

Academic Program: PG
Academic Year 2018-19
Scheme & Syllabus
I & II Semester MBA
Master of Business Administration
Department of Management Studies



**SHRI DHARMASTHALA MANJUNATHESHWARA COLLEGE OF
ENGINEERING & TECHNOLOGY,
DHARWAD – 580 002**
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SDM College of Engineering & Technology, Dharwad

It is certified that the scheme and syllabus for I & II semester Master of Business Administration is recommended by Board of Studies of MBA and approved by the Academic Council, SDM College of Engineering & Technology, Dharwad. This scheme and syllabi will be in force from the academic year 2018-19 till further revision.

Principal

Chairman BoS & HoD

SDM College of Engineering & Technology, Dharwad
Department of Management Studies

College Vision and Mission

Vision:

To develop competent professionals with human values.

Mission:

- To have contextually relevant Curricula.
- To promote effective Teaching Learning Practices supported by Modern Educational Tools and Techniques.
- To enhance Research Culture.
- To involve Industrial Expertise for connecting classroom content to real life situations.
- To inculcate Ethics and impart soft-skills leading to overall Personality Development.

Department Vision and Mission

Vision

- To achieve excellence and leadership position in management education and to become a major learning resource centre to nurture tomorrow's business leaders.

Mission

- The Institute seeks to inculcate a spirit of lifelong learning. It aspires to strengthen the capabilities of integrating concepts with applications and values.
- Adopt interactive teaching practices with state of the art technological resources and capabilities to provide an excellent learning opportunity for enhancing the decision-making skills and competence.
- To imbibe research into teaching and make it an enabler to impart value based holistic and integrated management education of the highest quality.
- To pursue intensification of employability skills and reach out towards perfect personality through unique student centric activities.

Programme Educational Objectives (PEO's):

1. To equip students with necessary knowledge and managerial skills to occupy positions of management and administration in business, industry, public system, and the government.
2. To inculcate appropriate ethical values and attitudes among students to function effectively in the work environment.
3. To provide a right mix of managerial and business exposure to functions effectively in various domains of management.

Programme Outcomes (POs):

1. Understand business management concepts and their applications to domestic and global business setting.
2. Familiarize themselves with financial concepts, analysis and reporting systems.
3. Identify customer needs and to participate in the process of developing products and services to meet their requirements.
4. Realize production models, distribution systems, and their role in the value creation process.
5. Understand the political, environmental, legal and regulatory settings of the organizations.
6. Appreciate the importance of multicultural, ethnic, ethical and gender issues in the organization.
7. Acquire leadership skills, understand group and individual dynamics, and be able to work in teams.
8. Enhance oral and written business communication skills.
9. Develop comprehensive problem solving and decision making skills.
10. Appreciate the interrelationships among functional areas of management.

Scheme of Teaching and Examination

I Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration in hours
18PMBAC101	Management & Organizational Behavior	3-0-2	4	50	100	3	-	-
18PMBAC102	Managerial Economics	3-0-2	4	50	100	3	-	-
18PMBAC103	Business Statistics and Analytics for Decision making	3-0-2	4	50	100	3	-	-
18PMBAC104	Marketing Management	3-0-2	4	50	100	3	-	-
18PMBAC105	Financial Reporting, Statements and Analysis	3-0-2	4	50	100	3	-	-
18PMBAC106	Business Communication	3-0-2	4	50	100	3	-	-
Total		18-0-12	24	300	600			

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

***P:** Practical

*P- Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.

II Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration In hours
18PMBAC201	Strategic Management	3-0-2	4	50	100	3	-	-
18PMBAC202	Business Research Methods	3-0-2	4	50	100	3	-	-
18PMBAC203	Corporate Finance	3-0-2	4	50	100	3	-	-
18PMBAC204	Human Resource Management	3-0-2	4	50	100	3	-	-
18PMBAC205	Corporate Governance & Business Law	3-0-2	4	50	100	3	-	-
18PMBAC206	Entrepreneurial Development	3-0-2	4	50	100	3	-	-
Total		18-0-12	24	300	600			

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

***P:** Practical

*P- Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.

I Semester

18PMBAC101 Management & Organizational Behavior (3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- To understand fundamental concepts and principals of management, including the basic roles, skills, and functions of management.
- To knowledgeable of historical development, theoretical aspects and practice application of managerial process.
- To understand the basic concepts and theories underlying individual behavior besides developing better insight into one’s own self.
- To aware of individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management.	9	1,6	
CO-2	Comprehend the overview of management, theory of management and practical applications of the same	1,5		6
CO-3	Effectively use their skills for self grooming, working in groups and to achieve organizational goals		4,7,10	5
CO-4	Demonstrate their acumen in applying managerial and behavioral concept in real world/situation			7, 10
CO-5	Demonstrate their exposure on recent trends in management.	2	3	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2.5	2	2	2	2	1.5	1.5	1.5	3	1.5

Contents:

Part - A- Principles of Management

Unit 1: (6 Hours)

Management : Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers evolution of management thought, Fayol’s fourteen principles of management and recent trends in management.

Unit 2: (10 Hours)

Nature of planning, planning process, objectives, MOB, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions techniques in decision making.

Organizing: Organization structure, formal and informal organizations principles of organization- chain of command, span of control, delegation, decentralization and empowerment. Functional, divisional, geographical, customer based and matrix organization, team based structures, virtual organizations, boundary less organizations.

Unit 3: (4 Hours)

Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness. .

Reference books:

1. Koontz, "Essentials of Management", 12/e McGraw Hill,
2. VSP Rao, "Management: Text and Cases", Excel Books
3. Chandan J. S, "Management Theory & practice", Vikas Publishing House.

Part B - Organizational Behavior**Unit 4: (4 Hours)**

Introduction: Organizational behavior; introduction definition, historical development, fundamental principles of OB contributing disciplines, challenges and opportunities.

Unit 5: (14 Hours)

Foundations of Individual behavior: Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities.

Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.

Attitude: Formation, components of attitudes, relation between attitude and behavior.

Perception: Process of perception, factors influencing perception, link between perception and individual decision making.

Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self- management, social awareness, relationship management.

Unit 6: (14 Hours)

Motivation and Leadership:

Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

Leadership: Meaning, styles of leadership, Leadership theories, trait theory, behavioral theories, managerial grid, situational theories-Fiedler's model, SLT, transactional and transformation leadership.

Group Behavior: Definition, types, formation of groups building effective teams.

Conflict: Meaning, nature, types, process of conflict, conflict resolution.

Power and politics: Basis of power, effectiveness of power tactics. The ethics of behaving politically.

Reference books:

1. Stephen P Robbins, Timothy A. Judge, Neharika Vohra , "Organizational behavior", 14th Edition, Pearson, 2012.

2. Ashwathappa , “Organization Behaviour”, Himalaya Publication House
3. Rao V. S. P, “Organizational Behaviour”, Excel BOOKS, 2009.
4. Fred Luthans, “Organizational Behaviour”, 12/e, McGraw Hill International, 2011.

18PMBAC102	Managerial Economics	(3-0-2) 4
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Contact Hours: 52

Course Learning Objectives (CLOs):

- To introduce the fundamentals, tools and theories of managerial Economics.
- To orient on micro economic techniques as a decision making Process.
- To introduce the students to various industrial policies essential for business Managers.
- To introduce the vital characteristics of different market structures to students.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Apply the theory of demand, theory of production and cost in decision making	10,1,4		
CO-2	Differentiate between various markets structure, functioning and Pricing decisions.	9		
CO-3	Discuss about the Indian Industrial Policies, its impact on industrial development so as to develop proper strategy in day to day management.			5
CO-4	Explain the Macroeconomic concepts of the Indian economy.		2	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3	2		3	1				3	3

Contents:

Unit 1: (4 hours)

Managerial Economics: Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Objectives of business firms.

Alternative hypothesis of the firm- Baumols model, Marris’s Theory and Behavioral model of Cyert and March.

Unit 2: (8 Hours)

Demand Analysis: Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand: Price elasticity, Income elasticity, Cross elasticity and Advertising Elasticity. Uses of Elasticity of Demand for Decision Making.

Demand Forecasting: Meaning and Significance.

Supply Analysis: Meaning, Determinants of supply, Law of supply, Elasticity of supply, factors determining elasticity of supply.

Unit 3: (8 hours)

Production Analysis: Concept of Production analysis, Production Function, Total, Average and Marginal Product, Law of Variable Proportions and Law of Returns to Scale. Isoquants & Isocosts, Least cost factor combination.

Economies and Diseconomies of Scale, Technological progress and Production function.

Unit 4: (8 hours)

Cost Functions: Cost Concepts, Fixed and variable costs, Total Cost, Average Cost, Marginal Cost and Opportunity Cost. Short-run and Long-run Cost Curves.

Break Even Analysis: Meaning, Assumptions, Determination of BEA, Limitations and Uses of Break Even Analysis in Managerial Economics.

Unit 5: (12 hours)

Market Structure:

Perfect Competition: Features, Determination of Price under Perfect Competition.

Monopoly: Features, Pricing under Monopoly, Price Discrimination.

Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership.

Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product differentiation.

Unit 6: (12 hours)

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. SWOT Analysis of Indian Economy. Primary, Secondary and Tertiary Sectors and their contribution to the Economy.

Business Cycle: Features, Phases, Economic Indicators.

Inflation: Inflation and its sources, Demand Pull inflation, Cost Push inflation, interrelations.

Economic Policies:

Fiscal Policy: Objectives, Instruments, Union Budget.

Monetary Policy: Measures of Money Supply, Monetary Policy in India: objectives, tools for Credit Control.

Practical Components:

- Study of Demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- A study on the effect of monetary policy on banking and NBFCs.
- A futuristic study of leading Indian industries and observations of CAG on major issues.

Reference books:

1. Dr. D.M Mithani, Managerial Economics- Theory and Applications, Himalaya Publications.
2. Mishra and Puri, Indian Economy, Himalaya Publication.
3. D.N Dwivedi, Managerial Economics, 6th ed., Vikas Publication.

Course Learning Objectives (CLOs):

- The students will study business analytics as a tool for business decision making
- Students will use multivariate statistical methods to explain or predict the measured values
- Students will study and use project management techniques
- Orient the students to use analytics tools

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Know about the concept of business analytics	1		
CO -2	Apply the analytics tools to analyze data related to management decision making	1	9	
CO-3	Develop work breakdown structures and networks related to project management	1		
CO-4	Optimize the linear programming problems using transportation , assignment problems algorithms	1	9	10

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3								2	1

Contents:

Unit- 1: (10 Hours)

Foundations of Analytics &Descriptive Statistics

Introduction – Evolution – Scope – Data for Analytics – Decision models – Descriptive, Predictive, Prescriptive

Introduction to data warehousing – Dashboards and reporting – (only theory)

Descriptive Statistics: Measures of central tendency (mean, median, mode), Measures of dispersion (range, variance, standard deviation)

Activity 1 (1 hour-practical component): MS-Excel to calculate Measures of Central Tendency

Activity 2 (1 hour-practical component): MS-Excel to calculate Measures of Dispersion

Unit-2: (8 Hours)

Decision Theory &Probability Distributions

Introduction – Steps of decision-making process – types of decision-making environments – Decision-making under uncertainty – Decision-making under Risk – Decision tree analysis (only theory).

Probability Distribution: Concept and definition - Rules of probability – Random variables

Concept of probability distribution – Theoretical probability distributions: Normal distribution only

Unit-3: (8 Hours)

Predictive Statistics

Karl Pearson correlation, Spearman's Rank correlation, Regression analysis- simple and multiple regressions (problems on simple regression only)

Activity 3 (1 hour-practical component): MS-Excel Application to calculate Correlation

Activity 4 (1 hour-practical component): MS-Excel Application to calculate Regression coefficients and intercept

Unit-4: (8 Hours)

Prescriptive Statistics

Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using graphical method.

Unit-5: (10 Hours)

Transportation problem & Assignment Problems

Transportation Problems: Basic feasible solution using NWCM, LCM and VAM, Optimisation using MODI method.

Assignment Model: Hungarian method, Multiple solution problems ,Maximization case, Unbalanced case

Unit-6: (8 Hours)

Project Management

Introduction : Basic difference between PERT & CPM , Network components and precedence relationships (using AOA) , Critical path analysis using CPM , PERT networks (Calculation of probability of completion of projects)

Reference books:

1. James R. Evans , Business Analytics – Methods, Models and Decisions, 1st edition, Prentice Hall, 2013, ISBN – 978-0-13-295061-9
2. N D Vohra , Quantitative Methods, 4th Edition, Tata McGraw Hill, 2010, ISBN 978-0-07-014673-0
3. S.C Gupta , Fundamentals of Statistics, 6th edition, Himalaya Publishing House, 2007, ISBN978-81-8318-755-8

18PMBAC104	Marketing Management	(3-0-2) 4
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Contact Hours: 52

Course Learning Objectives (CLOs):

- To orient the students with basic concepts of marketing management.
- To expose the students to marketing strategies of corporate.
- To enable students to apply marketing concepts into real-life situations through project assignments.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the basic concepts of Marketing Management		4, 5	1
CO-2	Describe, discuss & explain the marketing strategies of corporate	3		9
CO-3	Demonstrate & examine the Marketing concepts & strategies	3	9	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	1		3	2	2				1.5	

Contents:

Unit- 1: (10 hours)

Introduction: Significance of marketing, scope of marketing, core concepts in marketing, marketing in 21st century. **Analyzing marketing environment:** Internal records, macro environment: demographic, economic, socio-cultural, natural, technological, political-legal environment.

Unit- 2: (8 hours)

Consumer Behavior: The model of consumer behavior, factors influencing consumer behavior, cultural, social, personal factors, key psychological processes, motivation, perception, learning, emotions and memory, stages of consumer buying decision process, problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior. **Market segmentation and targeting:** Bases of segmenting, geographic, demographic, psychographic and behavioral segmentation, target market selection patterns, full market coverage, multiple segment specialization, single segment concentration and individual marketing.

Unit- 3: (10 hours)

Positioning and differentiation: Developing brand positioning, determining competitive frame of reference, identifying optimal Points-of-Difference and Points-of-Parity, choosing POPs and PODs, brand mantras, and establishing brand positioning, differentiation strategies, employee, channel, image and services differentiation. **Brand Equity:** Brand, role of brand, brand equity, branding strategies, branding decisions, brand portfolios, brand extensions. **Managing competition:** Competitive strategies for market leaders, expanding total market demand, protecting market share, increasing market share, other competitive strategies, market-challenger strategies, Product-Life Cycle marketing strategies in introduction, growth, maturity and decline stages.

Unit-4 (9 hours)

Marketing Mix – Product and Price

Product: Product, product levels, product mix, width, length, depth, consistency, product line analysis, sales and profits, product line length, line stretching, modernization, featuring and

pruning, packaging, labelling, warranties and guarantees. **Price:** Forms of pricing, consumer psychology and pricing, steps in setting price, objectives, determining demand, estimating costs, analyzing competitor's costs, prices, offers, selecting a pricing method, selecting the final price, price adaptation strategies, geographical pricing, discounts & allowances, promotional pricing, differentiated pricing, initiating and responding to price changes, initiating price cuts, price increases, responding to competitor's price changes.

Unit-5 (10 hours)

Marketing Mix – Promotion

Promotion: Role of marketing communications, marketing communications mix, deciding on the marketing communications mix. **Mass Communications: Advertising:** Developing advertising program (5 Ms), setting objectives, advertising budget, developing advertising campaign (message generation & execution), deciding on media, and measuring effectiveness. **Sales Promotions:** Objectives, major consumer and trade promotion tools. **Public Relations:** Functions of public relations, marketing public relations. **Personal Communications: Direct marketing:** Benefits of direct marketing, direct mail and telemarketing, interactive marketing, advantages and disadvantages, options, websites, email, mobile marketing. **Word-of-mouth and Social Media:** online communities, blogs and social networks. **Personal Selling:** Types of personal selling, the six steps in personal selling.

Unit -6 (5 hours)

Marketing Mix – Place

Place: Consumer distribution channels/marketing channels, role of marketing channels, channel design decisions, analyzing customer needs & wants, establishing objectives & constraints, identifying major channel alternatives, evaluating major channel alternatives, conflict management in channels, types of conflicts, horizontal, vertical, multichannel, managing channel conflicts, super ordinate goals, employee exchange, diplomacy, mediation, arbitration, e-commerce marketing practices, m-commerce marketing practices.

Reference books:

1. Kotler & Keller, "Marketing Management 15/e, Pearson Education, 2016
2. Kotler, Keller, Koshi & Jha, "Marketing Management: A South Asian Perspective", 14/e, Pearson Education, 2012
3. Ramaswamy V. S. & Namakumari, "Marketing Management", 4/e, Tata McGraw Hill, 2014
4. Etzel M.J BJ Walker & William J. Stanton, "Fundamentals of Marketing Management", 14/e, McGraw Hill, 2012
5. Tapan Panda, "Marketing Management", 2/e, Excel Publication

18PMBAC105

Financial Reporting, Statements and Analysis

(3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- Provide insights to students on fundamental accounting concepts and conventions, basic accounting vocabulary and different branches of accounting
- Enable students to the use of the accounting equation in basic financial analysis and explain how the business transactions impact on assets, liabilities, capital and earnings position.

- Explain students to about accurate and meaningful manner of preparation of basic financial statements and explain the articulation between the basic statements.
- Make students to learn about analyzing company's financial statements and to draw conclusion about the financial situation of the company.
- Familiarize and orient students to the computerized accounting environment through Tally ERP 9.0 and SAP packages.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Acquire the knowledge about the concepts and fundamental principles of accounting.	1		
CO-2	Demonstrate theoretical knowledge and its application in real time accounting.			2
CO-3	Capable of preparing financial statement of sole trading concerns and companies.	2		
CO-4	Independently undertake financial statement analysis and take decisions.	9	2	1
CO-5	Comprehend emerging trends in accounting and taxation.		1	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2	2							3	

Contents:

Unit- 1: (6 Hours)

Introduction to Accounting:

Accounting Meaning, Objectives, Accounting as source of information, Internal and External users of accounting information and their needs.

Basic Accounting Terms: Asset, Liability, Capital, Expense, Income, Expenditure, Revenue, Debtors, Creditors, Goods, Cost, Gain, Stock, Purchase, Sales, Loss, Profit, Voucher, Discount, Transaction, Drawings.

Unit- 2: (8 Hours)

Theory base of Accounting:

Accounting Principles: Meaning and Nature.

Accounting Concepts: Entity, Money Measurement, Going Concern, Accounting Period, Cost Concept, Dual Aspect, Revenue Recognition (Realization), Matching, Accrual

Accounting Conventions: Full Disclosure, Consistency, Conservatism, Materiality.

Accounting Standards: Concept and List of Indian Accounting Standards, IFRS and GAAP

Accounting Mechanism: Single Entry and Double Entry.

Bases of Accounting: Cash Basis, Accrual Basis, Types of accounts.

Unit-3: (13 Hours)

Preparation of books of accounts: Journals, subsidiary books, three column cash book, ledgers and trial balance.

Unit-4: (14 Hours)

Preparation of final accounts: Final accounts of sole traders and partnership firms. Trading & Profit and Loss account, Balance sheet.

Unit-5: (7 Hours)

Analysis of financial statements: Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

Unit-6: (4 Hours)

Emerging issues in accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, GST

Reference books:

1. Maheswari S. N, Maheswari Sharad K. Maheswari ,”A Text book of Accounting For Management”, 2/e, Vikas Publishing house (P) Ltd.
2. Ambrish Gupta, “Financial Accounting for Management: An Analytical Perspective”, 4/e, Pearson Education.
3. Ashish K Bhattacharya, “Introduction to Financial Statement Analysis”, Elsevier India.
4. Arora M. N, “Accounting For Management”, Himalaya Publishing House.
5. Bhattacharya, “Essentials of Financial Accounting (Based on IFRS)”, 3/e, Prentice Hall India.

18PMBAC106	Business Communication	(3-0-2) 4
		Contact Hours: 52

Course Learning Objectives (CLOs):

- To enhance student’s communication skills through verbal, non-verbal skills
- Students will be able to make business correspondence.
- Students will demonstrate communication skills through effective presentations, interviews and negotiation.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe and develop written and oral communications.	8		
CO-2	Independently prepare business letters and reports.	8		
CO-3	Exhibit, develop and apply negotiation strategies.	9	7	
CO-4	Manage communication in organizations			7,1

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	1						1.5	3	3	

Contents:

Unit-1 :(10 Hours)

Communication: Defining communication, Role of communication, Importance of communication today, Classification of communication, Purpose of communication, Communication Process – The Linear concept of communication, The Shannon Weaver model, the two way communication process, Elements in communication, The 7 C's for successful communication, Barriers to communication,

Unit -2: (9 Hours)

Communication Skills:

Oral communication and its importance, principles and guidelines for effective communication. Barriers to oral communication, Conversation Skills, Listening skills. Writing Skills: Art of writing, purpose, principles of effective writing.

Non Verbal Skills: meaning, classification, characteristics and guidelines to develop non verbal communication skills

Unit- 3: (9 Hours)

Written communication for Business:

Business letters: Introduction, types of letters, writing a persuasive letter

Writing Memos: meaning, how to write memo, use of a memo- Writing E-Mails, Role of Social media in communication: meaning, characteristics, classification, nature and scope of social media

Unit-4: (10 Hours)

Business Reports: Meaning, purpose, kinds of reports, writing reports, long format reports. Effective Presentations: Meaning, characteristics of good presentation difference between presentation & lecture, preparing for presentation, delivering the presentation. Written analysis of cases: Meaning, process of a case analysis

Unit -5: (9 Hours)

Business Etiquette: Self Introduction, introducing others, handshakes & gestures. Telephone Etiquette Dining Etiquette: host, the guest, table manners.

Cross cultural Communication: Business manners in different countries, Inter organizational etiquette

Unit-6: (5 Hours)

Communication for Employment: Applying for jobs, writing a CV, resume, drafting an application letter, Interviews: types, Group discussions: GD protocol and listening

Self-learning components:

- Learning of any industry popular tools through case studies.
- Presentations & class participation to improve communication skills
- Reading news papers to improve communication

Reference books:

1. Chaturvedi P. D, & Mukesh Chaturvedi , “Business Communication : Concepts, Cases And Applications”, 2/e, Pearson Education,2011
2. Mary Ellen Guffey, “Business Communication: Process and Product”, 3/e, Cengage Learning, 2002.
3. Lesikar, Flatley, Rentz & Pande “Business Communication”, 11/e, TMH, 2010

II- Semester

18PMBAC201

Strategic Management

(3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- To provide insights into the core concepts of strategic management.
- To evaluate various business strategies in dynamic market environments.
- To gain insights into various strategic management models.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Formulate a strategic plan that operationalizes the goals and objectives of the firm.	9	1,6	
CO-2	Use management concepts to analyze complex business situations	1,5		6
CO-3	Associate with various Strategic Management models for Business situations		4,7,10	5
CO-4	Ability to evaluate and critique theories and models in corporate environment.			7, 10

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2.5			2	2	1.5	1.5		3	1.5

Contents:

Unit 1: (6 Hours)

Meaning and Nature of Strategic Management, its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process, Relationship between a Companies' Strategy and its Business Model.

Unit 2: (8 Hours)

Strategy Formulation: Developing Strategic Vision and Mission for a Company, Setting Objectives, Strategic Objectives and Financial Objectives, Balanced Scorecard. Company Goals and Company Philosophy. The hierarchy of Strategic Intent, Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

Unit 3: (10 Hours)

Analyzing a Company's External Environment, The Strategically relevant components of a Company's External Environment, Industry Analysis, Porter's dominant economic features, Competitive Environment Analysis, Porter's Five Forces model, Industry driving forces, Key Success Factors, concept and implementation.

Unit 4: (8 Hours)

Analyzing a company's resources and competitive position: Analysis of a Company's present strategies, SWOT analysis, Value Chain Analysis, Benchmarking Generic Competitive Strategies, Low cost provider Strategy, Differentiation Strategy, Best cost provider Strategy, Focused Strategy, Strategic Alliances and Collaborative Partnerships, Mergers and Acquisition Strategies, Outsourcing Strategies, International Business level Strategies.

Unit 5: (10 Hours)

Business Planning in different environments: Entrepreneurial Level Business planning, Multi stage wealth creation model for entrepreneurs, Planning for large and diversified companies, brief overview of Innovation, integration, Diversification, Turnaround Strategies, GE nine cell planning grid and BCG matrix, McKinsey 7S Framework.

Unit 6: (10 Hours)

Strategy Implementation: Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise Policies. Institutionalizing the strategy. Strategy, Leadership and Culture. Ethical Process and Corporate Social Responsibility. Strategic Control, guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems.

Reference Books:

1. Arthur A. Thompson Jr, AJ Strickland III, John E Gamble "Crafting and Executing Strategy", 19/e, Tata McGraw Hill, 2017.
2. Alex Miller, Irwin, "Strategic Management", McGraw Hill.
3. Nag A, "Strategic Management - Analysis, Implementation, Control", 1/e, Vikas, 2017.
4. Charles W. L. Hill, Gareth R.Jones, "Strategic Management - An Integrated Approach", Cengage Learning.

18PMBAC202	Business Research Methods	(3-0-2) 4
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Contact Hours: 52

Course Learning Objectives (CLOs):

- To provide students the required knowledge about Research Methods concept
- To enable the students opting to work in Research area about the various possible research designs that they would use
- To provide students adequate knowledge about the Research methods with which they are able to serve their stake holders efficiently

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Know the different types and the process of conducting a research study	1		
CO-2	Design : Sampling , data collection	1	3	

CO-3	Analyze data using statistical techniques leading to hypothesis test if required	1		
CO-4	Know the different types and contents of each type of report		8	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3		2					2		

Contents:

Unit-1: (10 Hours)

Introduction to Business Research Methods:

Business Research: Meaning, types, Process of research- management problem, Defining the Research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

Types of Business Research Design: Exploratory and Conclusive Research Design

Exploratory Research: Meaning, purpose, methods, secondary resource analysis, Comprehensive case methods, expert opinion survey, Focus group discussions.

Conclusive research design, Descriptive Research: Meaning, Types: cross sectional studies and longitudinal studies.

Observation Research, Meaning, Uses, Participation and Non-participation, Evaluation, Conducting an Observation study, Data collection

Unit-2: (8 Hours)

Sampling Design

Sampling Concepts: Types of Sampling

Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling

Non Probability Sampling: convenience sampling, Judgmental sampling, snowball sampling, Quota sampling, Determination of sample size, Errors in sampling

Unit-3: (8 Hours)

Data Collection and Preparation:

Primary and Secondary data:

Primary data collection methods: Observations Survey, Interview and Questionnaire, Qualitative Techniques of data collection. Questionnaire design: Meaning, process of designing questionnaire.

Secondary data: Sources, advantages and disadvantages

Attitude measurement scale: Likert Scale, Semantic Differential Scale

Data Preparation: Editing, Coding, Classification, Tabulation, Validation

Unit-4: (10 Hours)

Data Analysis:

Hypothesis Testing: Meaning, Types, characteristics, Formulation of Hypothesis, Errors in Hypothesis

Parametric tests: T-Test, Z-Test, One- way ANOVA.

Unit-5: (10 Hours)

Data Analysis- Non Parametric Tests

Non Parametric Tests: Run test, Sign test, U-Test, K-W Test, Chi-Square test

Unit-6: (6 Hours)

Report Writing & Presentation of Results

Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Reference books:

1. Deepak Chawla and Neena Sondhi “Research Methodology – concepts and cases” Vikas Publication -2014
2. C R Kothari, “Research Methodology”, Vishwa Prakashan, 2002
3. Donald R. Cooper & Pamela s Schindler, “Business Research Methods”, 9/e, TMH /2007

18PMBAC203	Corporate Finance	(3-0-2) 4
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Contact Hours: 52

Course Learning Objectives (CLOs):

- To familiarize the students with basic concepts of financial management.
- To convey the applications of time value of money and cost of capital concepts to the students.
- To enable the students to analyze capital structure, capital budgeting and dividend decisions.
- To enable the students to learn the management of short term and long term financing and working capital.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the basic financial concepts	2	10	1
CO-2	Apply the concept of time value of money		1	9
CO-3	Evaluate the investment decisions	9		
CO-4	Analyze the capital structure and dividend decisions.		9	
CO-5	Estimate working capital requirements.			9

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	1.5	3							1.75	2

Contents:

Unit -1: (10 hours)

Introduction to financial management

Financial Management-An Overview: Finance and related disciplines, scope of financial management, objectives of financial management

Time Value of Money: Rationale, Techniques: 1) Compounding Technique: A) Future Value of a Single Cash flow: i) Annual Compounding ii) Semi-Annual Compounding, iii) Quarterly Compounding B) Compound Sum of an Annuity (Future Value of Annuity) 2) Discounting Technique (Present Value): i) Present Value of a Single Cash flow ii) Present Value of Annuity iii) Present Value of Perpetuity

Unit-2: (12 hours)

Long-term investment decision – capital budgeting

Capital Budgeting: Principles and Techniques: Determination of Relevant Cash flows; Categories of Capital Projects: 1) Single Proposal 2) Replacement Situation 3) Mutually Exclusive. Evaluation Techniques, 1) Traditional Techniques: i) Average Rate of Return ii) Pay-back Period 2) Time Adjusted (Discounted Cash flow): i) Net Present Value ii) Internal Rate of Return iii) Profitability Index

Unit-3: (10 hours)

Long-term investment decision – measurement of cost of capital

Concept and Measurement of Cost of Capital: Importance and concept, Measurement of Specific Costs: i) cost of debt ii) cost of preference shares iii) cost of equity capital: Dividend Approach and Capital Asset Pricing Model iv) cost of retained earnings. Computation of Overall Cost of Capital

Unit-4: (8 hours)

Current assets management

Working Capital Management – An overview: Nature of working capital, Planning of working capital: Need for working capital, Operating Cycle, Determinants of working capital, Computation of working capital

Unit-5: (8 hours)

Financing decision

Operating, Financial and Combined Leverage: Operating Leverage, Financial Leverage and Combined Leverage

Designing Capital Structure: Factors determining capital structure: Profitability aspect, liquidity aspect, control, leverage ratios for other firms in the industry, nature of industry, consultation with investment bankers and lenders, maintaining maneuverability for commercial strategy, timing of issue, characteristics of the company, tax planning

Unit-6: (4 hours)

Dividend decision

Determinants of Dividend Policy: Factors determining dividend policy: dividend payout ratio, stability of dividends, legal, contractual and internal constraints and restrictions, owner's considerations, capital market considerations and inflation.

Reference books:

1. Khan M. Y. & Jain P. K, "Financial Management-Text, Problems and Cases", 7/e, McGraw Hill Education, 2014
2. Prasanna Chandra, "Financial Management", 8/e, Tata McGraw Hill, 2014
3. I M Pandey, "Financial Management" 11/e, Vikas Publishing -2016

Course Learning Objectives (CLOs):

- To make students know the HRM concepts and theory.
- Students will be enabled to demonstrate the knowledge of various HRM functions and practices.
- The students have to interpret various statutory provisions.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Synthesize information regarding the effectiveness of recruiting methods & selection procedures	1, 9	3,8	2,
CO-2	Identify the various training methods and design a training program	3,4	7,8,9	10
CO-3	Design a job description and job specification for various levels of employees.	3,4	7,8,9	10
CO-4	List out the regulations governing employee benefit practices.		5	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3	1	2,7	3	2		2	2	2	1

Contents:**Unit- 1: (8 hours)**

Human Resource Management: Introduction, meaning, nature, scope, objectives, importance of HRM, Evolution of the concept of HRM, Functions of HR Manager, Principles of HRM, Roles of HR Manager.

Unit- 2: (10 hours)

Job Analysis: Meaning, uses of job analysis, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP.

Unit- 3: (10 hours)

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.

Selection: Definition, process of Selection.

Placement: Meaning

Induction/Orientation: meaning, objectives

Internal Mobility: meaning, purposes, Types: Transfer, Promotion, Demotion

Employee Separation: Meaning, reasons for employee separation

Unit- 4: (6 hours)

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods.

Unit- 5: (10 hours)

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal.

Compensation: Objectives of Compensation Planning, Job Evaluation, Components of pay structure in India, factors influencing compensation levels, Executive compensation.

Unit- 6: (8 hours)

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions.

Employee Grievances: Introduction, Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline: Meaning approaches to discipline, essentials of a good disciplinary system, managing difficult employees.

Reference books:

1. Rao V. S. P, "Human Resource Management", Excel Books, 2010
2. Denski / Griffin / Sarkar, "Human Resources Management: A South Asian Perspective", Cengage Learning, 2012.
3. Lawrence S. Kleeman, "Human Resource Management", Biztantra, 2012.
4. Dr. T.P Renuka Murthy, "Human Resource Management", HPH

18PMBAC205 Corporate Governance and Business Law (3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- To introduce the students to the challenges and complexities faced by businesses and their leaders as they endeavor to maximize returns while responsibly managing their duties towards stakeholders and society.
- To make students aware of the intricacies of corporate governance and benefits to corporations of good governance.
- To introduce the students to the rationale behind the government interventions in market systems.
- To introduce the students to the concept of Social Responsibility and make their own judgment as to the proper balance of attention to multiple bottom lines.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	State the interrelation between Business and Society and its impacts on each other.	10		
CO-2	Recognize the significance of the theoretical and practical applications of corporate governance to businesses	1	9	

CO-3	Recognize the importance of interdependence of environment and corporation.		5	
CO-4	Demonstrate awareness towards legal and regulatory context of business	5		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3				2.5				2	3

Contents:

Unit-1: (10 Hours)

Corporate Governance: An overview: Introduction, Definition, Market model and control model, Issues in corporate governance, Relevance of corporate governance, Need and Importance of corporate governance, Benefits of good corporate governance.

Theory and Practice of Corporate Governance: The concept of Corporate, the concept of Governance, theoretical basis for corporate governance, obligation to Society, Investors, Employees, Customers, Managerial obligations.

Unit-2: (6 Hours)

Environmental Concerns and Corporations: History of environmentalism, environmental preservation: Role of stakeholders, international issues, Sustainable development, costs and benefits of environmental regulation, industrial pollution, Role of corporates in environmental management, Waste management and pollution control, key strategies for prevention of pollution, environmental audit, Laws governing environment.

Unit-3: (6 Hours)

The role of Public Policies in Governing Business: Public policy-Definition, classification of public policy, Areas of public policy, Levels of public policy, Elements of Public policy. Public policies and the Government. Need for public policies in Business. The involvement of Business in public policy decision making. Business and politics-Levels of involvement. Business and Politics levels of involvement. National economic growth. Public policy and Government regulations in India, functional regulations.

Unit -4: (10 Hours)

Consumer Protection: The rise of consumer protection, the government's role, consumer duties and responsibilities, consumer protection in India. The current scenario. Legal protection to consumers.

Consumer Protection Act 1986: Meaning, Scope and Objectives, Consumer Protection Councils, Consumer Disputes Redressal Agencies.

Unit-5: (10 Hours)

Indian Contract Act, 1872: Meaning of contract, Agreement, General Principles of law of contract-Essential elements of a valid contract.

Unit-6: (10 Hours)

Companies Act 1956: Meaning and features, kinds of companies, registration and incorporation, Memorandum of Association & Articles of Association, Prospectus. Winding up of companies

Practical components:

- A group assignment on “The relationship between Business and Society in Indian Context
- Case studies on relevant topics related to business with respect to Indian context.

Reference books:

1. Fernando A. C, Business Environment, Pearson Publications.
2. John F. Steiner, Business, Government, and Society: A Managerial Perspective, Text and Cases, 12/e, McGraw-Hill, 2011.
3. Kapoor N.D, Elements of Mercantile law, 32/e, Sultan Chand & Sons, 2011.

18PMBAC206	Entrepreneurial Development	(3-0-2) 4
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Contact Hours: 52**Course Learning Objectives (CLOs):**

- Develop and strengthen entrepreneurial quality in students.
- Impart basic entrepreneurial skills in students to run a business efficiently and effectively.
- Provide insights to students on entrepreneurship opportunities

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Display keen interest and orientation towards entrepreneurship		1,4	
CO-2	Develop a business plan	4,5	3	
CO-3	Become aware about various sources of funding for an entrepreneur including financial institutions, venture capitalists and Angel Investors		5	2
CO-4	Gain consciousness towards social entrepreneurship and rural entrepreneurship			1

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	1.5	1	2	2.5	2.5					

Contents:**Unit-1: (14 Hours)**

Introduction to Entrepreneurship: Entrepreneur Entrepreneurship: Meaning and definition, Functions of an entrepreneur, Characteristics of successful entrepreneurs, Types of entrepreneur, Manager & entrepreneur, Importance of entrepreneurship, Stages in entrepreneurial process, Problems faced by entrepreneurs.

Profiles of successful entrepreneurs: Dhirubhai Ambani, Karsanbhai Patel, Azim Premji, Ratan Tata, Narayana Murthy.

New age successful Indian entrepreneurs: Sachin Bansal & Binny Bansal, Vijay Shekhar Sharma, Bhavish Aggarwal.

Unit-2: (6 hours)

Family Business: Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business, Advantages and pitfalls of the family business, improving family business performance.

Unit-3 :(10 Hours)

Creativity and Business Ideas: Creativity and innovation, Process of creativity, Source of new idea, Ideas into opportunities, Methods of generating new ideas, Focus groups, Brainstorming, Problem inventory analysis; Creative problem solving.

Unit- 4: (8 Hours)

Business Planning Process: Meaning of business plan, Business plan process, Importance of business planning, Marketing plan, Production/operations plan, Organization plan and financial plan and preparing a model project report for starting a new business venture.

Unit- 5: (8 Hours)

Financing for entrepreneurs, Informal risk, capital market, venture capital, Angel investment, seed capital by banks and financial institutions, NRI financing
Institutions supporting Entrepreneurs: Central level and state level institutions, SIDBI, IDBI, SIDO, DIC, KVIC and Single window.

Unit- 6 (6 Hours)

Social entrepreneurship, Intrapreneur, Rural entrepreneurship, Government initiatives for SME Sector and entrepreneurship.

Scope for Self-Learning activities:

Self-learning components may be based on the following but not limited to the topics listed below:

- Case studies on real-life problem/issues.
- Make a business plan for your intended business
- Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?
- Lessons from success stories of Indian and International entrepreneurs (case studies)

Reference books:

1. Poornima Charantimath ,”Entrepreneurship Development-Small Business Enterprise”, Pearson Education
2. Rober D Hisrich, Michael P Peters ,“Entrepreneurship”, Dean A Shepherd, 6/e, The McGraw-Hill companies,
3. Khanka “Entrepreneurship Development” , S Chand Publications
4. Vasant Desai ,”Entrepreneurship Development and Management”, Himalaya Publishing House
5. Kurakto ,”Entrepreneurship-Principles and Practices”,7/e, Thomson Publication