

Academic Program: PG

Academic Year 2023-24

Scheme & Syllabus

I & II Semester MBA

Master of Business Administration

Department of Management Studies



SHRI DHARMASTHALAMANJUNATHESHWARACOLLEGE OF ENGINEERING
& TECHNOLOGY,

DHARWAD – 580 002

(An Autonomous Institution approved by AICTE & Affiliated to VTU, Belagavi)

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

It is certified that the scheme and syllabus for I & II semester M.B.A is recommended by the Board of Studies of the Department of Management studies and approved by the Academic Council, SDM College of Engineering & Technology, Dharwad. This scheme and syllabus will be in force from the academic year 2023-24 till further revision.

Chairman BoS & Director-MBA

Principal

SDM College of Engineering & Technology, Dharwad

Department of Management Studies

College Vision and Mission

Vision:

To develop competent professionals with human values.

Mission:

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

SDMCET- Quality Policy

- In its quest to be a role model institution, committed to meet or exceed the utmost interest of all the stake holders.

SDMCET- Core Values

- Competency
- Commitment
- Equity
- Team work and
- Trust

Department Vision and Mission

Vision

To develop competent management professionals with human values.

Mission

- To provide quality education in management with contextually relevant curricula.
- To promote management education, adopting contemporary practices for effective teaching and learning.
- To foster research culture.
- To involve industrial expertise for connecting classroom content to relevant business.
- To inculcate ethics, soft skills and entrepreneurial culture for all-round personality development.

Program Educational Objectives:

- To build managerial competence by providing necessary background and foundations in business management domain so that students are acceptable globally to industry, government, academia, research and entrepreneurial pursuit.
- To develop analytical and critical thinking ability by enhancing research culture to solve business problems.
- To prepare students to be committed citizens with social concern.
- To prepare students to be ethical and value based competent business leaders and good team players.
- To encourage students towards continuous learning.

Program Outcomes:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to understand, analyze and communicate global, economic, legal and ethical aspects.
4. Ability to develop value-based leadership.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program-specific outcomes:

6. Demonstrate the knowledge of business management to provide effective solutions across finance, human resource, and marketing domains in a given organization context.
7. Assess business opportunities and develop effective business solutions to establish new entities.
8. Develop effective oral and written communication especially in business applications, with the use of technology

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
22PMBAC101	Management & Organizational Behavior	4-0-0	4	50	100	3	-	-
22PMBAC102	Managerial Economics	4-0-0	4	50	100	3	-	-
22PMBAC103	Business Statistics and Analytics for Decision making	4-0-0	4	50	100	3	-	-
22PMBAC104	Marketing Management	4-0-0	4	50	100	3		
22PMBAC105	Accounting for Managers	4-0-0	4	50	100	3	-	-
22PMBAC106	Business Communication	4-0-0	4	50	100	3	-	-
Total		24-0-0	24	300	600			

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

P: Practical

*P- Practical /Field Work / Assignment are 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
22PMBAC201	Strategic Management	4-0-0	4	50	100	3	-	-
22PMBAC202	Research Methodology & IPR	4-0-0	4	50	100	3	-	-
22PMBAC203	Corporate Finance	4-0-0	4	50	100	3	-	-
22PMBAC204	Human Resource Management	4-0-0	4	50	100	3	-	-
22PMBAC205	Business Environment	4-0-0	4	50	100	3	-	-
22PMBAC206	Entrepreneurship Development	4-0-0	4	50	100	3	-	-
22PMBAL200	Societal Project	1 Week	Audit course without credit	50				
Total		24-0-0	24	350	600			

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

P: Practical

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

Semester-I

22PMBAC101 Management & Organizational Behavior (4-0-0) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- To understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management.
- To be knowledgeable of historical development, theoretical aspects, and practice application of the managerial process.
- To understand the basic concepts and theories underlying individual behavior besides developing better insight into one's own self.
- To be 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 to 5) / PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe the fundamental concepts of Management and organizational behavior	1,6	5	3
CO-2	Comprehend the definitions, meaning and principles of Management and individual and group behavior	2,3	4	7,8
CO-3	Apply the knowledge of Management, planning, decision making, organization, controlling, perception, motivation, learning, attitude and group behavior in real business situations	5	2,4	6,1
CO-4	Analyze business problems, develop alternative modes of solutions, frame the problems of individual and group behavior of an organization	7	5,8	4
CO-5	Evaluate the alternative solutions and be able to choose the best suited, appraises the overall behavior of an employee in an organization by making the comparisons	6	3	2
CO-6	Create new business plans and demonstrate organizational structure	7	5	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2	2	2	1.7	2.25	2.4	2.4	1.4

Contents:

Part - A- Principles of Management

1. Management: Introduction, definitions, purpose and functions, levels and types of managers, managerial roles, skills for managers, the evolution of management thoughts, Management Gurus and recent trends in management. **06 Hrs.**
2. Planning and Decision Making: Nature of planning, planning process, objectives, MOB, strategies, level of strategies, policies, methods and programs, planning premises, decision making, the process of decision making, types of decisions techniques in decision making. **08 Hrs.**
3. **Organizing:** Organization structure, determinants, formal and informal organizations, principles of organization- chain of command, span of control, delegation, decentralization, and empowerment. Types - Functional, divisional, geographical, customer-based and matrix organizations, virtual organizations, boundary less organizations.
Controlling: Controlling, the importance of controlling, controlling process, types of control, factors influencing control effectiveness. **06 Hrs.**

Part B - Organizational Behavior

4. Introduction: Organizational behavior; introduction definition, OB Models, fundamental principles of OB, OB and other disciplines, challenges and opportunities (Work-from-Home). **04 Hrs.**
5. Foundations of Individual behavior: Individual behavior: Foundations of individual behavior. Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, dissonance theory, Type-A personality.
Attitude: Formation, components of attitudes, relation between attitude and behavior, major job attitude.
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, EI models.
Work Stressors – Prevention and Management of stress – Balancing work and Life **14 Hrs.**
6. Motivation and Leadership: Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, contemporary theories, application of motivational theories. Leadership: Meaning, styles of leadership, Leadership theories, trait theory, behavioral theories, managerial grid, situational theories-Fiedler’s model, SLT.
Group Behavior: Definition, types, formation of groups building effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution, Power and politics. Transactional Analysis: An Introduction to Transactional Analysis **14 Hrs.**

**Note: L: Lecture Hours
P: Practical**

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.
- 4) Chandrani Singh and Aditi Khatri “Principles & Practices of Management and Organizational Behaviour” Sage publications, New Delhi 2016
- 5) Stephen P Robbins, Timothy A. Judge, Neharika Vohra , “Organizational behavior”, 14th Edition, Pearson, 2012.
- 6) Ashwathappa , “Organization Behaviour”, Himalaya Publication House
- 7) Rao V. S. P, “Organizational Behaviour”, Excel BOOKS, 2009.
- 8) Fred Luthans, “Organizational Behaviour”, 12/e, McGraw Hill International, 2011.

22PMBAC102	Managerial Economics	(4-0-0) 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 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 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the various Micro and Macro Economic concepts.	1		6
CO-2	Describe, discuss, and explain the various Micro and macro-economic concepts.	1,4	3	
CO-3	Apply the knowledge of various micro and macroeconomic concepts to solving business problems and decision-making processes.	1	2,3,4	6
CO-4	Analyze existing economic problems, and market failures and provide alternative solutions.		3,4,7	2

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	1.5	2	2.3		1	2	

Contents:

1. **Managerial Economics:** Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Objectives of business firms. Alternative hypothesis of the firm- The Baumol’s Model, Marris’s Theory and Behavioral Model of Cyert and March. **04 Hrs.**

- 2. 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. Numerical Problems on demand. **09 Hrs.**
- 3. Production Analysis:** Concept of Production analysis, Production Function, Total, Average and Marginal Product, Law of Variable Proportions and Law of Returns to Scale. Isoquants & Iso-Costs, least cost factor combination. Economies and Diseconomies of Scale, Technological progress and Production function. **09 Hrs.**
- 4. 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. **08 Hrs.**
- 5. 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. **10 Hrs.**
- 6. Indian Economic Environment:** Overview and changes in the Indian Economy. SWOT Analysis of Indian Economy. Market Failures.
Business Cycle: Features, Phases, Economic Indicators.
Economic Policies: Fiscal Policy: Objectives, Instruments, Union Budget.
Monetary Policy: Measures of Money Supply, Monetary Policy in India, objectives, tools for Credit Control. **12 Hrs.**

**Note: L: Lecture Hours
P: Practical**

Reference Books:

- 1) Dr.D.MMithani, "Managerial Economics- Theory and Applications", Himalaya Publications.
- 2) Mishra and Puri, "Indian Economy", Himalaya Publication.
- 3) D.N Dwivedi, "Managerial Economics", 8th edition, Vikas Publication.
- 4) Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", 3rd edition, McGraw Hill Education.

22PMBAC103 Business Statistics and Analytics for Decision Making (4-0-0) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- The students will study business analytics as a tool for business decision making.
- Students will use bivariate /multivariate statistical methods to explain or predict the business parameters.
- Students will learn to use prescriptive analytics tools to enable optimal managerial decisions.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the concepts of business analytics, statistics and quantitative methods		1	
CO-2	Apply the analytics concepts of descriptive statistics to analyze data related to management decision-making.	2	1,6	3, 8
CO-3	Apply the concepts of predictive analytics to analyze data related to management decision-making.		1,6	
CO-4	Evaluate and develop optimal solutions of linear programming problems using graphical methods, transportation, and assignment problems algorithms.		2	1

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	1.75	2.5	1			2		1

Contents:

- 1. Foundations of Business Analytics:** Introduction, Evolution, Scope, Data for Analytics, Decision models – Descriptive, Predictive, Prescriptive analytics
 - Introduction to data warehousing, Dashboards and reporting
 - Introduction to Marketing Analytics & HR Analytics
 Activity 1: Collecting data using Google forms, using spread sheets to analyze data and create simple dash board **12 Hrs.**
- 2. Descriptive Analytics:** Measures of central tendency (mean, median, mode), Measures of dispersion (range, variance, standard deviation)
 Activity 2: (1 hour-practical component): MS-Excel to calculate Measures of Central Tendency
 Activity 3: (1 hour-practical component): MS-Excel to calculate Measures of Dispersion **09 Hrs.**
- 3. Decision Theory & Probability Distributions:** Introduction, Steps of the 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 **06 Hrs.**
- 4. Predictive Analytics:** Karl Pearson correlation, Spearman’s Rank correlation, Regression analysis- simple and multiple regressions (problems on simple regression only)

Activity 4: (1 hour-practical component): MS-Excel Application to calculate Correlation

Activity 5: (1 hour-practical component): MS-Excel Application to calculate Regression coefficients and intercept. **08 Hrs.**

5. Prescriptive Analytics: Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using graphical method. **07 Hrs.**

6. Transportation & Assignment Problems: Transportation Problems: Basic feasible solution using NWCM, LCM and VAM, Optimization using MODI method.

Assignment Model: Hungarian method, multiple solution problems, Maximization case, unbalanced case. **10 Hrs.**

Note: L: Lecture Hours

P: Practical

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, ISBN 978-81-8318-755-8

22PMBAC104	Marketing Management	(4-0-0) 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 and analyze marketing concepts into real-life situations through project, assignments and case studies.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course, the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the basic concepts of Marketing Management	1,6	2,7	3
CO-2	Describe, discuss & explain the marketing strategies of corporate	1, 2,6,7	3	5,8
CO-3	Demonstrate & examine the Marketing concepts & strategies	1,2,6,7	4	5,8
CO-4	Breakdown complex problems in Marketing Management into parts and	1,6	2,3	8

identify relationships between them

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.5	1.7	2	1	3	2.7	1

Contents:

- 1. Introduction: Introduction to the world of marketing:** 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. **10 Hrs.**
- 2. 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. **08 Hrs.**
- 3. Positioning and Brand Equity**
Positioning: 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. **Brand Equity:** Brand, role of brand, brand equity, branding strategies, branding decisions, brand portfolios, brand extensions. **Product-Life Cycle:** Concept and Marketing strategies in introduction, growth, maturity and decline stages. **09 Hrs.**
- 4. 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, labeling, 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. **10 Hrs.**
- 5. Marketing Mix – Promotion – Digital Communication**
Integrated Marketing Communications: Role of marketing communications, marketing communications mix, deciding on the marketing communications mix. **Managing Digital Communications: Online Marketing:** Advantages & disadvantages, marketing communications, online marketing communication options. **Social media** – platforms, using social media. **Mobile Marketing:** scope, developing effective mobile marketing programs, mobile marketing across markets. **08 Hrs.**

6. 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.

Socially Responsible Marketing: Corporate social responsibility, socially responsible business models, cause-related marketing, social marketing. **07 Hrs.**

Note: **L: Lecture Hours**
 P: Practical

Reference books:

- 1) Kotler & Keller, "Marketing Management 15/e, Pearson Education, 2016
- 2) Grewal/Levy, "Marketing", McGraw Hill Education
- 3) Ramaswamy V. S. & Namakumari, "Marketing Management", 4/e, Tata McGraw Hill, 2014
- 4) Etzel M.J B.J Walker & William J. Stanton, "Fundamentals of Marketing Management", 14/e, McGraw Hill, 2012
- 5) Tapan Panda, "Marketing Management", 2/e, Excel Publication

22PMBAC105	Accounting for Managers	(4-0-0) 4
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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 use the accounting equation in basic financial analysis and explain how the business transactions impact 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 learn about analyzing a company's financial statements and draw conclusions about the financial situation of the company.
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course, the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the concepts and fundamental principles of accounting.	1		
CO-2	Explain theoretical aspects of basic	1	3	2

	accounting principles, financial statements, and financial annual reports.			
CO-3	Prepare financial statements of sole trading concerns and companies.	1, 2	3	
CO-4	Analyze and draw an inference on various financial statements for decision making.	2	6	3
CO-5	Assessing the importance of various financial statements and reporting system.	2	6	1

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.5	2.5	1.7			2		

Contents:

- 1. Introduction to Accounting:** Need and Types of accounts, Users of accounting, concept and conventions of accounting, Indian GAAP, USGAAP and IFRS, Effect of business transactions on accounting equation. **07 Hrs.**
- 2. Preparation of books of Account:** Journals, Subsidiary books, three column cash book, Ledgers and trial balance, Depreciation – Straight line and written down value methods. **08 Hrs.**
- 3. Preparation of financial Statements:** Preparation of final accounts of sole traders and partnership firms, Trading & Profit and loss account, Balance sheet. **12 Hrs**
- 4. Analysis of Financial Statement:** Introduction, Meaning and Purpose of financial statements, Limitations of financial statements, Trends and comparative analyses. Understanding of annual report of companies- Contents, Treatment of special items like deferred revenue expenditures, in corporate financial statements, Special purpose reports (Theory only) **07 Hrs.**
- 5. Analysis of financial Annual Reports:** Ratio analysis, Preparation of financial statements using ratios, Common size statements and trend analysis, Preparation of Cash flow statement as per AS- 03 (Only indirect method). **12 Hrs.**
- 6. Emerging issues in accounting and computerized accounting: Emerging issues, Human resources accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS, Indian Accounting standards, Computerized accounting systems, Structuring database for accounting and accounting system using database management systems. (Only Theory)** **06 Hrs.**

Note: L: Lecture Hours
P: Practical

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.
- 6) Jai Kumar Batra, Accounting and Finance for Non- finance Managers, SAGE TEXTS

22PMBAC106	Business communication	(4-0-0) 4
		Contact Hours: 52

Course Learning Objectives (CLOs):

- To enable the students to become aware of the different communication skills and sensitize them to their potential to become successful managers.
- To enable learners with the mechanics of verbal and non-verbal communication in various business situations.
- To prepare students for the corporate environment and employment ready.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the various concepts of business communication.	8	1	
CO-2	Prepare business correspondences like letters, emails, memos, reports, meeting documentation, and resumes.	8	3	
CO-3	Apply effective communication strategies in business situations like public speaking, conflict management, negotiation, meetings, presentations, and interviews.	8	1,5	
CO-4	Analyze business situations to use interpersonal communication skills and various technologies that are required for social and business interaction.	5,8		2

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2	1	2		2.5			3

Contents:

1. **Communication:** Defining communication, Role of communication, Importance of

communication today, Classification of communication, Purpose of communication, Communication Process- Elements in communication, The 7 C's for successful communication, Barriers to communication. **09 Hrs.**

2. Communication Skills: Oral communication and its importance, Public speaking skills and Strategies/ Guidelines to overcome fear, **written communication for Business:** Art of writing, purpose, principles of effective writing. Business letters: Introduction, types of letters, Writing Memos, Writing E-Mails. Internal Business Communication: Guidelines for Meetings: Introduction, Before the Meeting, During the Meeting, After the Meeting, Common Mistakes Made at Meetings, Meeting documentation: Notice, Agenda, Resolution, and Minutes. Use of technology for meetings. **11 Hrs.**

3. Interpersonal communication skills: Self-awareness, Transaction analysis, Conversation skills, listening skills-How to improve listening skills, Non-Verbal Skills: Definition, significance, Classification, and its importance, strategies to improve non-verbal communication, Dynamics of interacting with people: Negotiation and conflict management. **10 Hrs.**

4. Business Etiquette: Corporate office etiquettes- Introductions & Greetings, the handshake & Namaste, Exchange of visiting cards, Dressing & Grooming, Norms of business dressing, Business meals: Table manners as host and guest, Winning etiquette, Gifting in business, Travelling behaviors, Air-travel and hotels, Telephone Etiquette. **07 Hrs.**

5. Business Reports: Meaning, purpose, kinds of reports, organizing and preparing reports, referencing. Use of MS Word for report writing.

Oral Presentations: Role of business presentations, planning the presentation, organizing the presentation, use of visual aids, practicing and delivering presentations. Use of MS PowerPoint and other tools for presentations. **08 Hrs.**

6. Employment communication: Preparing your resume & planning for a targeted resume, Application/ cover letters, Interviews: Types, Preparing for job interview, Group discussion. Do's and don'ts of social media, Importance and use of social networking like LinkedIn. **07 Hrs.**

**Note: L: Lecture Hours
P: Practical**

Reference Books:

- 1) Chaturvedi P. D & Mukesh Chaturvedi, "Business Communication: Concepts, Cases and Applications", 2nd edition, Pearson Education
- 2) Lehman, Dufrene, Sinha, "Business Communication-A South Asian Perspective" 2nd Edition, Cengage
- 3) Ober & Newman, "Communicating in business", 8th Edition, Cengage
- 4) Lesikar, Flatley, Rentz & Pande "Business Communication", 13th edition, McGraw Hill
- 5) Mary Ellen Guffey, "Business Communication: Process and Product", 3rd edition, Cengage Learning

Semester-II

22PMBAC201

Strategic Management

(4-0-0) 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 theories and models.

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the concepts of strategic management.	1,3		6
CO-2	Apply the knowledge of strategic management concepts to complex business situations	1,4	6	
CO-3	Analyze the internal and external environment using theories and models.		2	3
CO-4	Evaluate various business strategies in dynamic marketing environments.		1,5	
CO-5	Formulate a strategic plan that operationalizes the goals and associates with various strategic management models for business situations.	1,4	7	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.75	2	2	3	2	1.5	2	

Contents:

- 1. Introduction:** 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. **08 Hrs.**
- 2. Strategy Formulation:** Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission, and purpose, objectives and goals of a business organization- Types of strategies –Guidelines for crafting successful business strategies. **09 Hrs.**
- 3. Environmental Appraisal**
External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environmental analysis. **Internal Analysis:** Resource-based view of the firm,

Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis. Synergy.

09 Hrs.

4. Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP); BCG, GE, Directional Policy Matrix- Organizational Capability Profile – Strategic Advantage Profile Corporate Level strategies- growth, stability, renewal, corporate portfolio analysis, grand strategies, McKinsey’s 7s Framework. Business Level Strategies- Michael Porter’s Generic Strategies. Functional level strategies.

10 Hrs.

5. Strategy Implementation and Evaluation Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets.

07 Hrs.

6. Organization Structure & Ethics; Strategy and Organization Structure, Different types of Organizational Structure, Social responsibilities and Ethics-Building a capable organization- Functional issues. Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

09 Hrs.

**Note: L: Lecture Hours
P: Practical**

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.

22PMBAC202	Research Methodology & IPR	(4-0-0) 4
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Contact Hours: 52

Course Learning Objectives (CLOs):

- To provide students with the necessary knowledge and skills to identify and address a research problem (basic or applied).
- The students will gain an understanding of applying various research methods and tools to provide insights for solving a relevant problem or making a decision.
- The students will develop the competencies and skills required to conduct research in a business context.
- The students will gain knowledge of Intellectual property rights.

Course Outcomes (COs):

Description of the Course Outcome:	Mapping to POs (1 to 5) / PSO (6 to 8)		
At the end of the course the student will be able to:	Substantial Level (3)	Moderate Level (2)	Slight Level (1)

CO-1	Describe various research approaches, techniques and strategies appropriate in business research and various techniques of intellectual property rights.	1		6,4
CO-2	Apply different research techniques to identify a research problem for an appropriate solution.	1,2	6	3
CO-3	Examine various methods of collecting relevant data from sources and proper sampling tools available to conduct research.	1,2		
CO-4	Analyze and interpret the data to communicate the research findings.	1,2,8		

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	3	1	1		1.5		3

Contents:

1. Introduction to Business Research Methods:

Meaning of Research, Objectives of Research, Significance of Research, Research Methods versus Methodology, Research and Scientific Method, Research Process, Criteria of Good Research, Problems Encountered by Researchers in India, and Research applications in business decisions. **07 Hrs.**

2. Research Design: Research Problem, Literature review, and its importance. Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem, Variables in research

Types of Research: Exploratory, descriptive and causal. **10 Hrs.**

3. Sources for Data Collection:

Primary data: Observation method, Survey: Interview, schedules, and Questionnaire, Questionnaire design: Meaning, the process of designing questionnaire, Measurement and scaling: Nominal, Ordinal, Interval, Ratio scale, Attitude measurement, Questionnaire design.

Secondary data: Published and unpublished data sources, advantages and disadvantages. **09 Hrs.**

4. Sampling design and sampling procedure: Need for sampling, Sample Design, Determination of sample size, Errors in sampling, Types of Sampling: Probability Sampling- Simple random sampling, systematic sampling, stratified sampling, cluster sampling, multistage sampling & Non-Probability Sampling- Convenience, Quota, Judgmental sampling, snowball sampling. **07 Hrs.**

5. Data Preparation, Data Analysis & Report writing:

Data Preparation: Editing, Coding, Classification, Tabulation, Validation. Hypothesis Testing: Meaning, Types, characteristics, Formulation of Hypothesis, Errors in Hypothesis

T-Test, Z-Test, One-way ANOVA, Chi-Square test, Correlation & Regression, Mann-Whitney U Test. Use of SPSS for Data preparation and analysis.

Report Writing & Presentation of Results: Importance of report writing, types of research report, report structure, guidelines for effective documentation. Referencing styles.

15 Hrs.

6. Intellectual Property Rights: Concepts of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, Importance and Protection of Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS, Industrial Designs- Integrated Circuits-Geographical Indicators, WIPO.

04 Hrs.

**Note: L: Lecture Hours
P: Practical**

Reference books:

- 1) C R Kothari & Gaurav Garg, "Research Methodology methods & Techniques", New age international publishers.
- 2) William G Zikmund, "Business Research Methods", Cengage learning, 7th edition.
- 3) Deepak Chawla and NeenaSondhi, "Research Methodology – Concepts and Cases" Vikas Publication -2014
- 4) Donald R. Cooper & Pamela. S. Schindler, "Business Research Methods", 9th edition, TMH /2007.
- 5) Uma Sekaran, "Research methods for business" Wiley Publishers, 2008
- 6) Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, , Eastern Book Company, 2nd Edition, 2014.

22PMBAC203	Corporate Finance	(4-0-0) 4
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Contact Hours: 52

Course Learning Objectives (CLOs):

- To enable the students to define & describe basic concepts of corporate finance.
- To enable the students to understand & interpret the scope of corporate finance.
- To enable the students to solve problems related corporate finance domain using the required knowledge
- To enable the students to analyze, evaluate & make financial decisions related to investments, financing & dividends.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course, the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the basic concepts of corporate finance		1,3,6	8

CO-2	Describe, discuss & explain the scope of corporate finance		1,3,6,8	
CO-3	Solve problems related corporate finance domain using the required knowledge	1,2,6,	7	
CO-4	Analyze, evaluate & make financial decisions related to investments, financing & dividends.	1,2,6	7	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.5	3	2			2.5	2	1.5

Contents:

1. 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 **10 Hrs.**

2. 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 **12 Hrs.**

3. 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. **10 Hrs.**

4. Current assets management

Working Capital Management – An overview: Nature of working capital, working capital management, net working capital, Operating Cycle, Computation of working capital. **07 Hrs.**

5. Financing decision

Operating, Financial, and Combined Leverage: Operating Leverage, Financial Leverage and Combined Leverage, Capital Structure. **07 Hrs.**

6. Dividend decision: Dividends, the relationship between retained earnings & cash dividends, major decisions with respect to dividends, 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.

FinTech: Fintech, FinTech industry overview, FinTech company, working of FinTech, uses of FinTech – banking, crypto currency & blockchain, investment & savings, machine learning & trading, payments, lending, insurance, How are Fintechs Impacting Traditional Financial Services Firms, regulation of FinTech in India, FinTech, the Indian scenario. **06 Hrs.**

**Note: L: Lecture Hours
P: Practical**

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
- 4) Sheridan Titman, Arthur J. Keown and John D. Martin, "Financial Management Principles And Applications", PEARSON INDIA
- 5) Ross, Westerfield, Jaffe and Jordan, "CORPORATE FINANCE", McGraw Hill

22PMBAC204	Human Resource Management	(4-0-0) 4
		Contact Hours: 52

Course Learning Objectives (CLOs):

- To familiarize the students with the different aspects of managing people in the organizations from the stage of acquisition to development, retention, and exit.
- Students will be enabled to demonstrate their knowledge of various HRM functions and practices.
- The students be familiarized with various statutory provisions and emerging HRM areas.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course, the student will be able to:		Mapping to POs (1 to 5)/PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe an understanding of key terms, theories/concepts, and practices in the field of HRM and regulations governing employee benefits.	1,6		
CO-2	Apply the knowledge of HRM functions like recruitment, selection, training, development, compensation, and performance appraisal plans.	1,6	5	
CO-3	Analyze the challenges and business situations with respect to HRM functions and government regulations.	1,6	3	2,4,5
CO-4	Examine emerging horizons of HRM and	1,6	3	

	contemporary practices to effectively meet the challenges of an ever-changing business climate.			
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POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	1	2	1	1.5	3		

Contents:

1. **Human Resource Management:** Meaning of HRM & SHRM, nature, scope, objectives, the importance of HRM, Evolution of the concept of HRM, Functions of HR Manager, Roles of HR Manager. The changing role of HRM- workforce diversity, technological change. **09 Hrs.**

2. **Human Resource Planning, Job Analysis:** Assessing human resource requirements, Importance and process of Human Resource Planning, Human resource forecasting, Workload analysis. Job Analysis: Meaning, uses of job analysis, the process of Job Analysis, methods of collecting job analysis data, Job Description, and Job Specification. **09 Hrs.**

3. **Recruitment, Selection, Training, and Development:** Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, Use of technology for recruitment. **Selection:** Ability tests, personality assessments, interviews, and technology for selection. Placement, Induction/Orientation, Internal Mobility: Types: Transfer, Promotion, Demotion. Employee Separation: Meaning, reasons for employee separation. Exit Interview. **Training and development:** Training v/s development, Systematic Approach to Training, Training Methods: On-the-job and off-the-job training methods, Use of technology for training. **12 Hrs.**

4. **Compensation Management and Performance Appraisal:** Compensation: Objectives of Compensation Planning, Components of pay structure, factors influencing compensation levels, Executive compensation. **Performance Appraisal:** Concept of Performance Appraisal, the Performance Appraisal Process, Traditional and modern methods of Performance Appraisal, and Performance Improvement Plan. **07 Hrs.**

5. **Employee Welfare:** Introduction, Types of Welfare Facilities and Statutory Provisions. Roles of Welfare Officer / Factory Medical Officer / Safety Officer. **Employee Grievances:** Introduction, Employee Grievance procedure in Indian Industry. **Discipline:** approaches to discipline, essentials of a good disciplinary system, managing difficult employees. **09 Hrs.**

6. **Emerging Horizons of HRM:** International HRM, challenges of international HR managers, Green HRM, E-HRM, HRIS (Human Resource Information System), Human resource analytics; Contemporary issues in human resource management- moonlighting phenomenon, employee engagement, employee well-being, managing protean career, Flexi timing, Remote work models, Hybrid work models. **06 Hrs.**

Note: L: Lecture Hours

P: Practical

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
- 5) Amitabha Sengupta, "Human Resource Management-Concepts, Practices, and New Paradigms," Sage texts

22PMBAC205	Business Environment	(4-0-0) 4
		Contact Hours: 52

Course Learning Objectives (CLOs):

- To provide exposure to the nature of the business environment.
- To enable students to understand the rationale of globalization and its impact on the business environment.
- To sensitize the students about the impact of the cultural, economic, and technological environment on businesses.
- To sensitize the students to the concepts of globalization and the internationalization of business.

Course Outcomes:

Description of the Course Outcome: At the end of the course, the student will be able to:		Mapping to POs (1 to 5)/PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain key concepts, factors, approaches, and theories, related to business and its environment.			1
CO-2	Demonstrate understanding of institutions, environments, complexities, business strategies, and theories for diligent decision-making.		1,2,3	
CO-3	Analyze the impact of cultural, economic, and technical environment on the economy as a whole and on business in particular.	1	2,3,6	
CO-4	Evaluate business environments, practices, strategies, and theories and provide the best possible alternative solutions to business issues.	1		2,4,7,8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.25	1.6	2	1		2	1	1

Contents:

1. **Understanding the nature of Business:** Nature of Business, Scope of business, Characteristics of contemporary business, Business objectives, Critics of Business. Micro and Macroeconomic factors affecting business corporations and leadership. Open economy and its characteristics.
Environmental Analysis: Nature and types of environment, Internal and external forces, Knowing the environment, Objectives and uses of study, Limitations of Environmental Analysis, the process of environmental analysis, Linkages among stages, and organization for analysis. **08 Hrs.**
2. **Economic Environment:** Nature of Economic environment, Economic factors, Economic policies, Budget, Taxation, Industrial Policy in India and its effect on the economy, Industrial pollution and Environmental policy, India's recent monetary policy, and monetary policy instruments. NITI Ayog, Claims and counterclaims, Make in India. Concept of circular economy and shared economy, Concept of circular economy and shared economy, Current issues and challenges for Indian economy.
Technological Environment: Features of technology, Impact of Technology, Management of Technology, Status of technology in India, Science and Technology Policy 2003, Institutional and other facilities to promote Science and Technology, Science, Technology and Innovation Policy 2013. Introduction to Industry 4.0 **08 Hrs.**
3. **Public Sectors Enterprises:** Definition, objectives, Evolution of the Public sector, Rationale for State-owned Enterprises, Growth and Role, Performance, What needs to be done, 1991 industrial policy and Public Sector, Challenges of PSUs, Ownership pattern of PSUs.
Privatization: Nature and objectives, Privatization routes, Disinvestment in India, Arguments for Privatization, Arguments against privatization, Organization for disinvestment, Present stand of the Government, National Investment Fund, Public-Private partnership.
Micro, Small and Medium Enterprises: Meaning, Growth, Significance of Small scale enterprises, Facilities, Problems and Remedies, Small Sector Industrial Policy, Recommendations of Abid Hussain Committee, Mudra card. **12 Hrs.**
4. **Cultural Environment, Ethics, and CSR:** Nature of culture, Cultural dimensions, the impact of culture on business. Nature of ethics, Sources, Importance, Ethical dilemmas, Managing Ethics, and improving ethical decision Making.
Social responsibility Models, The CSR debate, Prominence of Social responsibility, Barriers to social responsibility, social responsibility implementation, Principles of CSR, Limits of CSR, Common characteristics, Indian scenario. **08 Hrs.**
5. **Meaning and rationale for Globalization:** Nature of Globalization, drivers of globalization, Ripple effects of globalization, players in international business, India's presence, Goals of MNC's, Fundamental goals of host governments, Criticisms of MNC's, Challenges of international business. Strategies for going Global.

Foreign Direct Investment: Nature of FDI, Why FDI, Factors influencing FDI, India's share, attracting foreign capital, Destination India, FDI outflows. **08 Hrs.**

6. International Trade Theories: International Trade Theories and trade blocks: Introduction, Overview of Trade Theory, Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory, National Competitive Advantage (Porter's Diamond Model), Global Strategic Rivalry Theory, Product life-cycle Theory, Political Economy of International, Economics of Competitive Advantage. **08 Hrs.**

Reference Book:

- 1) K. Aswanthappa, Essentials of Business Environment, 15th edition, Himalaya Publications.
- 2) Justin Paul, Business environment, 4th edition, McGraw Hill Publication.
- 3) Francis Cherunilam, Business Environment Text and cases, 27th Edition, Himalaya Publishing.
- 4) John Steiner, George Steiner, Business, Government and Society: A Managerial Perspective, 13, McGraw-Hill Education, 2011

22PMBAC206

Entrepreneurship Development

(4-0-0) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- To make students to feel the significance of entrepreneurship and to develop and strengthen entrepreneurial quality in them
- To make them to realize the role of the family in shaping the mind of entrepreneurs.
- To understand the role of technology and other factors influence on entrepreneurs.
- To understand the role of social entrepreneurship and Social responsibilities.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe the concept of Entrepreneurial Development and its intricacies	1,2	4	3,8
CO-2	Apply the basic entrepreneurial skills to run a business efficiently and effectively	1,	5,3	7
CO-3	Analyze entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs	3	6	7,1
CO-4	Evaluate types of entrepreneurs, market opportunities, contribution of the entrepreneurs towards Rural, Society and Socio-Economic Development of the country	7	2,4	3,5
CO-5	Create new business plan, creativity and innovation and realizing the benefits of becoming an entrepreneur	7,6	8	4

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
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Mapping Level	2.4	2.5	2	1.7	1.5	2.5	2.7	1.5
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1. **Meaning of entrepreneur;** Meaning of entrepreneur; Introduction, meaning and importance, Characteristics, Functions of an Entrepreneur, Types of Entrepreneurs - Intrapreneur- Manager & entrepreneur Concept of Entrepreneurship, Evolution of Entrepreneurship, factors affecting on entrepreneurship, Stages in entrepreneurial process, barrier to entrepreneurship, new generation entrepreneurship. **12 Hrs.**
2. **Creativity and Business Planning Process:** Meaning of Creativity and entrepreneurship, Business plan process, Advantages of business planning, Marketing plan - Production/operations plan, Organization plan, Financial plan, Final Project Report with Feasibility Study, preparing a model project report for starting a new venture, process of incorporation and registration **08 Hrs.**
3. **Institutions supporting Entrepreneurs:** Small industry financing developing countries - A brief overview of financial institutions in India, Central level and state level institutions- SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industrial Policy of Government of India, Industrial Park, Special Economic Zone **09 Hrs.**
4. **Family Business: Introduction:** Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business - Succession in family business , Pitfalls of the family business. **06 Hrs.**
5. **International Entrepreneurship Opportunities:** The nature of international entrepreneurship - Importance of international business to the firm, International versus domestic entrepreneurship - Stages of economic development, Entrepreneurship entry into international business, exporting, Direct foreign investment, barriers to international trade. **08 Hrs.**
6. **Social Entrepreneurship:** Social enterprise, need , types, characteristics and benefits of social enterprises, Social entrepreneurship, Rural entrepreneurship, need and problems of rural entrepreneurship, challenges and opportunities, Role of government. Make in India, Smart India, Digitalized India. **09 Hrs.**

Self Learning:

- Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- 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?
- Study a local for-profit business and try to list out the positive social impacts of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.
- Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

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

22PMBAL200

Societal Project

Audit

Contact Hours: 1 Week

Course Learning Objectives (CLOs):

- To sensitize the students about the issues prevailing in the society.
- To make them realize their role in solving the societal issues.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Analyze and identify the relevant issues of society.	4	2	
CO-2	Design a plan and contribute to solving the issues of society.	4		5

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level		2		3	1			

Contents

Students should carry out the Societal project work for one week after the end of semester-I and before the commencement of semester II (during vocation).A detailed report must be submitted in the beginning of semester II. This will be evaluated in semester II for 50 Marks without any credits but as a compulsory Audit course.

The marks will be distributed as follows:

Components	Marks
Report	25 Marks
Presentation	25 Marks
Total	50 Marks

The above marks for report will be evaluated by internal guides and the presentation will be evaluated jointly by the panel of two internal faculties, one being the internal guide of the student. PP is a must in this course for the award of the degree.

Report format guidelines:

Report shall be prepared in word processor -MS Word, Times new roman, font of main headings 16, fonts of sub headings 14, text font 12, page layout of A4 size, margin of 1 inch on all sides except left margin of 1.5 inch for binding, Line spacing of 1.5.

Suggested Contents of the Report

1. Cover page
2. Certificate from the organization[If any]
3. Certificate of internal guide
4. Declaration of the student.
5. Acknowledgement
6. Table of contents
7. List of tables and graphs[If any]
8. Executive summary

PART-A

1. Introduction
2. Identification of the issue
 1. Objective
 2. Plan of action
 3. Methodology adopted
 4. Performance/achievements
 5. Learning experience

Annexure:

1. References
2. Certificate/Appreciation letter (if any)

Report Evaluation Scheme:

Sl. No	Report	Marks
1.	Introduction	5
2.	Identification of the issue and defining the objectives	5
3.	Plan of action and Methodology adopted	5
4.	Performance/Achievements	5
5.	Learning experience and Completeness of the report.	5
	TOTAL	25

Presentation Evaluation scheme:

Sl. No	Details	Marks
1.	Presentation & Communication [Style, Organization, time management]	5
2.	Content [Depth coverage]	5

3.	Visual Aids [Design and simplicity]	5
4.	Learning experience	5
5.	Question and Answer [Understanding of questions, clear answers]	5
	TOTAL	25