



**NEW HORIZON**  
**COLLEGE OF ENGINEERING**

Autonomous College, Affiliated to VTU | Approved by AICTE New Delhi & UGC  
Accredited by NAAC with 'A' Grade & Accredited by NBA



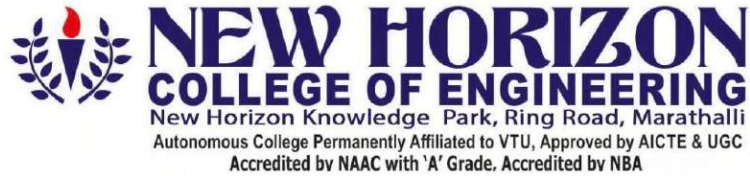
The Trust is a recipient of prestigious Rajyotsava State Award 2012 conferred by Government of Karnataka

# **MASTER OF BUSINESS ADMINISTRATION**

First & Second Semester  
**Scheme & Syllabus**

Academic Year 2020-21

# **MBA**



*Department of*  
*Management Studies*

**ACADEMIC YEAR 2020-21**

**I and II Semesters**

**M.B.A**

**SCHEME AND SYLLABUS**

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# NEW HORIZON COLLEGE OF ENGINEERING

## VISION

To emerge as an institute of eminence in the fields of engineering, technology and management in serving the industry and the nation by empowering students with a high degree of technical, managerial and practical competence.

## MISSION

<b>M1</b>	To strengthen the theoretical, practical and ethical dimensions of the learning process by fostering a culture of research and innovation among faculty members and students.
<b>M2</b>	To encourage long-term interaction between the academia and industry through the involvement of the industry in the design of the curriculum and its hands-on implementation
<b>M3</b>	To strengthen and mould students in professional, ethical, social and environmental dimensions by encouraging participation in co-curricular and extracurricular activities.

## QUALITY POLICY

To Provide services of the highest quality both curricular and co-curricular, so that our students can integrate their skills and serve the industry and society equally well at a global level.

## DEPARTMENT OF MANAGEMENT STUDIES

### VISION

To evolve into a globally integrated B-school contributing towards management education, consultancy, research leadership & corporate excellence.

### MISSION

M1	To constantly strive to provide students with an in-depth knowledge and understanding of business and managerial concepts.
M2	To promote lateral thinking and a spirit of enquiry among our students, so that they look from a different angle, and have a creative approach and are able to provide simple solutions to complex business problems.
M3	To deliver through our teaching learning process, the richness of entrepreneurship and multidisciplinary knowledge in a way, where ethics and social commitments will be the corner stone for our students.

### PROGRAM EDUCATION OBJECTIVES (PEOs)

PEO1	To make management graduates conceptualize, critically analyze and acquire In-depth knowledge of business and management by imbibing in them the unique ability of synthesizing knowledge towards adding value in the areas of business and management.
PEO2	To promote lateral thinking by way of enabling management graduates to see at the things from different perspectives there by making them to come out with simple solutions for complex managerial problems.
PEO3	To inculcate a spirit of enquiry, so that Management Graduates search for facts and truths by developing methodologies that supports critical analysis and decision making.
PEO4	To ignite the passion for Entrepreneurship in Management graduates by orienting them in the application of Modern tools of management and make them learn to select and apply in complex decision making processes.
PEO5	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

### PEO TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4	PEO5
M1	3	3	2	3	2
M2	2	3	3	3	3
M3	2	2	3	3	3

### CORRELATION

**3- STRONG**

**2- MEDIUM**

**1- LOW PROGRAM**

### OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

1	<b>PO1</b>	Apply knowledge of management theories and practices to solve business problems.
2	<b>PO2</b>	Foster analytical and critical thinking abilities for data-based decision making.
3	<b>PO3</b>	Ability to develop value based leadership ability.
4	<b>PO4</b>	Ability to understand, analyze and communicate global, legal and ethical aspects of business.
5	<b>PO5</b>	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	<b>PO6</b>	Management graduates to acquire in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to strive towards personal victory and value creation to society.
7	<b>PO7</b>	Students studying management to be passionate about multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that they see things from a perspective which are not just simple but effective.

<u>PEO/PO</u>	PO1	PO2	PO3	PO4	PO5	PO6	PO7
PEO 1	3	3	2	2	3	2	3
PEO 2	2	3	3	2	3	2	3
PEO 3	2	2	2	3	2	3	2
PEO 4	3	3	3	3	3	3	3
PEO 5	3	2	2	2	2	2	1

**Mapping of POs TO PEOs**

3-Strong Correlation    2- Medium Correlation    1- Low Correlation

**PROGRAM SPECIFIC OUTCOMES**

**PSO 1:** To guide and channelize the transformation process of every management graduate by providing in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to make them to strive towards personal victory and value creation to society.

**PSO 2:** To ignite a passion for multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that management graduates see things from a perspective which are not just simple but effective.

**NEW HORIZON COLLEGE OF ENGINEERING**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**SCHEME OF I SEMESTER MBA PROGRAM**

Sl. No.	Course Code	Course Title	BOS	Credit Distribution			Overall credit	Teaching Hours / week	Marks		
				L	T	P			CIE	SEE	Total
1	20MBA11	Management Principles, Concepts and Applications	MBA	4	0	0	4	4	50	50	100
2	20MBA12	Business Economics and Environment	MBA	4	0	0	4	4	50	50	100
3	20MBA13	Data Analysis And Decision Making	MBA	3	1	0	4	5	50	50	100
4	20MBA14	Management Accounting	MBA	3	1	0	4	5	50	50	100
5	20MBA15	Marketing Management	MBA	4	0	0	4	4	50	50	100
6	20MBA16	Human Resource Management	MBA	4	0	0	4	4	50	50	100
7	20MBA17	Managerial Communication	HSS	2	0	0	2	2	25	25	50
<b>Total</b>							<b>26</b>	<b>28</b>	<b>325</b>	<b>325</b>	<b>650</b>



**NEW HORIZON COLLEGE OF ENGINEERING**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**SCHEME OF II SEMESTER MBA PROGRAM**

Sl. No.	Course Code	Course Title	BOS	Credit Distribution			Overall credit	Teaching Hours / week	Marks		
				L	T	P			CIE	SEE	Total
1	20MBA 21	Operations Management	MBA	4	0	0	4	4	50	50	100
2	20MBA 22	Financial Management	MBA	3	1	0	4	5	50	50	100
3	20MBA 23	Business Intelligence and Analytics	MBA	4	0	0	4	4	50	50	100
4	20MBA 24	Entrepreneurship Development	MBA	4	0	0	4	4	50	50	100
5	20MBA 25	Strategic Management & Corporate governance	MBA	4	0	0	4	4	50	50	100
6	20MBA 26	Corporate Interface & Professional Development	HSS	2	0	0	2	2	25	25	50
7	20MBA 27	Corporate Exposure-Seminar	MBA	-			2	-	25	25	50
<b>Total</b>							<b>24</b>	<b>23</b>	<b>300</b>	<b>300</b>	<b>600</b>

## **FIRST SEMESTER (SYLLABUS)**

**MANAGEMENT PRINCIPLES, CONCEPTS AND APPLICATION**

<b>Course Code</b>	<b>: 20MBA11</b>	<b>Credits</b>	<b>: 04</b>
<b>L: T: P</b>	<b>: 4:0:0</b>	<b>CIE Marks</b>	<b>: 50</b>
<b>Exam Hours</b>	<b>: 03</b>	<b>SEE Marks</b>	<b>: 50</b>

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

<b>CO1</b>	Understand and apply the insights of management, functions of a manager, process of planning and the concept of MBO
<b>CO2</b>	Analyze the organizational structure and process of controlling
<b>CO3</b>	Understand dynamics of OB, the concept of personality and perception, values and attitude
<b>CO4</b>	Analyze different personality theories and understand leadership theories
<b>CO5</b>	Understand Individual behavior and dynamics of groups and effective team building
<b>CO6</b>	Evaluate the role of power and politics in decision making

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	2	2	2	3	1
<b>CO2</b>	3	3	3	2	2	3	1
<b>CO3</b>	3	3	2	2	2	3	2
<b>CO4</b>	3	3	2	2	2	2	3
<b>CO5</b>	3	3	3	2	3	3	2
<b>CO6</b>	3	2	3	2	3	2	3

Module No.	CONTENTS OF MODULE	Hrs	Cos
1	<p><b>Management:</b> Management Definition, Nature, Scope Management-A Science or an Art, Management Levels. Functions, Fayol's Fourteen principle, The Scientific Management theory, Contribution by F.W. Taylor, Mint berg management roles, MBO, Recent trends in Management.</p> <p><b>Planning:</b> Planning, nature of planning, planning process, objectives, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions, techniques in decision making.</p>	9	CO1
2	<p><b>Organizing &amp; Controlling:</b></p> <p><b>Organizing:</b> organization structure, formal Vs informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization Vs Centralization, Types of Organizations, virtual organizations.</p> <p><b>Controlling:</b> Controlling Process, Techniques of Managerial Control, Feed-forward and Feedback Control, Behavioral Implications and Guidelines for Effective Control.</p>	9	CO2
3	<p><b>Organizational Behavior</b>-introduction, definition, fundamental principles of OB, challenges and opportunities, Foundations of Individual Behavior.</p> <p><b>Personality-</b> Determinants of personality, BIG Five Model, MBTI, personality attributes influencing OB. Type A and Type B Personality; Personality Theories.</p> <p><b>Perception:</b> Process ,factors influencing perception</p> <p><b>Attitude :</b>Components, Relation between attitude and behaviour</p> <p><b>Values:</b> Definition, value attributes, types</p> <p><b>Emotions:</b> Basic Emotions, Emotional Intelligence at workplace.</p>	9	CO3, CO5
4	<p><b>Leadership in organizations:</b> Formal and Informal Leadership; Leadership Styles; Personality Characteristics of Leaders. Theories</p> <p><b>Communication:</b> Introduction, process of communication, types &amp; barriers to communications.</p>	9	CO4, CO5
5	<p><b>Dynamics of Group behavior:</b> Definition, types, formation of groups, building effective teams.</p> <p><b>Inter-Group Relations and Conflict Management:</b> Interdependence of Groups; Nature of Conflict in Organizations; Changing View of Conflict; Types of Conflict Situations; The Causes of Conflict; Conflict Management and Negotiation</p> <p><b>Power and Politics:</b> Power and Politics-An Introduction; Sources of Power in Organizations; Organizational Politics; Ethics</p>	9	CO5 CO6

**Suggested Case Studies:**

1. (Decision making) "A request for special favours", page No: 673, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
2. MBO "Shopper's heaven's MBO Program", Page No: 673-674, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
3. (Organizing) organising for success", page No: 677, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
4. (Controlling) "S. W Associated Inc", Page No: 689, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.

5. (Attitude) "Albertsons works on Employee attitudes", Page No: 101, S. P. Robbins, Timothy. A. Judge, Seema Singh, Organizational behaviour, Pearson, 13<sup>th</sup> edition.
6. (Perception) "Bombay printers", Page No: 169, V.S.P rao, Organizational behaviour, Excel books.
7. (Personality) "A Diamond Personality", Page No: 145, S. P. Robbins, Timothy. A. Judge, Seema Singh, Organizational behaviour, Pearson, 13<sup>th</sup> edition .
8. (Leadership) "A defining year for corporate leadership", Page No : 575, Fred Luthans, Organizational behaviour, Mc- Graw Hill.
9. (Group Behaviour) "The Blue- Ribbon Committee", Page No : 464, , Fred Luthans, Organizational behaviour, Mc- Graw Hill.
10. Power: "Throwing away a golden opportunity", Page No : 436-437 , Fred Luthans, Organizational behaviour, Mc- Graw Hill.

**TEXT BOOKS:**

- 1) Management: Text and Cases - VSP Rao, Excel Books ,2009
- 2) MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cenage Publications, 2010
- 3) Management Theory & Practice Text & Cases – Subba Rao P &Hima Bindu, Himalaya Publications, 2010.
- 4) Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson publications, 14th Edition, 2012.
- 5) Organizational behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011.

**REFERENCE BOOKS:**

- 1) Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
- 2) Fundamentals of Management-Stephen P Robbins, Mary Coulter et al, Pearson Publications, 11th edition
- 3) Management-Richard L. Daft, Cengage learning, 12<sup>th</sup> Edition, 2016
- 4) Organization Behaviour – Ashwathappa, Himalaya Publication, 7<sup>th</sup> Edition, 2007

**ASSESSMENT PATTERN**

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category	Tests	Assignments	Quizzes	Current Affairs quizzes
<b>Marks (out of 50)</b>	<b>25</b>	<b>10</b>	<b>5</b>	<b>10</b>
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**Assignments Questions:**

**Q1.** Create an organization structure for your organization with clear description of delegation and decentralization.

**Q2.** Identify 5 leaders identify their leadership style and elaborate.

**Q3.** Identify certain values that you possess. Classify them into different types.

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

**BUSINESS ECONOMICS AND ENVIRONMENT**

<b>Course Code</b>	<b>: 20MBA12</b>	<b>Credits</b>	<b>: 04</b>
<b>L: T: P</b>	<b>: 4:0:0</b>	<b>CIE Marks</b>	<b>: 50</b>
<b>Exam Hours</b>	<b>: 03</b>	<b>SEE Marks</b>	<b>: 50</b>

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

<b>CO1</b>	Understand the relative importance of Managerial Economics.
<b>CO2</b>	Analyze production function and production equilibrium.
<b>CO3</b>	Understand the cost and revenue concepts.
<b>CO4</b>	Evaluate features of different kinds of markets
<b>CO5</b>	Understand the Union Budget and Economy of India
<b>CO6</b>	Understand the monetary and fiscal policies

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	2	2	2	2
<b>CO2</b>	3	3	2	3	2	2	1
<b>CO3</b>	3	3	2	3	2	2	2
<b>CO4</b>	2	2	2	3	3	2	2
<b>CO5</b>	3	2	2	3	2	2	1
<b>CO6</b>	3	2	3	2	3	2	1

Module No.	Contents of Module	Hrs	Cos
1	<p><b>Introduction to Business economics and Demand Analysis:</b> Managerial Economics-Nature, Scope &amp;significance, Role of Managerial Economist in decision making. Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equimarginal principles.</p> <p><b>Theory of Consumer Behavior:</b> rationality, revealed preferences and utility, indifference curves, demand functions, substitution and income effects, substitutes and complements, demand elasticity.</p>	9	CO1
2	<p><b>Production analysis:</b> Production function with one variable input and two variable inputs – Law of diminishing of returns – iso- quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm.</p>	9	CO2
3	<p><b>Cost &amp; Revenue analysis:</b> Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of scale. Break Even Analysis-Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)</p>	9	CO3
4	<p><b>Market structure:</b> Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, <b>Oligopoly:</b> Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation.</p> <p><b>Pricing strategies and practices:</b> Multi product pricing, price Discrimination, transfer pricing, cost plus pricing, incremental / marginal pricing, transfer pricing and peak load pricing.</p>	9	CO4, CO5
5	<p><b>Budget and the Economy:</b> Components of the government budget: The revenue account, the capital account, measures of government deficit, Highlights of Union Budget, Highlights of foreign trade policy Fiscal policy: changes in government expenditure, changes in taxes and debt.</p> <p><b>Inflation:</b> Definitions, Types of inflation, Effects of inflation – Measures to control Inflation – Monetary and Fiscal Policies. Globalization and its impact on India</p>	9	CO6



**SUGGESTED CASE STUDIES:****1. Case study:** Cost matters Most

Source: Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.  
Page no.603-606

**2. Case study:** Microsoft – increasing or diminishing returns?

Source: Managerial Economics - Nick Wilkinson 2005 - Cambridge university press. Page no. 191

**3. Case study:** Production and cost function in petroleum industry Source: Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 8e, 2010 Page no.343

**4. Case study:** Electricity generation

Source: Managerial Economics - Nick Wilkinson 2005 - Cambridge university press. Page no. 311

**5. Case study:** union budget Analysis**Text Books:**

- 1) Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
- 2) Managerial Economics, D.N Dwivedi, 6th ed., Vikas Publication.
- 3) Managerial Economics, H. L Ahuja, S. Chand, 2011
- 4) Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication.
- 5) Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

**Reference Books:**

- 1) Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010
- 2) Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
- 3) Managerial Economics, Yogesh Maheshwari, PHI, 2/e, 2011

**ASSESSMENT PATTERN****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category	Tests	Assignments	Quizzes	Current Affairs Quizzes
Marks (out of 50)	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**ASSIGNMENT 01**

- 1) Select any company and study the important determinants of the demand function that a firm faces for the commodity it sells?
- 2) Take a product of your choice and evaluate the impact of substitution on it?

**ASSIGNMENT 02**

- 1) Take a low value and a high value product and explain what would be the

price elasticity of demand?

- 2) Mr. Balu, a lawyer working for a large law firm and earning \$100,000 per year, is contemplating setting up his own firm. He estimates that renting an office would cost \$15,000 per year, hiring a secretary cost \$25,000 per year, renting a required office equipments would cost \$15,000 per year and paying for electricity, telephone & so forth would cost another \$5,000. The lawyer estimated his total revenue for the year would be \$150,000 and he is indifferent between keeping his present occupation and opening his own firm.
- a. How much would be the explicit costs of the lawyer for running his own office for the year?
  - b. How much would be accounting costs be? The implicit costs? The economic costs?
  - c. Should the lawyer go ahead and start his own practice?

**ASSIGNMENT 03**

1. Analyze the inflation trend in the economy and assess its impact on the economic development of the country?
2. Evaluate in detail union budget 2019

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

## DATA ANALYSIS & DECISION MAKING

Course Code : 20MBA13	Credits : 04
L: T: P : 3:1:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

<b>CO1</b>	Understand the basic statistics for Business Management
<b>CO2</b>	Understand critical thinking skills applied for analyzing descriptive statistics and inferential statistics for decision making
<b>CO3</b>	Evaluate probability concepts required for Business Management
<b>CO4</b>	Evaluate normal distribution and the significance in decision making
<b>CO5</b>	Apply sound knowledge of Decision making based on Quantitative Techniques
<b>CO6</b>	Analyze decisions based on Game theory and Simulation

**Mapping of Course Outcomes to Program Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	3	3	2	2	3	3	1
<b>CO2</b>	3	3	3	3	3	3	2
<b>CO3</b>	2	2	3	3	3	3	1
<b>CO4</b>	2	2	3	3	3	3	3
<b>CO5</b>	3	3	3	2	3	3	1
<b>CO6</b>	3	3	3	2	3	3	1

Module No.	Contents of Module	Hrs	Cos
1	<b>Introduction to Statistics:</b> Introduction to Statistics, Importance of Statistics in modern business environment. Definition , Presentation of Data, Classification, Tabulation, Graphs and Charts -Frequency Distribution- Scale of measurements- Normal , Ordinal , Interval and Ratio-Descriptive Statistics-Measures of Central Tendency-Measures of Dispersion-Measures of Position –Summarization of Data by Box and Whisker Plot s for all measurements (MS-Excel).	9	CO1
2	<b>Theory of Probability:</b> Introduction - Definition of probability – Uncertainty and Probability, Basic terminology used in probability theory, Approaches to probability , Rules of Probability - Addition rule - Multiplication rule , Conditional Probability, Steps Involved in Solving Problems on Probability , Bayes' Probability , Random Variables, Expectation of a Random Variable. Probability Distributions- Binomial, Poisson, Normal Distribution, Exponential Distribution.	11	CO2
3	<b>Correlation and Regression:</b> Introduction , Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient - Properties of Karl Pearson's correlation coefficient - Factors influencing the size of correlation coefficient , Spearman's Rank Correlation Coefficient , Partial Correlations , Multiple Correlations , Regression – Regression analysis - Regression lines - Regression coefficient.	9	CO3 CO4
4	<b>Decision Analysis :</b> Decision –making Problem, Decision-making Process, Decision –making Environment, Decisions Under Uncertainty, Decisions under Risk, Decision – Tree Analysis, Decision- making with Utilities.	7	CO5
5	<b>Games and Strategies / Simulation :</b>  Games- Introduction- Two-person Zero –Sum Games, Some basic Terms, The Maximin- Minimax Principle, Games Without Saddle Points- Mixed Strategies, Graphic Solution of 2xn and mx2 Games, Dominance Property, Arithmetic method for nxn Games, General Solution of mxn Rectangle Games, Game against passivity, Limitations and Extensions.  Simulation Introduction, Why Simulation, Methodology of Simulation, Simulation models, Event- Type Simulation, Generation of Random numbers, Monte- Carlo Simulation, Simulation of Inventory Problems, Queuing Problems, Maintenance Problems, Investment and Budgeting Advantages and Limitations of Simulation.	9	CO6

**Suggested Case studies**

1. **HBR** " DATA Are You Still Prioritizing Intuition Over Data" by Tomas Chamorro-Premuzic
2. **HBR** FORECASTING Develop a "Probabilistic" Approach to Managing Uncertainty
3. **problem:** HBR "ANALYTICS A Refresher on Regression Analysis" by Amy Gallo
4. **HBR** "Data-Driven Decisions Start with These 4 Questions" by Eric Haller and Greg Satell
5. Simulation of inventory problem

**Text Books:**

1. Business Statistics, Gupta, S P and Gupta M P. New Delhi, Sultan Chand, 2014
2. Statistics for Management. Levin Richard I and Rubin David S. New Jersey, Prentice Hall Inc., 2015

3. Operations Research, Kanti Swarup, P K Gupta, Man Mohan, Sultan Chand & Sons, Educational Publishers, New Delhi, 2015

**Reference books:**

1. Complete Business Statistics, Amir Aczel, Jayavel Sounderpandian, P Saravanan, Mcgraw Higher Ed, 2017
2. Business Statistics, J.K. Sharma, 4th Edition, Pearson Kindle Edition, 2016
3. Applied Operations Research, J K Sharma, Trinity Press, 2017

**ASSESSMENT PATTERN**

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category	Tests	Assignments	Quizzes	Co-Curricular Participation
<b>Marks (out of 50)</b>	<b>25</b>	<b>10</b>	<b>5</b>	<b>10</b>
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**ASSIGNMENT 01**

Q1: a) A factory turns out an article by mass production methods. From the past experience, it appears that 20 articles on an average are rejected out of every batch of 100. Find the variance of the no. of articles rejected in a batch. What is the probability that the no. of articles rejected in a batch. What is the probability that the no. of articles rejected in a batch exceeds 30?

In a sample of 1000 cases, the mean of certain test is 14 and standard deviation is 2.5. Assuming the normality of distribution find (i) How many candidates score between 12 and 15 (ii) How many score below 10 (iii) what is the probability that a candidate selected at random will score above 20

**ASSIGNMENT 02**

Q2: A large steel manufacturing company has three options with regards to production (i) Produce Commercially (ii) Build pilot plant (iii) stop producing steel. The management has estimated that their pilot plant, if built has 0.8 chance of high yield and 0.2 chance of low yield. If the pilot plant does show a high yield, management assigns a probability of 0.75 that the commercial plant will also high yield. If the pilot plant shows a low yield, there is only a 0.1 chance that the commercial plant will show a high yield. Finally management's best assessment of the yield on a commercial –size plant without building a pilot plant first has a 0.6 chance of high yield. A pilot plant will cost Rs. 3,00,000. The profits earned under high and low yield conditions are Rs. 1,20,000 and – 1,20,000 respectively. Find the optimum decision for the company.

**ASSIGNMENT 03**

Q3: Maintenance of machines in a factory can be carried out by one –man or sometimes by a two man crew. The times taken with one man crew are 1.5, 2.0, 2.5 or 3.0 hours with probabilities 0.20, 0.30, 0.35 and 0.15 respectively. A two –man crew requires 0.75, 1.00, 1.50, or 2.00 hours with probabilities of 0.25, 0.35, 0.20, and 0.20 respectively. The cost of labour is Rs.7 per hour and the overhead expenses are Rs.3 per hour per crew. Decide whether one or two-man crew is more economical (Use Simulation techniques)

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

**MANAGEMENT ACCOUNTING**

<b>Course Code</b> : 20MBA14	<b>Credits</b> : 04
<b>L: T: P</b> : 3:1:0	<b>CIE Marks</b> : 50
<b>Exam Hours</b> : 03	<b>SEE Marks</b> : 50

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

<b>CO1</b>	Understand how accounting can be used as a control technique
<b>CO2</b>	Apply accounting framework to prepare financial statements
<b>CO3</b>	Apply critical thinking skills to analyze financial statements
<b>CO4</b>	Evaluate the financial position of the business by using ratio analysis
<b>CO5</b>	Evaluate the concepts of marginal costing and its application in managerial decision making
<b>CO6</b>	Evaluate the cost related aspects of business.

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	2	2	2	2
<b>CO2</b>	3	3	3	2	2	2	1
<b>CO3</b>	3	3	2	2	3	2	2
<b>CO4</b>	3	2	3	2	2	3	2
<b>CO5</b>	3	2	2	2	2	2	2
<b>CO6</b>	3	2	3	2	2	3	2

Module No.	Contents of Module	Hrs	Cos
1	<b>Financial Accounting:</b> Book-keeping, accounting and accountancy, objectives of accounting, basic terms in accounting, Generally accepted accounting principles, accounting concepts, accounting conventions, system of accounting. Frauds & Ethical issues in accounting. Journal & Ledger Entries: Accounting equation, accounting cycle, types of accounts, rules of debit and credit, journal, meaning, features, format, journal entry, ledger, meaning, features, posting to ledger, balancing of ledger account, preparation of ledger accounts, subsidiary books, features of subsidiary books, types of subsidiary books, cash book, types of cash book, simple and three column cash book, Preparation of Trial Balance: Meaning of trial balance, objectives of preparing the trial balance, preparation of trial balance – total & balance methods, errors, meaning, types, and rectification of errors. (Theory and Problems)	9	CO1
2	<b>Financial Statements:</b> Meaning and users of financial statements, capital and revenue items, preparation of financial statements, trading account, profit and loss account, closing entries, balance sheet format (horizontal and vertical), adjustments with respect to closing stock, outstanding expenses, prepaid expenses, accrued incomes, income received in advance, depreciation, appreciation, bad debts, provision for doubtful debts, provision for discount on debtors and creditors, interest on capital, interest on drawings, preparation of financial Statements. (Theory and Problems)	9	CO2
3	<b>Financial Analysis:</b> Meaning and nature of financial statements, purpose of financial statements, statutory requirements of financial statements, nature of financial analysis, meaning and significance of financial analysis, Understanding business through financial analysis, objectives and tools of financial analysis, comparative, common size and trend analysis, Fund Flow and Cash Flow Analysis: The concept of fund, fund flow, fund flow analysis, statement of working capital changes, adjusted profit and loss account, relevant ledger accounts, fund flow statement, concept of cash, cash flow, cash flow analysis, difference between cash and fund, cash flow statement, relevant ledger accounts, relevance of cash flow and fund flow. (Theory and Problem)	9	CO3
4	<b>Ratio Analysis:</b> Meaning of ratio, ratio analysis, and nature of ratio analysis, benefits and limitations of ratio analysis, classification of ratios, ratios to measure liquidity, solvency, turnover and profitability of business, construction of balance sheet with ratios, DuPont analysis. (Theory and Problem)	9	CO4
5	<b>Marginal Costing for Decision Making:</b> Nature and scope of marginal costing, advantages and disadvantages of marginal costing, break even chart, breakeven point and break even analysis, marginal cost ascertainment, concept of contribution, margin of safety, PVR, its application, make or buy decisions, product pricing, continuing and dis-continuing a product, Product Mix decisions. (Theory and Problem)	9	CO5 CO6



**Suggested Case Studies :**

- : <https://www.macrotrends.net/stocks/charts/NKE/nike/financial-ratios>
- : <https://www.macrotrends.net/stocks/charts/NKE/nike/balance-sheet>
- : <https://www.macrotrends.net/stocks/charts/NKE/nike/cash-flow-statement>
- : <https://www.macrotrends.net/stocks/charts/NKE/nike/income-statement?freq=A>

**Text Books:**

- 1) Financial accounting for management: an analytical perspective, Amrish Gupta, 4/e Pearson Education.
- 2) Accounting for Management, Arora M.N, HPH.
- 3) Essentials of Financial Accounting (based in IFRS), Bhattacharya, 3/e, PHI.
- 4) Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- 5) Financial Accounting, P. C Tulsian, 2016, Pearson

**Reference Books:**

- 1) Financial Accounting, Dhaneshk Khatri, TMH, 2015
- 2) Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
- 3) A Text book of Accounting for Management, Maheshwari S, N.Maheshwari, Sharad K Maheshwari, 2/e, Vikas Publishing House.
- 4) Financial Accounting, Jain S.P and Narang K L, Kalyani Publishers.

**ASSESSMENT PATTERN****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category	Tests	Assignments	Quizzes	Term Paper
<b>Marks (out of 50)</b>	<b>25</b>	<b>10</b>	<b>5</b>	<b>10</b>
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**Assignment Questions:**

- Q1:** Recommend the way of recording an owner's money that is used to start a company?
- Q2:** Interpret the transaction approach and balance sheet approach to measuring net income?
- Q3:** Justify the reason for an increase in inventory shown as a negative amount in the statement of cash flows?
- Q4:** Evaluate the financial status of any listed company by using ratio analysis.

**Term paper.**

1. Explain how managerial costing is helping the manufacturing industries in making decisions regarding different components or materials needed in their production process?

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## MARKETING MANAGEMENT

<b>Course Code</b> : 20MBA15	<b>Credits</b> : 04
<b>L: T: P</b> : 4:0:0	<b>CIE Marks</b> : 50
<b>Exam Hours</b> : 03	<b>SEE Marks</b> : 50

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

<b>CO1</b>	Understanding of key marketing concepts and skills.
<b>CO2</b>	Understand the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
<b>CO3</b>	Apply the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning;
<b>CO4</b>	Understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and control the marketing mix variables in order to achieve organizational goals.
<b>CO5</b>	Create marketing research plans and persuasively communicate your recommendations and rationale.
<b>CO6</b>	Evaluate the scope and managerial importance of marketing research and its role in the development of marketing strategy

**Mapping of CO v/s PO:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	3	3	2	3	2
<b>CO2</b>	2	3	2	2	2	2	2
<b>CO3</b>	2	2	2	2	3	3	2
<b>CO4</b>	2	3	2	2	3	2	3
<b>CO5</b>	3	3	3	2	2	2	2
<b>CO6</b>	3	3	3	2	2	2	2

Module No.	Contents of Module	Hrs	COs
1	<p><b>Introduction To Marketing And Focusing Marketing Strategy With Segmentation, Targeting And Positioning</b></p> <p>Nature, importance and scope, evolution/various marketing orientations, Consumer need, Want and demand concepts, Evaluating Opportunities in the Changing Marketing Environment. Consumer Behaviour: factors influencing buying behaviour, buying habits, stages in consumer buying decision process. Bases for market segmentation of consumer goods, Effective segmentation criteria, Evaluating &amp; Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition &amp; USP, positioning errors, International Marketing- Entry strategies.</p>	8	CO1, CO2, CO3
2	<p><b>Setting Product And Pricing Strategy: Product And Price Mix Introduction to Marketing Mix: Product, Price, Promotion and Place.</b></p> <p><b>Product Decisions:</b> Concept, product hierarchy, new product development, diffusion process, Product Life cycle, Product mix strategies. Branding – Brand and its importance, Concept of Branding, Types of brands, Brand equity, Branding Strategies. Packaging / Labelling: Packaging as a marketing tool and its challenges, requirement of good packaging, Role of labelling in packaging.</p> <p><b>Pricing Decisions:</b> Pricing concepts for establishing value, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming &amp; Penetration pricing.</p>	9	CO4
3	<p><b>Marketing Communications: Promotion Mix; Marketing Channels: Place Mix;</b></p> <p><b>Promotion Decisions:</b> Concept of communication mix, communication objectives, steps in developing effective communication, Stages in designing message Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions.</p> <p>Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Concept, features, and Functions, Steps/process involved in Personal Selling, Types of selling. Publicity / Public Relation: Meaning, Objectives, Types, Functions of Public Relations. Direct Marketing: Meaning, Features, Functions. Social media and social networks marketing.</p> <p><b>Place/Channel Design:</b> Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Supply chain management, Multilevel Marketing (Network Marketing).</p>	12	CO4
4	<p><b>Introduction and Basic Concepts of Marketing Research:</b> Nature and Scope of Marketing, Research-Limitations, The Marketing Research process an overview-Defining the objectives-Research Design- Exploratory, Descriptive and casual Designing. Research Methodology, Sampling Techniques, Types and methods of data collection, - major qualitative techniques-Dept interview-Focus group-projective techniques-validity of research, Designing Questionnaire, Scale of measurement.</p>	8	CO5 CO6
5	<p><b>Analysis and presentation of data-</b> Data processing-Analysis and Estimation-Editing Coding-Tabulation , Data-Measurement of central tendency measurement of dispersion-Univariate analysis-Testing Hypothesis -parametric, non parametric, Bivariate analysis-Multivariate Analysis Interpretation and Report format. Introduction to SPSS</p>	8	CO5

**Suggested Case Studies:**

1. Target: From “Expect More” to “Pay Less” Armstrong and Philip Kotler, Principles of Marketing, 14e, pp.94-95.
2. Harrah’s Entertainment: Hitting the CRM Jackpot Armstrong and Philip Kotler, Principles of Marketing, 14e, pp.129-131.
3. Brentford Square Community Shopping Centre Project: The research proposal
4. pearsoned.com.au/wps/media
5. New Product Development- Case study  
<http://www.sanandres.esc.edu.ar/secondary/marketing>
6. Marketing Channels and Logistics: A Case Study of Pepsi International. Ivoryresearch.com

**TEXT BOOKS:**

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy &Jha, 13/e, Pearson Education, 2015.
2. Marketing Management - Ramaswamy V. S. &Namakumar S, 4/e, Macmillan Publishers, 2014.
3. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2012.
4. Research Methodology, C R Kothari, New Age International, 2/e 2015.
5. Business Research Methods by Donald Cooper & Pamela Schindler, TMH, 12/e, 2015.
6. Business Research Methods by Alan Bryman& Emma Bell, Oxford University Press, 4/e, 2015.

**REFERENCE BOOKS:**

1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014.
2. Marketing Management- Karunakaran, HPH.
3. Marketing in India: Neelamegham, 4/e, Vikas publications.
4. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C.Carr, Mitch Griffin, Cengage Learning, 8/e, 2015.
5. Research Methodology: Cases and concepts, Deepak Chawla &NeenaSondhi, S.Chand (G/L) & Company Ltd, 2/e, 2015.

**ASSESSMENT PATTERN****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom’s Category	Tests	Assignments	Quizzes	Term Paper
<b>Marks (out of 50)</b>	<b>25</b>	<b>10</b>	<b>5</b>	<b>10</b>
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**Assignment Questions**

1. Pick up a print ad of your choice and analyze the advertisement in terms of STP.
2. Elaborate an example of a bad advertising campaign in Indian scenario. Explain what went wrong with the advertisement.
3. Prepare a Questionnaire for identifying the user's preferences for a fairness cream.

**Term Paper:**

1. Should MNCs standardize or adapt their marketing strategy in Asian markets?

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

**HUMAN RESOURCE MANAGEMENT**

<b>Course Code</b>	<b>: 20MBA16</b>	<b>Credits</b>	<b>: 04</b>
<b>L:T:P</b>	<b>: 4:0:0</b>	<b>CIE Marks</b>	<b>: 50</b>
<b>Exam Hours</b>	<b>: 03</b>	<b>SEE Marks</b>	<b>: 50</b>

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

<b>CO1</b>	Understand HRM functions and practices.
<b>CO2</b>	Analyze Job Analysis and Job evaluation methods.
<b>CO3</b>	Understand the Recruitment and Selection process.
<b>CO4</b>	Evaluate different performance Appraisal & Training method
<b>CO5</b>	Understand the process of handling disputes, laws pertaining to Employees welfare and employment in the Organization.
<b>CO6</b>	Understand the collective bargaining process

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	3	2	2	2	3
<b>CO2</b>	3	3	3	3	2	2	1
<b>CO3</b>	2	3	3	3	3	3	2
<b>CO4</b>	3	3	3	2	2	1	3
<b>CO5</b>	3	3	3	2	2	1	1
<b>CO6</b>	3	3	2	2	3	1	1

Module No.	Contents of Module	Hrs	Cos
1	<b>Introduction:</b> meaning and significance of HRM, major functions of HRM, line functions and staff functions. HR Responsibilities & Roles: Competitive Challenges Influencing HR, Meeting Competitive Challenges, Business Models & Strategic HR, HR Strategy Formulation & Implementation	9	CO1
2	<b>Pre-recruitment functions:</b> Job analysis, Methods of Job Analysis-Functional Job analysis, Position Analysis questionnaire, Fleishman Job analysis, Competency Model, Job Scan Model Tools of Job analysis. Job Evaluation methods- Ranking, classification, Point and Factor.	9	CO2
3	<b>Recruitment &amp; Selection:</b> Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques- types of tests, Types of Interview, Induction, orientation.	9	CO3
4	<b>Training and development:</b> Meaning and significance of training and development, Training need Analysis, Training process <b>Training:</b> Designing Formal Training Programs, Choosing & Evaluating Alternative Training Programs, Cross culture and diversity. <b>Performance management:</b> Meaning and significance of performance management, process of performance management, types of performance appraisal system, performance evaluation and performance feedback and Career and succession planning.	9	CO4
5	<b>Introduction to Labour laws</b> <b>Employee Welfare:</b> Introduction, Types of Welfare Facilities and Statutory Provisions. <b>Employee Grievances:</b> Employee Grievance procedure, Grievances Management in Indian Industry. <b>Discipline:</b> Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees. <b>Industrial disputes Act:</b> collective bargaining, industrial relations scenario: current issues and future challenges. Activity Based case study, role plays.	9	CO5 CO6

#### Suggested Case Studies :

1. Finding people who are passionate about what they do (Gary Dessler page no 195)
2. **Case Study** on “ Enterprise Builds on People”, Human Resource Management, Angelo S Denis /Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 22-23
3. Enterprise Builds on People (Aswathappa page no 44)
4. Succession Planning for Federal Express Corporation  
Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-82, 3<sup>rd</sup> Edition
5. The Geographical Area of Recruitment Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-141, 3<sup>rd</sup> Edition
6. The case of risky recruit (VSP Rao, Page no 24), The wrong Job (VSP Rao, Page no 267)
7. Delivering the Bread at the Helton Baking Company  
Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg- 226, 3<sup>rd</sup> Edition
8. Travails of a training manager (VSP Rao Page 316) Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)
9. Supervisors performing the work of members of the Bargaining Unit  
Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-400, 3<sup>rd</sup> Edition
10. Incentive Issues (VSP Rao Page no 426), It pays to be tough and nice (VSP Rao Page no.511)



**TEXT BOOKS:**

1. Essentials of Human Resource Management and Industrial Relations – P Subba Rao, HPH.
2. Human Resource Management - Cynthia D. Fisher, 1/e, Cengage Learning.
3. Human Resource Management – Rao V. S. P, Excel Books, 2010.
4. Human Resource Management-Aswathappa K HPH
5. Managing Human Resources – Luis R Gomez – Mejia , David B.Balkin, Robert L. Cardy, 6/e, PHI, 2010

**REFERENCE BOOKS:**

1. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
2. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 2011.
3. Human Resource Management – Seema Sanghi, Macmillan, 2011.
4. Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, Cengage Learning, 16th Rep., 2012.
5. A Text Book of Human Resource Management – Dwivedi R. S, Vikas Publishing House.

**ASSESSMENT PATTERN****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category	Tests	Assignments	Quizzes	Co-Curricular Participation
<b>Marks (out of 50)</b>	<b>25</b>	<b>10</b>	<b>5</b>	<b>10</b>
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**Assignment Questions**

- Q1.** Describe a framework for HR planning for any one of the Industry of your choice from the list provided below  
GEE health care P&G  
Sonata Software Vivanta Taj
- Q2.** Design a recruitment Advertisement for the position of creative writer. (Job description and job specification need to be included)
- Q3.** Prepare Stress Management training Schedule for employees working in Novozymes Bangalore.

**SEE- Semester End Examination (50 Marks)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

### MANAGERIAL COMMUNICATION

<b>Course Code : 20MBA17</b>	<b>Credits : 02</b>
<b>L:T:P : 2:0:0</b>	<b>CIE Marks : 25</b>
<b>Exam Hours : 02</b>	<b>SEE Marks : 25</b>

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

<b>CO1</b>	Equip themselves with professional communication competencies
<b>CO2</b>	Identify and apply communication abilities to face corporate challenges
<b>CO3</b>	Analyze the relevance of the situational communication in business
<b>CO4</b>	Create effective presentations in their professional work

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	2	3	3	1
<b>CO2</b>	3	3	3	2	2	3	2
<b>CO3</b>	3	3	3	2	1	3	3
<b>CO4</b>	3	3	3	2	2	3	3
<b>CO5</b>	3	3	3	2	2	3	3
<b>CO6</b>	3	3	3	2	2	3	3

Module No.	Contents of Module	Hrs	COs
1	<b>Communication:</b> Introduction and importance of English Grammar- Relevance of English in the Present corporate scenario; Significance of acquiring communication skills, namely Reading, Writing, Speaking and Listening	4	CO1
2	<b>Professionalism in communication :</b> Definition; Skills; Purpose of professionalism in communication-workplace communication; Importance of Professionalism in workplace; Types of workplace communication; Maintaining professionalism in communication	4	CO2
3	<b>Grammar and Vocabulary:</b> Tenses, Punctuations, Prepositions, Articles & Collocations: Vocabulary building, , One word substitution, Subject Verb Agreement, Common errors in the usage of language	4	CO3
4	<b>Oral communication:</b> Pronunciation, Public Speaking Skills – to come out of comfort zone, Tips on how to eliminate mother tongue influence; Regular practice to understand neutralized accent; Situational and Business situational communication.	5	CO4 CO6
5	<b>Corporate orientation and communication:</b> Written Communication; Business letter writing; Job Application letter writing; Email writing; CV writing - expansion of ideas, Report writing, Presentation Skills	5	CO5

#### TEXT BOOKS:

1. Grammar Practice Activities- Penny Ur, Cambridge University Press
2. Basic Business Communication: Skills for Empowering the Internet Generation-Flatley and Lesikar, Tata mc Graw Hill, 10<sup>th</sup> Edition, 2005

#### REFERENCE BOOKS:

1. Wren, P.C.; Martin, H; Prasad Rao, N.D. V (1973-2010) High School English Grammar & Composition, New Delhi: S. Chand. ISBN 81-219-2197-X
2. The Skills of Communicating-Bill Scott-Jaico

#### ASSESSMENT PATTERN

##### CIE- Continuous Internal Evaluation

Bloom's Category	Tests	Assignments	Presentation
<b>Marks (out of 25)</b>	10	10	5
Remember	1		
Understand	2		
Apply	3	5	
Analyze	2		
Evaluate			
Create	2	5	5

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	10
Apply	10
Analyze	10
Evaluate	10
Create	5

**NOTE:** SEE marks scaled down to 25

**SECOND SEMESTER  
(SYLLABUS)**

**OPERATIONS MANAGEMENT**

<b>Course Code</b>	<b>: 20MBA21</b>	<b>Credits</b>	<b>: 04</b>
<b>L:T:P</b>	<b>: 4:0:0</b>	<b>CIE Marks</b>	<b>: 50</b>
<b>Exam Hours</b>	<b>: 03</b>	<b>SEE Marks</b>	<b>: 50</b>

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

<b>CO1</b>	Understand and apply tools and techniques of operations management in business practices in real time.
<b>CO2</b>	Understanding the factors in the design of effective operating systems based on location and Layout.
<b>CO3</b>	Evaluate make or buy decision and application of forecasting techniques to forecasting demand
<b>CO4</b>	Understand the role of material requirement planning through various technique
<b>CO5</b>	Apply Quality control Techniques to attain productivity optimization
<b>CO6</b>	Understand Technology and Vendor Rating Methodology in real time situations.

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	2	2	1	1	3	2
<b>CO2</b>	2	2	2	1	2	2	2
<b>CO3</b>	3	3	1	2	3	2	2
<b>CO4</b>	3	3	3	2	2	3	2
<b>CO5</b>	3	2	2	2	2	3	2
<b>CO6</b>	3	2	2	2	2	3	2

<b>Module No.</b>	<b>Contents of Module</b>	<b>Hrs</b>	<b>Cos</b>
1	<p><b>Introduction</b> : Introduction to OM: Cycle view of operations system. Challenges in operations management. Operations strategy. Recent trends in operations management- Strategic alliance and Production sharing.</p> <p>Product Inclusion: Product life cycle, early starter and late starter competitive analysis, and backward integration design threats.</p> <p>Service inclusion: Service life cycle, early starter and late starter competitive analysis, and backward integration design threats.</p>	9	<b>CO1</b>

2	<p><b>Facilities Location and Layout</b> : Facility analysis- Facility Location: Factors affecting location decisions and Facility location models.</p> <p>Facility layout: Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations, Types of plant layouts – Product Layout, Process layout, fixed position layout, Cellular Manufacturing layouts, Hybrid layouts,</p> <p>Factors influencing layout changes.</p>	9	CO2
3	<p><b>Performance Measurement</b> -Economic analysis: Single product, multiproduct, Make or Buy. Add or Drop, process selection</p> <p>Demand forecasting: Forecasting errors and implications of Tracking Signal.</p> <p>Methods analysis: Method study and Techniques.</p> <p>Work Measurement: Productivity, Time Study and Standard Time. Capacity analysis: Aggregate Demand, CRP, Strategies, dimensions and sources of production capacity variations and MPS.</p>	9	CO3
4	<p><b>Maintenance Management and Statistical Quality Control</b> Materials analysis: Material requirement planning, objectives of MRP, elements of MRP, BOM, and benefits of MRP, EOQ model and JIT.</p> <p>Introduction - Areas of Maintenance - Types of Maintenances - Planning and scheduling of Maintenance - Control of Maintenance - Introduction to SQC -Inspection and Quality Control - Statistical Quality Control - Types of Control Charts for Variables and Attributes - Numerical Problems</p>	9	CO4 CO5
5	<p><b>Role of Technology</b> - Introduction to Advanced manufacturing systems: Toyota manufacturing system (TMS), Computer integrated manufacturing system (CIM), Synchronous Manufacturing system (SMS), Flexible manufacturing system (FMS) and Agile manufacturing System (AMS).</p> <p>Introduction to Automation: ERP, CAD, CAM and Robotics</p> <p><b>Purchase and stores Management</b></p> <p>Introduction - Objectives , Functions , Purchasing cycle and Purchase Policies -Vendor rating - Vendor Rating Methods - Numerical Problems in Vendor Rating -Introduction to stores management - Stores Location - Stores Layout – Stock Verification and Documents pertaining to purchase and stores management</p>	9	CO6

### Suggested Case Studies

1. "Operation Excellence in Indian Railways" page No: 3, LEE J Krajewski, et. Al. Operations Management, process and supply chains , 9<sup>th</sup> edition, Pearson education , inc.
2. "Based on BMW (BAVARIAN MOTOR WORKS)" page No: 388, LEE J Krajewski , et. al. Operations Management, process and supply chains, 9<sup>th</sup> edition, Pearson education , inc
3. "Sharp Corporation" page No: 218, LEE J Krajewski, et. al. Operations Management, process and supply chains ,9<sup>th</sup> edition, Pearson education , inc
4. "Harvey Industries" page No: 533, William J Stevenson, Operation Management, 8<sup>th</sup> Edition, Tata McGraw-Hill Publishing Company Limited
5. "Toyota Production System" page No: 298, LEE J Krajewski, et. al. Operations Management, process and supply chains, 9<sup>th</sup> edition, Pearson education, inc

### TEXT BOOKS:

1. Operations Management- Aswathappa K & K Sridhar Bhat , Himalaya Publications
2. Production and Operations Management – Aswathappa K & Sridhar Bhat K, Himalaya Publications.
3. Total Quality Management- Dale H Besterfield, 3rd Edition, Pearson Education
4. Operations Management, Mahadevan, Pearson Ed,
5. Production and Operations Management – Everette E, Adam Jr, Ronald J Ebert, PHI
6. Operations Management, William J Stevenson, Tata McGraw Ltd
7. Operations management, Norman Gaither Cengage Learning ltd

### REFERENCE BOOKS:

1. Production and Operations Management, Text and cases, Upendra kachru, First edition excelBooks.
2. Operations Now, Byron J Finch, Tata Mc Grawhill, 3rd edition, 2008
3. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western
4. Designing and Managing the supply chain – Concepts, David Simchi- Levi et al.
5. Operations Management, William J Stevenson, Tata McGraw Hill Pubs.

### ASSESSMENT PATTERN

#### CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Presentation
Marks (out of 50)	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		



**Assignment No: 1**

Explain the relevance of operations management as a subject in today's world.

**Assignment No: 2**

Select a company of your own choice and describe its operations strategy.

Is the company using a 'top-down' or 'bottom-up' strategy? Give reasons for your Choice.

(Hint: Students must: Define operations strategy, Explain the difference between 'top-down' and bottom-up' strategy, Describe a selected company's operations strategy.)

**Assignment No: 3**

Write a job description of no more than 400 words for an operations manager in the service sector. (Student can choose any service sector)

Your description must at least cover the following areas:

- ✓ Brief summary of the job
- ✓ Work activities
- ✓ Work conditions
- ✓ Career development
- ✓ Skills and qualities.

You must refer to relevant websites on the Internet.

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## FINANCIAL MANAGEMENT

<b>Course Code</b> : 20MBA22	<b>Credits</b> : 04
<b>L: T: P</b> : 3:1:0	<b>CIE Marks</b> : 50
<b>Exam Hours</b> : 03	<b>SEE Marks</b> : 50

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

<b>CO1</b>	Understand both the theoretical and practical role of financial management in the business firm.
<b>CO2</b>	Understand the economic and political influences on the cost of various sources of funds.
<b>CO3</b>	Apply financial management concepts and tools to the Problems faced by a manager in investment decisions.
<b>CO4</b>	Analyze dividend strategies that supports wealth maximization.
<b>CO5</b>	Understand the strategies for managing the current assets, current liabilities and working capital.
<b>CO6</b>	Create and evaluate weighted average cost of Capital.

**Mapping of Course Outcomes to Program Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	3	2	1	2	1	3	2
<b>CO2</b>	2	3	3	2	2	2	3
<b>CO3</b>	3	2	1	2	2	1	2
<b>CO4</b>	3	2	3	2	2	2	2
<b>CO5</b>	3	3	2	2	2	3	3
<b>CO6</b>	3	2	3	3	2	2	2

Module No.	Contents of Module	Hrs	Cos
1	<b>Introduction to Financial Management:</b> Introduction to financial management, objectives of financial management, profit maximization and wealth maximization, concept of wealth, changing role of finance managers, challenges faced by finance manager. Time value of Money: Time preference for money, future value, future value of a single cash flow, annuity of a future value, concept of present value, present value of a single cash flow, present value of an annuity, capital recovery, present value of an uneven cash flow, concept of net present value, simple interest and compound interest, capital recovery & loan amortization. Problems on Perpetuity. (Theory and Problems)	9	CO1
2	<b>Sources of Finance &amp; Cost of Capital:</b> Need for long term finance, evaluation of sources of long term finance, equity shares, preference shares, debentures, public deposits, retained earnings, long term borrowings from financial institutions, venture capital financing, lease and hire purchase finance, need and sources of short term finance. Cost of Capital: Significance of cost of capital concept, opportunity cost of capital, components of cost of capital, cost of debt, cost of preference capital, cost of term loans, and cost of equity capital (only dividend discounting), cost of retained earnings, determination of weighted average cost of capital. Leverage: Meaning, Objectives, Importance and Types. (Theory and Problem)	9	CO2 CO6
3	<b>Investment Decisions:</b> Nature of investment decisions, investment evaluation criteria, investment evaluation techniques, payback period, accounting rate of return, net present value, profitability index, internal rate of return, modified internal rate of return, NPV v/s PI, estimation of cash flows for new projects and replacement projects. (Theory and Problems)	9	CO3
4	<b>Dividend Decisions:</b> Dividend decision. Walter's and Gordon's model, Modigliani and Miller approach, Dividend policies – stable dividend, stable payout and growth, bonus shares and stock split, corporate dividend behavior. (Theory and Problem)	9	CO4
5	<b>Working Capital Management:</b> Nature, concepts and definition of working capital, trade-off between profitability and risk, sources of working capital, determinants of financing mix of working capital, factors influencing working capital, dangers of excess working capital, dangers of inadequate working capital, working capital strategies, receivable management, cash management, estimation of working capital requirements (Theory and Problem)	9	CO5

**Suggested Case Studies :**

1. Loan amortization, Financial management – principles and practice by Sudarsana Reddy, Page No: 61
2. Weighted Average of Capital, Financial management – principles and practice by Sudarsana Reddy, Page No: 146
3. Pay Back Period, Average Rate of Return, Net Present Value and Profitability Index, Financial management – principles and practice by Sudarsana Reddy, Page No: 196
4. Modigliani and Miller Approach, Financial management – principles and practice by Sudarsana Reddy, Page No: 294
5. Estimation of Working Capital Requirement, Financial management – principles and practice by Sudarsana Reddy, Page No: 437

**TEXT BOOKS :**

1. Financial Management – Prasanna Chandra, 8/e, TMH, 2011
2. Financial Management, Khan MY and Jain PK, 6/e, TMH, 2011
3. Financial Management, I M Pandey, 10<sup>th</sup> Edition, Vikas Publishing House, 2014.
4. Financial Management, Sudhindra Bhat, 2<sup>nd</sup> edition, Excel books.
5. Fundamental of Financial Management, Van Horne, 13e, PHI, 2011.

**REFERENCE BOOKS:**

1. Financial Management, V K Bhalla, 1<sup>st</sup> Edition – S Chand 2014,
2. Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.
3. Fundamentals of Financial Management – Sharan, 2e, Pearson, 2010.
4. Corporate finance – Damodaran, 2/e, Wiley India (p) limited.
5. Fundamentals of financial management – Brigham & Houston, 10/e, Cengage Learning.

**ASSESSMENT PATTERN****CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category	Tests	Assignments	Quizzes	Term Paper
<b>Marks (out of 50)</b>	<b>25</b>	<b>10</b>	<b>5</b>	<b>10</b>
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**Assignment Questions:**

**Q1:** Identify a company which has maximized its wealth through its prudent financial practices. Justify its financial practices?

**Q2:** Assuming  $n=5$  years  $r=10\%$  pa and principal amount is Rs10,000. Evaluate your comparative statement showing the future value of Rs10,000 when simple interest is calculated and when the principle of compounding is applied quarterly, semi annually and annually.

**Q3:** Identify any two companies of your interest and compose their major sources of finance.

**Term paper:**

1. Identify a manufacturing company of your interest and analyze the components of current assets and current liabilities over two recent years and prepare a research paper to investigate into the working capital management strategies of the company.

**SEE- Semester End Examination (50 Marks)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

## BUSINESS INTELLIGENCE AND ANALYTICS

Course Code : 20MBA23	Credits : 04
L: T: P : 4:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

<b>CO1</b>	Understand the concept of business analytics and its trends
<b>CO2</b>	Identify and analyze the various components of database management system
<b>CO3</b>	Provide an in depth understanding of data modeling, data warehousing and integrations and give a practical orientation on creating a model
<b>CO4</b>	Analyze the business intelligence model and learn the tools and techniques of enterprise reporting
<b>CO5</b>	Evaluate students' abilities for basics of excel, its functions & formulas
<b>CO6</b>	Create a case and evaluate using look up, reference functions and index match function

**Mapping of Course Outcomes to Program Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	3	2	1	3	3	2	3
<b>CO2</b>	3	2	1	2	2	2	2
<b>CO3</b>	3	3	3	3	3	1	2
<b>CO4</b>	3	2	3	2	2	2	2
<b>CO5</b>	3	3	1	2	2	1	3
<b>CO6</b>	3	2	3	3	2	1	3

Module No.	Contents of Module	Hrs	Cos
1	<b>Business Analytics:</b> Introduction to Business Analytics - Definition, Market, Trends and People - Competing on Analytics - The New Science of Winning, Business Analytics — The Paradigm Shift from Data to Insight – Types of Analytics – Descriptive, Predictive, Prescriptive Analytics Introduction to Data	7	CO1
2	<b>DBMS [Database Management System]:</b> Introduction, Database Environment, Traditional File Systems vs. Modern Database Management Systems, ACID Properties of Database, Types of Database Users, Advantages of using DBMS, Applications of traditional Database	9	CO2
3	<b>Data Modeling:</b> Introduction, importance of data model, Types of Data model, Three schema architecture, Data Modeling Techniques – MOLAP and ROLAP <b>Data Warehousing and Integration:</b> Data Warehouse Architectures - Types of Systems - Data Mart – OLAP – OLTP - Data Movement (ETL- Extract, Transform and Load) - Data Querying and Reporting - Reading Hierarchical Raw Data Files, Data Integration Technologies – Data Quality and Profiling	10	CO3
4	<b>Data Mining/ Business Intelligence</b> <b>Data Mining:</b> introduction, what kind of data & patterns can be mined, major issues in data mining, Data Visualization, Data Mining processes. <b>Business Intelligence:</b> Introduction, Evolution, Value Chain – Component Framework – Tools. Enterprise Reporting: Introduction to reporting – Tools and Techniques Case study :The Balanced Scorecard— Measures that Drive Performance by Robert S. Kaplan and David P. Norton	9	CO3 & CO4
5	<b>Excel Basics:</b> Introduction to Excel, Basic formatting techniques, Conditioning formatting, Naming ranges and cells, Auto filter and Advanced data filtering. Introduction to Pivot tables, creating and designing charts (Including sparklines), Data validation with In-cell drop-down list, formula auditing and formula evaluation, five powerful excel tips, error checking and data monitoring, protecting and hiding information and formulas. <b>Function and Formula:</b> Math & statistical functions (e.g. SUM, AVERAGE), Lookup &reference functions (e.g. VLOOKUP, MATCH), Advanced VLOOKUP examples, Advanced INDEX & MATCH Lookup examples, Date and time functions (e.g. TODAY, MONTH)	10	CO5 CO6

**Suggested Case Studies :**

1. HBR“Competing on Analytics” by Thomas H. Davenport
2. HBR “Diamonds in the Data Mine” by Gary W. Loveman
3. HBR “ Use Data to Answer Your Key Business Questions” by Kevin Troyanos
4. Pivot Table, Business intelligence and data mining by Anil K Maheshwari

**TEXT BOOKS:**

1. Prasad, R. N. and Seema Acharya (2011). Business Analytics, 1/e; New Delhi: Wiley
2. Evans R. Joel (2014). Business Analytics, 1/e; New Delhi: Pearson Education

**REFERENCE BOOKS:**

1. Christian S. Albright and Wayne L. Winston (2015). Business Analytics & Decision Making, 5/e; New Delhi: Cengage Learning
2. Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource by John Walkenbach
3. Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office) by William Fischer.

**ASSESSMENT PATTERN**

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom’s Category	Tests	Assignments	Quizzes	Term Paper
<b>Marks (out of 50)</b>	<b>25</b>	<b>10</b>	<b>5</b>	<b>10</b>
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

**Assignment 1:**

1. The Liberty Stores company wants to be fully informed about its sales of products and take advantage of growth opportunities as they arise. It wants to analyze sales of all its products by all store locations. The newly hired chief knowledge officer has decided to build a database.
2. Recommend the types of data needed and various sources from which data can be collected.

**Assignment 2:**

1. Understanding Customers’ Spending Patterns Using Basic Regression
2. Using Interaction Terms and Data Transformations to Better Understand Customers’ Spending Patterns

**Assignment 3:**

Create PIVOT Table for the following data:

Division	Product	Units	Sales
North	Produce	2200	200000
South	Produce	2400	280000
East	Produce	2800	340000
West	Produce	1600	200000
North	Beverages	1950	223000
South	Beverages	1980	250000
East	Beverages	1350	180000
West	Beverages	1200	145000
North	Canned foods	3500	350000
South	Canned foods	3480	348000
East	Canned foods	3460	346000
West	Canned foods	3000	300000
North	Paper products	1800	230000
South	Paper products	2100	260000
East	Paper products	3000	320000
West	Paper products	2800	300000
North	Paper products	2300	250000

**Term Paper.**

1. Explain how business analytics will help the banking sector to identify and prevent fraudulent activities happening in the industry.

**SEE- Semester End Examination (50 Marks)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5



**ENTREPRENEURSHIP DEVELOPMENT**

<b>Course Code</b> : 20MBA24	<b>Credits</b> : 04
<b>L: T: P</b> : 4:0:0	<b>CIE Marks</b> : 50
<b>Exam Hours</b> : 03	<b>SEE Marks</b> : 50

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

<b>CO1</b>	Understand the importance and functionalities of enterprise and entrepreneurship and to learn basic entrepreneurial skills and knowledge to run a business efficiently and effectively.
<b>CO2</b>	Analyze different aspect of Principles of effectuation and Lean Canvas.
<b>CO3</b>	Apply the horizon of ideas related to blue ocean strategy to initiate a business, to explore entrepreneurship opportunities.
<b>CO4</b>	Analyze the government policies feasible for the type of enterprise.
<b>CO5</b>	Understand entrepreneurial cultural and industrial growth so as to prepare them to apply Shared Leadership styles
<b>CO6</b>	Understand the concept of positioning and Branding in entrepreneurship

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	2	2	2	3	3
<b>CO2</b>	3	3	3	2	1	3	3
<b>CO3</b>	3	3	2	2	2	3	2
<b>CO4</b>	3	3	2	2	2	2	3
<b>CO5</b>	3	3	3	1	3	3	2
<b>CO6</b>	3	3	3	2	3	2	3

Module No.	Contents of Module	Hrs	Cos
1	<b>Introduction:</b> Finding Your Flow , Effectuation, Effectuation - 2 , Case Study, Identify Your Entrepreneurial Style (1) Identify Problems Worth Solving, Design Thinking, Look for Solution, Present the Problem You Loves (2)	9	CO1, CO2
2	Customers and Markets, Identify Your Customer Segments and Niche, Identify Jobs, Pains, and Gains and Early Adopters, Craft Your Value Proposition, Outcome-Driven Innovation (ODI), Present Your Value Proposition Canvas (3) Basics of Business Model and Lean Approach, Sketch the Lean Canvas, Risks and Assumptions, Present Your Lean Canvas (4)	9	CO3
3	Blue Ocean Strategy – 1, Blue Ocean Strategy – 2, Build Your Solution Demo and Conduct Solution Interviews, Problem-Solution Fit, Building an MVP, Product-Market Fit, Present Your MVP (5)	9	CO4
4	Cost, Revenues and Pricing, Profitability Checks, Bootstrapping and Initial Financing, Practice Pitching (6) Shared Leadership, Hiring & Fitment, Team Role and responsibilities, Techniques (7)	9	CO5
5	Positioning and Branding, Channels, Sales Planning, Selling Skills I, Selling Skills II (8) Project Management , Project Tracking, Basics of Business Regulations, How to Get Help to Get Started(9)	9	CO6

**Suggested Case Studies :**

1. Biocon : Kiran Mazumdar shaw's entrepreneurial dream1. \_  
<https://www.youtube.com/watch?v=znKhN2J1KdE>
2. New era of ecopreneurs case study of mitticool  
:<https://www.youtube.com/watch?v=OfAyirzddZA>
3. Mark Zuckerberg -success story:<https://www.youtube.com/watch?v=cUNX3azkZyk>
4. Social entrepreneurship a study on Grameen bank Bangladesh:  
<https://www.youtube.com/watch?v=6UCuWxWiMaQ>
5. Case study on Kishore Biyani :India's retailing:  
<https://www.youtube.com/watch?v=G2TA7Bcdom> :

**INTERNAL ASSESSMENT PATTERN**

Assessment format	Weightage to be awarded	Comments
Lesson Quizzes	10 Marks	To be administered after the completion of each lesson
Assignments	10 Marks	To be administered along with each lesson as per course design. Assignment submission and evaluation has been automated on the LearnWISE platform
Capstone Project	30 Marks	Each student to present the project (team/individual activity)

**Assignment Questions**

**Q1.** Research on any one entrepreneur from the following list. To understand the calculated risk taken in their entrepreneurial Idea-

1. Steve Jobs
2. Mark Zuckerberg

3. Richard Branson
4. Ali-Shah Jivraj
5. VivySofinas Yusof
6. Travis Kalanick

You can get more information from white papers, or any other reports/famous articles/books on these entrepreneurs. You can also watch videos about these entrepreneurs and listen to their speeches.

**Q2.** You may select any one of the problems given below or identify a problem of your own.  
Example Problems

System: Address the problem of pollution in your city.

Process: Redesign the driving license issue process (remove loopholes to make it more robust).

Product: Design a vehicle that uses renewable energy.

Product: Design a lamp that can function without electricity in villages and remote areas where you don't have a reliable power supply.

Using various steps of design thinking Provide an innovative and feasible solution for the problem selected.

**Q3.** Interview one entrepreneur in your neighborhood or city. To understand underlying motivation, difficulties faced to start the venture.

**SEE- Semester End Examination (50 Marks)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

**STRATEGIC MANAGEMENT & CORPORATE  
GOVERNANCE**

<b>Course Code</b>	<b>: 20MBA25</b>	<b>Credits</b>	<b>: 04</b>
<b>L:T:P</b>	<b>: 4:0:0</b>	<b>CIE Marks</b>	<b>: 50</b>
<b>Exam Hours</b>	<b>: 03</b>	<b>SEE Marks</b>	<b>: 50</b>

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

<b>CO1</b>	Understand the fundamentals of strategic management.
<b>CO2</b>	To understand the relationships of business to individuals, other organizations, government and society.
<b>CO3</b>	Crare strategy -implementation plans. Understand the integrative nature of strategic management.
<b>CO4</b>	Understand the need and importance of corporate governance with reference to Environment protection
<b>CO5</b>	Understand to connect between the corporate, ethics and society
<b>CO6</b>	To serve as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	1	2	2	3	2
<b>CO2</b>	3	3	2	2	2	3	3
<b>CO3</b>	3	3	1	2	1	3	2
<b>CO4</b>	3	3	2	2	2	2	3
<b>CO5</b>	3	3	2	2	3	3	2
<b>CO6</b>	3	3	2	2	3	3	2

Module No.	Contents of Module	Hrs	Cos
1	<p><b>Introduction:</b> meaning and Nature of Strategic Management, Importance and relevance, Characteristics of Strategic Management, strategic Management Process. Strategy Formulation, developing Strategic Vision and Mission, Setting Objectives, balanced Scorecard, company Goals and Company Philosophy, hierarchy of Strategic Intent,</p> <p><b>Types of strategies:</b> Generic Competitive Strategies, Low cost provider Strategy, differentiation Strategy, best cost provider Strategy, Focused Strategy, Strategic Alliances and Collaborative Partnerships mergers and acquisition Strategies, outsourcing Strategies, brief overview of Innovation, integration, Diversification, Turnaround Strategies, GE nine cell planning grid and BCG matrix</p>	9	CO1
2	<p><b>Environmental scanning:</b> Analyzing a Company's External Environment, Industry Analysis, Competitive Environment Analysis – Porter's Five Forces model – Industry driving forces – Key Success Factors – RBV, analyzing a company's resources and competitive position, analysis of a Company's present strategies, SWOT analysis, Value Chain Analysis, benchmarking.</p>	9	CO2
3	<p><b>Strategy Implementation:</b> Operational strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies, institutionalizing the strategy.</p> <p><b>Strategic control:</b> Establishing Strategic Controls, Leadership and Culture, Strategic Control, guiding and evaluating strategies, operational Control Systems, monitoring performance and evaluating deviations, challenges of Strategy Implementation.</p>	9	CO3
4	<p><b>Corporate governance:</b> The concept, need and importance of corporate governance, The role and purpose of the corporation, separation of ownership and control, benefits of good corporate governance, OECD (Organization for economic co-operation and development) on corporate governance, Theoretical basis for corporate governance, environmental Concerns and Corporations, environmental preservation-role of stakeholders, sustainable development, industrial pollution, role of corporate in environmental management, waste management, pollution control and environmental audit.</p>	9	CO4
5	<p><b>An introduction to Business, Government, and Society:</b> The Connect between Business, Government, and Society, Importance of BGS relationship in management, models of BGS relationships- Market capitalism model, dominance model, countervailing forcer's model and stakeholder model.</p> <p><b>Business Ethics &amp; Corporate Social Responsibility:</b> Meaning of business ethics, need and purpose, importance, approaches to business ethics, roots of unethical behavior, benefits from managing ethics at workplace. Nature of CSR, arguments for and against CSR, models of CSR</p>	9	CO5

**Suggested Case Studies:**

1. **Mission Mind Tree** Source: [www.business-standard.com](http://www.business-standard.com)
2. **IKEA: Earning through Five Forces** Source: [www.echeat.com](http://www.echeat.com)
3. **Boundarylessness: The Welch Way** Source: [www.milagro.in](http://www.milagro.in)
4. **Should Corporate Governance be Voluntary or Mandatory**  
Source: <http://www.business-standard.com/india/news/should-corporate-governance-be-voluntary-or-mandatory/427488>

**5. Case Study :Amendments of Group Headed by Mr. M H Kania: Investor Protection Fund**

Source: : Excerpts from report of expert group headed by Mr. Justice M. H Kania (former Chief Justice of India) for suggesting amendments to Securities and Exchange Board of India Act, 1992

**TEXT BOOKS:**

- 1) Crafting and Executing Strategy - Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
- 2) Strategic Management- Alex Miller, Irwin; TMH
- 3) Strategic Management- Analysis, Implementation, Control, Nag A, Vikas, 1/e, 2011.
- 4) Corporate Governance: Principles, policies and Practices by Fernando A.c. Pub: Pearson, 2014.
- 5) Corporate Governance, Ethics & Social Responsibility by Balachandran C.H, Pub: PHI Pvt Ltd, 2015.

**REFERENCE BOOKS:**

- 1) Strategic Management: An Integrated Approach - Charles W.L. Hill, Gareth R. Jones, Cengage Learning.
- 2) Strategic Management: Concepts and cases, David R, 14/e, PHI.
- 3) Competitive advantage, Michael Porter, Free Press NY.
- 4) Business Government and Society: A Managerial Perspective, Text and cases by John F. Steiner Pub: Tata Mc-Grawhill, 2014.
- 5) Business Ethics and Corporate governance by Ghosh B.N, Pub: Tata McGrahill, 2013.

**CIE- Continuous Internal Evaluation (50 Marks)**

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Self Study Assessment
		25	10	5
<b>Remember</b>			5	
<b>Understand</b>		5		
<b>Apply</b>	8			10
<b>Analyze</b>	9			
<b>Evaluate</b>	8			
<b>Create</b>		5		

**SEE- Semester End Examination (50 Marks)**

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

**CORPORATE INTERFACE AND PROFESSIONAL DEVELOPMENT**

<b>Course Code</b>	<b>: 20MBA26</b>	<b>Credits</b>	<b>: 02</b>
<b>L:T:P</b>	<b>: 2:0:0</b>	<b>CIE Marks</b>	<b>: 25</b>
<b>Exam Hours</b>	<b>: 01</b>	<b>SEE Marks</b>	<b>: 25</b>

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

<b>CO1</b>	Set personal and professional goals
<b>CO2</b>	Understand self and develop a sense of responsibility and accountability
<b>CO3</b>	Apply the concepts of personality development and grooming in real life
<b>CO4</b>	Practice critical thinking and creative thinking
<b>CO5</b>	Understand how to work with groups
<b>CO6</b>	Articulate and convey their ideas and thoughts with clarity and focus

**Mapping of Course Outcomes to Program Outcomes:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3	3	2	2	3	3	3
<b>CO2</b>	3	3	2	2	3	3	3
<b>CO3</b>	3	3	2	2	3	3	3
<b>CO4</b>	3	3	2	2	3	3	3
<b>CO5</b>	3	3	2	2	3	3	3
<b>CO6</b>	3	3	2	2	3	3	3

Module No.	Contents of Module	Hrs	COs
1	<b>Goal setting:</b> Importance of Goals; Creating SMART goals; Semester completion to be the foremost short term goal – action plan and execution for the same. To be monitored by the teacher. Activity: Semester Completion as a short term goal.	5	CO1, CO5, CO6
2	<b>Self Awareness:</b> Know your own self (Self Analysis); Five pillars with emphasis on Emotional Intelligence Self-Management (Time and Stress Management), developing the right attitude for work; Being proactive and positive. Ownership for Leadership Activity: Book Review- students can choose a in the area of Emotional intelligence, stress management, positive attitude and / Leadership	10	CO2
3	<b>Personality development &amp; Grooming:</b> Expectations from the industry & Personal branding and image management; Corporate grooming; Corporate etiquettes Activity: A corporate visit to understand corporate culture and expectations with respect to life skills.	10	CO3
4	<b>Thinking Skills</b> :Creative Thinking, Critical Thinking, Decision Making and Group Decision making, Change management, Interpersonal Skills, Team work, Negotiation and Conflict Management, Problem solving skills  Activity: Apply the knowledge of critical and Creative thinking to solve a problem of an NGO or a rural area.	10	CO4 CO6
5	Articulation and Group Discussion: Ideas generation, expressing thoughts in a logical flow, presenting views in a group; Paragraph Analysis Activity : Case Study presentation using skills of synthesis, articulation, public speaking and in depth analysis.	10	CO5 CO6

**Reference Books:**

- 1) The 7 – Habits of Highly Effective People, Stephen R Covey, Neha Publishers.
- 2) Convey Sean, Seven Habits of Highly Effective Teens, New York, Fireside Publishers, 1998.
- 3) Daniel Coleman, Emotional Intelligence, Bantam Book, 2006.
- 4) How to win friends and influence people , Dale Carneige

**Assessment Methodologies:**

Sl. No.	Description	Type
1.	Student Assignment	Direct
2.	Internal assessment	Direct
3.	University exam	Direct
4.	Student feedback	Indirect
5.	Alumni feedback	Indirect
6.	Employers feedback	Indirect



**CIE- Continuous Internal Evaluation (50 Marks)**

<b>Bloom's Category</b>	<b>Quiz</b>	<b>Mod 2 Reports/ Presentation</b>	<b>Mod 3 Reports/ Presentations</b>	<b>Mod 4 Reports</b>	<b>Mod 5 Reports/ Presentations</b>
<b>Marks (out of 50)</b>	10	10	10	10	10
Remember	5				
Understand	5				5
Apply				5	5
Analyze		5	5		
Evaluate		5	5		
Create				5	

**SEE- Semester End Examination (50 Marks)**

<b>Bloom's Category</b>	<b>Tests</b>
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

## CORPORATE EXPOSURE - SEMINAR

Course Code	: 20MBA27	Credits	: 02
L: T:P	: -	CIE Marks	: 25
Exam Hours	: 01	SEE Marks	: 25

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

<b>CO1</b>	Identify, gather, organize, analyze and interpret the data relating to a particular concept
<b>CO2</b>	Demonstrate the conceptual understanding of the topic chosen for presentation
<b>CO3</b>	Develop presentation and leadership skills
<b>CO4</b>	Demonstrate the skills required for effective presentations

**Mapping of Course Outcomes to Program Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	3	3	2	1	2	2	2
<b>CO2</b>	3	3	2	3	2	2	2
<b>CO3</b>	3	2	2	2	2	2	2
<b>CO4</b>	3	2	2	2	2	2	2

**Seminar Guidelines:**

- A panel consisting of 2 faculty members will evaluate the Seminar presentation
- The faculty member in the panel will value the seminar presentation for a maximum of 50 marks.
- Internal guide will also value the Seminar presentation for 50 marks.

**CIE & SEE Components:**

1. The marks given by guide will be considered as CIE component.
2. The marks given by Panel will be considered as SEE component.

**Criteria for allotting marks:**

<b>Sl. NO.</b>	<b>Criteria</b>	<b>Marks</b>
1.	Introduction, Scope and Significance	10
2	Contents and adequacy of coverage	5
3	Communication skills and level of confidence	5
4	Topic Knowledge	10
5	Recent trends and creativity	10
6.	Time Management, Question and answer Session	10
<b>TOTAL</b>		<b>50</b>

**CONTENTS OF CORPORATE EXPOSURE – SEMINAR REPORT**

Chapter 1. Introduction, Scope and Significance

Chapter 2. Historical Background

Chapter 3. Current Industry Trends and Analysis

Chapter 4. Conclusion

Chapter5. Bibliography



# **NEW HORIZON COLLEGE OF ENGINEERING**

New Horizon Knowledge Park, Ring Road, Marathalli  
Autonomous College Permanently Affiliated to VTU, Approved by AICTE & UGC  
Accredited by NAAC with 'A' Grade, Accredited by NBA

## **DEPARTMENT OF MANAGEMENT STUDIES**

*In partial fulfilment of the requirements for the award of the degree of*

## **MASTER OF BUSINESS ADMINISTRATION**

*Under the guidance of*

Name of the Faculty Designation

## **SEMINAR REPORT**

On

(Title of the Report)

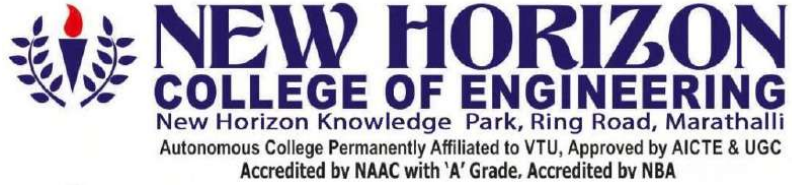
BY

(Student Name)

(USN)

Submitted to

2020-22



**DEPARTMENT OF MANAGEMENT STUDIES**

**CERTIFICATE**

This is to certify that (name of the student) bearing USN (xxxx), is a bonafide student of Master of Business Administration course of the Institute 2020-22, autonomous program, affiliated to Visvesvaraya Technological University, Belgaum. Seminar report on “(Title of Report)” is prepared by him/her under the guidance of (Name of the guide), in partial fulfilment of requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belgaum Karnataka.

**Signature of Internal Guide**

**Signature of HOD**

**Signature of Principal**

**Name of the Examiners with affiliation**

**Signature with date**

**1. External Examiner**

**2. Internal Examiner**

#### **DECLARATION**

I, student name , hereby declare that the Seminar report entitled “Title of the project” with reference to “(Organization with place)” prepared by me under the guidance of (Guide Name), faculty of M.B.A Department, New Horizon College of Engineering.

I also declare that this Seminar is towards the partial fulfilment of the university regulations for the award of the degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum.

I have undergone an industry Seminar for a period of Eight weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of a degree/diploma from any other University / Institution.

**Signature of Student**

Place:

Date :

## **APPENDIX A OUTCOME BASED EDUCATION**

**Outcome-based education** (OBE) is an educational theory that bases each part of an educational system around goals (outcomes). By the end of the educational experience each student should have achieved the goal. There is no specified style of teaching or assessment in OBE; instead classes, opportunities, and assessments should all help students achieve the specified outcomes.

There are three educational Outcomes as defined by the National Board of Accreditation:

**Program Educational Objectives:** The Educational objectives of an engineering degree program are the statements that describe the expected achievements of graduate in their career and also in particular what the graduates are expected to perform and achieve during the first few years after graduation. [nbaindia.org]

**Program Outcomes:** What the student would demonstrate upon graduation. Graduate attributes are separately listed in Appendix C

**Course Outcome:** The specific outcome/s of each course/subject that is a part of the program curriculum. Each subject/course is expected to have a set of Course Outcomes

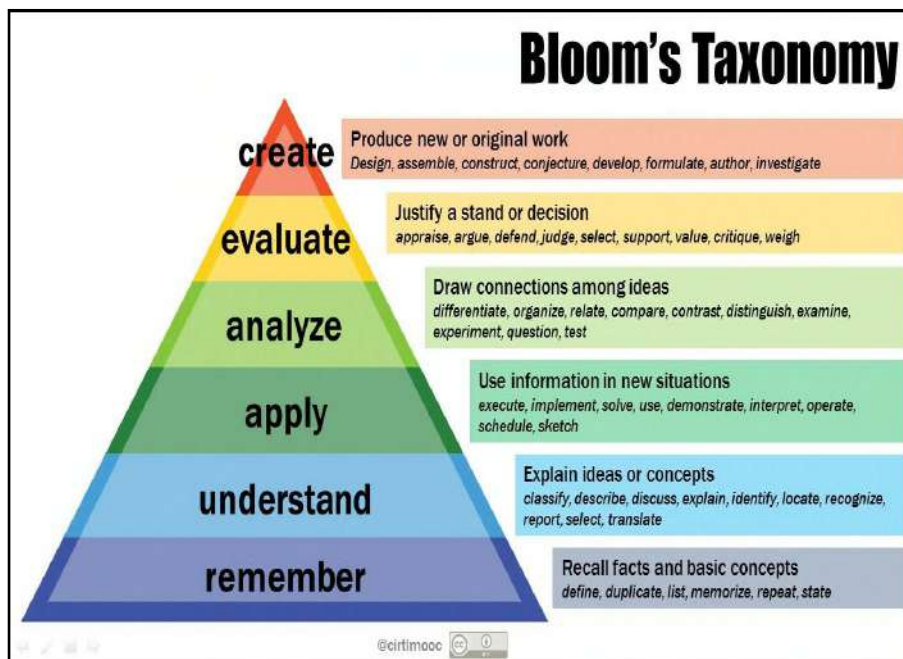
MAPPING OF OUTCOMES





**APPENDIX C**  
**BLOOM'S TAXONOMY**

**Bloom's taxonomy** is a classification system used to define and distinguish different levels of human cognition—i.e., thinking, learning, and understanding. Educators have typically used Bloom's taxonomy to inform or guide the development of assessments (tests and other evaluations of student learning), curriculum (units, lessons, projects, and other learning activities), and instructional methods such as questioning strategies. [eduglossary.org]



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**NEW HORIZON**  
**COLLEGE OF ENGINEERING**



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