

Department of Management of Studies

Academic Year 2022-23



1st and 2nd Semester
Scheme and Syllabus
BATCH – 2022-2024
CREDITS: 100

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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

M1	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.
M2	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
M3	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 educational services of the highest quality both curricular and co-curricular to enable students integrate skills and serve the industry and society equally well at global level.

VALUES

- Academic Freedom
- Integrity
- Inclusiveness
- Innovation
- Professionalism
- Social Responsibility

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	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5
M1	3	2	2	2	2
M2	2	3	3	2	1
M3	2	1	2	3	3

CORRELATION

3- STRONG

2- MEDIUM

1- LOW

PROGRAM OUTCOMES (PO) WITH GRADUATE

ATTRIBUTES

1	P01	Management Knowledge: Apply knowledge of management theories and practices to solve business problems for long term business sustainability.
2	P02	Analytical: Foster analytical and critical thinking abilities for data-based decision making.
3	P03	Value Based Leadership: Develop value-based leadership in management students.
4	P04	Ethics: Ability to understand, analyze and communicate global, legal and ethical aspects of business.
5	P05	Team work: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
6	P06	Entrepreneurship & Lifelong Learning: Ability to develop entrepreneurship spirit among management graduates with the essence of lifelong learning.
7	P07	Multidisciplinary: Promote multidisciplinary approach for problem solving by developing a sense of business acumen.

Mapping of POs TO PEOs

<u>PEO/PO</u>	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
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

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 and thus contribute to the welfare of the society.

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

Sl. No.	Course and Course Code		Course Title	BOS	Credit Distribution				Overall	Teaching Hours/ week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	22MBA11	Management Principles, Concepts and Applications	MBA	4	0	0	0	4	4	50	50	100
2	PCC	22MBA12	Business Economics and Environment	MBA	4	0	0	0	4	4	50	50	100
3	PCC	22MBA13	Data Analysis and Decision Making	MBA	3	1	0	0	4	5	50	50	100
4	PCC	22MBA14	Management Accounting	MBA	3	1	0	0	4	5	50	50	100
5	PCC	22MBA15	Marketing Management	MBA	4	0	0	0	4	4	50	50	100
6	PCC	22MBA16	Human Resource Management	MBA	4	0	0	0	4	4	50	50	100
7	PCC	22MBA17	Managerial Communication	HSS	1	0	0	0	1	1	50	50	100
Total									25	27	350	350	700

Note: PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Each course carries Four credits and is designed for 50 hours of Teaching-Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lectures, team activities. Societal project shall be Mandatory course, the students should identify and study problems faced by the society. The students must submit a report to the respective guides. This shall be an audit course on the lines of ability enhancement courses and shall be undertaken after the first semester and before commencement of the second semester.

Note:

1. Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching-learning process.
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases/Case Centre.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. The students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
6. Practical component Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
7. The students shall (a) Gain confidence in modeling of management systems. (b) Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude. (c) Involve in case studies and field visits/ field work. (d) Accustom with the use of standards/codes etc., to narrow the gap between academia and industry. All activities should lead to enhancement of students' abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.

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

Sl. No.	Course and Course Code		Course Title	BOS	Credit Distribution				Overall Teaching Hours/Week	Marks			
					L	T	P	S		CIE	SEE	Total	
1	PCC	22MBA 21	Operations Management	MBA	3	1	0	0	4	5	50	50	100
2	PCC	22MBA 22	Financial Management	MBA	3	1	0	0	4	5	50	50	100
3	PCC	22MBA 23	Business Intelligence and Analytics	MBA	4	0	0	0	4	4	50	50	100
4	PCC	22MBA 24	Entrepreneurship Development	MBA	4	0	0	0	4	4	50	50	100
5	PCC	22MBA 25	Indian Ethos & Corporate governance	MBA	4	0	0	0	4	4	50	50	100
6	PCC	22MBA 26	Corporate Interface & Professional Development	HSS	1	0	0	0	1	1	50	50	100
7	PCC	22MBA 27	Business Tools & Applications	MBA	0	0	2	0	2	4	50	50	100
8	PCC	22MBA 28	Corporate Exposure- Seminar	MBA	0	0	2	0	2	4	50	50	100
Total									25	31	400	400	800

Note: PCC: Professional Core Course, SEC: Skill Enhancement Course Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lectures, team activities.

Note:

1. Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching-learning process
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.
6. The student shall take a Corporate Exposure Seminar from the beginning of the second semester and interact with the corporate guide and faculty from the department. The student has to submit the report at the end of first semester to the department which will followed by Viva-voce. Corporate Exposure Seminar are themed experiences that allows students to engage with and observe corporate leaders from various industries. The goal of corporate exposure seminar is to provide insights on real-world projects and develop outside-in-thinking. It helps the students in developing communications, critical thinking and problem-solving skills.

FIRST SEMESTER

(SYLLABUS)

MANAGEMENT PRINCIPLES, CONCEPTS AND APPLICATIONS

Course Code : 22MBA11	Credits : 04
L: T: P: S : 4:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

C01	Remember the insights of management, functions of a manager, process of planning and the concept of MBO
C02	Understand Individual behavior and dynamics of groups and effective team building
C03	Apply the concepts of different personality theories and understand their leadership theories
C04	Analyze the organizational structure and process of controlling
C05	Evaluate the role of power and politics in decision making
C06	Create the model personality including dynamics of OB

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	3	2	2	2	3	2	3	1
C02	3	3	3	0	2	1	1	2	2
C03	3	1	2	0	2	3	2	3	3
C04	1	3	2	2	2	2	3	3	1
C05	1	3	3	2	0	3	2	2	2
C06	3	2	2	2	3	2	3	2	2

Module No.	CONTENTS OF MODULE	Hrs	Cos
1	<p>Management: 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>Planning: 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>	10	CO1
2	<p>Organizing & Controlling:</p> <p>Organizing: 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>Controlling: Controlling Process, Techniques of Managerial Control, Feed-forward and Feedback Control, Behavioral Implications and Guidelines for Effective Control</p>	10	CO2
3	<p>Organizational Behavior-introduction, definition, fundamental principles of OB, challenges and opportunities, Foundations of Individual Behavior.</p> <p>Personality- Determinants of personality, BIG Five Model, MBTI, personality attributes influencing OB. Type A and Type B Personality; Personality Theories.</p> <p>Perception: Process, factors influencing perception</p> <p>Attitude: Components, Relation between attitude and behavior</p> <p>Values: Definition, value attributes, types</p> <p>Emotions: Basic Emotions, Emotional Intelligence at workplace</p>	10	CO3 , CO5
4	<p>Leadership in organizations: Formal and Informal Leadership; Leadership Styles; Personality Characteristics of Leaders. Theories Communication: Introduction, process of communication, types & barriers to communications.</p> <p>Motivation: Introduction, Importance, Need & Theories.</p>	10	CO4 , CO5
5	<p>Dynamics of Group behavior: Definition, types, formation of groups, building effective teams.</p> <p>Inter-Group Relations and Conflict Management: 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>Power and Politics: Power and Politics-An Introduction; Sources of Power in Organizations; Organizational Politics; Ethics</p>	10	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, 13th 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, 13th 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 Concepts & Strategies, J S Chandan, Vikas Publishing, ISBN: 9788125903376
- 2) MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cenage Publications, 2016
- 3) Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publications, 2018.
- 4) Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson publications, 14th Edition, 2016.
- 5) Organizational behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2017.

REFERENCE BOOKS:

- 1) Essentials of Management by Harold Koontz & Heinz Wehrich, 10th Ed., Tata McGraw Hill Ed., 2015.
- 2) Fundamentals of Management-Stephen P Robbins, Mary Coulter et al, Pearson Publications, 11th edition, 2015.
- 3) Management-Richard L. Daft, Cengage learning, 12th Edition, 2016

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Test s	Assignment s	Quizze s	Current Affairs quizzes
Marks (out of 50)	25	10	5	10
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)

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

BUSINESS ECONOMICS AND ENVIRONMENT

Course Code	: 22MBA12	Credits	: 04
L: T: P: S	: 4:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

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

C01	Understand the relative importance of Managerial Economics.
C02	Analyze production function and producer equilibrium.
C03	Understand the cost and revenue concepts.
C04	Evaluate features of different kinds of markets.
C05	Understand and apply the pricing strategies in real time situations.
C06	Understand the budget and economy, monetary and fiscal policies.

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	2	1	2	2	2	2	3	1
C02	3	3	2	3	2	3	1	2	3
C03	3	3	1	3	3	2	2	3	2
C04	1	2	1	0	2	2	2	1	3
C05	3	2	1	3	2	2	1	2	3
C06	2	2	2	0	2	2	1	3	2

Module No.	Contents of Module	Hrs	Cos
1	<p>Introduction to Business economics and Demand Analysis: Managerial Economics-Nature, Scope &significance, Role of Managerial Economist in decision making. Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equi marginal principles.</p> <p>Theory of Consumer Behavior: rationality, revealed preferences and utility, indifference curves, demand functions, substitution and income effects, substitutes and complements, demand elasticity.</p>	10	CO1
2	<p>Production analysis: Production function with one variable input and two variable inputs – Law of diminishing 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>	10	CO2
3	<p>Cost & Revenue analysis: 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>	10	CO3
4	<p>Market structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly,</p> <p>Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation.</p> <p>Pricing strategies and practices: Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental / marginal pricing, transfer pricing and peak load pricing.</p>	10	CO4 , CO5

5	<p>Budget and the Economy: 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>Inflation: Definitions, Types of inflation, Effects of inflation – Measures to control Inflation – Monetary and Fiscal Policies. Globalization and its impact on India</p>	10	C06
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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, 8th Ed., 2021.
- 2) Managerial Economics, D.N Dwivedi, 8th ed., Vikas Publication, 2015.
- 3) Managerial Economics: Analysis of Managerial decision making, H. L Ahuja, S. Chand, 2017
- 4) Indian Economy, K P M Sundharam and Dutt, 72th Edition, S Chand Publication, 2015.
- 5) Business Environment Text and Cases by Justin Paul, 4th Edition, McGraw-Hill Companies, 2018.

Reference Books:

- 1) Managerial Economics- Principles and worldwide applications, Dominick Salvatore and Siddhartha R Rastogi, Oxford Publication, 9/e, 2020.
- 2) Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010.
- 3) Managerial Economics, Yogesh Maheshwari, PHI, 3/e, 2013.

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 \$100000 per year, is contemplating setting up his own firm. He estimates that renting an office would cost \$ 15000 per year, hiring a secretary cost \$25000 per year, renting a required office equipments would cost \$15000 per year and paying for electricity, telephone & so forth would cost another \$5000. The lawyer estimated his total revenue for the year would be \$150000 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?

ASSIGNMENT 03

1. Analyze the inflationary trend in the economy and assess its impact on the economic development of the country?
2. Evaluate in detail union budget 2021.

SEE- Semester End Examination (50 Marks)

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

DATA ANALYSIS & DECISION MAKING

Course Code : 22MBA13	Credits : 04
L: T: P: S : 3:1:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

C01	Demonstrate, decision making to real world issues using appropriate graphical & numerical descriptive statistics.
C02	Apply probability theorem & concepts to find solutions to business problems
C03	Formulate appropriate probability distribution required for Business Management
C04	Conduct and interpret correlation and regression analysis to aid decision making
C05	Apply sound knowledge of Decision tree analysis to make decision under risk and uncertainty
C06	Analyze decisions based on Game theory and Simulation

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	3	1	0	0	3	1	3	3
C02	3	3	1	0	0	3	2	2	3
C03	2	2	1	0	0	3	1	3	2
C04	2	2	1	0	0	3	3	2	2
C05	3	3	1	0	0	3	1	2	2
C06	3	3	1	0	0	3	1	2	2

Module No.	Contents of Module	Hrs	Cos
1	Introduction to Statistics: 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 Plots for all measurements (MS-Excel).	10	CO1
2	Theory of Probability: 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.	10	CO2
3	Correlation and Regression: 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.	10	CO3 CO4
4	Decision Analysis: Decision-making Process, Decision-making Environment, Decisions Under Uncertainty, Decisions under Risk, Decision – Tree Analysis, Decision- making with Utilities.	10	CO5
5	Games and Strategies / Simulation: 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 3 x 3 Game. Simulation Introduction, Why Simulation, Methodology of Simulation, Simulation models, Event- Type Simulation, Generation of Random numbers, Monte- Carlo Simulation, Simulation of Inventory Problems, Application in Inventory management and Queuing Problems, and Limitations of Simulation.	10	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
Marks (out of 50)	25	10	5	10
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)

Bloom’s Category	Test s
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

MANAGEMENT ACCOUNTING

Course Code : 22MBA14	Credits : 04
L: T: P: S : 3:1:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

C01	Understand the practical implication of accounting in business
C02	Apply accounting framework to prepare financial statements
C03	Analyze financial statements through critical thinking skills
C04	Evaluate the financial position of the business by using tools of financial analysis
C05	Assess the concepts of marginal costing and its application in managerial decision making
C06	Interpret the tools of financial analysis & cost concepts of business.

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	2	0	2	2	2	2	3	3
C02	3	3	0	2	2	0	3	2	2
C03	3	3	2	2	3	0	2	2	3
C04	3	2	2	2	2	0	2	3	3
C05	3	2	1	2	2	3	2	2	3
C06	3	2	1	2	2	2	2	3	2

Module No.	Contents of Module	Hrs	Cos
1	Financial Accounting: 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, Preparation of Trial Balance: Meaning of trial balance, objectives of preparing the trial balance, preparation of trial balance – total & balance methods.	10	CO1
2	Financial Statements: 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)	10	CO2
3	Financial Analysis – I: 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.	10	CO3
4	Financial Analysis – II : 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). 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,	10	CO4

	construction of balance sheet with ratios, DuPont analysis. (Theory and Problem)		
5	Marginal Costing for Decision Making: 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)	10	CO 5 CO 6

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, Ambrish Gupta, 6/e Pearson Education, 2018.
- 2) Accounting for Management, Arora M.N, HPH, 3/e, 2016
- 3) Essentials of Financial Accounting (based in IFRS), Bhattacharya, 4/e, PHI, 2017.
- 4) Basic Accounting, B S Raman, 2016, Sapna Book House.
- 5) Financial Accounting, P. C Tulsian, 2017, Pearson

Reference Books:

- 1) Financial Accounting, Dhaneshk Khatri, TMH, 2015, 11/e.
- 2) Financial Accounting: A Managerial Perspective, Narayanaswamy R, 6/e, PHI, 2017.
- 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, 2016.

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Test s	Assignment s	Quizze s	Term Paper
Marks (out of 50)	25	10	5	10

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)

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

MARKETING MANAGEMENT

Course Code	: 22MBA15	Credits	: 04
L: T: P: S	: 4:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

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

C01	Understanding of key marketing concepts and skills.
C02	Understand the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
C03	Apply the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning;
C04	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.
C05	Create marketing research plans and persuasively communicate your recommendations and rationale.
C06	Evaluate the scope and managerial importance of marketing research and its role in the development of marketing strategy

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	0	3	3	3	3	2	2	3
C02	2	3	2	2	2	2	2	2	1
C03	2	2	2	2	3	3	2	1	3
C04	2	3	2	2	3	2	3	3	2
C05	3	3	3	2	2	2	2	2	3
C06	3	3	3	2	2	2	2	2	3

Module No.	Contents of Module	Hrs	Cos
1	<p>Introduction to Marketing and Focusing Marketing Strategy with Segmentation, Targeting and Positioning</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 & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP, positioning errors, International Marketing-Entry strategies.</p>	10	CO1 , CO2 , CO3
2	<p>Setting Product and Pricing Strategy: Product And Price Mix Introduction to Marketing Mix: Product, Price, Promotion and Place.</p> <p>Product Decisions: 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>Pricing Decisions: Pricing concepts for establishing value, Pricing Strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing.</p>	10	CO4

3	<p>Marketing Communications: Promotion Mix; Marketing Channels: Place Mix; Promotion Decisions: 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>	10	CO4
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	Place/Channel Design: Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Supply chain management, Multilevel Marketing (Network Marketing).		
4	Introduction and Basic Concepts of Marketing Research: 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.	10	C05 C0 6
5	Analysis and presentation of data- 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	10	C05

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, 15/e, Pearson Education, 2017.
2. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2018.
3. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2012.
4. Research Methodology, C R Kothari, New Age International, 2019.
5. Business Research Methods by Donald Cooper & Pamela Schindler, TMH, 12/e, 2018.
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 & Neena Sondhi, 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
Marks (out of 50)	25	10	5	10
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)

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

HUMAN RESOURCE MANAGEMENT

Course Code : 22MBA16	Credits : 04
L:T:P:S : 4:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

C01	Understand HRM functions and practices and its implication in the organization.
C02	Analyze Job Analysis and Job evaluation methods and its importance in the organization.
C03	Application of the Recruitment and Selection process in the changing scenario.
C04	Evaluate different performance Appraisal & Training methods.
C05	Understand the process of handling disputes, laws pertaining to Employees welfare and employment in the Organization.
C06	Understand the collective bargaining process and its implication

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	3	0	2	2	2	1	3	1
C02	3	3	0	3	2	2	1	2	3
C03	2	3	0	3	3	3	1	1	3
C04	3	3	0	2	2	1	3	3	3
C05	3	3	1	2	2	1	0	3	2
C06	3	3	1	2	3	1	0	2	3

Module No.	Contents of Module	Hrs	Cos
1	Introduction: 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	10	CO1
2	Pre-recruitment functions: 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.	10	CO2
3	Recruitment & Selection: 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 Interviews, Induction, orientation.	10	CO3
4	Training and development: Meaning and significance of training and development Training need Analysis, Training process Training: Designing Formal Training Programs, Choosing & Evaluating Alternative Training Programs, Cross culture and diversity. Performance management: 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.	10	CO4
5	Introduction to Labour laws Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions. Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry. Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees. Industrial disputes Act: collective bargaining, industrial relations scenario: current issues and future challenges. Activity Based case study, role plays.	10	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, 3rd Edition.

5. The Geographical Area of Recruitment Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-141, 3rd 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, 3rd 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, 3rd 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, 2012.
2. Human Resource Management - Cynthia D. Fisher, Cengage Learning, 2008.
3. Human Resource Management – Rao V. S. P, Excel Books, 2/e, 2020.
4. Human Resource Management-Aswathappa K HPH, 8/e, 2017.

REFERENCE BOOKS:

1. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 14/e, Wiley India Pvt. Ltd., 2019.
2. Human Resource Management – Seema Sanghi, Macmillan, 2011.
3. Human Resources Management: A South Asian Perspective, Snell, Bohlander, &Vohra, Cengage Learning, 16th Rep., 2013.
4. A Text Book of Human Resource Management – Dwivedi R. S, Vikas Publishing House.

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Test s	Assignment s	Quizze s	Co-Curricular Participatio n
Marks (out of 50)	25	10	5	10
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

GE 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	Test s
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

MANAGERIAL COMMUNICATION

Course Code : 22MBA17	Credits : 01
L:T:P:S : 1:0:0:0	CIE Marks : 50
Exam Hours : 02	SEE Marks : 50

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

C01	Develop and integrate the use of the 4 language skills – Listening, Reading, Writing, and Speaking.
C02	Equip themselves with professional communication competencies.
C03	Clearly express ideas using appropriate punctuation and cohesive devices.
C04	Identify and apply communication abilities to face corporate challenges.
C05	Analyze the relevance of the situational communication in business.
C06	Make effective presentations in their professional work.

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01		2		3		3	3	3	2
C02		2		3		3	3	2	2
C03		2		3		3	3	2	3
C04		2		3		3	3	2	3
C05		2		3		3	3	2	2
C06		2		3		3	3	2	2

Module No.	Module Contents	Hours	COs
1	<p>Professionalism in Communication: Relevance of English in the present corporate scenario Work place communication. Importance of Listening, Speaking, Reading, Writing Organizational communication Professional Etiquette – Introducing self, Meeting a person for the first time, Dos and Don'ts</p> <p>Activity: Introducing self to a group of audience, Role play: Meeting customers and clients</p> <p>Verbal Ability: Error Detection and Error Correction</p>	3	C01, C02

2	<p>Oral Communication: Giving and collecting information: Question words (WH, Auxilliary verbs) Questioning skills, Explaining, Reasoning, Paraphrasing, Overcoming stage fear Talking about routine of self and family members with emphasis on "Do & Does"</p> <p>Situational language: Addressing internal meetings, expressing opinions and alternatives, Agreeing and Disagreeing.</p> <p>Verbal Ability: Jumbled Paragraph,</p>	3	C03, C04, C05
3	<p>Presentation Skills: Preparation, Practise and Delivery, Nonverbal communication: Body language: Kinesics, Occulesics, Facial expression, Para language</p> <p>Activity: Product presentation, Interpreting charts, graphs and tables Reporting on work completed and work in progress:</p> <p>Verbal Ability: Cloze Exercise, Sentence Completion</p>	3	C04, C06
4	<p>Receptive Skills: Listening Sub-skills Reading: Sub-skills, Inferring information from text</p> <p>Verbal Ability: Reading Comprehension Exercises</p>	3	C01
5	<p>Corporate orientation & written Communication: Difference between business communication & general communication, 7 Cs of communication, job application, Report writing</p>	3	C02, C03

	Verbal Ability: Email Writing, Paragraph Writing		
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TEXT BOOKS:

1. Grammar Practice activities – Penny Ur, Cambridge University Press.
2. Basic Business Communication: Skills for Empowering the internet generation – Flately and Lesikar, Tata McGraw Hill, 10th Edition, 2005.

REFERENCE BOOKS:

1. Wren P.C; Martin, H., Prasad Rao, N.D (1973-210) High School English Grammar & composition.
2. The skills of communicating – Bill scott – Jaico.

CIE- Continuous Internal Evaluation (50 marks)

Bloom's Category	Tests	Assignment s	Presentation
Marks (out of 50)	10	10	5
Remember		-	-
Understand	2	-	-
Apply	3	5	-
Analyze	2	-	-
Evaluate	-	-	-
Create	3	5	5

SEE- Semester End Examination (50 Marks) (Scaled down to 25)

Bloom's Category	Test	Bloom's Category	Test
Remember		Analyse	5
Understand	5	Evaluate	5
Apply	5	Create	5

SECOND SEMESTER

(SYLLABUS)

OPERATIONS MANAGEMENT

Course Code : 22MBA21	Credits : 04
L:T:P:S : 3:1:0:0	CIE : 50
Exam Hours : 03	Marks
	SEE : 50
	Marks

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

C01	Understand and apply tools and techniques of operations management in business practices in real time, Facility location and layout.
C02	Evaluate make or buy decision and application of forecasting techniques in forecasting demand and to understand the concept of time study.
C03	Analyze the elements of MRP and Statistical control charts.
C04	Evaluate the role of technology in manufacturing.
C05	Apply the Vendor Rating Methodology in real time situations.
C06	Understanding the automation potential and realizing the value in RPA.

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	2	1	0	2	3	2	2	2
C02	2	2	0	1	2	2	2	2	3
C03	3	3	1	2	3	2	2	1	2
C04	3	3	1	2	2	3	2	1	2
C05	3	2	2	2	2	3	2	1	2
C06	3	2	2	2	2	3	2	1	2

Module No.	Contents of Module	Hrs	Cos
1	<p>Introduction: 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. (Proposed to be Deleted)</p> <p>Facilities Location and Layout: Facility analysis- Facility Location: Factors affecting location decisions and Facility location models.</p> <p>Types of plant layouts – Product Layout, Process layout, fixed position layout, Cellular Manufacturing layouts, Hybrid layouts, Factors influencing layout changes.</p> <p>(Numerical problems)</p>	10	CO1
2	<p>Performance Measurement -Economic analysis: Single product, multiproduct, Make or Buy. Add or Drop, process selection</p> <p>Demand forecasting: Forecasting errors and implications of Tracking Signal. (Theory only)</p> <p>Methods analysis: Method study and Techniques.</p> <p>Work Measurement: Productivity, Time Study and Standard Time (Numerical problems).</p> <p>Capacity analysis: Aggregate Demand, CRP, Strategies, dimensions and sources of production capacity variations and MPS.</p>	10	CO2
3	<p>Maintenance Management and Statistical Quality Control</p> <p>Materials analysis: Material requirement planning, objectives of MRP, elements of MRP, BOM, and benefits of MRP, EOQ model (Numerical problems) 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 on control</p>	10	CO3

	charts.		
4	<p>Role of Technology - 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). Introduction to Automation: ERP, CAD, CAM and Robotics</p> <p>Purchase and stores Management Introduction - Objectives, Functions, Purchasing cycle and Purchase Policies -Vendor rating - Vendor Rating Methods (Numerical problems on Vendor Rating) - Introduction to stores management - Stores Location - Stores Layout – Stock Verification and Documents pertaining to purchase and stores management.</p>	10	C04 C05
5	<p>Introduction to RPA: Understanding Enterprise Processes Robotic Process Automation, Areas Ripe for Automation, Seeking an RPA Solution, Seeing the Value in RPA, Attended and Unattended Automation, RPA improvement cycle, Introduction to RPA. Automation Anywhere Enterprise Tool – Installation</p> <p>Practice Exercises:</p> <ol style="list-style-type: none"> 1. Screen recorder 2. Simple web recorder 3. Web recorder with database automation (Proposed to be Included) 	10	C06

(60% Numerical and 40% Theory)

Suggested Case Studies

1. “Operation Excellence in Indian Railways” page No: 3, LEE J Krajewski, et. Al. Operations Management, process and supply chains, 9th 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, 9th edition, Pearson education, inc
3. “Sharp Corporation” page No: 218, LEE J Krajewski, et. al. Operations Management, process and supply chains ,9th edition, Pearson education, inc.
4. “Harvey Industries” page No: 533, William J Stevenson, Operation Management, 8th 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, 9th edition, Pearson education, inc.

TEXT BOOKS:

1. Operations Management- Aswathappa K & K Sridhar Bhat, Himalaya Publications, 2nd Edition, 2021.
2. Production and Operations Management – Aswathappa K & Sridhar Bhat K, Himalaya Publications, 2nd Edition, 2021.

3. Operations Management, Mahadevan, Pearson Edition, 3rd Edition, 2015.
4. Production and Operations Management – Everette E, Adam Jr, Ronald J Ebert, PHI, 5th Edition.
5. Operations Management, William J Stevenson, Tata McGraw Ltd., 9th Edition.
6. Operations Management, Norman Gaither Cengage Learning Ltd., 9th Edition.
7. Robotic Process Automation for dummies, NICE special edition, NICE RPA team with Steve Kaelble, ISBN: 978-1-119-45774-9 (pbk); ISBN: 978-1-119-45773-2 (ebk), 2018.

REFERENCE BOOKS:

1. Production and Operations Management, Text and cases, Upendrakachru, First edition excel Books, 2007.
2. Operations Now, Byron J Finch, Tata McGraw Hill, 3rd edition, 2011.
3. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western, 2002.
4. Designing and Managing the supply chain – Concepts, David Simchi- Levi et al, 2007
5. Operations Management, William J Stevenson, Tata McGraw Hill Pubs, 8th Edition.
6. The Robotic Process Automation Handbook: A Guide to Implementing RPA Systems, Tom Taulli, ISBN: 978-1-4842-5728-9.

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)

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

FINANCIAL MANAGEMENT

Course Code : 22MBA22	Credits : 04
L: T: P: S : 3:1:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

C01	Understand the theoretical and practical implications of financial management in the business firm.
C02	Examine the cost on various sources of funds.
C03	Analyze various components of cost of capital.
C04	Apply financial management concepts and tools for the Problems faced by a Business in Investment decisions.
C05	Evaluate the strategies for managing the current assets, current liabilities, working Capital and the liquidity position by computing WCM.
C06	Assess weighted average cost of Capital, WACC for long term source of fund.

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	2	0	2	3	2	1	3	2
C02	2	0	0	2	1	0	2	3	3
C03	2	3	0	2	2	1	2	2	2
C04	3	3	2	0	1	3	3	3	3
C05	3	3	1	2	0	3	2	2	2
C06	2	3	0	2	2	1	2	3	3

Module No.	Contents of Module	Hrs	Cos
1	Introduction to Financial Management: 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)	10	CO1
2	Sources of Finance: 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. (Theory)	10	CO2 CO6
3	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)	10	CO3
4	Investment Decisions: 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)	10	CO4
5	Working Capital Management: 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)	10	CO5

Suggested Case Studies:

1. Loan amortization, Financial management – principles and practice by Sudarsana Reddy, Pg. 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, I M Pandey, 12th Edition, Vikas Publishing House, 2021.
2. Financial Management – Prasanna Chandra, 9/e, TMH, 2017.
3. Financial Management, Khan MY and Jain PK, 8/e, TMH, 2017.

REFERENCE BOOKS:

1. Fundamentals of Financial Management – Sharan, 3e, Pearson, 2019.
2. Financial Management, V K Bhalla, 1st Edition – S Chand 2014.
3. Fundamentals of Financial Management, Brigham & Houston, 16/e, Cengage Learning, 2015.
4. Corporate finance – Damodaran, 4/e, Wiley India (P) limited, 2015.

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

Bloom's Category	Test s	Assignment s	Quizze s	Term Paper
Marks (out of 50)	25	10	5	10
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, semiannually 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 analysis 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	Test s
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

BUSINESS INTELLIGENCE AND ANALYTICS

Course Code	: 22MBA23	Credits	: 04
L: T: P: S	: 4:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

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

C01	Understand the concept of business analytics and its trends
C02	Identify and analyze the various components of database management system
C03	Provide an in depth understanding of data modeling, data warehousing and integrations and give a practical orientation on creating a model
C04	Analyze the business intelligence model and learn the tools and techniques of enterprise reporting
C05	Evaluate students' abilities for basics of excel, its functions & formulas
C06	Create a case and evaluate using look up, reference functions and index match function

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	2	1	3	3	3	3	2	2
C02	1	2	1	2	0	2	2	2	2
C03	3	3	0	3	3	1	1	3	3
C04	3	3	1	3	3	3	2	3	3
C05	2	3	1	0	2	2	1	2	2
C06	3	3	0	0	2	2	1	2	2

Module No.	Contents of Module	Hrs	Cos
1	Business Analytics: 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.	10	C01
2	DBMS [Database Management System]: 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.	10	C02 C03
3	Data Modeling: Introduction, importance of data model, Types of Data model, Three schema architecture, Data Modeling Techniques - MOLAP and ROLAP. Data Warehousing and Integration: 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	C02 C03
4	Data Mining/ Business Intelligence Data Mining: introduction, what kind of data & patterns can be mined, major issues in data mining, Data Visualization, Data Mining processes. Business Intelligence: 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.	10	C04
5	Excel Basics: 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. Function and Formula: 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	C05 C06

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. Database System Concepts, Abraham Silber Schotz, S Sudarshan & Henry F Korth, McGrawhill, 6/e, 2021.
2. Prasad, R. N. and Seema Acharya, Business Analytics, New Delhi: Wiley, 2/e; 2016.
3. Evans R. Joel, Business Analytics, New Delhi: Pearson Education, 1/e; 2014.

REFERENCE BOOKS:

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

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom’s Category	Test s	Assignment s	Quizze s	Term Paper
Marks (out of 50)	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

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	Test s
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

ENTREPRENEURSHIP DEVELOPMENT

Course Code : 22MBA24	Credits : 04
L: T: P: S : 4:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

C01	Understand the importance and functionalities of enterprise and entrepreneurship and to learn basic entrepreneurial skills and knowledge to run a business efficiently and effectively.
C02	Analyze different aspect of customer pain gain relate to value proposition, understanding and creating business model.
C03	Apply the horizon of ideas related to blue ocean strategy to initiate a business, to explore entrepreneurship opportunities.
C04	Analyze the concept of Initial financing, Bootstrapping, and pitching
C05	Understand entrepreneurial cultural and industrial growth so as to prepare them to apply Shared Leadership styles
C06	Understand the concept of positioning, Branding and project Management in entrepreneurship

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	0	3	3	3	3	3	3	2
C02	3	3	2	3	0	3	3	2	3
C03	3	2	3	2	2	3	2	2	3
C04	3	3	1	2	2	3	3	2	3
C05	3	2	3	2	3	3	2	3	2
C06	3	3	3	2	3	2	3	3	1

Suggested Case Studies:

Module No.	Contents of Module	Hrs	Cos
1	Introduction: Finding Your Flow, Effectuation, Effectuation - 2, Case Study, Identify Your Entrepreneurial Style. Identify Problems Worth Solving, Design Thinking, Look for Solution, Present the Problem You Loves.	10	C01
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. Basics of Business Model and Lean Approach, Sketch the Lean Canvas, Risks and Assumptions, Present Your Lean Canvas.	10	C02
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.	10	C03
4	Cost, Revenues and Pricing, Profitability Checks, Bootstrapping and Initial Financing, Practice Pitching. Shared Leadership, Hiring & Fitment, Team Role and Responsibilities, Practice Pitching, Collaboration, Tools and Techniques.	10	C04, C05
5	Positioning and Branding, Channels, Sales Planning, Selling Skills I , Selling Skills II. Project Management, Project Tracking, Basics of Business, Regulations, How to Get Help to Get Started.	10	C06

1. Biocon : Kiran Mazumdar shaw's entrepreneurial dream1.
<https://www.youtube.com/watch?v=znKhN2j1KdE>
2. New era of ecopreneurs case study ofmitticool
:<https://www.youtube.com/watch?v=OfAyirzddZA>
3. Mark Zuckerberg -successtory:<https://www.youtube.com/watch?v=cUNX3azkZyk>
4. Social entrepreneurship a study on Grameen bankBangladesh:
<https://www.youtube.com/watch?v=6UCuWxWiMaQ>
5. Case study on Kishore Biyani :India's retailing:
<https://www.youtube.com/watch?v=G2TAr7Bcdom>:

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Assessment format	Weightage to be awarded	Comments
Assignments	20 Marks	To be administered along with each lesson as per course design. Assignment submission and evaluation has been automated on the Learn WISE 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. Vivy Sofinas 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

INDIAN ETHOS & CORPORATE GOVERNANCE

Course Code : 22MBA25	Credits : 04
L:T:P:S : 4:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

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

C01	Understand the concept of Self
C02	Examine the concept of knowledge and its discrimination
C03	Explain the link between governance and stakeholders' expectations
C04	Understand the need and importance of corporate governance with reference to Environment protection.
C05	Understand to connect between the corporate, ethics and society.
C06	Develop ethical behavior in decision making

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	3	0	2	2	3	1	3	2
C02	3	3	1	2	2	3	2	2	2
C03	3	3	0	2	1	3	2	2	3
C04	3	3	2	2	2	2	0	3	2
C05	3	3	2	2	3	3	1	2	2
C06	3	3	2	2	3	3	0	1	1

Module No.	Contents of Module	Hrs	Cos
1	<p>Indian Ethos-I: Individual Behavior: Importance of inspiration (motivation) Human psychology - about children, adolescents, adults, society Positive/negative role models, influences Possibilities of what a person can achieve/do Importance of individual person (as a society is as strong as its individuals) Achievers Goal: Importance of Aspirations (without aspiration, human life cannot thrive) Attitude towards victory/success. Emphasis on the importance of the three most important qualities to achieve anything in life – Focus, Excellence, Knowledge. Develop competencies for life: Virtues to groom to attain maximum knowledge (refer to the 26 virtues) Know Yourself: Nature of oneself Just be yourself. Avoid rat race. Importance of self-control Reason for Fall: Factors of failure and possible causes Misuse of our faculties – senses, mind, attitude Watchfulness: Take the driver’s seat, be watchful Avoid accidents/dangers You are the Creator: Taking charge of destiny/creation Art of breaking/steering/accelerating Balancing and finding your way through Staying in control to reach our goals</p>	10	CO1
2	<p>Indian Ethos: II: Mental Preparation: Importance of courage Significance of practice and detachment Understanding the impermanency of life situations in joy or sorrow Importance of dedication Intellectual Preparation: Work possibilities in a society Importance of knowledge Ways to attain and use knowledge Right Action: Work/Actions and Results Types of work/actions Attitude for action Life Quality: Roots/basics of qualities of life energy Types of qualities and their influences Social Responsibility: Realize that are part of the society Significance of Right Leadership Attitude for life (Satisfaction/Balance)</p>	10	CO2
3	<p>Corporate governance: 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, Role of Corporate in Environmental Management. 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>	10	CO3

4	An introduction to Business, Government, and Society: 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.	10	C04
5	Business Ethics & Corporate Social Responsibility: 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	10	C05 C06

Suggested Case Studies:

1. **Mission Mind Tree** Source: www.businesss-standard.com
2. **IKEA: Earning through Five Forces** Source: www.echeat.com
3. **Boundarylessness: The Welch Way** Source: www.milagrow.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) The Bhagavad Gita – Sandeepa Guntareddy, Sahitya Sangama, 2021
- 2) Corporate Governance: Principles, policies and Practices by Fernando A.c. Pub: Pearson, 3/e, 2018.
- 3) Corporate Governance, Ethics & Social Responsibility by Balachandran C.H, Pub: PHI Pvt Ltd, 2015.

REFERENCE BOOKS:

- 1) Business Government and Society: A Managerial Perspective, Text and cases by John F. Steiner Pub: Tata Mc-Grawhill, 5/e, 2017.
- 2) Business Ethics and Corporate governance by Ghosh B.N, Pub: Tata McGrahill, 2017.

CIE- Continuous Internal Evaluation (50 Marks)

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

Course Code : 22MBA26	Credits : 01
L:T:P:S : 1:0:0:0	CIE Marks : 50
Exam Hours : 01	SEE Marks : 50

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

C01	Apply “SMART GOALS” framework to set personal and professional goals
C02	Develop an understanding of self and practice personal and professional responsibility
C03	Demonstrate collaboration through teamwork
C04	Develop critical thinking and creative thinking for problem solving
C05	Apply the concept of personality development and grooming in corporate life
C06	Articulate and convey their ideas and thoughts with clarity and focus

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01		3			3	2	2	1	3
C02			3		3	2	2	2	2
C03			2		2	3		2	2
C04		3	2	2	2	2	3	3	3
C05	2		3		3	2	2	2	3
C06		2	2	3	2	2	2	1	2

Module No.	Module Contents	Hours	Cos
1	Goal setting: Importance of Goals; Creating SMART goals Semester completion as a short-term goal. Career planning Communication, – Idea generation	3	C01, C02 C06
2	Self-Awareness and Self-Management: Emotional Intelligence, Knowing your own self- understanding personality, perception, techniques to understand self-Attitude towards change and work, being proactive and positive Communication – Organizing thought flow	3	C02 C06
3	Thinking Skills and Group Dynamics: Creative Thinking, Critical Thinking, six thinking hats, Decision making, Working in Team, interpersonal skills. Problem solving skills. Communication – Structured articulation	3	C03 C04 C06
4	Personality development & Grooming: Expectations from the industry & Personal branding and image management; Corporate grooming; Corporate etiquettes. Communication – Tips for Jam session, GD and Presentation	3	C05 C06
5	Corporate behavior: Value for time and productivity, coming out of comfort zone, proactive risk management, business story-telling, business pitch. Communication – Mock GD sessions	3	C02 C06

REFERENCE BOOKS:

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

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Self-Study	Peer Evaluation
Marks (out of 50)	10	15	15	10
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	-	5
Analyze	-	-	5	-
Evaluate	-	-	-	-
Create	5	10	10	5

SEE- Semester End Examination (50 Marks)
Scaled down to 25 marks

NOTE: Being a Life skills course we felt it would be suitable to do the final assessment through a structured group discussion which will provide an opportunity to test students in all levels of Bloom's Taxonomy.

Bloom's Category	Group Discussion
Remember	5
Understand	10
Apply	10
Analyse	10
Evaluate	5
Create	10

BUSINESS TOOLS AND APPLICATIONS

Course Code	22MBA27	Credits	02
L:T:P:S	0:0:2:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

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

C01	Understand the business tools and their applications in solving business problems.
C02	Critically appreciate the technologies with practical application-oriented approach.
C03	Familiarize with contemporary technologies like Excel, Jamovi, Tableau, MS Project etc.
C04	Examine the business techniques like optimization, visualization, statistical analysis, resource management.
C05	Develop the analytical and quantitative acumen in tackling issues and challenges of today's business.
C06	Apply the concepts to improve productivity, operations and enhance business decision making.

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	2	1	2	2	3	2	3	2
C02	1	2	1	2	0	2	2	3	3
C03	3	2	0	2	3	1	1	2	3
C04	2	3	1	3	2	3	2	2	2
C05	2	3	1	0	2	2	1	2	3
C06	3	3	0	0	2	2	1	3	2

Module No.	CONTENTS OF MODULE	Hrs	Cos
1	Business Decision making through MS Excel: Introduction, Excel Solver, What If Analysis and Goal Seeking, Linear Programming using Excel, Pivot Tables, Excel Dashboards, Introduction to VBA	6	C01
2	Data Visualization and Dashboard Design: Importing data into tableau workspace, Data joining, Measures and Dimensions in tableau, Visual Analytics with Tableau: Scatter plots, histograms, and several others, Dashboarding with Tableau	6	C02
3	Statistical spreadsheet through Jamovi software – I: Basics of Statistical Data Analysis, Introduction to Jamovi software, Descriptive data Analysis, Fundamentals of hypothesis testing	6	C03
4	Statistical spreadsheet through Jamovi software – II: Correlation and Regression Analysis, Factor Analysis, T – Test, Analysis of Variance (ANOVA): One way and Two way	6	C04, C06
5	Operations, Productivity and Project Management: Work Breakdown Structure (WBS), WBS through MS Project, ERP Software, Tools for Collaboration, Scheduling, Document Management, Resource Management, Project Libre	6	C05

Suggested Case Studies:

1. Goal Seek and Solver for optimization related problems
2. Tableau Sample Store dataset | Tableau Learning Resources
3. Statistical and research related problems to be solved with Jamovi software

Text Books:

1. Management Science: The Art of Modeling with Spreadsheets, Stephen G Powell and Kenneth R Baker, Fourth Edition, Wiley 2018
2. Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software, Second Edition, Wiley 2016
3. Design and Analysis in Educational Research Using jamovi, by Kamden K. Strunk, Mwarumba Mwavita, Repro books, 2021

Reference Books:

1. Operations Management: Theory and Practice by B.Mahadevan, Third Edition, Pearson 2018
2. Visual Data Storytelling with Tableau by Lindy Ryan, First Edition, Pearson, 2018
3. Business Analysis with Microsoft Excel by Conrad Carlberg, Fifth Edition, Pearson, 2020

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Assessment format	Weightage to be awarded	Comments
Assignments	20 Marks	Average of the 3 assignments of 20 marks each.
Dashboard Design	30 Marks	Each student should prepare an interactive dashboard based on their chosen area of interest. Students should refer to Tableau Public Repositories for visualizations.

Bloom's Category	Assignments	Dash-Board Design
Marks (out of 50)	20	30
Remember	-	-
Understand	5	-
Apply	5	-
Analyze	-	10
Evaluate	-	10
Create	10	10

Assignment Questions:

Q1: Using MS Excel, decide the best product mix which ABC sugar mills should go for?

Q2: Prepare a Tableau interactive dashboard which explains the key business metrics of your organization, based on sample superstore dataset.

Q3: Explain how descriptive analytics can be performed using Jamovi software.

SEE- Semester End Examination (50 Marks): Practical exams in the computer lab.

Bloom's Category	Lab
Remember	-
Understand	-
Apply	10
Analyse	10
Evaluate	10
Create	20

CORPORATE EXPOSURE – SEMINAR

Course Code	: 22MBA28	Credits	: 02
L: T:P:S	: 0:0:2:0	CIE Marks	: 50
Exam Hours	: 01	SEE Marks	: 50

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

C01	Identify, gather, organize, analyze and interpret the data relating to a particular concept
C02	Demonstrate the conceptual understanding of the topic chosen for presentation
C03	Develop presentation and leadership skills
C04	Demonstrate the skills required for effective presentations
C05	Demonstrate the skills required to link management and business
C06	Develop multidisciplinary approach for problem solving by linking concepts

Mapping of Course Outcomes to Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
C01	3	3	2	1	2	2	2	1	3
C02	3	3	2	3	2	2	2	2	1
C03	3	2	2	2	2	2	2	1	2
C04	3	2	2	2	2	2	2	1	3
C05	3	2	3	2	2	3	2	2	2
C06	3	2	2	2	3	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:

Sl.NO	Criteria	Marks
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
TOTAL		50

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
- Chapter 5. Bibliography

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



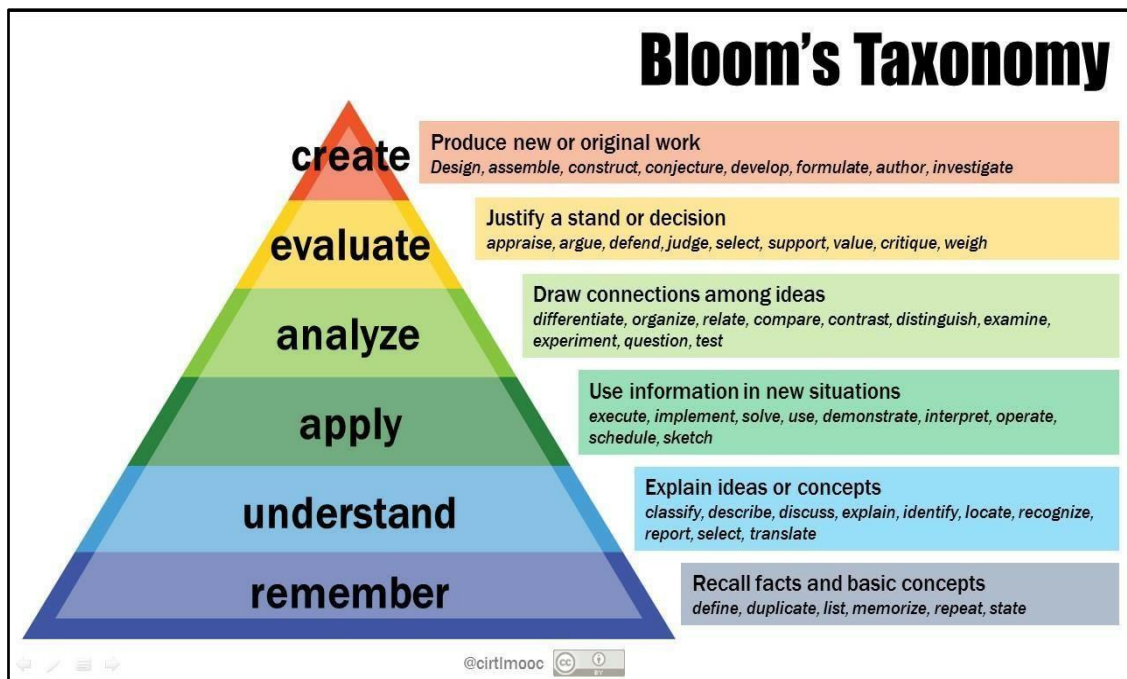
APPENDIX-B

GRADUATE PARAMETERS

Management Knowledge: Apply knowledge of management theories and practices to solve business problems for long term business sustainability.
Analytical: Foster analytical and critical thinking abilities for data-based decision making.
Value Based Leadership: Develop value-based leadership in management students.
Ethics: Ability to understand, analyze and communicate global, legal and ethical aspects of business.
Team work: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
Entrepreneurship & Lifelong Learning: Ability to develop entrepreneurship spirit among management graduates with the essence of lifelong learning.
Multidisciplinary: Promote multidisciplinary approach for problem solving by developing a sense of business acumen.

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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