



DEPARTMENT OF MANAGEMENT OF STUDIES

Academic Year 2024-25



MBA

1st and 2th Semester Scheme & Syllabus
BATCH: 2024-26
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 LEVELS

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
BATCH:2023-2025

Sl. No	Course and Course Code		Course Title	BOS	Credit Distribution				Overall credit	Teaching Hours/ week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	23MBA11	Management Principles and Organisational Behavior	MBA	3	0	0	0	3	3	50	50	100
2	PCC	23MBA12	Managerial Economics	MBA	4	0	0	0	4	4	50	50	100
3	PCC	23MBA13	Data Analysis And Decision Making	MBA	4	0	0	0	4	4	50	50	100
4	PCC	23MBA14	Accounting & Financial Statement Analysis	MBA	4	0	0	0	4	4	50	50	100
5	PCC	23MBA15	Marketing Management	MBA	4	0	0	0	4	4	50	50	100
6	PCC	23MBA16	Business Research Methods	MBA	3	0	0	0	3	3	50	50	100
7	PCC	23MBA17	Managerial Communication	HSS	1	0	0	0	1	1	50	50	100
8	PCC	23MBA18	Basics of Excel	MBA	1	0	1	0	2	3	50	50	100
9	PCC	23MBA19	Business Immersion Project	MBA	0	0	2	0	2	0	50	50	100
Total									27	26	450	450	900

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. 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.
4. The Students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
5. 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.
6. 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.
7. The student shall take a Business Immersion Project from the beginning of the first 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.
8. Business Immersion Project are themed experiences that allows students to engage with and observe corporate leaders from various industries. The goal of Business Immersion projects 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,

NEW HORIZON COLLEGE OF ENGINEERING
DEPARTMENT OF MANAGEMENT STUDIES
SCHEME OF II SEMESTER MBA
BATCH:2023-2025

Sl. No.	Course and Course Code		Course Title	BOS	Credit Distribution				Overall credit	Teaching Hours/Week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	23MBA21	Production & Operations Management	MBA	4	0	0	0	4	4	50	50	100
2	PCC	23MBA22	Corporate Finance	MBA	4	0	0	0	4	4	50	50	100
3	PCC	23MBA23	Human Resource Management	MBA	3	0	0	0	3	3	50	50	100
4	PCC	23MBA24	Entrepreneurship Development	MBA	4	0	0	0	4	4	50	50	100
5	PCC	23MBA25	Business Ethics & Corporate governance	MBA	3	0	0	0	3	3	50	50	100
6	PCC	23MBA26	Corporate Interface & Professional Development	HSS	1	0	0	0	1	1	50	50	100
7	PCC	23MBA27	Quantitative Techniques & Operations Research	MBA	4	0	0	0	4	4	50	50	100
8	SEC	23MBA28	Societal Project	MBA	Audit Course without any Credits								
Total									23	23	350	350	700

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. Societal Project (One week) is mandatory for all the students and this has to be carried out after the second semester during vacation and the report should be submitted by the students and should be assessed internally during the third semester and it is a non-credit but mandatory course (Audit Course).
7. Internship (Seven weeks) to be carried out by the students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.

FIRST SEMESTER SYLLABUS

MANAGEMENT PRINCIPLES & ORGANISATIONAL BEHAVIOUR									
Course Code	23MBA11					CIE Marks		50	
L: T:P:S	3:0:0:0					SEE Marks		50	
Hrs. / Week	3					Total Marks		100	
Credits	03					Exam Hours		03	
Course outcomes:									
At the end of the course, the student will be able to:									
23MBA11.1	Illustrate the insights of management, functions of a manager, process of planning and the concept of MBO								
23MBA11.2	Analyze individual behavior and dynamics of groups and effective team building								
23MBA11.3	Apply the concepts of different personality theories and understand their leadership theories								
23MBA11.4	Analyze the organizational structure and process of controlling								
23MBA11.5	Evaluate the role of power and politics in decision making								
23MBA11.6	Create the model personality including dynamics of OB								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBA11.1	3	3	2	2	2	3	2	3	-
23MBA11.2	3	3	3	-	2	3	-	2	2
23MBA11.3	3	-	2	-	2	3	2	3	3
23MBA11.4	2	3	2	2	2	2	3	3	-
23MBA11.5	3	3	3	2	-	3	2	2	2
23MBA11.6	3	2	2	2	3	2	3	2	2
MODULE-1 MANAGEMENT & PLANNING 23MBA11.1 8 Hours									
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. 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									
Skill development activities			How MBO is applied and evaluated in the organisation						
Text Book			Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16						
MODULE-2 ORGANIZING & CONTROLLING 23MBA11.2 8 Hours									
Organization structure, formal Vs informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization Vs Centralization, Types of Organizations, virtual organizations. Controlling Process, Techniques of Managerial Control, Feed-forward and Feedback Control, Behavioural Implications and Guidelines for Effective Control									
Skill development activities		Pros and Cons of centralization and decentralization with regards to live scenarios.							
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15							
MODULE-3 ORGANISATIONAL BEHAVIOUR 23MBA11.3 8 Hours									
Organizational Behaviour-introduction, definition, fundamental principles of OB, challenges and opportunities, Foundations of Individual Behaviour. Personality- Determinants of personality, BIG Five Model, MBTI, personality attributes influencing OB. Type A and Type B Personality; Personality Theories. Perception: Process, factors influencing perception. Attitude: Components, Relation between attitude and behaviour. Values: Definition, value attributes, types. Emotions: Basic Emotions, Emotional Intelligence at workplace.									
Skill development activities		Behavioral types and their impact on organisation							
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-4 LEADERSHIP & MOTIVATION 23MBA11.4 8 Hours									

Leadership in organizations: Formal and Informal Leadership; Leadership Styles; Personality Characteristics of Leaders. Theories Communication: Introduction, process of communication, types & barriers to communications. Motivation: Introduction, Importance, Need & Theories.

Skill development activities	Leadership types and their impact on workforce.
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Text Book	Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7
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MODULE-5	DYNAMICS OF GROUP BEHAVIOUR	23MBA11.5 23MBA11.6	8 Hours
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Dynamics of Group behaviour: Definition, types, formation of groups, building effective teams. 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. Power and Politics: Power and Politics-An Introduction; Sources of Power in Organizations; Organizational Politics; Ethics

Skill development activities	Effect of group behaviour in the efficacy of work force
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Text Book	Text Book 2: 12.1 to 12.10
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CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	5
L2	Understand	5
L3	Apply	15
L4	Analyze	10
L5	Evaluate	10
L6	Create	5

Suggested Learning Resources:**Text Books:**

- 1) Management Concepts & Strategies, J S Chandan, Vikas Publishing, ISBN: 9788125903376
MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2016
- 2) Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publications, 2018. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson publications, 14th Edition, 2016.

Reference Books:

- 1) Essentials of Management by Harold Koontz & Heinz Weinrich, 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
- 3) Organizational behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2017.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=aMwm2zq1KrI>
- <https://www.youtube.com/watch?v=m68LJHcQS0w>
- <https://www.youtube.com/watch?v=l78PLqFnZNE>
- <https://www.youtube.com/watch?v=jOLHwYi-wal>
- <https://www.youtube.com/watch?v=aSj4lQyo3rE>
- https://www.youtube.com/watch?v=3hiL_HTIvvc

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Conduct a personality test among students on the basis of the theories.
- Design a management event which includes all the functions of management.
- Draw an organizational chart for your institution.
- Decision making) “A request for special favours”, page No: 673, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
- MBO “Shopper’s heaven’s MBO Program”, Page No: 673-674, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
- (Organizing) organising for success”, page No: 677, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
- (Controlling) “S. W Associated Inc”, Page No: 689, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
- (Attitude) “Albertsons works on Employee attitudes”, Page No: 101, S. P. Robbins, Timothy. A. Judge, Seema Singh, Organizational behaviour, Pearson, 13th edition.

MANAGERIAL ECONOMICS									
Course Code	23MBA12				CIE Marks	50			
L:T:P:S	4:0:0:0				SEE Marks	50			
Hrs / Week	4				Total Marks	100			
Credits	04				Exam Hours	03			
Course outcomes: At the end of the course, the student will be able to:									
23MBA12.1	Evaluate the relative importance of Managerial Economics in decision making.								
23MBA12.2	Analyze Production function and Producer Equilibrium.								
23MBA12.3	Illustrate the Cost and Revenue Concepts in decision making.								
23MBA12.4	Evaluate the features of different kind of markets.								
23MBA12.5	Apply the Pricing Strategies in real time situations.								
23MBA12.6	Analyze the budget and the Economy, Monetary and Fiscal Policies.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBA12.1	3	2	1	2	2	2	2	3	1
23MBA12.2	3	3	2	3	2	3	1	2	3
23MBA12.3	3	3	1	3	3	2	2	3	2
23MBA12.4	1	2	1	-	2	2	2	1	3
23MBA12.5	3	2	1	3	2	2	1	2	3
23MBA12.6	2	2	2	-	2	2	1	3	2
MODULE-1 INTRODUCTION									
MODULE-1	INTRODUCTION				23MBA12.1	10 Hours			
Introduction to Managerial 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. Meaning and concepts of demand, Law of Demand, Assumptions and Exceptions to law of demand, Determinants of demand, Types of elasticity of demand.									
Skill development activities			Watch the YouTube video on basic concepts of Managerial Economics						
TEXT BOOKS			Text Book 1:1,2						
MODULE-2 PRODUCTION ANALYSIS									
MODULE-2	PRODUCTION ANALYSIS				23MBA12.2	10 Hours			
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.									
Skill development activities	Microsoft – Increasing or Diminishing Returns? Source: Managerial Economics - Nick Wilkinson 2005 - Cambridge university press. Page no. 191								
TEXT BOOKS			Text Book 2:4						
MODULE-3 COST AND REVENUE ANALYSIS									
MODULE-3	COST AND REVENUE ANALYSIS				23MBA12.3	10 Hours			
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).									
Skill development activities	Cost matters Most: Source: Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications. Page no:603-606.								
TEXT BOOKS			Text Book 3:5						

MODULE-4	MARKET STRUCTURES AND PRICING STRATEGIES	23MBA12.4, 23MBA12.5	10 Hours	
<p>Market structure: Perfect Competition: Features, Determination of Price under Perfect Competition. Monopoly: Features, Pricing under Monopoly. 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, predatory pricing, incremental / marginal pricing and peak load pricing.</p>				
Skill development activities	Watch the You Tube video on different types of market structure			
TEXT BOOKS	Text Book 2:7			
MODULE-5	BUDGET AND THE ECONOMY AND INFLATION	23 MBA12.6	10 Hours	
<p>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>				
Skill development activities	Union Budget Analysis			
TEXT BOOKS	Text Book 1:9			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		

Suggested Learning Resources:**TEXT BOOKS:**

- 1) Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications, 8th Ed., 2021.
- 2) Business Environment Text and Cases by Justin Paul, 4th Edition, McGraw-Hill Companies, 2018.
- 3) Managerial Economics: Analysis of Managerial decision making, H. L Ahuja, S. Chand, 2018.
- 4)

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, 4/e, 2019.
3. Managerial Economics, Yogesh Maheshwari, PHI, 5/e, 2018.
4. Managerial Economics, D.N Dwivedi, 9th ed., Vikas Publication, 2018.
5. Indian Economy, K P M Sundharam and Dutt, 72th Edition, S Chand Publication, 2015.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/xHmDtQ-S1Dk>
- <https://youtu.be/frHyR9FiKt4>
- <https://youtu.be/PHXBDrrWK2k>
- <https://youtu.be/CnV47NIRGmo>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Gamification on Economies of Scale
- Current Affairs Quiz
- Video demonstration on latest trends in Managerial Economics
- Contents related activities (Activity-based discussions)
 - Organizing Group wise discussions on issues related to Indian Economy
 - Impact of Globalization on Indian Economy -Critical Study and Presentation by students.

DATA ANALYSIS & DECISION MAKING									
Course Code	23MBA13				CIE Marks	50			
L:T:P:S	4:0:0:0				SEE Marks	50			
Hrs / Week	4				Total Marks	100			
Credits	04				Exam Hours	03			
Course outcomes: At the end of the course, the student will be able to:									
22MBA13.1	Demonstrate, decision making to real world issues using appropriate graphical & numerical descriptive statistics.								
22MBA13.2	Apply probability theorem & concepts to find solutions to business problems								
22MBA13.3	Formulate appropriate probability distribution required for Business Management								
22MBA13.4	Conduct and interpret correlation and regression analysis to aid decision making								
22MBA13.5	Apply sound knowledge of Decision tree analysis to make decision under risk and uncertainty								
22MBA13.6	Analyze decisions based on hypothesis testing and non-parametric methods								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBA13.1	3	3	1	3	2	3	1	3	3
22MBA13.2	-	3	1	2	3	3	2	2	3
22MBA13.3	2	-	1	1	1	-	1	3	2
22MBA13.4	2	2	1	-	2	3	3	2	2
22MBA13.5	-	-	1	2	-	3	1	2	2
22MBA13.6	3	3	1	3	3	-	1	2	2
MODULE-1	INTRODUCTION TO STATISTICS				22MBA13.1			10 Hours	
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).									
Skill development activities					Case study on Central Tendency				
Text Book					Text Book 1: 1.1,1.2,1.3				
MODULE-2	THEORY OF PROBABILITY				22MBA13.2			10 Hours	
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									
Skill development activities					Case Study non Baye's Theorem & Probability Distribution				
Text Book					Text Book 1: 2.1,2.2,2.3				
MODULE-3	CORRELATION AND REGRESSION				22MBA13.3			10 Hours	
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.									
Skill development activities					Case Study on Measurement of Correlation				
Text Book					Text Book 2: 3.1,3.2,3.3				
MODULE-4	DECISION ANALYSIS				22MBA13.4			10 Hours	

Decision-making Process, Decision-making Environment, Decisions Under Uncertainty, Decisions under Risk, Decision – Tree Analysis, Decision- making with Utilities.				
Skill development activities		Case Study on Decision Tree		
Text Book		Text Book 2: 4.1,4.2,4.3		
MODULE-5	TESTING OF HYPOTHESIS AND NON-PARAMETRIC METHODS	22MBA13.5 & 22MBA13.6		10 Hours
TESTING OF HYPOTHESIS - Hypothesis testing: one sample and two samples' tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), ANOVA- One-way NON-PARAMETRIC METHODS - Sign test for paired data. Rank sum test: Mann – Whitney U test and Kruskal Wallis test. One sample run test, Chi square tests for independence of attributes and goodness of fit				
Skill development activities		Case Study on One Sample Mean		
Text Book		Text Book 2: 5.1,5.2,5.3		
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1. Statistics for Management Richard I. Levin, David S. Rubin, Masood H. Siddique, Sanjay Rastogi, Pearson, 2020.				
2. Statistical Methods, Dr. S.P.Gupta, Sultan Chand & Sons, 2019.				
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, 2017.				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://onlinecourses.nptel.ac.in/noc21_ma74/preview • https://www.youtube.com/watch?v=k3aKKasOmIw • https://www.youtube.com/watch?v=94AmzeR9n2w • https://www.youtube.com/watch?v=11c9cs6WpJU 				

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

1. Visit to any industries for applying Statistical Methods in Data Analysis
2. Demonstration of creating Excel
3. Demonstration of creating correlation and regression in statistical softwares
4. Video demonstration of latest trends in Data and Statistical Analysis
5. Contents related activities (Activity-based discussions)
6. For active participation of students, instruct the students to prepare Decision analysis under different environments
7. Organizing Group wise discussions on probability cases

ACCOUNTING & FINANCIAL STATEMENTS ANALYSIS									
Course Code	23MBA14			CIE Marks	50				
L:T:P:S	4:0:0:0			SEE Marks	50				
Hrs / Week	04			Total Marks	100				
Credits	04			Exam Hours	3				
Course outcomes:									
At the end of the course, the student will be able to:									
23MBA14.1	Apply the practical implication of accounting in business								
23MBA14.2	Illustrate accounting framework to prepare financial statements								
23MBA14.3	Analyze financial statements through critical thinking skills								
23MBA14.4	Evaluate the financial position of the business by using tools of financial Analysis								
23MBA14.5	Assess the concepts of marginal costing and its application in managerial decision making								
23MBA14.6	Interpret the tools of financial analysis & cost concepts of business.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
23MBA14.1	3	2	-	2	2	2	2	2	2
23MBA14.2	2	2	-	2	2	-	-	2	2
23MBA14.3	2	2	2	2	-	-	-	2	2
23MBA14.4	2	2	2	2	2	-	-	2	2
23MBA14.5	3	2	-	2	2	3	2	2	1
23MBA14.6	1	2	-	2	2	2	2	3	2
MODULE-1	Introduction to Financial Accounting					23MBA14.1		10 Hours	
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.									
Skill development activities		Case study on Micro trends in financial sectors							
Text book		Textbook-1- 1.1,1.2,1.3							
MODULE-2	Preparation of Financial Statements					23MBA14.2/23MBA14.6		10 Hours	
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)									

Skill development activities	Case study on balance sheet of Nike company			
Text book	Textbook-1- 1.8,1.10,1.12,1.13			
MODULE-3	Financial Analysis – I	23MBA14.3	10 Hours	
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.				
Skill development activities	Case study on cash flow statement on Nike company			
Text book	Textbook- 2- 2.1,2.2,2.3			
MODULE-4	Financial Analysis – II	23MBA14.4	10 Hours	
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, construction of balance sheet with ratios, DuPont analysis. (Theory and Problem)				
Skill development activities	Case study on income statement on Nike company			
Text book	Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9			
MODULE-5	Marginal Costing for Decision Making	23MBA14.5	10 Hours	
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)				
Skill development activities	Case study on cash flow statement on Nike company			
Text book	Textbook- 3- 3.1,3.2,3.3,3.4,3.5			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		

L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

Text Books:

1. Taxmann's Financial Accounting | Text & Illustrations, Taxmann Publications Private Limited, 2022
2. Accounting for Management, Arora M.N, HPH, 3/e, 2019
3. Financial Accounting, P. C Tulsian, Pearson, 2022,
3. Basic Accounting, B S Raman, Sapna Book House, 2016,

Reference Books:

1. Financial Accounting, Dhaneshk Khatri, TMH, 2017,
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, Vikas Publishing House. 2018
4. Financial Accounting, Jain S.P and Narang K L, Kalyani Publishers, 2016.
5. Financial Accounting : A Managerial Perspective by Narayanasamy R (Author), Prentice Hall Of India 2022
5. Financial accounting for management: an analytical perspective, Amrish Gupta, Pearson, 6/e
6. Management Accounting, M.Y. Khan & P.K. Jain, McGraw Hill Education; 7/e

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=Fi1wkUczuyk>
- <https://www.youtube.com/watch?v=MsrV522mT6w>
- <https://www.macrotrends.net/stocks/charts/NKE/nike/balance-sheet>
- <https://www.macrotrends.net/stocks/charts/NKE/nike/financial-ratios>
- <https://www.macrotrends.net/stocks/charts/NKE/nike/cash-flow-statement>
- <https://www.macrotrends.net/stocks/charts/NKE/nike/income-statement?freq=A>
- <https://www.macrotrends.net/stocks/charts/NKE/nike/cash-flow-statement>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Collection of financial statements of any one organization for 2 years and prepare a comparative statement
- Collection of financial statements of any one organization for 2 years and prepare a common size statement
- Collect the statements of an organization and calculate important ratios
- Draft a report on financial well-being of a company
- Identify the Accounting Concepts and conventions application with reference to a specific company of your choice.

MARKETING MANAGEMENT									
Course Code	23MBA15				CIE Marks	50			
L:T:P:S	4:0:0:0				SEE Marks	50			
Hrs / Week	4				Total Marks	100			
Credits	04				Exam Hours	03			
Course outcomes:									
At the end of the course, the student will be able to:									
23MBA15.1	Analyse key marketing concepts and skills.								
23MBA15.2	Develop the tools and techniques for Segmentation targeting and positioning.								
23MBA15.3	Illustrate the concepts of Branding and pricing.								
23MBA15.4	Demonstrate the concept of packaging.								
23MBA15.5	Explain the concepts of marketing channel & Marketing Communication.								
23MBA15.6	Demonstrate the enhanced concepts of marketing in Real time and real-life situation, anticipate the opportunities and issues in market place.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBA15.1	3	2	2	2	-	2	3	2	3
23MBA15.2	3	2	2	3	2	3	2	3	3
23MBA15.3	3	3	2	3	3	2	2	3	2
23MBA15.4	3	3	3	3	3	3	3	-	-
23MBA15.5	3	2	2	3	2	2	3	3	2
23MBA15.6	2	3	2	3	2	2	-	2	2
MODULE-1	INTRODUCTION TO MARKETING & CONSUMER BEHAVIOR				23MBA15.1			10 Hours	
Meaning, Nature, importance, scope and orientations, Consumer need, Want and demand concepts, Marketing Process, Marketing Mix, Marketing myopia, Consumer Behaviour: factors influencing buying behaviour, buying habits, stages in consumer buying process.									
Skill development activities	Importance of Consumer Behaviour -A Case Study of Maggi Noodle, Nestle India								
Text Book	Textbook 1:1								
MODULE-2	MARKETING/PRODUCT STRATEGIES & SEGMENTATION, TARGETING AND POSITIONING				23MBA15.2			10 Hours	
Marketing strategies and plans, SWOT analysis, new product development, diffusion process, Product Life cycle, Product mix strategies, Steps in New Product development 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									
Skill development activities	Segmentation, Targeting and Positioning Of Big Basket								

Text Book	Textbook 1:2,3			
MODULE-3	BRANDING, PACKAGING & PRICING STRATEGY	23MBA15.3 & 23MBA15.4	10 Hours	
Brand and its importance, Concept of Branding, Types of brands, Brand equity, Branding Strategies, establishing POPs and Pods. Packaging / Labelling: Packaging as a marketing tool and its challenges, requirement of good packaging, Role of labelling in packaging. Pricing Decisions: understanding pricing, price setting – steps in setting the price, Pricing strategies- Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing. price adaptation, initiating and responding to price changes.				
Skill development activities	Unilever Rethinking Plastic Packaging			
Text Book	Textbook 1:4,5			
MODULE-4	MARKETING CHANNELS & MARKETING COMMUNICATIONS	22MBA15.5	10 Hours	
Distribution strategies – Marketing channels – role, channel design and management decisions, channel conflicts, retailing – the new retail environment – types of retailing- private labels – wholesaling – types of wholesaling – marketing logistics – growth of E-commerce Promotion Mix: steps in designing effective communications, deciding the marketing communications mix – steps in designing advertising program- AIDA Model, deciding on the media, sales promotion tools and techniques, Personal selling steps, Direct Marketing.				
Skill development activities	Marketing Strategy Of P&G / Case Study on P&G / How P&G sells Products			
Text Book	Textbook 1:6			
MODULE-5	RECENT TRENDS IN MARKETING AND SERVICES MARKETING	22MBA15.6	10 Hours	
Socially responsible marketing – sustainability marketing Green Marketing, Neuro Marketing, Sensory Marketing, Digital Marketing. Nature of services – services mix - characteristics of services excellence in services - product and service differentiation.				
Skill development activities	Paper Boat Case Study, 2020: FMCG Industry Insights, Consumer Trends & Attitudes, Strategic Take-Outs			
Text Book	Textbook 2:5,6			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:**Text Books:**

- 1) Marketing Management by Philip Kotler, 15th Edition, 20th July 2017
- 2) Sales Management –Decisions, Strategies and Cases by Richard R Still, Edward W. Cundiff and Norman A.P.Govani, Prentice Hall of India, 6th Edition 26th July 2017

Reference Books:

- 1) Consumer Behavior by Schiffman and Kanuk, Prentice Hall, 12 edition, 31 December 2018
- 2) Integrated Marketing Communications: Putting It Together & Making It Work by Don E. Schultz, Stanley I. Tannenbaum, and Robert F. Lauterborn, 16th January 2000
- 3) This is Marketing: You Can't Be Seen Until You Learn To See by Seth Godin, 1st January 2018
- 4) Marketing Management, Gupta Prachi, Pearson Education India, ISBN: 9789332587106, 9789332587106, Edition 2020, 1st January 2020
- 5) Marketing Management, Rajan Saxena, 6th Edition, 2019
- 6) Marketing Management Text and Cases, RajaGoipal, ISBN: 9788125907732, 9788125907732, 11th December 2000

Web links and Video Lectures (e-Resources):

- <https://www.wallstreetmojo.com/marketing-management/>
- <https://www.smartinsights.com/digital-marketing-strategy/customer-segmentation-targeting/segmentation-targeting-and-positioning/>
- <https://www.standuppouches.net/blog/5-ps-of-marketing-why-product-packaging-is-now-part-of-the-mix>
- <https://www.oberlo.com/ecommerce-wiki/branding>
- <https://blog.hubspot.com/marketing/marketing-trends>
- <https://www.indeed.com/career-advice/career-development/services-marketing>
- https://www.researchgate.net/publication/356977757_Importance_of_Consumer_Behavior_-_A_Case_Study_of_Maggi_Noodle_Nestle_India
- <https://www.studocu.com/in/document/itm-university/marketing/bigbasket-case-study-solutions/10082856>
- <https://www.unilever.com/planet-and-society/waste-free-world/rethinking-plastic-packaging/>
- https://www.youtube.com/watch?v=uGmoWQzjR_M
- <https://www.prnewswire.com/news-releases/paper-boat-case-study-2020-fmcg-industry-insights-consumer-trends--attitudes-strategic-take-outs-301038270.html>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Study on Marketing Mix Components of Dairy Milk Chocolate / Pepsi / Lays
- Design a new product in FMCG/ Automobile / Electronics segment
- Decide suitable pricing and packaging strategy for Ayurvedic Product

- Design Suitable advertisement for Organic health Drink
- Promote e commerce handicraft website using digital marketing

BUSINESS RESEARCH METHODS										
Course Code	23MBA16					CIE Marks	50			
L:T:P:S	3:0:0:0					SEE Marks	50			
Hrs / Week	3					Total Marks	100			
Credits	03					Exam Hours	03			
Course outcomes:										
At the end of the course, the student will be able to:										
23MBA16.1	Design various concepts and terms associated with scientific business research.									
23MBA16.2	Explain term and concepts used in all aspects of scientific business research.									
23MBA16.3	Make use of scientific principles of research to solve contemporary business research problems.									
23MBA16.4	Examine the various facts of research problem and illustrate the relevant aspects of research process from a data driven decision perspective.									
23MBA16.5	Evaluate the data collected, design, sample and the find out alternative on the business research problems.									
23MBA16.6	Develop report, charts and visualization.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
22MBA16.1	2	3	2	2	2	2	2	2	-	
22MBA16.2	3	2	3	2	2	2	2	1	2	
22MBA16.3	2	1	2	-	2	3	2	2	3	
22MBA16.4	3	2	3	1	2	2	2	3	2	
22MBA16.5	2	-	2	2	3	2	2	2	2	
22MBA16.6	2	2	2	3	2	2	-	3	3	
MODULE-1 INTRODUCTION TO RESEARCH & LITERATURE REVIEW										
23MBA16.1 8 Hours										
Introduction to Business Research: Research and research methodology-Language of Research Meaning-types of business research-criteria of good research approaches to business research scientific and non-(un)-scientific- difference between research methods and methodology significance of business research. Literature Review, different types of references and difference between bibliography and referencing. Business Research Process and Proposal: Meaning and components-steps involved in preparing business research plan/proposal.										
Skill development activities	The Free Dictionary by Farlex (2008). Case Study. Accessed 31/10/2008, from http://www.thefreedictionary.com/case+study									
Textbook	Text book 1: Chapter 1									
MODULE-2 RESEARCH DESIGN										
23MBA16.2 8 Hours										
Research Design: Research problems – designing the study – steps in research design process – types of research design. Sources and collection of data - Secondary data – sources – advantages and limitations – methods of collection of data, Primary data – sources – advantages – questionnaire design scales of measurement used in research. Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-										

directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance.			
Skill development activities		The Free Dictionary by Farlex (2008). Case Study. Accessed 31/10/2008, from http://www.thefreedictionary.com/case+study	
Textbook		Text book 1: Chapter 2	
MODULE-3	SAMPLING	23MBA16.3	8 Hours
Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size.			
Skill development activities		The Free Dictionary by Farlex (2008). Case Study. Accessed 31/10/2008, from http://www.thefreedictionary.com/case+study	
Textbook		Text book 2: Chapter 3 & 4	
MODULE-4	DATA AND DATA MEASUREMENT	23MBA16.4	8 Hours
Meaning of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. Primary Data: Definition, Advantages and disadvantages over secondary data. Measurement: Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Questionnaire: Questionnaire. Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.			
Skill development activities		Chaitanya Ltd. Co. is a large manufacturing unit. Recently, the company had conducted the 'time' and 'motion' studies and concluded that on an average a worker could produce 120 units per day. However, it has been noticed that average daily production of a worker is in the range of 80-90 units. What steps will you suggest to ensure that the actual performance is in accordance with the performance as per unit and motion studies? Conduct 'fatigue Study' (Prepare questionnaire) and provide rest intervals to employees so as to enable them to regain lost stamina.	
Textbook		Text book 3: Chapter 5 & 6	
MODULE-5	DATA ANALYSIS & REPORT WRITING	23MBA16.5 & 23MBA16.6	8 Hours
Data Analysis -Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis -			

meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications.

Report Writing: Methods of report writing – oral, written, advantages and disadvantages of oral and written reports – components of written research report– presentation of reports – audio-video presentation.

Skill development activities	Walmart case apply various tools and test to the provided data .
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Textbook	Text book 3: Chapter 11,12 &14
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CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	--
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH (2019).
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press (2018).
3. Research Methodology C R Kothari- Gaurav Garg 5E(499) New age international publishers(2023)

Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning (2013).
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press (2020).
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage (2019).
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall (2019).

3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge(2021).

4. Research Methodology In Management, Dr.V.P.Michael(2019).

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- <https://www.youtube.com/watch?v=iV6Jraln-14>
- <https://www.investopedia.com/terms/m/market-research.asp>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Demonstration of creating charts
- Writing research paper
- Video demonstration of doing research with different sectors like automobile, IT industries.
- Contents related activities (Activity-based discussions)
 - For active participation of students, instruct the students to prepare questionnaire to collect the data .
 - Organizing Group wise discussions on research work, research ethics etc.

MANAGERIAL COMMUNICATION							
Course Code	23MBA17			CIE Marks	50		
L:T:P:S	1:0:0:0			SEE Marks	50		
Hrs / Week	1			Total Marks	100		
Credits	01			Exam Hours	02		
Course outcomes:							
At the end of the course, the student will be able to:							
23MBA17.1	Recall strategies to improve vocabulary						
23MBA17.2	Outline the different purposes and various styles of writing.						
23MBA17.3	Apply the principles of 7 Cs of Communication to workplace correspondence.						
23MBA17.4	Analyse text and infer information using the sub skills of reading.						
23MBA17.5	Create effective presentations in professional work.						
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
23MBA17.1	-	-	-	3	3	2	-
23MBA17.2	-	-	2	3	1	2	-
23MBA17.3	-	-	2	3	3	2	-
23MBA17.4	-	-	2	3	3	3	-
23MBA17.5	-	-		3	-	3	-
MODULE-1	Oral Communication		23MBA17.2	23MBA17.3	23MBA17.4	3 Hours	
Giving and collecting information: Question words (WH, Auxiliary verbs) Questioning skills, Explaining, Reasoning, Paraphrasing, Introducing self, Non-Verbal Communication							
Situational language: Meeting a person for the first time							
Activity: Introducing self to a group of audience Role play: Meeting customers and clients							
Verbal Ability: Error Detection and Error Correction							
Know classmates/ Role play	Understand different ways of self-introduction; Learn about others and introduce them; Listen to others and list common errors						
MODULE-2	Professionalism in Communication		23MBA17.1	23MBA17.4	3 Hours		
Organizational Communication: Relevance of communication & English in the present corporate scenario, Addressing internal meetings, Professional Etiquette – Dos and Don'ts Expressing opinions and alternatives, Agreeing and Disagreeing							
Verbal Ability: Jumbled Paragraph							
Case study/ Role play	Thought flow, idea generation, sentence structure						
MODULE-3	Presentation Skills:		23MBA17.1	23MBA17.5	3 Hours		

Preparation, Practice and Delivery
 Overcoming stage fear Talking about routine of self and family members with emphasis on “Do & Does”.
 Nonverbal communication: Body language: Kinesics, Occulesics, Facial expression, Para language.
Activity:
 Product presentation
Verbal Ability:
 Cloze Exercise, Sentence Completion

Movie review and presentation	Comprehension and articulation				
MODULE-4	Analytical Presentation:	23MBA17.1	23MBA17.2	23MBA17.4	3 Hours

Interpreting charts, graphs and tables
 Reporting on work completed and work in progress
Verbal Ability:
 Synonyms and Antonyms, Cohesive Devices

Quiz on synonyms and antonyms	Understanding situational vocabulary				
MODULE-5	Corporate Orientation & Written Communication	23MBA17.1	23MBA17.2	23MBA17.3	3 Hours

Reading Comprehension (Inferential Reading of case study/current affairs) Difference between business communication and general communication, 7 Cs of communication, Email writing and Responding to Emails, Report Writing, CV & Cover Letter writing

Resume writing	Understand different types of resume writing and connect resume writing to Job description			
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CIE Assessment Pattern (50 Marks - Theory) -

RBT Levels		Marks Distribution	
		Test (s)	Alternative Assessment (s)
		25	25
L1	Remember	-	-
L2	Understand	7	6
L3	Apply	8	7
L4	Analyze	10	7
L5	Evaluate	-	5
L6	Create	-	-

SEE Assessment Pattern (50 Marks - Viva -voce)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	20
L4	Analyze	10
L5	Evaluate	--
L6	Create	--

Suggested Learning Resources:

REFERENCE BOOKS:

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

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Role Play
- Movie review
- Resume writing
- Report writing on events at college

BASICS TO EXCEL										
Course Code	23MBA18					CIE Marks	50			
L: T:P:S	1:0:1:0					SEE Marks	50			
Hrs. / Week	1+2					Total Marks	100			
Credits	02					Exam Hours	03			
Course outcomes:										
At the end of the course, the student will be able to:										
23MBA18.1	Understand various key functions of Excel.									
23MBA18.2	Demonstrate problem solving, analytical and logical skills to provide solutions.									
23MBA18.3	Apply the theoretical concepts to design and develop new areas of analysis.									
23MBA18.4	Manipulate data lists using different techniques and formulas.									
23MBA18.5	Enable them to generate any kind of report without bug.									
23MBA18.6	Formulate project models to minimize cost and time.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
23MBA18.1	2	-	1	-	-	3	2	3	-	
23MBA18.2	-	3	2	-	1	-	-	2	2	
23MBA18.3	1	-	2	-	1	-	2	3	3	
23MBA18.4	2	3	2	2	2	2	3	3	-	
23MBA18.5	-	3	-	2	-	3	2	2	2	
23MBA18.6	3	-	2	2	3	2	3	2	2	
MODULE-1 OVERVIEW OF THE BASICS OF EXCEL 23MBA27.1 8 Hours										
Customizing common options in Excel-Absolute and relative cells- Protecting and un-protecting worksheets and cells-Advanced Excel Course - Working with Functions - Writing conditional expressions (using IF)- Using logical functions (AND, OR, NOT)										
Laboratory Component:										
1) Program on Creating, Formatting and Printing Worksheets 2) Problem using Basic Functions, IF Functions.										
Skill Development Activity					Problems using IF Function					
Text Book					Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16					
MODULE-2 LOOKUP FUNCTIONS 23MBA18.2 6 Hours										
Using lookup and reference functions (VLOOKUP, HLOOKUP, MATCH, INDEX)-VlookUP with Exact Match, Approximate Match-Nested VlookUP with Exact Match-VlookUP with Tables, Dynamic Ranges-Nested VlookUP with Exact Match-Using VLOOKUP to consolidate Data from Multiple Sheets										
Laboratory Component:										
1. Problems using Lookup functions- Exact Match & Approximate Match 2. Problems using VLOOKUP function 3. Problem using VLOOKUP to consolidate Data from Multiple Sheets										
Skill Development Activity					Problems using LOOKUP function					
Text Book					Text Book 1: 2.2, 2.3, 2.4 to 2.15					
MODULE-3 DATA VALIDATION 23MBA18.3 6 Hours										

Specifying a valid range of values for a cell-Specifying a list of valid values for a cell- Specifying custom validations based on formula for a cell-Advanced Excel Course - Working with Templates -Designing the structure of a template- Using templates for standardization of worksheets-Advanced Excel Course - Sorting and Filtering Data Sorting tables- Using multiple-level sorting- Using custom sorting- Filtering data for selected view (AutoFilter)-Using advanced filter options				
Laboratory Component:				
1. Data Validation Techniques- Data creating Formulas, Sorting and Filtering				
2. Data Validation Techniques- Data Conditioning, Valuating Errors				
Skill Development Activity		Problems on Data validation techniques		
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10		
MODULE-4	WORKING WITH REPORTS	23MBA18.4	6 Hours	
Creating subtotals- Multiple-level subtotals-Creating Pivot tables Formatting and customizing Pivot tables- Using advanced options of Pivot tables-Pivot charts- Consolidating data from multiple sheets and files using Pivot tables-Using external data sources-Using data consolidation feature to consolidate data-Show Value As (% of Row, % of Column, Running Total, Compare with Specific Field)-Viewing Subtotal under Pivot- Creating Slicers (Version 2010 & Above) More Functions Date and time functions-Text functions-Database functions-Power Functions (Countlf, CountlF, SumlF, SumIf)				
Laboratory Component:				
1. Problems using Basic Pivot Table				
2. Problems on Formatting & Customizing on Pivot Table				
3. Data Filtering and Creating Pure Tables				
Skill Development Activity		Problems		
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7		
MODULE-5	FORMATTING OF SPREADSHEETS	23MBA18.5 23MBA18.6	6 Hours	
Using auto formatting option for worksheets→ Using conditional formatting option for rows, columns and cells→ Advanced Excel Course - WhatIf Analysis Goal Seek→ Data Tables→ Scenario Manager→ - Charts Using Charts→ Formatting Charts→ Using 3D Graphs→ Using Bar and Line Chart together→ Using Secondary Axis in Graphs→ Sharing Charts with PowerPoint / MS Word, Dynamically→ (Data Modified in Excel, Chart would automatically get updated)→ Advanced Excel Course - New Features Of Excel Sparklines, Inline Charts, data Charts Overview of all the new features				
Laboratory Component:				
1. Formatting of Spreadsheets- What IF Analysis, Goal Seek Analysis				
2. Function calculating and creating Basic Charts				
3. Data Filtering and creating Charts using Pivot Table				
Skill Development Activity		Problems		
Text Book		Text Book 2: 12.1 to 12.10		
CIE Assessment Pattern (50 Marks - Theory and Lab)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment	Lab
		25	05	20
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	8	-	5

L5	Evaluate	9	-	5
L6	Create	-	-	5
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	--		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1) Excel 2019 Bible, Michael Alexander and Richard Kusleika.				
2) Excel 2019 All-in-One for Dummies, Greg Harvey.				
Reference Books:				
1. Excel 2016 from Scratch, by Peter Kalmström				
2. Excel Charts, by John Walkenbach				
3) Excel: Quick Start Guide from Beginner to Expert, by William Fischer, 2016.				
Web links and Video Lectures (e-Resources):				
1. https://www.youtube.com/watch?v=rwbho0CgEAE				
2. https://www.youtube.com/watch?v=dn6jnFS3tvg				
3. https://www.youtube.com/watch?v=SIWIgMFpsPg				
4. https://www.youtube.com/watch?v=TKY_AuLMQIc				
5. https://www.youtube.com/watch?v=Vl0H-qTclOg				
Activity-Based Learning (Suggested Activities in Class)/ Case Based learning				
➤ Solving live cases on spreadsheet.				
➤ Quizzes on different topics.				
➤ Demonstration of using different tools.				

BUSINESS IMMERSION PROJECT										
Course Code	: 23MBA19						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:										
23MBA19.1	Identify, gather, organize, analyze and interpret the data relating to a business problem									
23MBA19.2	Demonstrate the conceptual understanding of the topic chosen for presentation									
23MBA19.3	Develop presentation and leadership skills									
23MBA19.4	Demonstrate the skills required for effective presentations									
23MBA19.5	Demonstrate the skills required to link management and business									
23MBA19.6	Develop multidisciplinary approach for problem solving by linking concepts									
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	
23MBA19.1	3	3	2	1	2	2	2	1	3	
23MBA19.2	3	3	2	3	2	2	2	2	1	
23MBA19.3	3	2	2	2	2	2	2	1	2	
23MBA19.4	3	2	2	2	2	2	2	1	3	
23MBA19.5	3	2	3	2	2	3	2	2	2	
23MBA19.6	3	2	2	2	3	2	2	2	2	
GENERAL GUIDELINES										
Business Immersion Project Guidelines:										
<ul style="list-style-type: none"> • A panel consisting of 2 faculty members will evaluate the project presentation • The faculty member in the panel will value the project presentation for a maximum of 50 marks. • Internal guide will also value the project presentation for 50 marks. 										
CIE & SEE Components:										
<ol style="list-style-type: none"> 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 BUSINESS IMMERSION PROJECT REPORT

Chapter 1. Introduction, Scope and Significance

Chapter 2. Historical Background

Chapter 3. Current Industry Trends and Analysis

Chapter 4. Conclusion

Chapter 5. Bibliography

SECOND SEMESTER

SYLLABUS

PRODUCTION & OPERATIONS MANAGEMENT									
Course Code	23MBA21				CIE Marks	50			
L:T:P:S	4:0:0:0				SEE Marks	50			
Hrs / Week	4				Total Marks	100			
Credits	04				Exam Hours	03			
Course outcomes:									
At the end of the course, the student will be able to:									
23MBA21.1	Apply tools and techniques of operations management in business practices in real time and apply the concepts of facility location and layout.								
23MBA21.2	Evaluate make or buy decision and application of forecasting techniques in forecasting demand and to understand the concept of time study and method study.								
23MBA21.3	Analyze the elements of MRP and statistical control charts.								
23MBA21.4	Evaluate the role of technology in manufacturing.								
23MBA21.5	Apply the vendor rating methodology in real time situations.								
23MBA21.6	Evaluate the automation potential and realizing the value in RPA.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBA21.1	3	2	1	-	2	3	2	2	2
23MBA21.2	2	2	-	1	2	2	2	2	3
23MBA21.3	3	3	1	2	3	2	2	1	2
23MBA21.4	3	3	1	2	2	3	2	1	2
23MBA21.5	3	2	2	2	2	3	2	1	2
23MBA21.6	3	2	2	2	2	3	2	1	2
MODULE-1 INTRODUCTION, FACILITY LOCATION AND LAYOUT 23MBA21.1 10 Hours									
Introduction to OM: Cycle view of operations system. Challenges in operations management. Operations strategy. Recent trends in operations management- Strategic alliance and Production sharing.									
Facilities Location: Factors affecting location decisions and Facility location models (Numerical Problems).									
Facilities Layout: Types of plant layouts – Product Layout, Process layout, fixed position layout, Cellular Manufacturing layouts, Hybrid layouts.									
Skill development activities		"Operation Excellence in Indian Railways" page No: 3, LEE J Krajewski, et. Al. Operations Management, process and supply chains, 9 th edition, Pearson education, inc.							
TEXT BOOKS		Text Book 1:1,2,3,8,9							
MODULE-2 PERFORMANCE MEASUREMENT AND WORK MEASUREMENT 23MBA21.2 10 Hours									
Economic analysis: Single product, multiproduct, Make or Buy, Add or Drop, process selection.									
Demand forecasting: Forecasting errors and implications of Tracking Signal. (Theory only).									
Methods analysis: Method study and Techniques.									
Work Measurement: Productivity, Time Study and Standard Time (Numerical problems).									
Skill development activities		Watch you Tube video related the various techniques of demand forecasting							
TEXT BOOKS		Text Book 1:10							
MODULE-3 MAINTENANCE MANAGEMENT AND STATISTICAL QUALITY CONTROL 23MBA21.3 10 Hours									

Materials analysis: Material requirement planning, objectives of MRP, elements of MRP, BOM, and benefits of MRP, EOQ model (Numerical problems) and JIT.
 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 (Theory Only).

Skill development activities | Watch You Tube video related to MRP Process

TEXT BOOKS | Text Book 1:17,18,

MODULE-4 | **ROLE OF TECHNOLOGY AND PURCHASE MANAGEMENT** | **23MBA21.4, 23MBA21.5** | **10 Hours**

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.
 Introduction - Objectives, Functions, Purchasing cycle and Purchase Policies -Vendor rating - Vendor Rating Methods (Numerical problems on Vendor Rating).

Skill development activities | "Toyota Production System" page No: 298, LEE J Krajewski, et. al. Operations Management, process and supply chains, 9th edition, Pearson education, inc.

TEXT BOOKS | Text Book 2:11,12

MODULE-5 | **INTRODUCTION TO RPA** | **23MBA21.6** | **10 Hours**

Understanding Enterprise Processes – Robotic Process Automation, Areas Ripe for Automation, seeking an RPA Solution, Seeing the value in RPA, Attended and Unattended Automation, PRA Improvement Cycle, Automation Anywhere Tool – Installation.

Practice Exercises:
 1. Screen Recorder
 2. Simple Web Recorder
 3. Web Recorder with Database Automation.

Skill development activities | Watch You Tube video related to Introduction to RPA

TEXT BOOKS | Online Study Material

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10

L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

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.

REFERENCE BOOKS:

1. Production and Operations Management, Text and cases, Upendrakachru, Third edition excel Books, 2020.
2. Operations Now, Byron J Finch, Tata McGraw Hill, 5th edition, 2019.
3. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western, 2018.
4. Operations Management, Mahadevan, Pearson Edition, 3rd Edition, 2015.
5. Production and Operations Management – Everette E, Adam Jr, Ronald J Ebert, PHI, 5th Edition.
6. Operations Management, William J Stevenson, Tata McGraw Ltd., 9th Edition.
7. Operations Management, Norman Gaither Cengage Learning Ltd., 9th Edition.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/KgmNg2d8XDk>
- <https://youtu.be/u3P6YMI5Ah0>
- <https://youtu.be/H5VKUajGDdI>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Visit to any Manufacturing Industry to get insights about the manufacturing process
- Contents related activities (Activity-based discussions)
 - Individual presentation will be done by students on the topic assigned to them.

CORPORATE FINANCE									
Course Code	23MBA22				CIE Marks	50			
L:T:P:S	4:0:0:0				SEE Marks	50			
Hrs / Week	04				Total Marks	100			
Credits	04				Exam Hours	3			
Course outcomes:									
At the end of the course, the student will be able to:									
23MBA22.1	Apply the theoretical and practical implications of financial management in the business firm.								
23MBA22.2	Analyse the cost on various sources of funds.								
23MBA22.3	Contrast various components of cost of capital.								
23MBA22.4	Assess financial management concepts and tools for the Problems faced by a Business in Investment decisions.								
23MBA22.5	Evaluate the strategies for managing the current assets, current liabilities, working Capital and the liquidity position by computing WCM.								
23MBA22.6	Construct weighted average cost of Capital, WACC for long term source of fund.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBA22.1	2	2	-	2	3	2	1	1	-
23MBA22.2	2	-	-	2	1	-	2	-	-
23MBA22.3	2	3	-	2	2	-	2	2	-
23MBA22.4	1	2	2	-	1	2	3	3	3
23MBA22.5	1	2	-	2	-	2	2	2	2
23MBA22.6	2	1	-	2	2	1	2	3	3
MODULE-1	Corporate Finance-An overview				23MBA22.1	10 Hours			
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)									
Skill development activities		Case study on corporate finance in identifying wealth over profit							
Text book	Textbook-1- 1.1,1.2,1.3								
MODULE-2	Sources of Corporate Finance				23MBA22.2 23MBA22.6	10 Hours			
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)									
Skill development activities		Case study on Sources of corporate finance with equity and debt opportunities.							

Text book	Textbook-1- 1.8,1.10,1.12,1.13			
MODULE-3	Cost of Capital	23MBA22.3	10 Hours	
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)				
Skill development activities		Case study on Cost of capital		
Text book	Textbook- 2- 2.1,2.2,2.3			
MODULE-4	Capital Budgeting Decisions	23MBA22.4	10 Hours	
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)				
Skill development activities		Case studies on capital budgeting decisions.		
Text book	Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9			
MODULE-5	Working Capital Estimation & Control	23MBA22.5	10 Hours	
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)				
Skill development activities		Case study on working capital management		
Text book	Textbook- 3- 3.1,3.2,3.3,3.4,3.5			
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	10
L5	Evaluate	10
L6	Create	5

Suggested Learning Resources:**Text Books:**

1. Financial Management, I M Pandey, 12th Edition, Vikas Publishing House, 2021.
2. Financial Management, P C Tulsian, Bharat Tulsian & Tushar, S.Chand, 2023
3. 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, RP. Rustagi, Taxmann, 2023
2. Fundamentals of Financial Management – Sharan, 3e, Pearson, 2019.
3. Fundamentals of Financial Management, Brigham & Houston, Cengage Learning, 16/e
4. Financial Management by V.K Bhalla (Author), S Chand & Company Pvt Ltd -He
5. Financial Management by Amit Kumar Arora (Author), Global Vision Publishing House

Web links and Video Lectures (e-Resources):

- <https://www.worldscientific.com/worldscibooks/10.1142/9550-vol1#t=aboutBook>
- <https://www.fao.org/3/w4343e/w4343e08.htm>
- <https://www.investopedia.com/terms/c/costofcapital.asp#:~:text=Cost%20of%20capital%20represent%20the,preferred%20or%20existing%20capital%20structure.>
- <https://www.emerald.com/insight/content/doi/10.1108/PRR-10-2020-0035/full/html>
file:///C:/Users/User/Downloads/JMRA%20Vol%201(1)%20100-112%20(1).pdf

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Identify the financial objectives of 5 companies from different industries.
- Estimate fund requirement for a new business proposal of your wish
- Identify different sources of capital to meet the fund requirement of your business
- Analyze optimum capital structure based on the costs of different sources
- Create an optimum working capital model for a company.

HUMAN RESOURCE MANAGEMENT

Course Code	23MBA23	CIE Marks	50
L: T:P:S	3:0:0:0	SEE Marks	50
Hrs. / Week	3	Total Marks	100
Credits	03	Exam Hours	03

Course outcomes:

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

23MBA23.1	Categorization of HRM functions and practices in the organization.
23MBA23.2	Analyze Job Analysis and Job evaluation methods and its importance in the organization.
23MBA23.3	Application of the Recruitment and Selection process in the changing scenario.
23MBA23.4	Evaluate different performance Appraisal & Training methods.
23MBA23.5	Solve cases in the process of handling disputes, laws pertaining to Employees welfare and employment in the Organization.
23MBA23.6	Outline the collecting bargaining process and its implication

Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBA23.1	3	3	-	2	2	2	2	3	2
23MBA23.2	3	3	-	3	2	2	-	2	3
23MBA23.3	2	3	3	-	3	3	2	3	3
23MBA23.4	3	3	-	2	2	2	3	3	3
23MBA23.5	3	3	2	2	2	-	-	3	2
23MBA23.6	3	3	-	2	3	2	-	2	3

MODULE-1	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	23MBA23.1	8 Hours
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.			
Skill development activities		Different functions of HR	
Text Book		Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16	
MODULE-2	PRE-RECRUITMENT FUNCTIONS	23MBA23.2	8 Hours
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.			
Skill development activities		Preparation of position analysis questionnaire.	
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15	
MODULE-3	RECRUITMENT & SELECTION	23MBA23.3	8 Hours
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.			
Skill development activities		Different sources of recruitment (Internal and external)	
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10	
MODULE-4	TRAINING AND DEVELOPMENT	23MBA23.4	8 Hours
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 & succession planning.			
Skill development activities		Effectiveness of training on cross culture and diversity	
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7	

MODULE-5	INTRODUCTION TO LABOUR LAWS	23MBA23.5 23MBA23.6	8 Hours	
Introduction to Labour laws: Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions. Employee Grievances: Employee Grievance procedure, Grievance 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.				
Skill development activities		Evaluate different labour protection acts in India		
Text Book	Text Book 2: 12.1 to 12.10			
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	5		
L2	Understand	5		
L3	Apply	15		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	5		
Suggested Learning Resources:				
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.				
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.				
5) Human Resource Management – Rao V. S. P, Excel Books, 2/e, 2020.				
6) Human Resource Management-Aswathappa K HPH, 8/e, 2017.				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=aPEUKLxxh_k • https://www.youtube.com/watch?v=Z3lOca6YVSc • https://www.youtube.com/watch?v=IxXLbuTwIBI • https://www.youtube.com/watch?v=CLr-xaQEnkE • https://www.youtube.com/watch?v=1dFYMJGIKo8 				

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Design a recruitment Advertisement for the position of creative writer. (Job description and job specification need to be included)
- Prepare Stress Management training Schedule for employees working in Novozymes Bangalore.

- Supervisors performing the work of members of the Bargaining Unit – Case Study. Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-400, 3rd Edition.
- Case Study on “Enterprise Builds on People”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 22-23.
- Enterprise Builds on People, Aswathappa, page no 44.
- Succession Planning for Federal Express Corporation – Case Study. Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-82, 3rd Edition.
- The Geographical Area of Recruitment Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-141, 3rd Edition.

ENTREPRENEURSHIP DEVELOPMENT									
Course Code	23MBA24				CIE Marks	50			
L:T:P:S	4:0:0:0				SEE Marks	50			
Hrs / Week	4				Total Marks	100			
Credits	04				Exam Hours	03			
Course outcomes:									
At the end of the course, the student will be able to:									
23MBA24.1	Discover an entrepreneurial opportunity and identify the different aspects that can impact business								
23MBA24.2	Articulate a compelling value proposition and build a sustainable business model and business plan								
23MBA24.3	Create and validate an MVP with potential customers								
23MBA24.4	Apply Financial Plan for the Business								
23MBA24.5	Analyze Market Strategy and customer acquisition strategy								
23MBA24.6	Create pitch deck to communicate business ideas to different stakeholders								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBA24.1	3	-	3	3	3	3	3	3	2
23MBA24.2	3	3	2	3	-	3	3	2	3
23MBA24.3	3	2	3	2	2	3	2	2	3
23MBA24.4	3	3	-	2	2	3	3	2	3
23MBA24.5	3	2	3	2	3	3	2	3	2
23MBA24.6	3	3	3	2	3	2	3	3	-
MODULE-1	Problem Identification & Customer				23MBA24.1			10 Hours	
Problem Identification, Opportunity Discovery, Problem Statement Canvas, Problem Validation, Customer and Market - - The Market Type, Market Segment, Market Positioning, Customer Persona.									
Skill development activities		Desi Hangover -Fireside chat, Verloop							
Text Book	Text Book 1: 1,2								
MODULE-2	Value Proposition, Competitive Advantage & Business Model				23MBA24.2			10 Hours	
Craft value Proposition Canvas, Sustainable Differentiation Strategy, Deliver Value, Competitive Advantage- Identify competitors, identify critical product features, Feature ranking, Business Model, - Build and test a business model (Lean Canvas). Pivot or Persevere, Identify the riskiest assumptions.									
Skill development activities		Case -Honey Twig, Inzpira, NUOS Home Automation							
Text Book	Text Book 2: 2,3								
MODULE-3	MVP & Financial Stability				23MBA24.3 & 23MBA24.4			10 Hours	
Build your MVP, Build your prototype, Test with early adopters, Conduct Customer Interviews, Refine the Prototype, Build Minimum Viable Product, Financial Feasibility, Ascertain									

Costs, Arrive at appropriate pricing strategy, Financial Projections, Key Financial Metrics.			
Skill development activities		Case – Knorrish, Bodh Gems	
Text Book		Text Book 2: 5,6	
MODULE-4	Market Strategy & Customer Acquisition	23MBA24.5	10 Hours
Go To market Strategy- Identify the appropriate channels, Build Strategic partnerships, Create Digital Marketing Plan, devise a Market penetration strategy, managing growth and Targeting Scale- Devise a Growth Plan. Structure the Scaling Strategy, Customer acquisition; Enhancing productivity, Process improvements, Operational excellence.			
Skill development activities		Case – Data Sutram, Torch-it	
Text Book		Text Book 2: 7,8	
MODULE-5	Funding Strategy & Pitch Deck	23MBA24.6	10 Hours
Funding Strategy - Sources and uses of Funds Statement, Map the Start-up Lifecycle to Funding Options, Concept and parameters of Valuation, Components of Pitch Deck.			
Skill development activities		Case - 100X VC – How Investors evaluate Business	
Text Book		Text Book 2: 9,10	

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

Assignment (To Be uploaded on LMS Platform (Wadhvani Foundation) – Ignite Platform)

Milestone 1- Team Formation, Problem Identification & validation, Identification of market segment, Value Proposition, identifying competitor and business model.

Milestone 2 -MVP , Financial Planning

Milestone -3 -Go to market channel, Digital marketing strategy , Targeting growth and scaling up plan .

Milestone -4 -Final refined combined all milestone on the platform and submission of the same Hard copy Teamwise.

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:**Text Books:**

1. Fundamentals of Entrepreneurship, International Journal of Entrepreneurship Vol. 6 No. 1 (2022), Adim, Chidiebere Victor, Isaac J Chengula, Fauziyya Rabiuh Mohammed, Publisher AJPO

2. Entrepreneurship Development : SS Khanka ,S Chand Publication 2016

Reference Books:

- 1) Entrepreneurship, Robert D. Hisrich Robert D. Hisrich, McGraw Hill, 11th Edition 6th August 2020
- 2) Textbook on Entrepreneurship Development and Management In Extension by Dr S Janani Dr T N Sujeetha Dr M Asokhan M Priyadharshini, Write and Print publication ,Jan 2017
- 3) Entrepreneurship Development , CA Abha Mathur , 1st Edition July 2021.
- 4) Entrepreneurship Development , E Gordon ,K Natarajan ,1st January 2020 , Himalaya Publishing House
- 5) Entrepreneurship Development In India , Debasish Biswas , Chanchal Dey , Published January 9, 2023 by Routledge

Web links and Video Lectures (e-Resources):

- <https://web.nen.wfglobal.org/en/home>
- <https://www.youtube.com/watch?v=dnw18fkI76k>
- https://www.youtube.com/watch?v=vMwHLR_h1vc

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Why your customer would or would not use the product
- How To Frame A Problem To Find The Right Solution
- How Entrepreneurs Can Find the Right Problem to Solve
- How to Identify Problems Worth Solving
- Problem Statement Canvas
- Problem Validation Interview
- Craft Value Proposition Canvas
- Identify competitor
- Identify critical product features
- Conduct Feature ranking
- Build and test a business model.
- Identify the riskiest assumptions
- Build your prototype
- Test with early adopters
- Conduct Customer Interviews
- Ascertain Costs, Arrive at appropriate pricing strategy
- Financial Projections, Key Financial Metrics
- Map the Start-up Lifecycle to Funding Options
- Create the Pitch Deck

BUSINESS ETHICS & CORPORATE GOVERNANCE										
Course Code	23MBA25					CIE Marks	50			
L:T:P:S	3:0:0:0					SEE Marks	50			
Hrs / Week	3					Total Marks	100			
Credits	03					Exam Hours	03			
Course outcomes:										
At the end of the course, the student will be able to:										
23MBA25.1	Illustrate the concept of self and Human Values									
23MBA25.2	Examine the concept of knowledge and its discrimination									
23MBA25.3	Investigate the link between Indian Ethos and its relevance in Business									
23MBA25.4	Evaluate the need and importance of mental preparation for self-development									
23MBA25.5	Develop the connect between Corporate Governance and CSR									
23MBA25.6	Organize the relevance of ethics in decision making									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	
23MBA25.1	3	3	-	2	2	3	1	3	2	
23MBA25.2	3	-	1	2	-	3	2	2	2	
23MBA25.3	3	3	-	2	1	-	2	2	3	
23MBA25.4	2	3	-	2	2	2	-	3	2	
23MBA25.5	3	3	2	2	-	3	1	2	2	
23MBA25.6	3	3	2	2	3	3	-	1	1	
MODULE-1 INTRODUCTION TO BUSINESS ETHICS										
						23MBA25.1 23MBA25.4	8 Hours			
Nature, Need, Importance of Ethics - Moral standards, Ethical Principles in Business - Ethical Decision Making and Leadership - Sources of Business Ethics; Causes of Unethical Behaviour and Ethical Abuses - Prisoners Dilemma - Types and codes of ethics - Emerging Business Ethics Issues										
Skill development activities			Case studies on Human Values from Bhagavad Gita							
Text Book			Text Book 1: 1,2							
MODULE-2 BUSINESS ETHICS I										
						23MBA25.2	8 Hours			
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 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										
Skill development activities			Apply the 26 virtues to understand one's value system in life							
Text Book			Text Book 1: 3,4							
MODULE-3 BUSINESS ETHICS II										
						23MBA25.3	8 Hours			

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).				
Ethical Theories: Deontological Theory, Teleological Theory, Utilitarian Theory, Virtue Theory, Modern Virtue Theory, Justice Theory, Theory of Egoism, Theory of Relativism, Friedman's Economic Theory				
Skill development activities		Case study on application of Ethical theories.		
Text Book		Text Book 2: 5,6		
MODULE-4	Corporate Governance & Board Effectiveness	23MBA25.5	8 Hours	
Meaning – objectives – need - importance – principles – Indian Companies ACT 1956 (Amended 2013)-Conceptual Framework of Corporate Governance - corporate governance Models (Anglo – American Model, German Model & Japanese Model) - Corporate governance in India – Environmental Audit; Board of Directors – Types of Directors – Independent Directors – Board Committees - Board Effectiveness - Issues and Challenges – Corporate Governance Failures				
Skill development activities		Case study on Environmental Audit		
Text Book		Text Book 3: 1, 2		
MODULE-5	Corporate Governance Forums & CSR	23MBA25.6	8 Hours	
Sir Adrian Cadbury Committee (UK) – OECD Principles of Corporate Governance forums, Sarbanes Oxley 2002 – Reports & Recommendations of Narayan Murthy & Ganguly Committees Corporate Social Responsibility- Theoretical Framework – Legal Framework - Advantages– Relevance – CSR Practices in India -Challenges & Recommendations – CSR Examples – Waste Management				
Skill development activities		Case study on Corporate Social Responsibility on Waste Management		
Text Book		Text Book 4: 1,2		
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		

L6	Create	10
<p>Suggested Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1) The Bhagavad Gita – Sandeepa Guntareddy, Sahitya Sangama, 2021 2) Introduction to Indian Knowledge Systems – Concepts and Applications – B. Mahadevan, Vinayak Rajat Bhat, Nagendra Pavana R.N, PHI, 2022 3) Indian Ethos in Management – Tushar Agarwal, Nidhi Chandorkar, Himalaya Publishing House, 2017 4) Corporate Governance: Principles, policies and Practices by Fernando A.c. Pub: Pearson, 3/e, 2018. <p>Reference Books:</p> <ol style="list-style-type: none"> 1) Corporate Governance Models: A Critical Assessment, Marco Mastrodascio, Taylor & Francis, 2021 2) Business Government and Society: A Managerial Perspective, Text and cases by John F. Steiner Pub: Tata Mc-Grawhill, 5/e, 2017. 3) Business Ethics and Corporate governance by Ghosh B.N, Pub: Tata McGraw-Hill, 2017. 		
<p>Web links and Video Lectures (e-Resources):</p> <ul style="list-style-type: none"> • https://nptel.ac.in/courses/109104032 • https://onlinecourses.nptel.ac.in/noc21_mg46/preview • http://www.nitttrc.edu.in/nptel/courses/video/110105138/L20.html • https://www.youtube.com/watch?v=7CMUfDZ0Kzk • https://www.youtube.com/watch?v=3aXjtAbaeC0 		
<p>Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning</p> <ul style="list-style-type: none"> ➤ Role plays on Important Values prescribed by historical leaders of India, viz. Chanakya, Kautilya, Akbar, Maharana Pratap, Mahatma Gandhi, Mother Teresa, etc., and their significance in guiding Human Behavior. ➤ Rhetoric/poetic presentations of Bhagavad Gita to understand Values ➤ Visit to any Industry to learn on the Environmental Audit Policies ➤ Presentation on Best Corporate Governance Practices in Industries ➤ Case study on CSR Activities by Tata Industries 		

CORPORATE INTERFACE AND PROFESSIONAL DEVELOPMENT							
Course Code	23MBA26			CIE Marks	50		
L:T:P:S	1:0:0:0			SEE Marks	50		
Hrs / Week	1			Total Marks	100		
Credits	01			Exam Hours	01		
Course outcomes:							
At the end of the course, the student will be able to:							
23MBA26.1	Relate "SMART GOALS" to personal and professional life						
23MBA26.2	Articulate and communicate ideas and thoughts with clarity and focus						
23MBA26.3	Interpret and manage one's emotions in work and life.						
23MBA26.4	Develop critical thinking and creative thinking for problem solving and decision making for leadership						
23MBA26.5	Analyse the importance of the concepts of personality development and grooming in corporate life						
23MBA26.6	Develop business storytelling skills to influence, motivate and change behaviour in a corporate context.						
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
23MBA26.1	2	-	-	-	2	2	-
23MBA26.2	-	-	-	3	-	3	-
23MBA26.3	-	-	2	-	3	-	-
23MBA26.4	-	3	3	-	-	-	2
23MBA26.5	-	-	-	1	2	2	1
23MBA26.6	2	-	-	-	-	2	3
MODULE-1	Goal setting		23MBA26.1 & 23MBA26.2				3 Hours
Goal setting: Importance of Goals: Creating SMART goals, Semester completion as a short-term goal. Career planning. Communication – Idea generation, Importance of Work Satisfaction, Cross functional knowledge.							
Talk to industry experts to understand opportunities			Understand opportunities available and analyse self for skill set to set goals				
MODULE-2	Self- Awareness and Self- Management			23MBA26.2 & 23MBA26.3		3 Hours	
Emotional Intelligence, Knowing your own self-understanding personality, perception, Techniques to understand self. Attitude towards change and work, being proactive and positive. Communication – Organising thought flow							
Skill development activities			Understand self, others, situations and reactions				
MODULE-3	Thinking Skills and Group Dynamics			23MBA26.2 & 23MBA26.4		3 Hours	
Creative Thinking, Critical Thinking, six thinking hats, Decision making, Working in Team, interpersonal skills, Problem solving Skills. Communication – Structured articulation							
Skill development activities for critical thinking and activity for creative thinking			Thinking in structured way, thinking out of the box and decision making				

MODULE-4	Personality development & Grooming	23MBA26.2 & 23MBA26.5	3 Hours
Expectations from the industry & Personal branding and image management; Corporate grooming; Corporate etiquettes, Expression of thoughts and opinions. Communication – Tips for Jam session, GD and Presentation			
Self-study – Interview with Corporate people		Understand expectations in terms of soft skills from industry	
MODULE-5	Corporate behaviour	23MBA26.2 & 23MBA26.6	3 Hours
Value for time and productivity, coming out of comfort zone, proactive risk management, business story-telling, business pitch. Communication – Mock GD sessions			
Feasibility report for business pitch/ market survey		Understand business propositions	
CIE Assessment Pattern (50 Marks – Theory) -			
RBT Levels		Marks Distribution	
		Test (s)	Alternative Assessment (s)
		25	25
L1	Remember	-	-
L2	Understand	7	6
L3	Apply	8	7
L4	Analyze	10	7
L5	Evaluate	-	5
L6	Create	-	-
SEE Assessment Pattern (50 Marks – Group Discussion)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	10	
L2	Understand	10	
L3	Apply	20	
L4	Analyze	10	
L5	Evaluate	--	
L6	Create	--	
Suggested Learning Resources:			
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			

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Role Play
- Self - Study
- Creative Activity
- Mind maps
- Interview with Corporate experts
- Job market survey

QUANTITATIVE TECHNIQUES & OPERATIONS RESEARCH										
Course Code	23MBA27					CIE Marks	50			
L: T:P:S	4:0:0:0					SEE Marks	50			
Hrs. / Week	4					Total Marks	100			
Credits	04					Exam Hours	03			
Course outcomes:										
At the end of the course, the student will be able to:										
23MBA27.1	Apply the basic concepts optimization problems.									
23MBA27.2	Solve transportation problems using various numerical methods									
23MBA27.3	Analyze optimization problems using the concepts of game theory.									
23MBA27.4	Develop network models for planning and controlling operations.									
23MBA27.5	Apply dynamic programming techniques to complex problems to manage resources and minimize costs.									
23MBA27.6	Formulate project models to minimize the cost and time.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
23MBA27.1	2	-	1	-	-	3	2	3	-	
23MBA27.2	-	3	2	-	1	-	-	2	2	
23MBA27.3	1	-	2	-	1	-	2	3	3	
23MBA27.4	2	3	2	2	2	2	3	3	-	
23MBA27.5	-	3	-	2	-	3	2	2	2	
23MBA27.6	3	-	2	2	3	2	3	2	2	
MODULE-1	INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING PROBLEM					23MBA27.1		10 Hours		
Operations research – Meaning, scope and applications in business, limitations of OR, Linear programming problem – Mathematical formulation of LPP - Optimal Solution to LPP - Graphical method - Simplex Method.										
Skill development activities			Linear programming problem							
Text Book			Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16							
MODULE-2	TRANSPORTATION PROBLEM					23MBA27.2		10 Hours		
Transportation Problem – Formulation, Initial basic feasible solution, North West corner method, Least cost method, Vogel's approximation method - Moving towards optimality, MODI Method, special cases, unbalanced transportation problem, assignment problem-formulation, optimal solution-traveling salesman problem.										
Skill development activities		Transportation Problem								
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15								
MODULE-3	GAME THEORY AND SIMULATION					23MBA27.3		10 Hours		
Game Theory- different strategies followed by the players in a game - Optimal strategies of a game using maximin criterion, saddle point, solution of games with pure strategy, mixed strategies (2x2 games)- Dominance property - Graphical method – Simulation.										
Skill development activities		Simulation								
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10								
MODULE-4	PERT AND CPM					23MBA27.4		10 Hours		
Network models- CPM and PERT networks, Determination of Critical Path Method (CPM)- PERT cost- Crashing a project- Scheduling of a project- Application of PERT and CPM.										
Skill development activities		PERT & CPM								

Text Book	Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7		
MODULE-5	DYNAMIC PROGRAMMING AND MAINTENANCE ANALYSIS	23MBA27.5 23MBA27.6	10 Hours
Dynamic Programming- introduction, bellman's principle of optimality, applications of dynamic programming, capital budgeting problem, shortest path problem. Maintenance Analysis - introduction, types of maintenance and replacement problem, determination of economic life of an asset, simple probabilistic model for items, individual and group replacement.			
Skill development activities	Dynamic Programing		
Text Book	Text Book 2: 12.1 to 12.10		
CIE Assessment Pattern (50 Marks - Theory)			
RBT Levels		Marks Distribution	
		Test (s)	Qualitative Assessment (s)
		25	20
L1	Remember	-	-
L2	Understand	-	-
L3	Apply	8	5
L4	Analyze	9	7
L5	Evaluate	8	5
L6	Create	-	3
SEE Assessment Pattern (50 Marks - Theory)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	--	
L2	Understand	10	
L3	Apply	10	
L4	Analyze	10	
L5	Evaluate	10	
L6	Create	10	
Suggested Learning Resources:			
Text Books:			
1. Oakshott, L. (2020). Essential quantitative methods: For business, management and finance. Bloomsbury Publishing.			
2. Gupta, S.P. (2019). Statistical Methods. S. Chand & Sons Publisher, New Delhi.			
Reference Books:			
1. ND Vohra, (2021) Quantitative Techniques in Management (6th edition), McGraw Hill, New Delhi			
2. Kothari.(2013) Quantitative Techniques, Vikas Publications, New Delhi.			
3. Kappor, V.K (2012). Operations Research - Problems and Solutions, Sultan Chand & Sons Publisher, New Delhi			
Web links and Video Lectures (e-Resources):			
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=aMwm2zq1KrI • https://www.youtube.com/watch?v=m68LJHcQS0w • https://www.youtube.com/watch?v=l78PLqFnZNE • https://www.youtube.com/watch?v=jOLHwYi-wal • https://www.youtube.com/watch?v=aSj4IQyo3rE • https://www.youtube.com/watch?v=3hiL_HTIvvc 			

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Solving live cases on transportation and simplex methods.
- Quizzes on different topics.
- Demonstration of Game theory.

SOCIETAL PROJECT			
Course Code:	23MBA28	Credits	00
L: T:P:S :	0:0:0:0	CIE Marks	00
Exam Hours:	00	SEE Marks	00
Course outcomes: At the end of the course, the student will be able to:			
GENERAL GUIDELINES			
The societal project shall be for a period of one week, commencing from the next day of completing the II semester SEE MBA exam.			
<ul style="list-style-type: none"> • Students are required to come to the college regularly and discuss the project with their guides. • Students are required to analyze the societal problem taken for the study and make a report of 12 to 15 pages to be submitted to the respective guides. • Any social subject which the large segment of the population recognizes as a valid concern can be taken as the topic for the study. • Title for the societal project shall be given to the respective guides. • Students need not go to the company for this project. It is a Desk Based Research. The students can collect data from online sources or can collect primary data. • On completion of the societal project, the student shall prepare a report in the following format: 			
Format of Societal Project:			
<ul style="list-style-type: none"> • Executive summary • Introduction • Problem identified for the study • Objectives of the study (At least 2 objectives) • Discussion • Evaluation shall be for 50 marks. Submission of report will carry 30 marks and Presentation will carry 20marks. • Students are required to get minimum passing marks to become eligible for the final VTU exam. 			
Societal Project Guidelines:			
<ul style="list-style-type: none"> • Societal Projects shall be printed in the A4 size, with 1" margin on all the sides. • The project report shall be prepared using MS Word with New Times Roman, font size 12. • Report shall be submitted in the form of soft bind copy to the respective guides. 			
Examples of Societal Projects:			
CSR/ISR (Corporate social responsibility/ individual social responsibility)			
Make in India initiative			
Any Government Schemes			
Sectoral analysis			
Price inflation			
Election Freebies			

- Religion and democracy
- Technology disruption and its impact on business and society
- Role of higher education institutions
- Corporate governance
- Farmers Bill
- Challenges of Agri business in India
- Commercialization of education
- Sports vandalism
- Government control of temples, churches and mosques
- Akshaya Patra
- Green marketing etc.

APPENDIX A

List of Assessment Pattern

1.	Assignments
2.	Group Discussion
3.	Case Studies/ Caselets
4.	Practical Orientation on Design thinking
5.	Participatory & Industry-integrated Learning
6.	Practical Activities / Problem solving exercise
7.	Class Presentation
8.	Analysis of Industry/ Technical/ Business Reports
9.	Report on Industrial Visit
10.	Industrial / Social/ Rural projects
11.	Participation in external seminars/ workshops
12.	Any other academic activity
13.	Online /offline Quizzes

APPENDIX B
OUTCOME BASED EDUCATION

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

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

[nbaindia.org]

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

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

MAPPING OF OUTCOMES



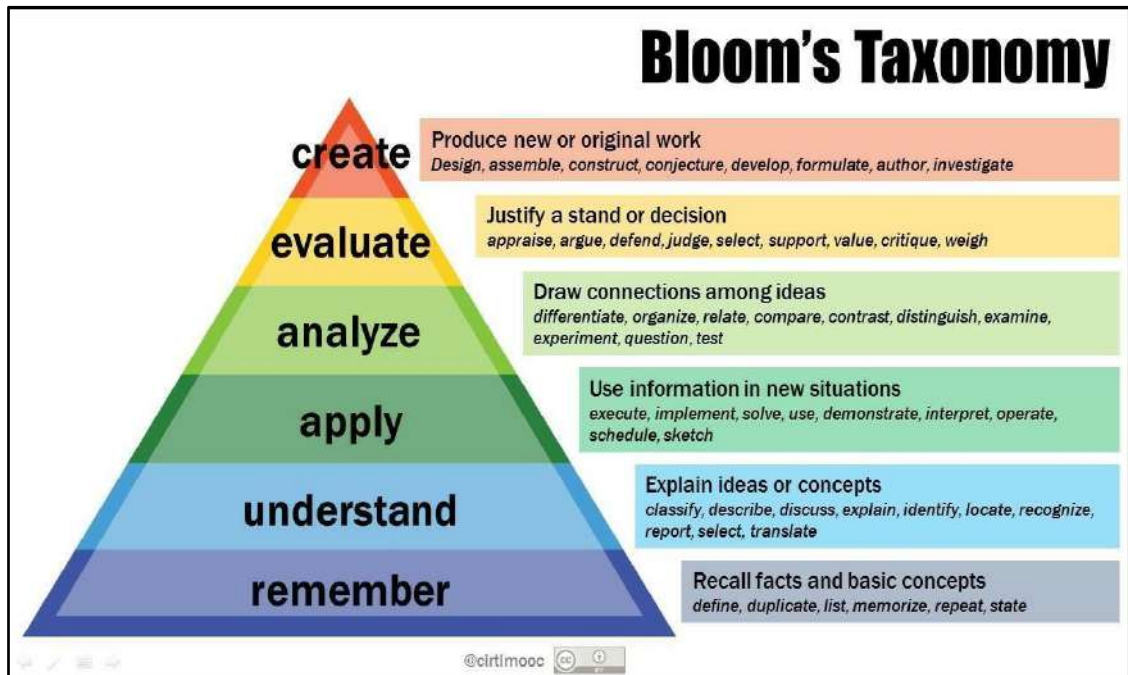
APPENDIX-C
GRADUATE PARAMETERS

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 D

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. [eduglosarry.org]



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