

SEMESTER-I

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/ week		CIA	SEA	
1	PCI	24MBA11	Management and Organisational Behavior	3	0	2	0	5	4	50	50	100
2	PCI	24MBA12	Accounting for Managers	2	2	1	1	6	4	50	50	100
3	PCI	24MBA13	Marketing Management	3	0	2	0	5	4	50	50	100
4	PCC	24MBA14	Business Statistics	2	2	0	0	4	3	50	50	100
5	PCC	24MBA15	Managerial Economics	2	2	0	0	4	3	50	50	100
6	PCI	24MBA16	Human Resource Management	2	1	1	0	4	3	50	50	100
7	PCI	24MBA17	Managerial Communications	1	0	2	2	5	3	50	50	100
8	PBL	24MBA18	Application of MS Office	1	0	1	1	3	2	50	50	100
			Total	16	7	9	4	36	26	400	400	800
PCC- Professional Core Course PCL – Professional Comprehensive Learning PCI-Professional Core Integrated PBL - Project Based Learning												

SEMESTER-II

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/ week		CIA	SEA	
1	PCI	24MBA21	Strategic Management	3	0	2	0	5	4	50	50	100
2	PCI	24MBA22	Financial Management	3	0	2	0	5	4	50	50	100
3	PCI	24MBA23	Business Research Methods	3	0	1	1	5	4	50	50	100
4	PCC	24MBA24	Operations Research	4	0	0	0	4	4	50	50	100
5	PBL	24MBA25	Advanced Statistical Tools	1	0	4	0	5	3	50	50	100
6	PCC	24MBA26	Economic Environment of Business	1	2	0	0	3	2	50	50	100
7	PCC	24MBA27	Artificial Intelligence for Managers	1	2	0	0	3	2	50	50	100
8	PBL	24MBA28	Project of Social Concern	0	0	0	4	4	2	50	50	100
9	AEC	24MBA29	Corporate Readiness and Soft Skills	0	0	2	2	4	2	50	50	100
			Total	16	4	11	7	38	27	450	450	900
PCC- Professional Core Course PCL – Professional Comprehensive Learning PCI-Professional Core Integrated PLP- Professional Learning with Project PBL - Project Based Learning AEC- Ability Enhancement Course												

5 Day Intense Workshop on Innovation and Design Thinking

SEMESTER-I

MANAGEMENT AND ORGANISATIONAL BEHAVIOR

Course Code: 24MBA11	Credits: 4
L: T:P: J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To provide basic knowledge of management's key concepts and theories.
2. To help students develop acumen for management functions.
3. To help students analyse key concepts of Organizational behaviour and culture for effective management of organizations.
4. To facilitate students' understanding of individual behaviour for better inter-personal relations.
5. To help students develop a comprehensive understanding of group dynamics, teams, power and politics, and leadership within the organization.

Contents of the Module	Hours	COs
Module-1: Introduction to Management		
Management - Introduction, Meaning, Nature, Objectives, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management (Gingerbread Model - Wellness, Diversity, Equity & Inclusion)	9	CO1
Self-Study - Importance of Management, Difference between Administration and Management, Scope of Management	1	
Module-2: Functions of Management		
Planning - Features, Importance, Types, Steps / process of Planning Organizing - Sub-functions, Process Directing - Sub-functions, Directing v/s Leading, Skills required for Directing Controlling - Types, Process, Planning v/s Controlling Decision-making - Concept, Types, Models, Difficulties in Decision-making, Decision-making Styles	8	CO2

Practical Component: Visit an organization and meet a manager and note the Roles played in a day.	2	
Module-3: Introduction to Organizational Behavior		
Organizational Behavior - Introduction, Definition, Importance, Determinants, Contributing disciplines, Theoretical foundation for OB, Challenges and opportunities. Organizational Culture - Meaning, Types, Impact on Organization, Creating and Sustaining Culture, How employees learn culture?	6	CO3
Module-4: Cognitive Processes of Organizational Behavior		
Ability - Intellectual abilities, Physical ability, the role of disabilities. Personality - Meaning, formation, determinants, Big 5 Personality traits, Personality types - MBTI, Type A&B. Perception - Meaning, Process, factors influencing perception. Attitude - Meaning, Formation, components of attitudes. Motivation - Meaning, Theories of motivation: needs theory, two factor theory, Theory X and Y, Alderfer's ERG Model, application of motivational theories.	10	CO4
Practical Component: Big 5 and MBTI profiling of self for better career prospects.	2	
Module-5: Dynamics of Organizational Behavior		
Group - Meaning and Classification of Groups, Stages of Group Development. Group Dynamics - Meaning, Impact of Group on Individual's Behavior, Impact of External Factors on Group Behavior. Work Teams - Nature and Types of Teams, Reasons for Team Failure, Creating Effective Teams. Leadership - Meaning, Importance, Traits, Styles. Leadership Theories - Traditional Theories: Contingency theory, Situational Leadership Theory, Path-Goal Theory. Contemporary Theories: Charismatic Leadership theories, Transformational Leadership theory, Authentic Leadership Development Model. Power and Politics - Nature of Power and Politics. Sources of Power for Individuals, Managing Organizational Politics.	9	CO5
Self-study - Teams v/s Groups, Processes of Teamwork, Leaders v/s managers in 21 st Century.	1	
Practical Component: Observe behavior of any 2 people while organizing an event. Prepare a report based on your observation describing the impact of the group on their individual behavior.	2	

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

CO1	Understand the fundamentals of management, the theory of management, and its trends.
CO2	Apply their understanding of management functions in organizations
CO3	Demonstrate their acumen in analyzing key concepts of Organizational behavior and culture for effective management of organizations.
CO4	Apply the learnings of individual behavior for a better inter-personal relationship in the workplace
CO5	Analyze and manage group dynamics, leadership, and organizational politics to effectively contribute to the success of teams.

Suggested Case Studies

- Sharma, A.K., Goyal, A. and Sharma, A. (2024), "Relevance of classical management concepts in the contemporary era – a case study of Fayol's principles", *IIMT Journal of Management*, Vol. 1 No. 1, pp. 112-120. <https://doi.org/10.1108/IIMTJM-10-2023-0026>
- Brownlee, A.L., Dixon, D.P., Garcia, V. and Harris, A.V. (2024), "Leading with compassion and passion: A case study on servant leadership at the Crisis Center of Tampa Bay", Vol. 20 No. 6, pp. 1460-1475. <https://doi.org/10.1108/TCJ-07-2023-0166>
- Kumar, S. and Bhandarker, A. (2021), "Transformational leadership in AICTE: lessons for organizational excellence", Vol. 11 No.3. <https://doi.org/10.1108/EEMCS-08-2020-0299>
- Reidhead, Christine. (2020), Impact of Organizational Culture on Employee Satisfaction: A Case of Hilton Hotel, United Kingdom. In: Journal of Economics and Business, Vol.3, No.1, 432-437 DOI: 10.31014/aor.1992.03.01.209

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Management	Koontz	McGraw Hill	11e, 2020
2	Principles and Practices of Management and Organizational Behavior	Chandrani Singh and Aditi Khatri	Sage Publication	2021
3	Organizational Behavior	Stephen P Robbins, Timothy A Judge, Neharika Vohra	Pearson	18e, 2022

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Organizational Behavior	Fred Luthans	McGraw Hill International	12/e, 2013

2	Management and Organization Behavior	K Ashwathappa G. Sudarshana Reddy	HPH	2017
3	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013

Articles for reference:

Sl. No .	Title of the Article	Name of the Author/s	Publisher Name	URL (Year)
1	The 4 Types Of Organizational Culture—Which Is Best?	Tracy Lawrence	Forbes	https://www.forbes.com/sites/tracylawrence/article/organizational-culture/ (2024)
2	Organizational Culture: Definition, Functions, Types, and Elements	onEntrepreneur		https://onentrepreneur.com/organizational-culture-definition-functions-types-and-elements/ (2023)

ACCOUNTING FOR MANAGERS

Course Code:24MBA12	Credits: 4
L:T:P:J:2:2:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To explain fundamental accounting concepts, basic accounting vocabulary and accounting equation
2. To prepare basic entries for business transactions and present the data in an accurate and meaningful manner
3. To prepare financial statements of companies and explain the contents of the statements
4. To analyze a company's financial statements and come to a reasoned conclusion about the financial position of the company
5. To familiarize students with the emerging trends in accounting

Contents of the Module	Hours	COs
Module -1: Introduction to Financial Accounting		
Need and Objectives of Accounting, Branches of Accounting, Types of business ownership, Accounting Terminologies, Classification of Accounts, Accounting Concepts and Conventions, GAAP and Accounting Standards, Introduction to IFRS	8	CO1
Self-study - Identify a list of transactions for a business organization and classify each associated account as an Asset, Liability, Equity, Revenue, or Expense with reasons	2	
Module- 2: Preparation of Books of Accounts		
Accounting Cycle, recording of transactions - Journalizing, Ledger posting, Preparation of Trial Balance	6	CO2
Module -3: Preparation of Financial Statements		
Components of Financial Statements; Preparation of Financial Statements of companies as per Schedule III of Companies Act, 2013: Statement of Profit and Loss, Balance Sheet and Notes to Financial Statements; Limitation of Financial statements; (Problems on preparation of final accounts with basic adjustments); Concepts & Methods of depreciation -SLM & WDV	12	CO3
Practical Component - Preparation of books of accounts for a hypothetical business organisation	3	
Module -4: Analysis of Financial Statements		

Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Cash and Fund Flow Statement Analysis	10	CO4
Practical Component - Financial Statement Analysis using MS Excel (Problems on Trend Analysis, Comparative analysis and Ratio Analysis)	2	
Project work – Perform Financial Statement analysis for an existing listed joint stock company and comment on the financial status of the business		
Module 5: Emerging Trends Digital transformation in Accounting – Cloud Accounting, Inflation accounting, Human Resource Accounting, Forensic Accounting, sustainability Accounting	6	CO5
Self-study: Comparative analysis of traditional and modern accounting practices	1	

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

CO No	Statement
CO1	Understand accounting concepts and accounting equation
CO2	Apply journal, ledger and trial balance
CO3	Analyse and evaluate financial statements of companies
CO4	Create financial reports by analysing financial statements
CO5	Understand and apply emerging accounting trends

Suggested Case Studies

- WORLDCOM, INC. – CAPITALIZED COSTS AND EARNINGS QUALITY
- ROCKY MOUNTAIN CHOCOLATE FACTORY FINANCIAL STATEMENTS
- EXAMINATION OF EQUITY ON THE BALANCE SHEET

Text Books:

Sl . No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Management: Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3/e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, & Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6/e, 2020
3	Financial Accounting	Tulsian, P. C.	Pearson Education	1/e, 2018
4	Accounting for Managers	Madegowda J; Inchara P.M. Gowda	Himalaya Publishing House	3/e, 2021

MARKETING MANAGEMENT

Course Code: 24MBA13	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the impact of the environment on marketing function and fundamental concepts guiding new age marketing.
2. To acquaint students with marketing strategies for influencing consumer buying behavior in B2B, B2C and Rural contexts.
3. To provide conceptual understanding of marketing efforts related to products, services and brands.
4. To make students understand the essentials of pricing and promotion functions.
5. To provide students with insights on marketing plans and distribution efforts of organizations.

Contents of the Module	Hours	COs
Module-1 Introduction to marketing		
Marketing v/s Selling, Customer lifetime Value, Marketing Myopia. Marketing Environment Components – Micro and Macro. New-age Marketing: Cause and Social Marketing, 3V concepts of Nirmalaya Kumar, Ambush Marketing, Viral Marketing, Influencer Marketing, Green Marketing, Sustainable and Ethical Marketing.	6	CO1
Practical Component – Prepare a report on Contemporary Indian Marketing Environment & Social Responsibility	2	
Self-Study – Personalized marketing and its strategies and benefits.	2	
Module-2 Analyzing Consumer behavior		
Connecting with consumers and customers, Factors influencing Consumer Behavior Consumer Buying Decision Process, Buying Roles, Buying Motives. Market Segmentation: Market Segmentation, Targeting & Positioning (STP), Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Target marketing strategies-Undifferentiated, differentiated, concentrated, micromarketing strategies; Positioning-Unique Selling Proposition, Types of positioning, Perceptual Mapping Indian Consumer - Characteristics of Indian consumer, Strategies to build consumer trust. Consumer buying and Business buying; Rural Vs Urban consumer behaviour.	8	CO2
Practical Component - Preparation and demonstrating their exposure on consumer behavior through live project.	2	
Module-3 Product, Brand & services marketing		

Product Marketing- Product hierarchy, product line, product mix, product mix strategies. Managing PLC of product, new product development and Branding- Concept and Types. selecting brand name, selecting logo, brand extension- effects, packaging & role of labeling in packing. Services Marketing & its Characteristics – 7Ps of services marketing, brand building in services.	8	CO3
Self-Study – Product differentiation: What is it & How it works?	2	
Module-4 Pricing and Promotion:		
Pricing: Significance and objectives of pricing, factors influencing pricing, Pricing Strategies. Integrated Marketing Communications: Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Publicity/Public Relation-word of mouth, sponsorships. Advertising: Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Advertising. Digital marketing: Basic concept and importance of digital marketing.	8	CO4
Self-Study – Latest trends in Digital marketing & its scope in India.	2	
Module-5 Marketing Planning and Distribution		
Marketing Planning: Steps involved in Marketing planning. Components of Marketing Audit. Marketing Analytics. Identifying market information needs, Types of marketing analytics, Tools for marketing analytics, Significance of Marketing Research Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System and Network Marketing. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management. Direct marketing: Concept and Scope.	8	CO5
Practical Component – Case Study FedEx: Using Marketing Channels to create value for customers.	2	

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

CO1	Understand the impact of the environment on marketing function and fundamental concepts guiding new age marketing.
CO2	Develop marketing strategies for influencing consumer buying behavior in B2B, B2C and Rural contexts.
CO3	Analyse the marketing efforts related to products, services and brands.
CO4	Analyze and apply the concepts of pricing and promotion functions.

CO5	Evaluate marketing plans and distribution efforts of a given organization.
------------	--

MOOCS:

https://onlinecourses.nptel.ac.in/noc22_mg47/preview

Suggested Case Studies

Case Studies in Marketing Management, 1/e by S. Ramesh Kumar.
<https://www.pearsoned.co.in/prc/book/s-ramesh-kumar-case-studies-marketing-management-1e--1/9788131761397>

Case Studies in Marketing Management. (n.d.). Google Books.
https://books.google.co.in/books?id=hau6_kC6HhUC&newbks=0&printsec=frontcover&hl=en&source=newbks_fb&redir_esc=y#v=onepage&q&f=false

Text Books

- E Marketing Management- Indian Context, Global Perspective, Ramaswamy & Namakumari, SAGE, 6th Edition
- Marketing Management: A South Asian Perspective, Kotler, Keller, Koshy & Jha, Pearson Education Latest edition
- New Product Management, Merle Crawford and Anthony Di Benedetto, McGraw-Hill ,Latest Editon
- Advertisement Brands & Consumer Behaviour, Ramesh Kumar, Sage Publications ,2020

Reference Books

- Marketing in India: Text and Cases, Neelamegham S, Vikas Latest edition
- Marketing, Lamb, Hair, Mc Danniel, Cengage Learning, Latest edition
- Marketing Management: A South Asian Perspective, Philip Kotler, 14th edition, Pearson Learning

Practical Component

- Developing new product or service in selected industry.
- Analyzing the PLC of a selected product, service or a brand.

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

CO1	Understand the impact of the environment on marketing function and fundamental concepts guiding new age marketing.
CO2	Develop marketing strategies for influencing consumer buying behavior in B2B, B2C and Rural contexts.
CO3	Analyse the marketing efforts related to products, services and brands.
CO4	Analyze and apply the concepts of pricing and promotion functions.
CO5	Evaluate marketing plans and distribution efforts of a given organization.

MOOCS:

<https://www.my-mooc.com/en/mooc/social-media-in-public-relations/>

Social media in Public relations.

<https://www.my-mooc.com/en/mooc/manage-your-customer-relationships-with-crm/>

Manage your customer relationships with CRM

<https://www.my-mooc.com/en/mooc/neuromarketing/>

An Introduction to Neuroscience and Neuro marketing

<https://www.my-mooc.com/en/mooc/ethical-social-media/>

Ethical social media

Suggested Case Studies

- The Teen market: Youth will be served – Principles of Marketing: Kotler & Armstrong
- Kellogg's Cornflakes sales promotion techniques
- Enterprise Rent a car: measuring Service Quality. Principles of Marketing: Kotler & Armstrong.
- Flumist (HBR) and Saffola journey.

Text Books

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective	Ramaswamy & Namakumari	Sage	6/e 2020
2	Principles of Marketing	Philip Kotler, Gary Armstrong, Prahlad Agnihotri	Pearson Education	17/e 2021
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill Education	11/e 2020
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar S; Anup Krishnamurthy	Sage Publications	2020

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	4/e 2012

2	Fundamentals of Marketing Management	Etzel M J, BJ Walker & William J Stanton	Tata McGraw Hill	14/e 2007
3	Understanding digital marketing	Damian Ryan & Calvin Jones	Kogan Page Ltd.	4/e 2016
4	Social media marketing	Tracy Tuten & Micheal Solomen	Sage Publication	2017

Additional Practical Component

1. Students should choose a service industry of their choice and apply 7p's.
2. Visit Marketing audit firm and gain deep insights on marketing planning.
3. Learn basic tools of digital marketing.

BUSINESS STATISTICS

Course Code: 24MBA14	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce students to basic statistical tools and techniques like Central Tendency in decision making.
2. To Familiarize the students with measures of Dispersion to evaluate the data
3. To Equip the students to evaluate relationship between variables using correlation and Regression techniques
4. To train the students to Forecast the values using Regression analysis
5. To develop analytical skills in students to be applied on data following Probability distribution

Contents of the Module	Hours	COs
Module -1: Introduction and Measures of central tendency		
Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode.	7	CO1
Self-Study : Meaning and Definition, functions, scope and limitations,	2	
Practical Component: Measures of Central tendencies using JMP	1	
Module-2: Measures of Dispersion		
Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion	8	CO2
Practical Component: Measures of Dispersion using JMP	1	
Module -3: Correlation Analysis		
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), Concurrent Deviation Method	6	CO3
Practical Component: Correlation analysis using JMP	1	
Module -4: Regression Analysis		
Simple and multiple regressions (problems on simple regression only).	5	CO4
Practical Component: Regression model building using JMP	2	
Module -5: Probability Distribution		
Concept and definition - Rules of probability –Theoretical probability distributions: Binomial, Poisson, Normal– (Problems only on Binomial, Poisson and Normal).	7	CO5

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

CO1	Evaluate and apply basic statistical tools and techniques like Central Tendency in decision making
CO2	Apply measures of Dispersion to evaluate the data
CO3	Evaluate relationship between variables using correlation
CO4	Estimate the values using Regression Analysis
CO5	Analyze data following Probability distribution and interpret the outcomes

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Fundamentals of Statistics	S. C. Gupta	Himalaya Publications	2019
2	Statistical Methods	S. P. Gupta	Sultan Chand Publications	2017
3	Business Statistics and Analytics	Pannerselvam, Nagesh, Senthilkumar	Cengage Learning,	2018

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business Statistics	J. K. Sharma	Vikas Publishing	5/e, 2019
2	Statistics for Managers Using Microsoft Excel	David M. Levin; et al	Pearson Education	8/e, 2018
3	BSTAT : A South-Asian Perspective	Erald Keller; Hitesh Arora	Cengage Learning	2016

MANAGERIAL ECONOMICS

Course Code:24MBA15	Credits: 3
L:T:P:J:2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics & to evaluate and apply Economic concepts in business decision making and problem solving.
2. To apply various components of demand and supply in managerial decision-making.
3. To analyse and apply the various concepts relating to production and cost.
4. To apply and evaluate the various determinants of profit and break-even analysis.
5. To understand the various forms of market structures and pricing practices with respect to firm and industry.

Contents of the Module	Hours	COs
Module -1: Introduction		
Managerial Economics: Meaning, Nature, Scope, & Significance of Managerial Economics, Role and Responsibilities of Managerial Economist. Fundamental Principles of Managerial Economics: Opportunity Cost, Incremental, Time Perspective, Discounting and Equi-marginal Principle.	5	CO1
Self-Study Types of Ownership, Objectives of the firm	2	
Module -2: Demand Analysis		
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 (Simple problems) Demand forecasting: Meaning & Significance, Methods of demand forecasting. (only theory).	7	CO2
Module -3: Production analysis		
Concepts of Production, production function with one variable input - Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function.	7	CO3
Module -4: Cost Analysis		
Types of cost, Cost curves, LAC curve. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).	7	CO4
Module -5: Market Structures		

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.	7	CO5
Group Discussion on Topics related to Management, Current affairs and Society	5	CO6

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

CO1	Understand the fundamentals, tools and theories of managerial economics. Students will be able to evaluate and apply Economic concepts in business decision making and problem solving
CO2	Apply various components of demand and supply to arrive at managerial decisions.
CO3	Analyse and apply the various concepts relating to production and cost.
CO4	Apply and evaluate the various determinants of profit and break-even analysis.
CO5	Evaluate the various forms of market structures and pricing practices with respect to firm and industry.

MOOCs

Introduction to Managerial Economics- <https://www.iimbx.edu.in/courses/course-v1:IIMBx+ES101x+2019BL1/about>

Suggested Case Studies

- Automobile Industry in India: New Production paradigm. Source: Managerial Economics – Geethika, Ghosh& Choudhury
- Dabur India Limited: Growing Big and Global.
- David Fights Goliath: The Nirma Story.

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill Education	3/e, 2021
2	Managerial Economics	Dominick Salvatore; et al.	Oxford University Press	8/e, 2016
3	Managerial Economics	Dwivedi D. N.	Vikas Publishing House	8/e, 2018

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	R. Panneerselvam, P., Sivasankaran, P. &Senthilkumar	Cengage Learning	2018
2	Managerial Economics	Samuelson, William F., & Marks, Stephen G.	Wiley India Pvt. Ltd.	6/e, 2020
3	Managerial Economics	D.M. Mithani	HPH	2021
4	Managerial Economics	H.L Ahuja &Ahuja Amit	S.Chanda	9/e, 2020

Additional Practical Component

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
- Knowledge Point presentations on Latest topics from Technology, Business and Economics

HUMAN RESOURCE MANAGEMENT

Course Code: 24MBA16	Credits: 3
L: T:P: J: 2:1:1:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To enable students, understand HRM functions, principles, theory, and practices.
2. To develop the ability to analyse the importance of Human Resources Planning
3. To be able to understand the importance of training and development in the organization.
4. To be able to understand different performance appraisal, compensation, and rewards techniques and employee retention strategies.
5. To be able to understand the process of employee grievance and the importance of employee welfare in retention of the employees.

Contents of the Module	Hours	COs
Module-1: Introduction to HRM		
Human Resource Management and Personnel Management, The Importance of HRM, Evolution of HRM, Models of HRM, The Factors Influencing Human Resource Management, Human Resource Managers and Line Managers, The HR Competencies.	6	CO1
Self-Study: Recent Practices in HR- Employee Experience, HR practices post pandemic	2	
Module -2: Human Resource Planning		
Importance of HR Planning, Factors Affecting HRP, Benefits of HRP, HRP Process, Tools for Demand Forecasting, Attributes of Effective HR Planning, Barriers to HRP, Meaning, Process and design of Job Analysis, and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection.	8	CO2
Self-Study: Factors Influencing Recruitment and Future Trends in Recruitment,	2	
Module- 3: Training and Development:		
Training, Learning, and Development, Learning Theories, The Future of Training, Process of training and Techniques of Training	8	CO3
Module – 4: Performance Management and Appraisal		

Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, and Future of Performance Management. 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. Employee Turnover & Employee Retention Strategies: Meaning, Strategies to manage employee turnover, Employee retention strategies.	9	CO4
Practical Component - Exercise on Designing CTC	1	
Module-5: Employee Welfare		
Introduction, Types of Welfare Facilities, and Statutory Provisions in India. Employee Grievance: Employee Grievance procedure, Grievances Management in Indian Industry.	10	CO5
Self-Study: Industrial Relations: International Labor Organization (ILO), Objectives of Industrial Relations, Industrial Relations and Human Resource Management, Reasons for Industrial Disputes, Resolution of Industrial Disputes, Meaning and functions of Trade Union, Major Trade Unions in India.	4	CO5

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

CO1	Understand HRM functions, principles, theory, and practices.
CO2	Ability to analyze the importance of Human Resources Planning
CO3	Identify the various training methods and design a training program.
CO4	Analyze performance appraisal methods, employee retention techniques, and compensation practices along with the regulations governing employee benefits practices.
CO5	Understand the process of employee grievance and the importance of employee welfare in retention of the employees and the importance of industrial relations and specific Labor Laws.

MOOCs

NPTEL Human Resource Management –I course - <https://nptel.ac.in/courses/122/105/122105020/>

Suggested Case Studies

Case Study on “Training Program at ABC Cement”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 140 – **Module 3 Learning and Development**

Case Study on “Jayram’s Dilemma”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 123. – **Module 2 HRP and Recruitment and Selection**

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management:	R. C. Sharma, &	Sage Publication	2019

	Theory and Practices,	Nipun Sharma	India Pvt. Ltd.	
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2021
3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	7/e, 2019
4	Human Resources Management	T.P RenukaMurthy	HPH	1/e, 2017

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resources Management: A South Asian Perspective	Denski/Griffin/Sarkar	Cengage Learning	2012
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith & Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao	Sage Publishing India Ltd.	1/e, 2004
4	Human Resource Management	Appasaba L.V & Kadakola M	College Book House	2016
5	Human Resource Management	V.S.P Rao	Cengage Learning	2019

Practical Component:

- A visit to the organization and interact with the HR Manager and list out the roles played by the HR manager. (Class Presentation)
- Give a job analysis case and ask the students to prepare a job description and job specification
- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors
- Meet the Training and Development Manager and list out various training given to employees; the basis of the training program; Needs analysis. (Class Presentation)

MANAGERIAL COMMUNICATION

Course Code:24MBA17	Credits: 3
L: T:P: J: 1:0:2:2	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To help the students understand and apply the components of speech appropriately.
3. To help them understand the importance of being a good listener and to enhance the reading ability through activity-oriented learning
4. To enable the students demonstrate writing processes through invention, organization, drafting, revision, editing, and presentation.
5. To develop skills to conduct business meetings and to create and present professional reports.

Contents of the Module	Hours	COs
Module -1: Introduction		
Meaning and importance, Process of communication, types of communication with special attention to non-verbal communication, barriers of effective communication, 7Cs of effective communication, importance of cross-cultural communication.	4	CO1
Self-Study: Levels of communication, Communicating Networks in Organizations.	1	
Module-2: Speaking Skills		
Oral communication: Components of speech - Volume, pitch, tone, modulation, pauses and stresses. Key aspects of effective presentation skills	2	CO2
Practical Component – Practice exercises on usage of appropriate Volume, pitch, tone, modulation, pauses and stresses.	2	
Module -3: Listening and Reading skills		
Importance of listening, process of listening, tips for effective listening. Stages in reading, tips to improve vocabulary, Business Case Analysis: Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis.	4	CO3
Practical Component – <ul style="list-style-type: none"> • Analysis and presentation of a case study 	8	

<ul style="list-style-type: none"> Classroom activity on barriers to listening Book review 		
Self-Study: Reading Skills for Effective Business Communication: Types of reading, SQ3R Technique of Reading	1	
Module -4: Writing skills		
Principles of effective writing, 3X3 writing process for business communication, Writing Positive, Neutral, Persuasive and Negative Messages	3	CO4
Practical Component: Writing exercises – Emails, Business letters, Memos, Business Proposals, Blogs	7	
Module – 5: Business Reports and Meetings		
Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary. Meeting Documentation: Notice, Agenda, and Resolution & Minutes, Business Meetings: Format, planning, facilitating, participating and follow-up	4	CO5
Practical Component – Plan & implement a meeting (including documentation)	2	
Self-Study: Levels of communication, Communicating Networks in Organizations. Reading Skills for Effective Business Communication: Types of reading, SQ3R Technique of Reading	2	
Project component – Draft an analytical report on a given topic		

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

CO1	Identify ethical, legal, cultural, and global issues affecting business communication and apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Deliver an effective oral business presentation
CO3	Practice the art of active listening and develop the comprehending ability by practicing reading skills.
CO4	Utilize the mechanics of writing and compose business letters in English precisely and effectively
CO5	Select appropriate organizational formats and channels used in developing and presenting business messages.

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business: With Course Mate	Ober, Scot & Newman, Amy	Cengage Learning	8/e, 2015
2	BCOM : A South-Asian Perspective	Lehman, Dufrene, Sinha	Cengage Learning	2/e, 2012
3	Business Communication	P. D. Chaturvedi & Mukesh Chaturvedi	Pearson Education	4/e, 2017
4	Business and Professional Communication	Kelly M., Quintanilla & Shawn T. Wahl	Sage Publications	2011

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business	Williams, Karen Logan, Merrier	Cengage Learning	8/e, 2017
2	Business Communication: Process	Mary Ellen Guffey	Cengage Learning	3/e, 2002
3	Business Communication	Lesikar, Flatley, Rentz, Pande	McGraw Hill Education	13/e, 2015

APPLICATION OF MS OFFICE

Course Code: 24MBA18	Credits: 2
L:T:P:J: 1:0:1:1	CIA Marks: 50
Exam Hours: 2 Hours	SEA Marks: 50

Course Objectives:

1. To familiarize the students with the basics of computer and techniques of creating a power point presentation.
2. To explain to the students the importance and application of MS Word for various academic and professional purposes.
3. To train students apply MS Excel techniques for various academic and professional purposes.

Contents of the Module	Hours	COs
Module-1:Introduction to Computers and MS Office		
Creating effective presentations using MS Power point - Opening, viewing, creating, and printing slides, applying auto layouts, adding custom animation, using slide transitions, graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.	7	CO1
Self-Study : Introduction to computers, role of computers, software and application, internet and its uses.	3	
Module-2: M S Word		
Creating, editing, saving and printing text documents, Font and paragraph formatting, Simple character formatting, inserting tables, smart art, page breaks, using lists and styles, working with images, Using Spelling and Grammar check, understanding document properties, Inserting citation and bibliography	8	CO2
Module-3: M S Excel		
Spreadsheet basics, Creating, editing, saving and printing spreadsheets, working with functions & formulas, modifying worksheets with color & auto-formats, graphically representing data: Charts & Graphs, speeding data entry: Using Data Forms, analyzing data: Data Menu, Subtotal, Filtering Data, use of data analysis tools available on excel, formatting worksheets, Securing & Protecting spreadsheets	12	CO3
Project Component: Students will be given with an unformatted raw data. They are expected to use their excel skills to segregate, format, analyze (or any other operations required)and present it in an organized way		

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

CO1	To Understand and apply the basics of computer and techniques of creating a power point presentation.
CO2	To Understand the importance and apply the techniques of MS Word for various academic and professional purposes.
CO3	To apply MS excel techniques for various academic and professional purposes.

MOOC Course

1. Introduction to computers and office productivity software -

<https://www.coursera.org/learn/introduction-to-computers-and-office-productivity-software>

2. Excel skills for business specialization –

<https://www.coursera.org/specializations/excel>

Text Books:

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Computer Applications in Management	Niranjan Shrivastava	Dreamtech Press	2012
2	Computer Applications in Business	Sudalaimuthu S. S. Anthony Raj	HPH	2/e 2012

Reference Books:

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Computer fundamentals – Introduction to computers	FaitheWempen	John Wiley and Sons Inc.	2015
2	Computer and Financial Accounting with Tally 9.0 Course Kit	Vikas Gupta	Dreamtech Press	2012

Additional Practical Components:

- Students may be asked to list down latest business trends, cases etc. and can present it using PPT.
- Students are expected to prepare activity reports using MS word and excel applications.
- With the help of a sample survey data and faculty can demonstrate how to perform basic data analysis using excel

Semester- II
STRATEGIC MANAGEMENT

Course Code: 24MBA21	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

- 1.To provide a framework for students to understand strategic management concepts and conduct external analysis for competitive advantage.
- 2.To help students develop a thorough understanding of principles and models related to an organization's internal analysis.
- 3.To help students understand the different strategy options available for organizations in a complex and dynamic environment.
- 4.To acquaint students with essential factors in strategy implementation.
- 5.To provide basic understanding of how to establish and exert strategic control.

Contents of the Module	Hours	COs
Module-1 Introduction to Strategic Management and External Analysis		
Meaning and Characteristics of Strategic Management; The Strategic Management Process. External Analysis Strategically Relevant Components of a Company's External Environment – Environment Threat and Opportunity Profile (ETOP); Industry Analysis – Porter's Dominant Economic Features, Porter's Five Forces Model, Entry and Exit Barriers, Strategic Group Mapping; Industry Key Success Factors, Key Performance Indicators and Key Result Areas.	7	CO1
Practical component – Identify Key Success Factors, Key Performance Indicators and Key Result Areas of a chosen Industry.	2	
Self-Study – PESTLE analysis.	1	
Module-2 Internal Analysis		
Strategic Vision, Mission, Goals, Long-Term and Short-Term Objectives and their Value to the Strategic Management Process; Organizational Capability Profile –Resource Based View of the firm (RBV) and VRIN; Business Portfolio Analysis – BCG / Growth Share Matrix, GE 9 Cell Model; Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking.	8	CO2

Practical component – Analyse SWOC of a chosen Company.	2	
Module-3 Strategy Formulation		
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, Joint Ventures, Strategic Alliances), Product/Market Expansion grid / Ansoff's Matrix; Stability Strategies – No-Change, Profit and Proceed with Caution; Retrenchment Strategies – Turnaround, Divestment and Liquidation; International Business Level Strategies.	8	CO3
Self-Study – Strategic Management in Non-Profit and Government Organizations; Blue ocean and Red ocean strategy.	4	
Module-4: Strategy Implementation		
Facilitators for implementation of strategy: Organisational Structures – matching structure to strategy, McKinsey's 7S, Changing structure and processes (Business Process Reengineering, Six Sigma); Strategic Leadership; Organisational Culture – Learning organisations, MBO, TQM; Barriers to implementation of strategy. Strategy and Innovation: Introduction to Innovation – Process, Product and Platform; Creative Destruction and Disruptive Technologies; Open Innovation and Open Strategy.	10	CO4
Module-5: 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).	5	CO5
Practical component – Students work in groups to develop strategic control plan for a selected company, including KPIs, monitoring processes, feedback mechanisms, and corrective actions.	3	

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

CO1	Understand strategic management concepts and how to conduct external analysis for competitive advantage.
CO2	Apply selected models of internal analysis to evaluate an organization.
CO3	Understand and analyse the different strategy options available for organizations in a complex and dynamic environment.
CO4	Appreciate the essential factors in strategy implementation.
CO5	Understand how to establish and exert strategic control.

MOOCs:

1. NPTEL: Strategic Management IIT Kharagpur
<https://nptel.ac.in/courses/122/105/122105024/>
2. NPTEL: Strategic Management IISc Bangalore
<https://nptel.ac.in/courses/110/108/110108047/>
3. SWAYAM: Strategic Management
https://onlinecourses.swayam2.ac.in/imb20_mg33/announcements?force=true
4. COURSERA: Strategic Management <https://www.coursera.org/learn/strategic-management>
5. COURSERA: Strategic Management and Innovation
<https://www.coursera.org/specializations/strategic-management>

Suggested Case Studies:

1. TATA Steel, JIO, Zoom`s Rise Amidst the COVID-19 Pandemic
2. Swiggy: Delivering on Business Continuity amidst COVID-19
3. Rise of Adani Group through different corporate strategies.

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19 th Ed, 2017
2	Contemporary Strategy Analysis	Robert M Grant	Wiley	11 th Ed, 2021
3	Contemporary Strategic Management	Robert M Grant	Wiley India	6 th Ed, 2011
4	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9 th 2016

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage	3 rd Ed, 2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14 th Ed, 2015
4	Contemporary Strategic Management Case Studies	Robert M Grant	Wiley India	2009

Additional Practical Component:

- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc (Industry Note to be submitted).
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy formulation and execution that were responsible for the company's failure in the market. Analysis to be done keeping in mind the internal and external factors impacting the company.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.

FINANCIAL MANAGEMENT

Course Code: 24MBA22	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize the students with basic concepts of financial management and apply the concept of time value of money and its implication
2. To analyse the concept of cost of capital and its relevance
3. To evaluate the investment proposals through capital budgeting techniques
4. To analyse capital structure and dividend decisions
5. To understand the management of working capital in an organization

Contents of the Module	Hours	COs
Module- 1: Introduction to Financial Management		
Meaning and objectives/ goals of Financial Management; Functions of Financial Management; Interface of Financial Management with other functional areas. Time value of money – Simple interest & Compound interest; Future value of Single cash flow & Annuity; Present value of single cash flow; Annuity & Perpetuity; Loan amortization. (Problems on PV, FV, Annuity and Loan Amortization schedule)	8	CO1
Practical Component – Finding out rate of return generated by different financial instruments; Preparing loan amortization scheme for a loan offered by bank	4	
Module- 2: Cost of capital		
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private equity, Convertibles. Cost of Capital: Cost of debenture capital; Cost of preferential capital; Cost of term loans; cost of equity capital - Dividend discounting and CAPM model; Determination of Weighted average cost of capital (WACC) and Marginal cost of capital (Problems on WACC)	8	CO2
Self-Study - Sources of Financing -Long term and Short-term	2	
Module- 3: Capital Budgeting (Investment decision)		
Capital budgeting: Importance; Process of Capital Budgeting, Estimation of Cash Flows; Investment evaluation techniques – Payback period, Accounting rate of return, Discounted payback period, Net present value, Internal rate of return, Profitability index, (Problems on evaluation of new projects)	10	CO3

Practical Component – Study the cash flows projection and capital budgeting method employed by a small or medium sized business firm	2	
Module- 4: Capital structure and Dividend decisions		
Capital structure - Capital structure planning and factors affecting capital structure policy; Leverage Analysis, EBIT and EPS analysis. Dividend Decision – Factors affecting the dividend policy (Theories of capital structure and dividend NOT included) (Problems on leverages and EPS analysis)	6	CO4
Practical Component: Study the capital structure and dividend policy of any two listed companies	1	
Module- 5: Working Capital Management		
Meaning and Objectives; Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). (Problems on operating cycle and cash cycle)	6	CO5
Self-Study - Factors influencing working capital requirements; Determination of operating cycle and cash cycle	3	

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

CO1	Understand the basic concepts of financial management and apply the time value of money concept
CO2	Analyse the various sources of finance and computation of weighted average cost of capital
CO3	Evaluate the investment decisions of a business
CO4	Analyze the capital structure and dividend decisions
CO5	Estimate working capital requirements of a business

Text Books:

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management: Text, Problems and Cases	Khan M. Y.& Jain P. K	TMH	8/e, 2019
2	Financial Management	Prasanna Chandra	TMH	9/e, 2017
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah & Harish Babu	HPH	1/e, 2015

Reference Books:

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	I. M. Pandey	Vikas Publishing	11/e, 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e, 2014
3	Cases in Financial Management	I. M. Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R	Sage Publications	3/e, 2019

BUSINESS RESEARCH METHODS

Course Code: 24MBA23	Credits: 4
L:T:P:J: 3:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize the students with basic concepts of Research and its process.
2. To help students gain insight into the various Research Designs to choose the most appropriate one.
3. To train students apply the correct sampling technique and data collection method.
4. To equip students, develop testable hypothesis, evaluate it using the right tests to draw meaningful conclusions.
5. To empower students evaluate data using JMP Pro and present results for decision making.

Contents of the Module	Hours	COs
Module -1: Introduction to Research		
Meaning, Types, Process of research, Defining the research problem, Formulating the research hypothesis, Developing the research proposals, Research design, sampling design, Planning, and collecting the data for research, Data analysis and interpretation, Features of good research study.	8	CO1
Module-2: Research Design		
Meaning, Significance and Types of research design- Exploratory, Conclusive, Descriptive, Experimental, Case Study, Mixed -method	7	CO2
Practical Component – Research review paper on any topic of your choice. Review of literature (Journal) and present the same.	6	
Module-3: Sampling and Data Collection		
Sampling: Concepts- Types of Sampling – Errors in sampling. Primary and Secondary data- meaning and various techniques of the data collection and their pros and cons. Questionnaire design, Measurement and Scaling Techniques: Basic measurement scales, Attitude measurement scale.	8	CO3
Module-4: Data Formatting and Hypothesis Testing		
Data Formatting for testing. Hypothesis testing: Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, Chi square, KW test, Normality, and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way and two-way classification, and problems on it	10	CO4

Self-Study – Construct a questionnaire for a research topic of interest	2	
Module -5: Inferential Statistics using JMP Pro and Report Writing		
Report writing and presentation of results: guidelines for effective documentation.	1	CO5
Practical Component – Parametric and Non-Parametric Tests- t-test, z-test, f-test, Goodness of fit, Normality and reliability of hypothesis. Statistical analysis, Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification, and problems on it. Analysis and interpretation using Minitab	4	
Self Study: Importance and Types of research report, Report structure,	2	
Project work –Research topic of interest and test hypothesis, analyze and present a research proposal for the topic chosen.	2	

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

CO1	Understand the basic concepts of Research and its process.
CO2	Gain insight into the various Research Designs to choose the most appropriate one.
CO3	Apply the correct sampling technique and data collection method.
CO4	Develop testable hypothesis, evaluate it using the right tests to draw meaningful conclusions.
CO5	Evaluate data using JMP Pro and present results for decision making.

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business Research Methods	Donald R. Cooper & Pamela s Schindler	TMH	12/e, 2018
2	Research Methods	M M. Munshi& K Gayathri Reddy	HPH	1/e, 2015
3	Research Methods	Naresh K Malhotra	Pearson Education	7/e,2022
4	Research Methodology	C R Kothari	New Age International	4/e, 2019
5	Statistics for business & economics,	Anderson, D.R., Sweeny, D.J., Williams, T.A., Camm, J.D., Cochran, J.J.	Cengage Learning	13/e, 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Statistics for management	Levin, R.I., Rubin, D. S., Rastogi S., Siddiqui, M.H	Prentice Hall India Publications	Prentice Hall India Publications
2	Research Methodology	Ranjit Kumar	Sage Publications	3/e, 2013
3	Research Methodology	Deepak Chawla and Neena Sondhi	Vikas Publications	2/e, 2018

OPERATIONS RESEARCH

Course Code: 24MBA24	Credits: 4
L:T:P:J: 4:0:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize the students with the basics of Operation Research.
2. To train the students evaluate the various techniques to minimize the transportation cost.
3. To develop capability among students to mathematically formulate a linear program and solve graphically
4. To provide an understanding of the various environments of Decision making and apply sequencing techniques to complete the jobs effectively.
5. To equip students to apply the simulation techniques and Game theory to obtain the optimal solutions

Contents of the Module	Hours	COs
Module -1:Introduction		
Characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)	6	CO1
Self-Study : Definition, scope of Operations Research	2	
Module-2: Transportation and Assignment Problem		
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.	12	CO2
Module -3: Linear Programming Problem		
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.	10	CO3
Module -4: Decision Theory and Job Sequencing		
Decision under uncertainty- Maxmin& Minmax, Decision under Risk- Expected Value, decision tree. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines (Problems)	7	CO4
Self-Study : Decision under uncertainty and 2 jobs-M machines cases. (Only theory)	3	
Module -5: Simulation and Game Theory		

<p>Process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems, Advantages & Disadvantages.</p> <p>Game Theory: Formulation of game models, Two-person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.</p>	10	CO5
---	-----------	------------

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

CO1	Understand the basics of Operations Research
CO2	Apply transportation techniques to minimize cost
CO3	Mathematically formulate the Linear Problem and solve graphically
CO4	Understand the various decision-making environment and sequence the jobs to minimize the idle time
CO5	Simulate problems and apply game theory to obtain optimal solution

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Operation Research: An Introduction	H.A. Taha	Pearson Education	9/e, 2014
2	Operation Research	J. K. Sharma	Trinity Press	2017

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Quantitative Techniques in management	N. D. Vohra	McGraw Hill	4/e, 2015
2	Introduction to Operations Research	Hiller, Frederick S. ; et al	Tata McGraw Hill	9/e, 2012

Practical Component

- Learn and use TORA Software for analysis of all the OR Techniques and Real-life Problems.
- Student should demonstrate the application of the techniques covered in this course.

ADVANCED STATISTICAL TOOLS

Course Code: 24MBA25	Credits: 3
L:T:P:J: 1:0:4:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To provide an understanding of apply statistical and logical functions in M S Excel
2. To provide students an understanding and application of the financial functions in MS Excel
3. To train the students Forecast time series data using MS Excel
4. To give students insights to perform descriptive statistics analysis and visualization using Jamovi.
5. To equip students Perform Inferential Statistics using Jamovi.

Contents of the Module	Hours	COs
Module 1: Basics and Reference functions using MS Excel		
Practical Component: Look-up and Reference function: V Look up and H Look up; Formula errors Logical Functions – If, And, Or, Count if and Sum if	6	CO1
Module 2: Financial functions and Pivot table in MS Excel		
Practical Component: Finance Functions –Loan amortization with suitable case Pivot table: Using Pivot table for data analysis; Create database for Pivot; Analyzing data with Pivot tables; Solver and Goal Seek	8	CO2
Module 3: Time Series Forecasting using MS Excel		
Practical Component: Time Series Plots, Trend Analysis, Seasonality, Moving Averages and Exponential Smoothing	6	CO3
Self-Study : Introduction to Time series , components of time series	2	
Module 4: Measures of central tendency and dispersion in Jamovi		
Measurement of Central tendency and Measurement of Dispersion	2	CO4
Practical Component: Installing JAMОВI and Navigating JAMОВI Measures of Central Tendency and Measures of Dispersion (Mean, Mode, Median; Variance, SD) Data visualization: Histograms, Bar graphs and Scatterplots	6	
Module 5: Hypothesis testing in Jamovi		
Practical Component: Correlation and Regression Parametric and non-parametric tests: t-test, Z Test, F Test, Chi Square test, One Way ANOVA, Two Way ANOVA	6	CO5
Self-Study: Meaning, Null and Alternative Hypothesis, Parametric and Non-Parametric tests	4	

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

CO1	Demonstrate basic statistical and logical concepts in M S Excel
CO2	Analyze financial concepts in MS Excel
CO3	Create time series forecasting using MS Excel
CO4	Analyze data using Measures of central tendency and dispersion using Jamovi
CO5	Evaluate hypothesis using Jamovi

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Statistics for Managers Using Microsoft Excel	David M. Levin; et al	Pearson Education	8/e, 2018
2	BSTAT: A South-Asian Perspective	Erald Keller; Hitesh Arora	Cengage Learning	2016
3	Learning Statistics with Jamovi	Danielle J. Navarro & David R. Foxcroft	E book	2022

ECONOMIC ENVIRONMENT OF BUSINESS

Course Code: 24MBA26	Credits: 2
L:T:P:J: 1:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the essential economic indicators of the domestic economic environment.
2. To acquaint students with conceptual understanding of economic growth and development.
3. To provide students with a basic understating of the economic policies of India.
4. To make students understand the essential economic indicators of the international economic environment.
5. To make students develop insights on the way international businesses work.

Contents of the Module	Hours	COs
Module-1 Domestic Economic Environment		
Macro Environment of Business; Economic system: Capitalism and Socialism; Macroeconomic Scenario: Growth, Saving and Investment, Inflation (sources, types and impact), Fiscal Imbalance, Balance of Payment; Prosperity, Recession, Depression and Stagflation; Economic Roles of the State and Central Government in India; Economic Policies: Industrial policy, Trade Policy, Monetary Policy and Fiscal Policy.	5	CO1
Self-Study – Industrial Policy of Karnataka Government and New Trade Policy.	1	
Module-2 Economic Growth and Development		
Concepts, Factors and Models (Keynesian and IS/LM Model); Economic Planning and Control; Circular Flow of Income in an Economy: Two-sector, Three-sector and Four-sector Model; National Income Measurement: Concepts and Methods; Gross Domestic Product and Gross National Product.	5	CO2
Practical component – Write an evaluative note on GDP and GNP of India. Students shall interpret major news on Indian economy during the semester.	1	
Module-3 Economic Policies of India		
Fiscal Policy: Instruments, Objectives, Issues: Fiscal Imbalance; Monetary Policy: Instruments, Objectives: Control of Currency and Control of Credit, Issues; New Industrial Policy; National Manufacturing Policy (Make in India); New Trade Policy, FERA.	5	CO3
Self-Study – Analysis of the latest Fiscal and Monetary Policy and submission of report. Classroom discussion on the pros and cons of different economic policies.	1	
Module -4 International Economic Environment		

Important Factors in International Economic Environment: Global Competitiveness, Balance of Payments GDP, GNP, Purchase Power Parity, Exchange Rate, Per Capita Income, Employment, Poverty, Growth Rate.	5	CO4
International Economic Collaboration: International Institutions (Relevance of IMF, World Bank and WTO), Trade Agreements (FTAs, RCEP, ASEAN, SARC, BRICS, NATO, G20).		
Practical component – Compare and contrast one developed, one developing and one underdeveloped economy. Students can analyze the economic parameters of different countries and see how each country is faring	1	
Module-5 International Business		
Meaning, Parties involved, Modes of Entry; Foreign Capital: Need and Components; Investing in countries abroad-Opportunities and Challenges; Repatriation of Profits.	5	CO5
Self-Study – Modes of Entry of any 5 Fortune 500 Companies (Including at least one Indian Company)	1	

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

CO1	Understand the essential economic indicators of the domestic economic environment.
CO2	Analyze the factors of economic growth and development.
CO3	Analyze the economic policies of India.
CO4	Assess the essential economic indicators of the international economic environment.
CO5	Develop insights on the way international businesses work.

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Economic Environment of Business	V K Puri S K Mishra	HPH	11 th Rev ed., 2019
2	International Business: Competing in the Global Marketplace	Charles W L Hill	McGraw Hill	14 th ed. 2023

ARTIFICIAL INTELLIGENCE FOR MANAGERS

Course Code: 24MBA27	Credits: 2
L:T:P:J: 1:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize the students with fundamentals and history of AI
2. To Orient the students with the process for framing an AI initiative
3. To provide an understanding of the application of AI in automation and robotics
4. To provide students insights of Machine learning and deep learning
5. To train the students with the basics and working of Prompt engineering

Contents of the Module	Hours	COs
Module-1: Introduction to AI		
Introduction to AI Introduction to AI, History and Evolution of AI, Economics of AI, AI Practices in real Business, Future of AI, AI & Ethics, Trolley Problem	5	CO1
Module-2: Foundations of AI intelligent agents		
Foundations of AI Intelligent agents, Search, AI Canvas, 7-step process for framing an AI initiative	5	CO2
Self-Study: Architecture and working of AI	3	
Module-3: Robotic process automation		
Robotic Process, Automation Robotic Process, Automation & Cognitive AI	5	CO3
Module-4: Machine learning and Deep Learning		
Machine Learning modeling process, ML systems and models. ML and Business Applications, Fundamentals of Natural Language Processing, Fundamentals of Computer Vision. Applications of Deep Learning in Business	6	CO4
Module -5: Prompt Engineering		
Meaning. 5 Principles of Prompt Engineering, Working of AI, Proven Prompting techniques, Prompt optimization and Evals	6	CO5

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

CO1	Understand the fundamentals and history of AI
CO2	Evaluate the process for framing an AI initiative
CO3	Know the role of AI in automation and robotics
CO4	Understand the concepts of Machine learning and deep Learning
CO5	Importance and application of Prompt engineering

Text Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Artificial Intelligence Basics	Taulli, T	Apress.	2019
2.	Prediction Machines	Agarwal, A., Gans, J. & Goldfarb, A.	Harvard Business Review Press.	2018
3.	Artificial Intelligence: A Modern Approach	Russell, S., Norvig, P	Prentice Hall.	2010

Reference Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	The Age of AI: Artificial Intelligence and the future of Humanity	Tacker, J.	Zondervan	2020

PROJECT OF SOCIAL CONCERN

Course Code: 24MBA28	Credits: 2
L:T:P:J: 0:0:0:4	CIA Marks: 50
	SEA Marks: 50

COURSE OBJECTIVES

- To sensitize students towards social issues.
- To bring awareness of multiple perspectives on a given topic of social concern among students.
- To encourage students to understand the cause and effects of social problems and find research-based solutions for them.
- To foster team work, punctuality and presentation skills among students.

General Guidelines

- The Project of social Concern (24MBA28) is compulsory for all the students perusing MBA Course
- The project work shall be spread over 2nd Semester with an emphasis on field survey.
- The project shall be done by a group of 3 students.
- The students shall identify a topic of social concern of his / her interest / passion through life experiences and / or through external sources.
- The students shall get associated with an organization (NGO, Social Enterprise, Government Department, CSR wing of a Corporate), working for the cause.
- The students are expected to identify the organization in consultation with the guide.
- The students shall seek guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- No two groups shall work in the same area/topic
- The student group shall submit a report on their work at the organization / evaluation studies.
- The group shall present the report to a committee of internal and external evaluators.

IDENTIFYING TOPICS

Topics of social concern can be classified into:

1. Social problems (Climate change, illiteracy, unemployment, poverty, malnutrition, health and hygiene, homelessness, domestic violence, inter-group conflicts, terrorism, etc).
2. Economic and social justice (ageism, racism, income disparity, gender bias and other types of discrimination).
3. Social ideals (empowerment, equality, democracy, etc.).

Format and Contents of the report

- The Project report shall not exceed 50 pages.
- The Project report shall be prepared using word processor viz. MS-Word in Times New Roman font, font size 12.
- All the reports shall be printed in A4 size sheet leaving 1” margin on all the sides.
- Students should submit the Project Report in both electronic form (Non editable PDF) and two hard copies (One for the student and other for the institute).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- Certificate from the organization.

Evaluation: Project of Social Concern carries 100 marks as shown below.

Rubrics for Project of Social Concern

Sl.No	Particulars	Marks Allotted
1	Progress Review (Internal Assessment)	25
2	Report Evaluation by the Guide	25
3	Report Evaluation by the External Examiner	25
4	Viva-Voce Examination (Joint Evaluation)	25
Total		100

A. Progress Review by the Guide

Sl. No	Aspects	Marks Allotted
1	Progress Review Evaluation I	25
2	Progress Review Evaluation II	25
3	Progress Review Evaluation III	25
Average of all 3		25

B. Report Evaluation by the Guide & External Examiner.

SL No	Aspects	Marks Allotted
1	Introduction and Relevance to the project of social concern	5
2	Theoretical Background & Literature Review	5
3	Research Design/ Volunteering work	5
4	Analysis, Interpretation & Findings	5
5	Learning outcomes & conclusion	5
Total		25

C. Viva-Voce Examination

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Knowledge about the chosen Social Concern & the Organisation	5
4	Objectives of the study and Research Design	5
5	Learning outcomes and appropriate suggestions	5
Total		25

Contents of the Project Report

- Cover page
- Certificate from the Organization
- Certificate from the guide, HOD and Head of the Institution
- Declaration by the student
- Acknowledgement
- Table of contents
- List of figures, tables and graphs

Chapter 1: Introduction

Introduction to the project: The cause identified, The organization chosen, Nature of Work carried out.

Chapter 2: Organization profile

Nature of the organization (NGO, Social Enterprise, Government Department, CSR wing of a Corporate), History, Promoters, Vision, Mission, Core values, Products / service profile, Areas of operation, Other organizations involved in the cause, SWOC Analysis, Impact of the organization's activities, Awards and recognitions, Future growth and prospects.

Chapter 3: Theoretical Background and Literature Review

Theoretical background of the issue / problem identified (Major theories, models, policy initiatives, Laws and propositions). Review of literature regarding the reasons and solutions for the identified cause.

Chapter 4: Research Design, Analysis and Findings

Statement of the problem, Need for the study, Objectives of the study, Scope of the study, Research methodology; Analysis and interpretation of the data collected with relevant tables and graphs, Summary of findings and Suggestions.

Projects involving volunteering work:

Nature of work / engagement; Methodology adopted / Plan of action; Ground Report; Feedback from the beneficiary / beneficiary organization; Impact / Outcome of the work / engagement; Challenges encountered in carrying out the work.

Chapter 5: Experience, Learning Outcome and Conclusion

Include experience, learnings from the engagement with the NGO / working for the cause, and conclusion.

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

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

CO1	Identify and define core social issues / problem
CO2	Understand the causes and effects of the social problems
CO3	Develop research-driven strategies to solve the existing social problems
CO4	Exhibit team work, punctuality and presentation skills

CORPORATE READINESS AND SOFT SKILLS

Course Code: 24MBA29	Credits: 2
L:T:P:J: 0:0:2:2	CIA Marks: 50
	SEA Marks: 50

Course Objectives:

1. To develop the ability to communicate effectively in groups.
2. To help the students develop the ability to ace the employment interviews.
3. To make students more employment ready by enhancing their problem solving and decision making through numerical aptitude, reasoning aptitude and verbal aptitude skills.

Contents of the Module	Hours	COs
Module -1: Group Discussion		
Group Discussion with special attention to content, team dynamics, body language and various components of oral communication skills.	4	CO1
Module -2: Employment communication		
Employment communication: Preparing your resume, writing covering letters and Inquiry Emails, preparing for a Job Interview, Conducting Yourself during the Interview, Grooming etiquettes. Essential aspects of virtual interviews.	6	CO2
Practical component – Conduct Mock interviews and provide one on one feedback	2	
Project Work: Prepare resume in the below shared formats – <ul style="list-style-type: none"> • One-page resume in pdf format • Resume in image format • Create a video resume professionally 		
Module -3: Aptitude skills		
Numerical aptitude – Problems on Basic number system, Time, speed and distance, Time and work, Profit and loss, Percentages, Simple and compound interest, Logical Reasoning – Problems on Blood relation analysis, Direction sense, Analytical reasoning, Syllogisms, Series completion, Coding and decoding English proficiency – Parts of speech, Verbal Analogies, Synonyms and antonyms, Reading comprehension, Error spotting, Sentence correction and completion.	18	CO3

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

CO1	Develop the ability to communicate effectively in groups.
CO2	Develop the art of articulating well during the interviews
CO3	Understand and apply various techniques and shortcuts to solve problems during employment aptitude tests.

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business: With Course Mate	Ober, Scot & Newman, Amy	Cengage Learning	8/e, 2015
2	Business Communication	P. D. Chaturvedi & Mukesh Chaturvedi	Pearson Education	4/e, 2017
3	Quantitative Aptitude	Dr. R S Aggarwal	S. Chand & Company Ltd.	Revised latest edition
4	Verbal and Non-verbal Reasoning	Dr. R S Aggarwal	S. Chand & Company Ltd.	Revised latest edition