (6L + 2T)**

**Working capital Management:**

Introduction, objectives, Factors, operating Cycle concept, factors Determining working capital requirement, Zero working capital ,Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management).

**UNIT III (Theory & problems) (8L+4T)**

**Investment decisions:** Introduction, Need, Capital budgeting process, Investment evaluation techniques –Payback period, accounting rate of return, Net present value, Internal rate of return, Profitability index & discounted payback period. Estimation of cash flow for new project & replacement projects.

**UNIT IV (Theory & problems) (8L + 2T)**

**Cost of Capital:** Long term sources of financing, Elements of cost of capital - Cost of equity capital (Dividend discounting and CAPM model), Cost of retained earnings Cost of debenture capital, cost of preferential capital, Cost of term loans. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

**UNIT V (Theory & problems) (9L +3T)**

**Capital structure and Dividend decisions –** Designing the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage.

**Dividend policy –** Factors affecting the dividend policy - dividend policies- stable dividend, stable payout (No dividend theories to be covered).

**Financial Planning:** Sales Forecast, Pro Forma Statement of Profit and Loss, Pro Forma Balance Sheet

**QUESTION PAPER -** 60% Problems, 40% Theory

**Cases could be given from:**
**UNIT II -** Working capital Management
**OR**
**UNIT III -** Investment decisions Problems

**Course outcomes: Upon completion of the course, students will have the ability to**

| | |
|---|---|
| **CO1** | Apply the knowledge of financial management theories and practices to solve business problems. |
| **CO2** | Develop analytical thinking skills for bettering financial decisions by using various tools and techniques. |
| **CO3** | Communicate the various aspects of financial management. |
| **CO4** | Cultivate research skills aimed at financial applications |

**RECOMMENDED BOOKS:**

1. Financial Management by Prasanna Chandra, 10/e, McGraw-Hill publications, 2019.
2. Financial Management by Pandey I M, Vikas publication house Pvt Limited, New Delhi, 14th edition, 2016
3. Financial Management by Khan M Y& Jain P K , 8/e, McGraw -Hill publication, 2018

**REFERENCE BOOKS:**

1. Fundamentals of Financial Management, Brigham & Houston, 15/e, Cengage Learning,
2. 2009.
3. Financial Management A Step-by-Step Approach – N.R.Parasuraman, 2/e, Cengage, 2013.
4. Financial Management - Theory, Problem, cases , Ravi M Kishore, Taxmann Publications, 8/e, 2020

**MOOCs :** Introduction to Time Value of Money – https://www.coursera.org/learn/time-value-money

**Indicative Course Assignments:**

1. Analyzing Time value concepts using Excel.
2. Capital budgeting, Capital structure, dividend decision, working capital practices in India

| Course | HUMAN RESOURCE MANAGEMENT | Course Code | 20MBA2PCHR | SEE Durat ion | 3 Hours |
|---|---|---|---|---|---|
| **Credits** | **04** | **L-T-P hours** | **4-0-0** | **CIE+ SEE** | **50 + 50** |

**UNIT I- Introduction to HRM** **8 Hours**

Meaning, definition, nature and scope of HRM and HRD, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, formulating policies, procedures and Programmes, role of personnel manager and HR manager, qualities of HR, Opportunities and Challenges in Human Resource Management.

**HRM in India**: Changing role of HR in India, Globalization and its impact on HR

**Recent trends in HRM:** Challenges of working from Home or remote working during the new norm, managing contingent workforce, AI for Human Resource Opportunities and Functions.

**UNIT II-Employment** **12 Hours**

**Job analysis:** definition, process, benefits of job analysis. **Job design**: Definition, approaches, job design options.

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

**Recruitment:** Definition, Objectives, subsystems, factors affecting recruitment policy, centralized and decentralized recruitment, recruitment sources, techniques, process, cost benefit analysis of recruitment sources.

**Selection, placement and Induction:** Meaning, definition of selection, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews and interview process, means to make interview effective, medical examination, reference checks, final decision, employment, placement and induction.

Hiring, Placement and Induction on line.

**UNIT III - Human Resource Development** **15 Hours**

**Performance management:** Introduction, meaning, need, purpose, - objectives, contents of PAS, appraisers and different methods of appraisal (both traditional and modern methods), uses, limitations and problems of performance appraisal, post appraisal feedback. Potential appraisal – meaning, Philips model; Employee engagement

**Training and development:** Meaning of T & D, benefits of training, need and objectives, Training Need Analysis, training methods, on-the job and off-the-job training, and final evaluation.

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

Promotion: Meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy. Transfer: Meaning, purpose, types, reasons, benefits. Demotion: Meaning, need for demotion policy. Career planning and Development: Meaning, need, career development actions.

**External mobility**: Introduction, meaning, types. Absenteeism- Meaning, types, causes, calculation, minimizing absenteeism. Employee attrition- Meaning, reasons, calculation of attrition rate, retention strategies, managing separations and right sizing-voluntary and involuntary separations.

**Overview of Change Management**

**UNIT IV- Compensation & Benefits Administration** **10 Hours**

Introduction, definition, need for sound salary administration, objectives, factors affecting wages/ salary levels, job evaluation, wage salary survey, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, RSU's, pay for performance, Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

**UNIT V - Industrial Relations** **07 Hours**

Introduction, Industrial peace and harmony: Discipline maintenance, Grievance Handling, Workers participation in management, maintaining good human and industrial relations, benefits accrued by the organization due to the development of congenial environment, overview of labour legislations.

**Course Outcomes: Upon completion of the course, students will have the ability to**

**CO1:** Understand and apply the fundamental concepts in People Management.

**CO2:** Analyze the business situation and utilize the people management skills

**CO3:** Develop critical thinking skills to make decisions involving people

**CO4:** Gain knowledge on Industrial Relations to handle people related issues

**RECOMMENDED BOOKS:**

1. Managing Human Resources – Bohlander et.al, – Cengage Learning13 Ed., 2004.
2. Human Resource Management, Text & Cases – VSP Rao, Excel Books, 2005

**REFERENCE BOOKS:**

1. Human Resource Management – Text & Cases – K. Ashwatappa; 5$^{th}$Edition, TMH.
2. Human Resource Management - Cynthia Fisher, Shaw – Wiley /Biztantra, 5/e, 2005
3. Human Resource Management – Gary Dessler, Person Publications,10th Edition
4. Human Resource Management – Robert L Mathias, 9$^{th}$ Edition

**MOOCS:**

https://www.springboard.com/udemy/human-resource-processes-and-management/

**Indicative Course Assignment:**

1. To design job description and job specification for different types of jobs in different sectors
2. To study all the HR practices – recruitment, selection, induction, training and development, employee separation, employee mobility and compensation administration.
3. To study the grievance handling procedure and the nature of employee participation
   The above assignment will be done in a group, with a maximum of six students in each group. Each group will take one sector each viz., IT, Manufacturing, Telecom, Retail, Education etc. They are free to choose any company under the given sector. The students are expected to submit a hard copy of the report at the end of the semester.

| Course | MARKETING MANAGEMENT - II | Course Code | 20MBA2PCM2 | SEE Duration | 3 hours |
|---|---|---|---|---|---|
| Credits | 2 | L:T:P | 2:0:0 | SEE+ CIE Marks | 50+50 |

**UNIT-1** **5 Hours**

**Product Decisions**: Concept, New Product Development, Adoption, Diffusion Process and Product Life Cycle(PLC), PLC patterns.

**UNIT-2** **5 Hours**

**Personal selling, Retailing & Wholesaling**: Personal selling meaning, process. Retailing: Introduction, Types of Retailers, Retail Environment in India, and E-tailing. Wholesaling, functions of wholesalers.

**UNIT-3** **5 Hours**

**Brand**: Concept of Brand and Branding, Elements of Brand, Brand Equity, Branding Strategies, Importance and Challenges of Branding, the Internationalization of Brands.

**UNIT-4** **5 Hours**

**Marketing Metrics**: Need for Metrics, Importance of Data for Marketing Metrics, Market Share, Relative Market Share, Market Concentration.

**UNIT-5** **6 Hours**

**Marketing Planning:** Meaning, Concepts of Marketing plan, steps involved in planning
Marketing Organization: Introduction, factors influencing the size of the marketing organization, various types of marketing structures/organization.
Marketing Audit: Meaning, Features of marketing audit, various components of marketing audit.

**Course Outcomes:**

Upon the completion of the course, students will have the ability to

**CO1:** Apply the key elements of product, brand and retail aspects to solve business problems.

**CO2:** Calculate basic marketing metrics using the relevant data.

**CO3:** Evaluate the case studies and justify through oral presentations.

**CO4:** Create a marketing plan and submit a written report.

**RECOMMENDED BOOKS:**

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
2. Marketing Management | Marketing cases in the Indian context | Fifteenth Edition | By Pearson 2017
3. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2009
4. Case Studies in Marketing Management – Ramesh Kumar, 1st Edition, Pearson Education, 2012
5. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010
6. Marketing Metrics – 2nd Edition, Paul W.Farris, Neil T. Bendle, Philip E. Pfeifer, David J. Reibstein , Pearson Education

**REFERENCE BOOKS:**

1. Marketing Management-Rajan Saxena, 5/e, Tata McGraw-Hill Education, 2017.
2. MKTG: A South-Asian Perspective, Lamb, Hair,Sharma, McDaniel, 1/e, Cengage Learning, 2016.
3. Marketing: Marketing in the 21st Century - Joel R. Evans, Barry Berman, 11/e, Cengage Learning, 2009.

**MOOC Course:**

1. Marketing Management I - offered by University of Illinois on Coursera.
2. Marketing Management II - offered by University of Illinois on Coursera.
3. Marketing analytics: Know your customers - offered by Macquarie University on Coursera.

**Indicative Assignment:**

1. Design a marketing plan for an organization.
2. Article critique on Product Life Cycle/ New product development for a given product.

| | | | | | |
|---|---|---|---|---|---|
| **Course** | **BUSINESS RESEARCH METHODS** | **Course Code** | **20MBA2PCBR** | **SEE Duratio n** | **3 Hours** |
| **Credits** | **0 4** | **L-T-P hours** | **3- 0-1** | **CIE+ SEE** | **50+5 0** |

**UNIT I** **(6L+2P)**

**Introduction to Business research:** Meaning, Types of research – exploratory & conclusive. Objectives of business research, Research applications in business decisions, Steps in Business Research. Criteria for a good research.

**Defining the Research Problem:** Management problem and Research problem. Symptom definition. Formulation of hypothesis. Types of hypothesis. Role of hypothesis in business research.

**Literature review:** Conducting Literature review. Importance of Literature Review in Research. (Theory)

**UNIT II** **(10 L)**

**Research Design:** Meaning, Need, Features, Types of research design, research design for exploratory & conclusive research.

**Experimental designs –** concepts and classifications – pre-experimental, Quasi experimental, True experimental and statistical designs. Validity of experimental designs. (Theory)

**UNIT III** **(6L+4P)**

**Sampling:** Census vs Sampling, need for sampling, types of sampling, types of probability and non-probability sampling techniques. Sample size calculation for mean and proportion. (Theory & problems)

**Data Collection:** Primary and secondary data, data collection methods and instruments for quantitative and qualitative research.

Attitude Measurement and scaling, questionnaire designing (Theory)

**UNIT IV** **(7L+5P)**
**hours)**

**Processing and Analysis of Data**

Processing operations, Field work and validation, Data editing, coding, Classification & Tabulation.

**Types of Analysis:** Descriptive and inferential statistics: Univariate and bivariate analysis

Hypothesis testing (Theory)

Comprehensive cases in HR, Marketing and Finance

**UNIT V** **(10L+2P)**

**Multivariate data analysis:** Multiple Regression analysis, Factor, cluster, conjoint and discriminant analysis: Concepts and applications in Business research.

**Report writing:** Steps - Layout of a Research Report. Contents of prefatory parts and major chapters of a technical report. Writing Annexure and Bibliography. Plagiarism Check. (Theory)

***Question paper shall be predominantly theory only with sample size calculation problems on mean and proportion. (7 OR 10 Marks)***
**Case question can be from any UNIT, addressing the research methodology steps.**

**Course Outcomes:** Upon completion of the course, students will have the ability to

**Course outcomes: Students will be able**
**CO1:** To understand the steps needed to complete a research study and formulate a research design
**CO2:** To identify data collection methods for research in different business domains
**CO3:** To apply various analytical tools for data based decision making
**CO4:** To conduct research and document effective business reports in their respective domains

**RECOMMENDED BOOKS:**
1. Research Methodology: CR. Kothari, New Age International Publishers
2. Business research Methods: Donald R Cooper & Pamela S Schindler, TMH.
3. Research Methodology – Concepts and cases – Chawla and Sondhi – Vikas Publication.

**REFERENCE BOOKS:**
1. Research Methodology: K N Krishna Swamy, Pearson
2. Business Research Methods: Zikmund and Adhikari, Cengage
3. Marketing Research- Text and cases: Rajendra Nargundkar, TMH.

**MOOCs:**
Understanding Research Methods - https://www.coursera.org/learn/research-methods/

**Indicative Course Assignments:**
Business Research Applications in Financial management, Marketing, Human resources, Operation Management etc.

| Course | Business, Government and Society | Course Code | 20MBA2PCBG | SEE Duration | 3 hours |
|---|---|---|---|---|---|
| Credits | 03 | L:T:P | 3:0:0 | SEE+ CIE | 50+50 |

**UNIT I:** **04 Hours**

**The Study of Business, Government and Society (BGS),**

Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Global perspective – Historical Perspective

**UNIT II:** **8 Hours**

**Corporate Governance**

Introduction, Definition, the concept of governance, relevance of corporate governance, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, OECD on corporate governance, Issues in corporate governance.

**UNIT III:** **09 Hours Public**

**Policies**

The role of public policies in governing business, Government and public policy, areas of public policy, levels of public policy, the corporation and public policy, framing of public policy, business and politics levels of involvement, BGS and media relationship, government Regulations in business, justification of regulation, problems of regulation.

**UNIT IV:** **8 Hours**

**Environmental concerns and corporations**

Environmental preservation – role of stakeholders, international issues, sustainable development, costs and benefits of environmental regulation, industrial pollution, role of corporate in environmental management, waste management and pollution control, key strategies for prevention of pollution, environmental audit. Corporate Social Responsibility - Arguments for and against CSR, CSR Indian perspective, Indian examples.

**UNIT V:** **10 Hours**

**Business Law**

Law of contract, meaning of contract, agreement, essential elements of a valid contract,

Classification of contracts, proposal and acceptance, free consent, void agreements.

Special Contracts: Bailment, Pledging, Agency – Essential elements, rights and duties of the parties involved. Sale of goods act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, Condition and Warranties, Express and Implied Condition, “Doctrine of Caveat Emptor”, Performance of Contract of sale, Right of Unpaid Seller.

**Course Outcomes: Upon completion of the course, students will have the ability to**

| | |
|---|---|
| **CO1** | **Comprehend the elements of business, government and society and their interrelationship.** |
| **CO2** | **Apply the knowledge of BGS to solve the business problem.** |
| **CO3** | **Analyze and present the interaction among business, government and a society based on qualitative data.** |
| **CO4** | **Discern and analyze the legal and ethical aspects of the business.** |

**RECOMMENDED BOOKS:**

1. Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
2. Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
3. Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.

**REFERENCE BOOKS:**

1. Business and Society - Lawrence and Weber, 12/e, Tata McGrawHill,2010.
2. Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
3. Corporate Governance - Keshoo Prasad, 2/e, PHI.

**MOOCs: Transforming Business, Society, and Self with U.Lab**
**https://www.edx.org/course/transforming-business-society-self-u-lab-mitx-15-671x**

**Indicative Course Assignments:**

1. Study of Corporate Governance at leading Indian Companies
2. Analysis of Fiscal Policy.
3. Analysis of CSR activities of Indian and MNC companies like Project Shakthi of HUL, e-Choupal of ITC, Community Kitchen of HP, Project Shiksha of P&G.

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| **Course** | **Management Information System** | **Course Code** | **20MBA2PCMS** | **SEE Duration** | **3 Hours** |
| **Credits** | **3** | **L-T-P** | **3-0-0** | **CIE+SEE** | **50+50** |

**UNIT I: Foundation concepts** **06 Hours**

**Foundations of information systems (IS) in business:** Data & Information, Information as a Resource, Information in organizational Functions, System concepts – Components of an IS - Fundamentals of strategic advantage — using IT for strategic advantages – Trends in IS

**UNIT II: Information Systems** **10**

**Hours Kinds:** TPS, OAS, MIS, DSS, GDSS, ES, EIS or ESS, Parameters for selecting a suitable Information System,

**Building and Managing systems**

System Analysis and Design – Systems Development Life Cycle – System Building Approaches – Prototyping – Rapid Application Development Models

**UNIT III: Business applications** **10**
**Hours**

**E-Business:** IT in business: functional business systems – cross-functional enterprise systems – Enterprise resource planning (ERP)- Customer relationship management (CRM) andSupply chain management (SCM)

**E-Commerce:** Ecommerce systems – Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements, designing and implication in Business.

**UNIT IV: Management challenges** **07 Hours**

**Management Issues in MIS:** Information Security and Control – Quality Assurance -Ethical and Social Dimensions – Intellectual Property Rights as related to IT Services / IT Products – Managing Global Information Systems.

**UNIT V: Application of Software in Business** **06 Hours**

Practical application of Word Processor, Spread sheets,
E-Governance and Impact of IT on Society

E-Governance Concepts: Stages of E-Governance, Stakeholders, Economic Assessment, Developmental Assessment, Implementation Challenges

Open source software in business and government

Society and Internet: Social Dynamics of Internet, Services of Internet, Technology of the Internet, Social Issues, Social Networks in the enterprise

**Course Outcomes: Upon completion of the course, students will have the ability to**

| | |
|---|---|
| **CO1** | Analyse the role of Information Technology in Management |
| **CO2** | Apply IT Solutions for Business Problem Solving |
| **CO3** | Relate to the usage of Internet and its role in managing a business |
| **CO4** | Analyse the impact of IT on society |

**Composition: 100% Theory.**

**RECOMMENDED BOOKS:**

1. Management Information Systems: Managing the Digital Firm - Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007
2. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.
3. Introduction to Information System, James A O'Brien, Tata McGraw Hill, 12$^{th}$ Edition
4. MIS Managing Information Systems in Business, Government and Society - Rahul De,1/e, Wiley India, 2012.

**REFERENCE BOOKS:**

1. Computer Applications in Management – Niranjan Shrivastava. Dreamtech Press, 2011.
2. Business Driven Technology - Haag, Baltzan, & Philips. 2/e, Tata McGraw-Hill, 2009.
3. Fundamentals of Information Technology - Alexis Leon, & Mathews Leon, 2/e, Vikas, 2009.

**MOOCs**

https://www.edx.org/course/introduction-management-information-uc3mx-im-1x

**Indicative Course Assignments:**

1. Use the database to analyze the sales trend.
2. Analyze and prepare the report of Karnataka Govt. E – Governance Initiatives.
3. Prepare a small E-commerce system.