



# ST. FRANCIS DE SALES COLLEGE

A FRANSALIAN INSTITUTE OF HIGHER EDUCATION **AUTONOMOUS**

NAAC A GRADE • AFFILIATED TO BANGALORE UNIVERSITY • AICTE APPROVED • 2(F) & 12 (B) RECOGNITION OF UGC • ISO 9001:2015 CERTIFIED

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## MBA

### Syllabus and Scheme

### 2024-2025(Onwards)

### BOARD OF STUDIES

### [MBA]

## ST. FRANCIS DE SALES COLLEGE

### [AUTONOMOUS]

Electronics City P.O. Bengaluru 560100

Karnataka, INDIA.

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	HR Analytics	
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	Advanced Excel	
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	Power BI	

## MEMBERS OF THE BOARD OF STUDIES

SL NO	NAME	DESIGNATION
01	Ms. Devi chandrika. S Assistant Professor, Program Incharge, Department of Management, St. Francis de Sales College (Autonomous), Bangalore.	Chairperson
02	Dr. Yellappa Nagaraj Professor, Department of Management, Canara Bank, School of Management Studies, Bangalore	University Nominee
03	Dr. Anuradha R HOD, BBA Bangalore and Central and Kengeri campus, School of Business and Management, Christ University Associate Professor.	External Subject Expect
04	Dr K.N. Rekha Assistant Professor & Area Chair, School of Business, GITAM Deemed to be University	External Subject Expect
05	Mr. B.S. Rao Vice President (Digital and Strategy), Adani Group, Ernakulam	Industry Expert
06	Mr. Sanjay Varma Assistant General Manager, Air Traffic Management, Airport Authority of India, Kempe Gowda International Airport, Bangalore.	Industry Expert
07	Mr. Joshua Abraham George Finance Associate, Adidas, Chennai	Alumni
08	Ms. Mangayarkarasi. N Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member
09	Ms. Gulla Keerthi Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member
10	Ms. Ramandeep Kaur Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member
11	Ms. Ashwini. C Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member
12	Ms. Sonia Ashok Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member
13	Ms. Suma Merlin. D Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member

14	Ms. Haritha. S Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member
15	Ms. Ginsa Roslet George Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member
16	Mr. Madhusudan. M Assistant Professor, Department of Business Administration, St. Francis de Sales College (Autonomous), Bangalore.	Member
17	Mr. Albin Mathew Assistant Professor, Department of Management, St. Francis de Sales College (Autonomous), Bangalore.	Member
18	Dr. Prabha. D Assistant Professor, Department of Management, St. Francis de Sales College (Autonomous), Bangalore.	Member
19	Dr. Sindhu. G Assistant Professor, Department of Management, St. Francis de Sales College (Autonomous), Bangalore.	Member
20	Ms. Thamburu Sunny Assistant Professor, Department of Management, St. Francis de Sales College (Autonomous), Bangalore.	Member
21	Ms. Rakshitha. G Assistant Professor, Department of Management, St. Francis de Sales College (Autonomous), Bangalore.	Member

## **ST. FRANCIS DE SALES COLLEGE (AUTONOMOUS)**

### **ABOUT THE COLLEGE**

St. Francis de Sales College (Autonomous), popularly known as SFS College, is one of the leading Institutions of Higher Education in Bengaluru, Karnataka. Founded i, Efficiency, and Transformation, and the Mission of Love of God and Service to Humanity, the College is run by the Missionaries of St. Francis de Sales (MSFS) of the South West India Province, also known as Fransalians. The College is accredited with “A” grade by NAAC, approved by AICTE, recognized under 2(f) & 12(b) by UGC, and certified under ISO 9001:2015. Permanently affiliated to Bangalore University, the College offers several degree programs at the Bachelors, Masters, and Doctoral levels under various disciplines. In 2024, St. Francis de Sales College received the Autonomous status, and it remains as a center for quality education, equipping the students with the skills, knowledge, and values needed to excel and make a meaningful impact in the world.

### **VISION AND MISSION**

#### **VISION**

Excellence, Efficiency and Transformation.

#### **MISSION**

Love of God and Service to Humanity.

## **DEPARTMENT OF MANAGEMENT**

The Department of Management at SFS College is renowned for its innovative curriculum and commitment to fostering future business leaders. With a focus on practical learning, students engage in hands-on projects, internships and case studies to develop real-world skills. Faculty members bring industry expertise, ensuring students receive relevant and up-to-date knowledge. The department also emphasizes ethical business practices and social responsibility, preparing graduates to make meaningful contributions to their communities.

### **VISION**

Fostering trailblazers with strategic prowess and ethical commitment.

### **MISSION**

Envisioning leaders with devotion to God for the betterment of humanity.

## **ELIGIBILITY CRITERIA**

A graduate degree under 10+2+3 or 10+2+4 pattern under any discipline securing at least 50% marks in aggregate including languages from a recognized university in India or abroad. Honors degree under 10+2+4 pattern from a recognized university in any subject in commerce, management, arts, social science, sciences, engineering or technology or equivalent under UGC Act having at least 50% marks in aggregate including languages.

Candidates who have passed bachelor / master degree through correspondence / Open University system from this university or from any other university recognized by law are exempted from 10+2 pattern. The duration of the degrees must be three and two years respectively.

Candidates who pass bachelor/master degree in any university system in single sitting pattern are not eligible. In case of SC/ST/Cat I candidates, there will be a relaxation of 5% in the aggregate of marks obtained.

All admissions to CBSMS and affiliated colleges will be made through an Entrance Test conducted by appropriate body as approved by Govt. of Karnataka and State Level counselling based on Rank Merit and the reservation rules based on the matrix as announced by Karnataka Examination Authority, Govt. of Karnataka.

## **PROGRAMME STRUCTURE AND DURATION**

Bangalore University MBA Course Structure Duration: The course is for 2 academic years, divided into 4 semesters. Course Schedule: Each subject taught in the first year will be covered in a total of 60 hours of teaching. The specialization subjects taught in the second year will also be covered within 56 - 60 hours of teaching.

The duration of the MBA Program shall extend over 4 semesters (Two Academic Years) of 16 Weeks or more each with a minimum of 90 actual working days of instruction in each semester and two to three weeks of examination.

## **PROMOTION**

A candidate who has obtained a minimum of 40% marks in End Semester examination and an aggregate of 40% marks in each subject shall be eligible for a pass or exemption in that subject.

## **OPEN ELECTIVE**

The main objective of offering the open elective paper entitled – Life style management of third semester MBA is to give an opportunity for students to understand the nature of different kinds of stress and stressors.

## PROGRAM OUTCOME (PO)

PO1	Intellectual Rigour and Research
PO2	Digital Capability
PO3	Professional and Effective Communication Skills
PO4	Creative and Critical Thinker
PO5	Interdisciplinary and Social Interactions
PO6	Holistic life-long formation with ethical practices and environmental concerns
PO7	Optimistic Catalyst of Transformation and Effective citizenship
PO8	To acquire knowledge and skills in management problems by applying the contemporary methods in management sciences to enhance organizational efficiency and to find innovative business solutions.
PO9	To design solutions for management problems by applying the contemporary methods in management sciences to enhance organizational efficiency and to find innovative business solutions.
PO10	To apply ethical principles and understand the impact of the professional management solutions in societal and environmental contexts.
PO11	To identify business opportunities and acquire entrepreneurial traits to evaluate and manage their own business successfully.
PO12	To demonstrate their ability to analyze and evaluate the political, economic, social, legal, technological and global environment.

## CONTINUOUS INTERNAL ASSESSMENT

### POST GRADUATE PROGRAM

S. No	ASSESSMENT	MARKS
1	Continuous Internal Assessment (C1 & C2)	30 marks
2	End Semester Examination	70 marks

### THEORY

1. Continuous Internal Assessment (C1 & C2) – 30 marks
2. End Semester Examination – 70 marks

S.NO	ASSESSMENTS	COMPONENTS	MARKS & ATTENDANCE	IA MARKS
1	Unit Test I (25% of Syllabus)	C1	25	2.5
2	Skill based activity: Case Study	C1	10	5
3	Skill based activity: Seminar	C1	10	5
3	Mid Semester Examination (50% of Syllabus)	C2	70	10
4	II Unit Test (25% of syllabus covered after the MSE)	C2	25	2.5
5	Attendance <ul style="list-style-type: none"><li>• 75.00 - 79.99% - 1 Mark</li><li>• 80.00 - 84.99% - 2 Marks</li><li>• 85.00 - 89.99% - 3 Marks</li><li>• 90.00 - 94.99% - 4 Marks</li><li>• 95.00 - 100% - 5 Marks</li></ul>	C2	Minimum of 75%	5

## EXTERNAL EVALUATION

### THEORY COURSE

There shall be a written semester examination at the end of each semester for all theory courses of duration of 3 hours with maximum 80 marks. A question paper may contain short answer type and long essay type questions. The question paper pattern is as follows.

SECTIONS	TYPE OF QUESTIONS	MARKS	NUMBER OF QUESTIONS TO BE ANSWERED
A	CONCEPTUAL	5	5 OUT OF 7
B	ANALYTICAL	10	3 OUT OF 4
C	PROBLEM SOLVING	15	1 OUT OF 1
TOTAL 70 MARKS			

## GRADING SYSTEM

**TABLE OF CONVERSION OF % MARKS TO GRADE POINT:**

<b>% Marks</b>	<b>Grade Point</b>
96-100	10
91-95	9.5
86-90	9.0
81-85	8.5
76-80	8.0
71-75	7.5
66-70	7.0
61-65	6.5
56-60	6.0
51-55	5.5
46-50	5.0
41-45	4.5
40	4

**FINAL RESULT/GRADE DESCRIPTION:**

<b>Semester/ Programme % of Marks</b>	<b>Semester GPA/ Programme/ CGPA</b>	<b>Grade Alpha Sign</b>	<b>Result/Class Description</b>
90.1-100	9.01-10.00	O	Outstanding
80.1-90.0	8.01-9.00	A+	First Class Exemplary
70.1-80.0	7.01-8.00	A	First Class Distinction
60.1-70.0	6.01-7.00	B+	First Class
55.1-60.0	5.51-6.00	B	High Second Class
50.1-55.0	5.01-5.50	C	Second Class
40.0-50.0	4.00-5.00	P	Pass Class
Below 40	Below 4.0	F	Re-Appeal

**DEPARTMENT OF MANAGEMENT**  
**COURSE MATRIX AS PER CBCS 2024**

**SEMESTER I**

<b>Paper Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Contact Hours</b>	<b>I.A.</b>	<b>U.E.</b>	<b>Total Marks</b>
24MBA11	Economics for Managers	4	60	30	70	100
24MBA12	Organizational Behaviour	4	60	30	70	100
24MBA13	Accounting for Managers	4	60	30	70	100
24MBA14	Statistics for Management	4	60	30	70	100
24MBA15	Marketing for Customer Value	4	60	30	70	100
24MBA16	Legal Aspects and Intellectual Property Rights	4	60	30	70	100
24MBA17	Managerial Skills-1	2	30	30	70	100
<b>Total</b>		<b>26</b>	<b>390</b>	<b>210</b>	<b>490</b>	<b>700</b>

**SEMESTER II**

<b>Paper Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Contact Hours</b>	<b>I.A</b>	<b>U. E</b>	<b>Total Marks</b>
24MBA21	Technology for Management	4	60	30	70	100
24MBA22	Management Research Methods	4	60	30	70	100
24MBA23	Entrepreneurship & Ethics	4	60	30	70	100
24MBA24	Human Capital Management	4	60	30	70	100
24MBA25	Financial Management	4	60	30	70	100
24MBA26	Quantitative Techniques and Operation Research	4	60	30	70	100
24MBA27	Managerial Skills-2	2	30	30	70	100
<b>Total</b>		<b>26</b>	<b>390</b>	<b>210</b>	<b>490</b>	<b>700</b>

**SEMESTER I****24MBA11 ECONOMICS FOR MANAGERS**

<b>Course Code:</b>	24MBA11	<b>Course Title</b>	<b>ECONOMICS FOR MANAGERS</b>
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>INTRODUCTION</b> <b>8 HOURS</b>  Introduction to Managerial Economics, Economic Systems, Principles of managerial economics, Integration with other managerial decision-making process, Tools and analysis for optimization, Role of Government and private sector, Competition Vs Cooperation. Relationship with other management subjects. Production Possibility Frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs Negative externalities		
II	<b>DEMAND AND SUPPLY ANALYSIS</b> <b>10 HOURS</b>  Definition of demand, Law of demand and its determinants and exceptions, elasticity of demand and supply, movement along the demand curve and shift in demand curve, Demand and supply relationship. Definition of supply, Law of supply, Movement along the supply curve and shift in supply curve. Relationship of Revenue and elasticity of demand, Methods of Demand forecasting and its use in demand. Interpretation of Quantitative and Qualitative demand techniques- model specification using regression and OLS.  <b>SUGGESTED ADDITIONS</b>  <b>Elasticity of Demand and Its Applications</b>  <b>Behavioral Economics and Consumer Decision-Making</b>		
III	<b>CONSUMER AND PRODUCER BEHAVIOR</b> <b>12 HOURS</b>  Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer's equilibrium using Indifference curve analysis and Consumer surplus, Application of Indifference curve analyses Market, Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale, ISO-Quants & ISO-Cost line, – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function, Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems). BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).  <b>SUGGESTED ADDITIONS</b> <b>How pandemic has shifted the consumer behaviour can be added.</b>		

IV	<p><b>MARKET STRUCTURE AND PRICING STRATEGIES</b> <b>12 HOURS</b></p> <p>Different Market structure, features, determination of price under perfect competition and equilibrium in the short run and the long run, Monopoly - features, Curve, Cartels, Price leadership., Game theory-types, static and dynamic games Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.</p>
V	<p><b>BUSINESS ENVIRONMENT AND ECONOMY PERFORMANCES 10 HOURS</b></p> <p>Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment, Macro-economic aggregates – circular flow of macroeconomic activity – National income determination– Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect.</p>
VI	<p><b>INDUSTRIAL POLICIES 8 HOURS</b></p> <p>Industrial Policies of India, New Industrial Policy 1991; Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Recent Policy framework</b></p>

<b>REFERENCE BOOKS:</b>	
1.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, (2019), Economics, 20 <sup>th</sup> ed, Tata McGraw Hill, New Delhi.
2.	Ritika Sinha : Managerial Economics, SBPD Publishing House
3.	Richard Lipsey and Alec Charystal, (2015), Economics, 13th edition,Oxford, University Press, New Delhi.
4.	H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, (2019), Managerial Economics, 8th Edition, Pearson Education
5.	Dominick, S., Siddhartha K. Rastogi (2018) Managerial Economics, Eighth Edition,
6.	Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). Managerial economics. John Wiley & Sons.

**COURSE OBJECTIVES:**

The Subject Accounting for Business typically aims to introduce students to the fundamentals of economics, integrate it with principles with practical business applications, focusing on how economics information is used in decision-Making within businesses.

COURSE OUTCOME	
COURSE CODE	COURSE DESCRIPTION
CO1	Understand the application of Economic Principles in Management decision making.
CO2	Learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
CO3	Understand, assess and forecast Demand.
CO4	Apply the concepts of production and cost for optimization of production.
CO5	Design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.

**TEACHING PEDOGOGY**

Classroom lecture, tutorials, Group discussion, Seminar, Case studies, fieldwork, Flipped class room

**SKILL DEVELOPMENT**

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
3. Preparing a Project proposal for a Business Venture.
4. Case study on Economic decision making, consumer behaviour, COVID Driven shift from super markets to app-based grocery, Market structure, Pricing strategy.
5. Guest Lectures on ESG, Top leader of Big Basket or Blink it, Pricing strategies.
6. Activites based on demand forecasting using tools like Tableau, Excel, Power BI
7. Exhibition on UN Defined 17 SDG'S.
8. Presentation on Why Product Launches fail, Atmanirbar Bharat (self-reliant India), Digital India 2.0, National Logistics Policy (NLP)2022, Green hydrogen mission, National Industrial Corridor Development Program.

## 24MBA12 ORGANISATIONAL BEHAVIOUR

<b>Course Code:</b>	24MBA12	<b>Course Title</b>	
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>NATURE AND PRINCIPLES OF MANAGEMENT 8 HOURS</b> Evolution of management, Indian contributions to Management practices roles and skills of managers, Foundations of OB, OB models, reasons and benefits of studying OB, OB is an Inter-disciplinary subject, challenges and opportunities of OB.		
II	<b>PERSONALITY 10 HOURS</b> Shaping of personality, types of personalities, determinants of personality, personality and work perception, process of perception and managing the perception process, perception influencing decision making and ethical issues in decision making from an individual and Organization perspective. Learning, explicit and implicit knowledge, principles of learning, learning process and theories of learning, Organizational reward system. Attitudes, changing and work-related attitudes, components and types of attitudes, values and Human dignity		
III	<b>MOTIVATION THEORIES 12 HOURS</b> Motivation across cultures, managerial issues and motivational challenges, Motivation in work settings, employee Involvement, Organizations are social system Stress management, work stress model, stress and performance Group and team dynamics, group development, group decision making, types of teams, team vs groups, team issues and effective teamwork. Leadership and management, Theories of leadership, leadership styles and their implications, power and politics, ethics of power and politics. <b>SUGGESTED ADDITIONS</b> <b>Work place politics management-Handling work place Politics</b>		

IV	<p><b>COMMUNICATION AND CONFLICT</b> <b>8 HOURS</b></p> <p>Organization communication, methods and tools used in communication, informal communications, changing views of conflict, the process of conflict, conflict resolution, effects of conflicts in organization, Transactional analysis, Johari window.</p>
V	<p><b>ORGANIZATIONAL STRUCTURE AND TYPES</b> <b>12 HOURS</b></p> <p>Organization structure, organizational design and organizations future Organizational culture creating and sustaining a positive culture, effects of culture, types of culture in the organization changing culture.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Agile and Hybrid Organizational Structures, Digital Transformation and Its Impact on Organizational Design</b></p>
VI	<p><b>ORGANIZATIONAL DEVELOPMENT</b> <b>10 HOURS</b></p> <p>Types of change, forces for change in organizations, resistance to change, Organizational development, human resource policies and methods of OD.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Organisational culture and behaviour after pandemic and its future.</b></p>

#### REFERENCE BOOKS:

1. Fred Luthans, "Organizational Behaviour", (2019)12th Edition, McGraw Hill International Edition
2. Stephen P. Robbins, "Organizational Behaviour, (2018) , 8<sup>th</sup> Edition, Prentice Hall
3. Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. Pearson UK.
4. Fred Luthans, "Organizational Behaviour", (2019)12th Edition, McGraw Hill International Edition.
5. Stephen P. Robbins, "Organizational Behaviour, (2018) , 8th Edition, Prentice Hall
6. Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. Pearson
7. Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House.

#### COURSE OBJECTIVES:

1. To understand the nature of organization and interaction between individuals and the organization.
2. To acquire the knowledge, skills and behaviors to work in different teams and situation to work in global environment

<b>COURSE OUTCOME</b>	
<b>CO CODE</b>	<b>COURSE DESCRIPTION</b>
<b>CO1</b>	Demonstrate understanding and application of Concepts and principles of Organizational behavior, perception and personality.
<b>CO2</b>	Improving practical experience in the field of Management and Organization
<b>CO3</b>	Develop skills and ability to work in groups to achieve organizational goals.
<b>CO4</b>	Develop a greater understanding about Behavioral aspects to analyze the concepts related to individual behavior, attitude, and personality.
<b>CO5</b>	Design motivational techniques for job design, employee involvement, incentives, rewards & recognition.

### **TEACHING PEDOGOGY**

Classroom lecture, tutorials, Group discussion, Seminar, Case studies, fieldwork, flipped class room.

### **SKILL DEVELOPMENT**

- Students will be divided into groups to identify, analyze, and develop a plan for resolving key problem that an organization is facing and to analyze and apply OB concepts in a real organization.
- Identifying any five job profiles and listing out the various types of abilities required for those jobs and also the personality traits required for the jobs.
- Based on learning concept of perception, conduct a role play in an organization to find out the impact of perceptual errors on perceptual interpretation.
- Develop few questions, interact with people in the organization to observe their personality and reaction
- Guest lecture by an Industry HR Leader on Organisational Behaviour
- Case study on Conflict Management at TKC Consulting by HBR
- Presentation on Maslow's theory, Herzberg's two-factor theory, Vrooms expectancy theory, Mc Cellands theory of needs, Goal setting theory, Organization structure and types, MBIT (16 Personalities), Ocean Model (Big five Personality Test), VIA (Values in action) Character strength survey, DISC-Personality model, OEJTS (Open Extended Jungian Type Scales)-Personality test.
- Survey report of each student on Compensation structure and its impact on employee morale-Mini Project
- Industrial visit (Visit a nearby Manufacturing factory).

## 24MBA13 ACCOUNTING FOR MANAGERS

<b>Course Code:</b>	24MBA13	<b>Course Title</b>	<b>ACCOUNTING FOR MANAGERS</b>
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>CONCEPTUAL BASIS FOR ACCOUNTING</b>		<b>10 HOURS</b>
	Introduction, Meaning and definition, understanding forms of Business Organizations, Framework and process of Accounting (Journalizing business transactions, posting into ledger accounts and preparation of Trial Balance), objectives and purpose of accounting information, uses of accounting information, Branches of Accounting, Basic terminology, Fraud and Ethical Issues in accounting.		
II	<b>ORIENTATION TO FINANCIAL STATEMENT</b>		<b>10 HOURS</b>
	Financial Statements of Companies: Income statement, Balance sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to accounts – Terms and Jargons in financial statements, accounting concepts and conventions. Orientation to Indian Accounting Standards.		
III	<b>ANALYZING AND INTERPRETING FINANCIAL STATEMENTS</b>		<b>12 HOURS</b>
	Objectives of financial statements analysis, sources of information, standards of comparison, Quality of earnings, window dressing, Beating window dressing, Presentation of Financial Statements for analysis and interpretation. Analyzing financial statements - Ratio Analysis, Du-Pont Model, Altman's Z score, Modified C Score, Piotroski's F Score; Trend Analysis, Comparative Statements, Common Size Statements; Reading Cash Flow Statement.		
IV	<b>ORIENTATION TO COST ACCOUNTING</b>		<b>8 HOURS</b>
	Meaning of Costs, Classification of Costs on the basis on elements, functions and behaviour. Cost ascertainment – preparation of Cost Sheet. <b>SUGGESTED ADDITIONS:</b> <b>Activity-Based Costing (ABC)</b>		
V	<b>MANAGERIAL DECISION-MAKING</b>		<b>12 HOURS</b>
	Cost Management – Techniques for controlling and reducing cost – Marginal Costing and CVP Analysis, Decision areas – Make or Buy, Profitable Product Mix and Addition of a New product line Budgetary Control – Preparation of Flexible budgets and reporting of variances.		

VI	<p><b>TRENDS AND DEVELOPMENTS IN ACCOUNTING</b> <b>8 HOURS</b></p> <p>Orientation to Accounting Packages. Cloud Accounting, Responsibility Accounting, Forensic Accounting, Human Resource Accounting, Corporate Social Reporting (Triple Bottom Line), Environmental Accounting.</p> <p><b>SUGGESTED ADDITIONS:</b></p> <p><b>Integrated Reporting (IR), Block chain in Accounting, AI in accounting</b></p>

#### REFERENCE BOOKS:

1. Narayanaswamy R (2019), Financial Accounting – A Managerial Perspective, Eight Edition, PHI Learning Pvt. Ltd. Publication.
2. Jain and Khan (2020), Management Accounting- Text, Problems and Cases, Sixth Edition, Tata McGraw Hill Publication.
3. S.N Maheswari & S.K Maheswari, (2018), Corporate Accounting, Sixth Edition, Vikas Publishing House Pvt. Limited.
4. Prasanna Chandra (2017), Finance Sense- Finance for Non- finance Executives, Sixth edition, Tata McGraw Hill Publication.
5. Anthony Robert and S Recce James (2019), Accounting Principle, Sixth Edition, A.I.T.B.S Publication

#### COURSE PRE-REQUISITES:

#### COURSE OBJECTIVES:

1. To introduce students to Accounting Process, Accounting Standards and modern accounting software and IFRS.
2. To orient the students about Financial Statements, its analysis and interpretation for decision making.
3. To provide skills for eliciting information and making decisions.
4. To give knowledge on the latest trends and developments in the field of accounting.

COURSE OUTCOME	
CO CODE	COURSE DESCRIPTION
CO1	Demonstrate theoretical knowledge and its application in real time accounting.
CO2	Capable of preparing financial statement of companies.
CO3	Independently undertake financial statement analysis and take decisions.
CO4	Comprehend emerging trends in accounting and computerization of accounting systems.
CO5	Create a financial statement and analyze its impact

## **TEACHING PEDOGOGY**

Classroom lecture, tutorials, Group discussion, Seminar, Case studies, fieldwork, Guest lecture, Group Presentations, Flipped class room.

## **SKILL DEVELOPMENT**

- Preparation of Financial Statements using quarterly / yearly transactions of a small business enterprise.
- Listing the contents of Annual Reports of at least 10 companies.
- Analyzing performance of a company based on its annual report, using DUPONT Model, Altman's Z-Score and Piotroski's F Score.
- Eliciting information from annual report and presenting it for facilitating decision making Hands-on practice on any accounting software.
- Case study on Real-life accounting fraud cases, Cost Accounting, Make or buy decision, Triple Bottom Line.
- Group Presentations on Ultratech Cement, Adani Ports and SEZ, Orient Green, Tata Power, All cargo Logistics.
- Group Presentations of Liquidity ratios (Hindustan Unilever), Profitability Ratios (FedEx), Leverages, Solvency ratios (Infosys), Efficiency Ratios (Indigo), Market Valuation Ratios (Zomato), Coverage Ratios (Airtel)

## 24MBA14 STATISTICS FOR MANAGEMENT

<b>Course Code:</b>	24MBA14	<b>Course Title</b>	STATISTICS FOR MANAGEMENT
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>INTRODUCTION TO STATISTICS</b>		<b>10 HOURS</b>
	<p>Statistical Data: Primary and Secondary data – Sources of Data – Classification of data</p> <p>- Frequency Distribution – Diagrammatic and Graphic Representation of Data – Graphs</p> <p>– Advantages and Limitations of Diagrams and Graphs - Tabulation: Types of Tables- Construction of one way and two-way tables. Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Introduction to panel data analysis</b></p>		
II	<b>CORRELATION &amp; TIME SERIES</b>		<b>12 HOURS</b>
	<p>Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation. Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines of Regression, and properties of Regression coefficients. Time series analysis: Concept, Additive and Multiplicative models, Components of time series. Trend analysis: Least Square method, Linear and Non- Linear equations, Exponential shooting method, Applications in business decision- making. Index Numbers: Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods</p>		
III	<b>PROBABILITY AND PROBABILITY DISTRIBUTION</b>		<b>10 HOUR</b>
	<p>Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions</p>		

IV	<p><b>SAMPLING DISTRIBUTION AND ESTIMATION</b> <b>8 HOURS</b></p> <p>Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.</p> <p><b>SUGGESTED ADDITIONS:</b></p> <p><b>Central Limit Theorem (CLT) and Its Applications, Bias and Variability in Estimation, Introduction to Random data analysis.</b></p>
V	<p><b>TESTING OF HYPOTHESIS</b> <b>12 HOURS</b></p> <p>Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F- test for two sample standard deviations. ANOVA one and two way – Design of experiments. Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit, Rank sum test, Kolmogorov-Smirnov, Mann – Whitney U test and Kruskal Wallis test</p>
VI	<p><b>DECISION THEORY</b> <b>8 HOURS</b></p> <p>Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty. Decision Tree – Concept – Construction of Decision Tree and Analysis.</p>

#### REFERENCE BOOKS:

1. P. N. Arora, S. A. (2018), Comprehensive Statistical Methods, S. Chand Publishers, 7th Edition, New Delhi.
2. Richard I. Levin, D. S. (2020), Statistics For Management (Seventh Edition ed.), Pearson Publi, 9<sup>th</sup> Edition, New Delhi Sharma, J. (2014), Business Statistics (4th Edition ed.), Vikas Publishing House Pvt Limited, New Delhi, India.
3. T N Srivastava, S. R. (2018), Statistics For Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, India
4. SC Gupta, Fundamentals of Statistics, Himalaya Publications. 2019, latest Edition
5. N.D. Vohra, Business Statistics, Tata McGraw Hill, 2018, latest Edition
6. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 12<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2019.
8. Sharma, J. (2014), Business Statistics (4th Edition ed.), Vikas Publishing House Pvt Limited, New Delhi, India

## **COURSE OBJECTIVES**

The course is designed to introduce students to the basic Quantitative skills you will need to understand, analyse, and solve mathematical problems encountered in business and finance, and in investment decision making.

<b>COURSE OUTCOME</b>	
<b>COURSE CODE</b>	<b>COURSE DESCRIPTION</b>
CO1	Develop critical thinking skills to analyze and interpret problems involving ratios and proportions, and to choose appropriate strategies for solving them.
CO2	Recognize and apply equations in practical situations beyond the classroom, connecting theoretical concepts to everyday scenarios and other academic disciplines.
CO3	Students will demonstrate an understanding of fundamental concepts in set theory, including sets, elements, subsets, universal sets, and set operations.
CO4	Develop logical reasoning skills through the study of permutations and combinations, including understanding implications and proofs involving these concepts.
CO5	Calculate returns on investments, understand the time value of money, and apply arithmetic principles to assess investment opportunities.

## **TEACHING PEDOGOGY**

Classroom lecture, tutorials, Group discussion, Seminar, Case studies,fieldwork etc.,

## **SKILL DEVELOPMENT**

1. Collect primary data by constructing a questionnaire
2. Analyze the trend on sales of an automobile industry for past 10 years.
3. Assess the degree of relationship between Income and savings of your parentsfor past 6months.
4. Form a Hypothesis and test for its significance Case studies on Decision Tree.
5. Case study on Progressive Corporation (HBR:797109-PDF-ENG

## 24MBA15 MARKETING FOR CUSTOMERS

<b>Course Code:</b>	24MBA15	<b>Course Title</b>	<b>MARKETING FOR CUSTOMERS</b>
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>INTRODUCTION TO MARKETING</b>		<b>12 HOURS</b>
	Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions. concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning.		
II	<b>PRODUCT DECISIONS</b>		<b>8 HOURS</b>
	Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.		
III	<b>DISTRIBUTION CHANNELS</b>		<b>8 HOURS</b>
	Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.		
	<b>SUGGESTED ADDITIONS</b>		
	<b>Applications of Digital Channels, Internal channels and e-channels.</b>		
IV	<b>PROMOTION DECISIONS</b>		<b>12 HOURS</b>
	Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.		
V	<b>MARKETING RESEARCH</b>		<b>8 HOURS</b>
	Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations,		
	<b>SUGGESTED ADDITIONS</b>		
	<b>Customer Relationship Management (CRM), Key Performance Indicators (KPIs) and Performance Metrics</b>		

VI	<p><b>ISSUES AND DEVELOPMENTS IN MARKETING</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Sustainable Marketing, Digital Transformation in Marketing.</b></p>
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#### REFERENCE BOOKS:

1. P. N. Arora, S. A. (2018), Comprehensive Statistical Methods, S. Chand Publishers, 7th Edition, New Delhi.
2. Richard I. Levin, D. S. (2020), Statistics For Management (Seventh Edition ed.), Pearson Publishing, 9<sup>th</sup> Edition, New Delhi Sharma, J. (2014), Business Statistics (4th Edition ed.), Vikas Publishing House Pvt Limited, New Delhi, India.
3. T N Srivastava, S. R. (2018), Statistics For Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, India
4. SC Gupta, Fundamentals of Statistics, Himalaya Publications.2019, latest Edition
5. N.D. Vohra, Business Statistics, Tata McGraw Hill, 2018, latest Edition
6. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 12th edition, Thomson (South – Western) Asia, Singapore, 2019.

#### COURSE OBJECTIVES

1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates.
2. To analyze the motives influencing buying behavior & describe major bases for segment marketing, target marketing, and market positioning.
3. Identify a Conceptual framework, covering basic elements of the marketing mix.
4. To understand fundamental premise underlying market driven strategies.  
Giving them hands on practical approach to subject study.

<b>COURSE OUTCOME</b>	
<b>COURSE CODE</b>	<b>COURSE DESCRIPTION</b>
CO1	Develop an ability to assess the impact of the environment on marketing function.
CO2	To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
CO3	Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
CO4	Identifying marketing channels and the concept of product distribution.
CO5	Identifying techniques of sales promotion, significance of marketing research.

## **TEACHING PEDOGOGY**

Case study, Experiential learning, Survey on Marketing strategy of various products, Poster making for marketing the product.

## **SKILL DEVELOPMENT**

1. Collect primary data by constructing a questionnaire
2. Analyze the trend on sales of an automobile industry for past 10 years.
3. Assess the degree of relationship between Income and Purchasing capacity of the customer for varied products.
4. Different strategies used to market the product.
5. Case study on B2C market segmentation/positioning, online distribution channel strategies, traditional channel strategies, advertising effectiveness, Digital Marketing.
6. Group Presentations on: Failed Product launches, product lifecycle analysis, Product Management, Pricing Decisions, shops on branding and packaging activities- Product mix and line analysis of global companies, branding and packaging workshop and product life cycle management project for a tech product.

**24MBA16 LEGAL ASPECTS AND INTELLECTUAL PROPERTY RIGHTS**

<b>Course Code:</b>	24MBA16	<b>Course Title</b>	<b>LEGAL ASPECTS AND INTELLECTUAL PROPERTY RIGHTS</b>
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
<b>I</b>	<b>INTRODUCTION TO LABOUR CODES, CODE ON WAGES, OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS CODE. 10 HOURS</b> Introduction to labor codes, Importance and Evolution of labor codes, comparison of new labor codes and old labor related acts. Code on Wages, 2019; Definitions, Minimum Wages, Payments of Wages, Payment of Bonus, Central and state Advisory board, payment of dues claims and audits, offenses, and penalties, miscellaneous. Occupational Safety, Health and working Conditions Code, 2020-preliminary definitions, Registration of establishments, duties of employer and employees, occupational safety and health, health safety and working conditions, hours of work and annual leave with wages, maintenance of registers, records and returns, special provisions relating to employment of women, contract labor and interstate migrant workers, offenses and penalties, social security fund, miscellaneous.		
<b>II</b>	<b>SOCIAL SECURITY CODE AND INDUSTRIAL RELATIONS CODE 10 HOURS</b> The Code on Social Security, 2020, preliminary definitions, social security organizations, employees provident fund, employee state insurance corporation, gratuity, maternity benefits, employees' compensation, social security and cess, social security for unorganized, gig and platform workers, offenses and penalties, employment information and monitoring, miscellaneous. Industrial Relations Code, 2020, preliminary definitions, bipartite forums, trade unions, standing orders, notices of change, voluntary reference of disputes to arbitration, mechanism for resolution of industrial disputes, strikes and lockouts, layoff, retrenchment and closure-special provisions, unfair labor practices, offenses and penalties and miscellaneous		
<b>III</b>	<b>INFORMATION TECHNOLOGY ACT, 2000 8 HOURS</b> IT Act 2000, preliminary definitions, Amendments, digital signature, electronic governance, attribution, acknowledgement and dispatch of electronic records, secure electronic records and digital signature, regulations of certifying authority, duties of subscribers, penalties and adjudication, cyber regulations appellate (tribunal), offenses and miscellaneous.		

IV	<p><b>INTRODUCTION TO IPR</b> <b>8 HOURS</b></p> <p>IPRs – Invention and Creativity, Intellectual Property, Importance and Protection of Intellectual Property Rights (IPRs), A brief summary of patents. Copyrights, Trademarks, Industrial designs, Integrated circuits, Geographical Indications, Establishment of WIPO, Applications and procedures of WIPO.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Trade secrets, IPR and Emerging Technologies (AI and Block chain)</b></p>
V	<p><b>LAW OF COPYRIGHTS AND DESIGNS</b> <b>10 HOURS</b></p> <p>Introduction to Copyright Law, International Conventions relating to Copyright Law, Core Principles: Idea-Expression Dichotomy, Originality and Fixation Under Copyright Law, Original Literary, Dramatic, Musical and Artistic works, Sound Recording and Cinematograph Films, Authorship, Ownership, Transfer of Rights and Registration of Copyright, Rights of Copyright Owner under Copyright Law, Infringement of Copyright, Fair Use-Fair Dealing &amp; Secondary Liability, limitations on the Right of the Copyright Owner Fair Use-Fair Dealing as a Defense under Copyright Law.</p>
VI	<p><b>LAW OF PATENTS AND PROCEDURES</b> <b>10 HOURS</b></p> <p>Patent System: An Overview, Patentability, Patent/Prior Art Search, drafting a Patent Specification, Patent Procedure in India, Patent Cooperation Treaty, Patent Infringement, Freedom to Operate, Defenses For Infringement Action &amp; Remedies; Prosecution History Estoppel- Defenses, Experiment, Research Or Education, Government Use, Patent Exhaustion, Patent Misuse, Inequitable Conduct, Remedies - Relevant Cases.</p>

#### REFERENCE BOOKS:

1. New Labour and Industrial Laws, (2020), October 2020<sup>th</sup> Edition, Taxmann Publication Pvt. Ltd.
2. Intellectual property law, Revised and updated, Eastern Law House; 3rd edition (1 December 2020). Egazette. nic. in
3. Fundamentals of Intellectual Property, Kalyan C. Kankanala, (2017), 3rd Edition, Asia Law House.
4. Subbaram N R, Handbook on Intellectual Property Law and Practice, S Vishwanathan, (1998), Printers and Publishing Private Limited.
5. Susan K Sell, Private Power, Public Law: The Globalization of Intellectual Property Rights, Cambridge University Press, 2003

## **COURSE OBJECTIVES**

1. To find out the key components of intellectual property and their use in business.
2. To compare and contrast the different forms of intellectual property from the perspective of nature and subject matter of legal protection.
3. To identify the real-life examples of application of different intellectual property in businesses.
4. To analyze the legal disputes involving companies in relation to intellectual property.
5. To explain the integration of intellectual property with businesses with examples.
6. To develop an ability to apply for the acquisition of different types of intellectual property.

<b>COURSE OUTCOME</b>	
<b>COURSE CODE</b>	<b>COURSE DESCRIPTION</b>
CO1	Find out the key components of intellectual property and their use in business.
CO2	Compare and contrast the different forms of intellectual property from the perspective of nature and subject matter of legal protection.
CO3	Identify the real-life examples of application of different intellectual property in businesses and analyze the legal disputes involving companies in relation to intellectual property.
CO4	Explain the integration of intellectual property with businesses with examples
CO5	Develop an ability to apply for the acquisition of different types of intellectual property

## **TEACHING PEDOGOGY**

Case study, Experiential learning, Guest Lecture

## **SKILL DEVELOPMENT**

1. Group discussion on Intended Patented products.
2. Steps to apply for copy rights on text books.
3. Logo competitions.
4. Idea generation for unique product and the legal rights.
5. Group Presentation on Overview of Labour codes and Key changes, Wage structure and Code on Wages, 2019.
6. Occupational safety, Health and Working Conditions Code, 2020.
7. Employee Benefits and Social Security Provisions, Legal Compliance and Penalties Under Labour Codes.
8. Legal compliance and Penalties Under Labour codes.
9. Patents, Trademarks, copy rights, trade secrets, Geographical Indications WIPO.
10. Case study on copyright infringement and fair usage.
11. Individual Project report on Indian Patent.

## 24MBA17 MANAGERIAL SKILLS-1

<b>Course Code:</b>	24MBA17	<b>Course Title</b>	MANAGERIAL SKILLS-I
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>30 HOURS</b>
<b>Credit</b>	2	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>INTRODUCTION TO ESSENTIAL SKILLS FOR MANAGERS</b>		<b>5 HOURS</b>
	Definition, Importance of Managerial Skills, Essential Skills - Problem solving, Critical thinking, Creativity, Leadership, Collaboration and Communication, Interpersonal Skills; Forward planning- Strategic thinking, Motivation; Empathy, Value and Culture.		
II	<b>COMMUNICATION SKILLS</b>		<b>6 HOURS</b>
	Fundamentals, Types - horizontal, vertical, oral, written, email etiquettes; Virtual meetings; Delegation, assigning tasks, Building Communication matrix, Report writing, Journaling, Feedback, Difficult conversations.		
	<b>SUGGESTED ADDITIONS</b>		
	<b>Emotional intelligence in communication, cross cultural communication.</b>		
III	<b>MOTIVATION SKILLS</b>		<b>5 HOURS</b>
	Meaning, Hierarchy of Motivation; Power and Purpose, 8 skills of Motivation, Situational motivation, and stimulus control, Solving Behavioral problems; Motivating teams; keys to Intrinsic motivation, Motivation and Organizational Cycles.		
	<b>SUGGESTED ADDITIONS</b>		
	<b>Self Determination Theory</b>		
IV	<b>TEAM FORMATION SKILLS</b>		<b>4 HOURS</b>
	Teams- meaning, types; team structure, Stages of Team Development; Writing a Team Charter; Roles and Responsibilities on a Team; Leading Teams; Gain Consensus, Team facilitation.		
V	<b>LISTENING SKILLS</b>		<b>5 HOURS</b>
	Importance and need, types of listening active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, features of a good Listener; Acknowledgment and use of Silence; Body Language, Feedback.		
VI	<b>INTERPERSONAL SKILLS FOR MANAGERS</b>		<b>5 HOURS</b>
	Forms - building trust, emotional intelligence, empathy, vulnerability, and listening skills; Negotiation skills - persuading or influencing others, Differing in ideas; Relationship Management; Receptiveness to Feedback, Self Confidence.		

**REFERENCE BOOKS:**

1. Stephen R Covey, (2018), The 7 Habits of Highly Effective People, 12<sup>th</sup> Edition, Simon & Schuster.
2. Nierenberg, Calero and Grayson, (2018), The New Art of Negotiating, Rupa Publishers.
3. Nierenberg Bovee, Till and Schatzman, (2003), Business Communication today, 7<sup>th</sup> Edition, Pearson.
4. Zenger, Hougaard, Carter, Bregman, (2019), Mindful Listening, HBR Emotional Intelligence Series.
5. Scot Ober, (2007), Contemporary Business Communication, 7<sup>th</sup> Edition, Houghton Mifflin.
6. Richard Banks, (2021), The Art of Active Listening, Next Level International
7. Chaturvedi P. D, & Mukesh Chaturvedi, (2011) Business Communication: Concepts, Cases and Applications —2/e, Pearson Education

**COURSE PRE-REQUISITE****COURSE OBJECTIVES**

1. To learn the basic skills of managing people, leading teams and improving work processes.
2. To enable the students to become aware of their communication skills and sensitize them about the importance and barriers to communication and to make them aware of gateways so as to enhance their potential to become successful managers.
3. To enable learners to draft reports, resumes, emails and business letters effectively.
4. To prepare students to develop the art of negotiation with emphasis on empathetic listening and decision making.
5. To train students towards Inter-Personal Skills – working in teams and conflict management skills.

<b>COURSE OUTCOME</b>	
<b>COURSE CODE</b>	<b>COURSE DESCRIPTION</b>
<b>CO1</b>	Describe and understand the elements of managerial skills.
<b>CO2</b>	Communicate better across teams and clients.
<b>CO3</b>	Demonstrate empathy in negotiations with assertiveness.
<b>CO4</b>	Apply creative thinking to reach a beneficial outcome.
<b>CO5</b>	Know their strengths and build on the essential Managerial Skills.

### **TEACHING PEDOGOGY**

Case study, Experiential learning, Guest Lecture, Group Discussion, Flipped Class room

### **SKILL DEVELOPMENT**

- Design a Self-Assessment Test for understanding essential skills.
- Role Play to initiate meaningful communication.
- Role play through any given situation to motivate Teams.
- Writing a Team Charter.
- Arrange a virtual meeting and test the negotiation skills
- Management Training on Leadership and Team management
- Case study on Motivation and its role
- Case study on Conflict Resolution and Relationship Management

**SEMESTER-II****24MBA21 TECHNOLOGY FOR MANAGEMENT**

<b>Course Code</b>	24MBA21	<b>Course Title</b>	TECHNOLOGY FOR MANAGEMENT
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>Total:60 Hours</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
<b>I</b>	<b>INTRODUCTION TO INFORMATION SYSTEMS 12 HOURS</b> Information System: Concept of Data and Information, Meaning and Role of Information Systems, Elements and types of a System, Conversion/Installation modes of Information System, Strategic Information System. Classification of Information Systems: Management Information System (MIS), Transaction Processing Systems(TPS), Decision Support System(DSS), Knowledge Management System (KMS), Operations Support System (OSS), Management Support System(MSS), Process Control System(PCS), Enterprise Collaboration System(ECS), Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control Systems, Virtual Reality, Expert Systems (ES), Executive Information Systems (EIS)		
<b>II</b>	<b>MANAGEMENT INFORMATION SYSTEM 10 HOURS</b> Management Information System (MIS): Definition and characteristics of MIS, Components of MIS, Function and Role of MIS, Process of MIS Implementation, Applications of MIS, System view of Business, Development of MIS within the organization, System approach in Planning, Organizing and Controlling MIS, Reasons for the failure of MIS. Database Management Systems (DBMS): Overview; Components, Objectives of DBMS, Functions performed by DBMS, Recent trends in DBMS, The Concept of RDBMS; <b>SUGGESTED ADDITIONS</b> <b>ERP Systems and Integration with MIS</b>		
<b>III</b>	<b>INFORMATION SYSTEMS ANALYSIS AND DESIGN 2 HOURS</b> Applications of Information System: Information System for Strategic Advantage, Strategic role for information system, Breaking business barriers and Improving business qualities, Business process reengineering. Information system analysis and design: Information SDLC, Stages in System Analysis – Structured SAD and tools like DFD (Data Flow Diagram), Context Diagram Decision Table, System Development models: Water Flow, Prototype, Spiral; Hardware and Software acquisition, system		

	testing, documentation and its tools, conversion methods. Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP, Introduction to Data Warehousing, Data Mining and its Applications
IV	<p><b>E-COMMERCE AND ITS APPLICATIONS</b> <b>10 HOURS</b></p> <p>Technology Adoption, Diffusion, and Absorption: New Technologies, Automation decisions, Technology Adoption, Perspectives of innovation diffusion process, Technology absorption – Role, benefits; Issues Involved in the Management of Technology and Government Initiatives E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages &amp; disadvantages of E-commerce, Buying &amp; Selling on Internet, Challenges in Implementing Electronic Commerce, Electronic Payment System, Electronic Commerce and banking, E- Security in cyberspace payment</p>
V	<p><b>ETHICS IN IT</b> <b>4 HOURS</b></p> <p>Security and Ethical challenges of IT: Ethical Responsibility- Business Ethics, Technology Ethics; Ethical responsibilities of Business Professionals, environmental impact analysis, Cyber Crime and Privacy Issues – Hacking, cyber theft, unauthorized use at work, Software and Intellectual property, Issues on internet privacy.</p> <p>Ethical issues pertaining to Technology: Cloud and mobile computing, Internet of Things, M-Commerce, IT influence on the changing business environment, Health and Social Issues, Ergonomics and Cyber terrorism</p>
VI	<p><b>INTRODUCTION TO APPLICATION SOFTWARE</b> <b>12 HOURS</b></p> <p>Basics of MS-Word, MS-Excel and MS-Power point; Application of these software's for documentation and making reports; Preparation of questionnaires, Presentations, Tables and reports (Practical). Basic ways of connecting to the internet, Internet Protocol, IP Address, Working with Google Services: Docs, Spreadsheet, presenter, sites etc;</p> <p>Introduction to Oracle or MySQL, MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.</p> <p><b>SUGGESTED ADDITIONS</b> Collaboration tools and version control, Digital Transformation, Python or R language, Business Values</p>

**REFERENCE BOOKS:**

1. Rohtagi P K, Rohtagi K and Bowonder B, (2018), Introduction to Technological Forecasting, Tata McGraw Hill, New Delhi, Single Edition.
2. Ramesh, B. (2018), Computer Fundamentals and Information Technology. New Delhi: Laxmi Publication Pvt. Ltd, Single Edition.
3. David Cyganski, John A. Orr , Richard F. Vaz (2000) Information Technology: Inside and outside. New Delhi: Prentice Hall, Single Edition.
4. Leon, A. (2019). Fundamentals of Information Technology. New Delhi: Vikas Publishing, Second Edition.
5. Goel, R & Kakkar, D.N. Computer Applications in Management. New Delhi: New Age International, Third Edition.
6. Laudon, K. & Laudon J. (2014). MIS: Managing the Digital Firm. New Delhi: Pearson Education. Sixteen Edition.
7. James, O. B. (2015). Introduction to Information Systems. New Delhi: Tata McGraw Hill, Thirteen Edition.

**COURSE OBJECTIVES:**

1. To evaluate the role of technology in achieving competitive business advantage through strategic decision making.
2. To help students in developing the ability to develop, deploy and manage technology in terms of creating firm's value creation.
3. To elevate student's consciousness about the ethical responsibilities while dealing with the information and technology.

**COURSE OUTCOME**

<b>COURSE NUMBER</b>	<b>COURSE DESCRIPTION</b>
CO1	Analyze the role of technology in gaining a strategic perspective on business decision making.
CO2	Gain the skills required in deploying, developing and managing the applicable firm's technological importance.
CO3	Understand and behave ethically while dealing with information and technology.
CO4	To analyze and implement the ethical responsibility while dealing with the information technology.
CO5	To understand and create the new technology environment for competitive business.

## **TEACHING PEDOGOGY**

Introduction to Ind AS Concepts and Case-Based Learning, Hands-on Exercises, Simulations, Workshops on various latest technology invented, Case studies.

## **SKILL DEVELOPMENT**

1. Students should study the adoption of technology by various business entities
2. Students should simulate a business environment, access its technological needs and create
3. Hypothetical technological framework for its strategic building Case Study to observe the empathetic behavior skills, Information System Analysis and Design, Technology Adoption and E-Commerce businesses. Ethical Dilemmas in IT. Role of Information Technology in Business.
4. Group Presentation:  
Hierarchical DBMS, Network DBMS, Relational DBMS, Object-Oriented DBMS, No SQL DBMS, In-Memory Database (SAP HANA)

## 24MBA22 MANAGEMENT RESEARCH METHODS

<b>Course Code:</b>	24MBA22	<b>Course Title</b>	MANAGEMENT RESEARCH METHODS	
<b>Course Type</b>	DSC	<b>Contact Hours</b>	<b>4 Hours per Week</b>	<b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT	
<b>Syllabus</b>				
<b>I</b>	<b>BUSINESSRESEARCH</b>			<b>8 HOURS</b>
	Meaning, Objectives, purpose, types, scope and significance of research in business and industry. Criteria for Good research, Ethics in research. Research Process – Steps in research, identification and formulation of research problem, extensive literature review, Research gap, statement of the problem, need for the study, Variables- meaning and types. Theoretical framework, research questions. Deductive and inductive logic.			
<b>II</b>	<b>FORMULATION OF RESEARCH PROBLEMAND HYPOTHESIS</b>			<b>10 HOURS</b>
	Identifying and formulating research problem, Diagnosis of symptoms and problem. Setting research objectives. Doing review of literature – purpose, methods. Hypothesis– Meaning, Purpose, Sources, characteristics of hypotheses, types of hypotheses, Formulation of hypothesis.			
<b>III</b>	<b>MEASUREMENT AND DATA COLLECTION CONCEPTS</b>			<b>12 HOURS</b>
	Sample design, steps in sampling process, sampling methods – probability Sampling and non- probability sampling, sampling error, Criteria for good sample, determining sample size (infinite and finite). Measurement – Types of Scales, Scaling techniques. Meaning of 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.			
	Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert’s Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs.			

IV	<p><b>DATA ANALYSIS</b> <b>12 HOURS</b></p> <p>Data processing – Editing, coding, tabulation, normality and stationary test, pictorial and graphical presentation of Data, Parametric and non-parametric hypothesis testing, hypothesis testing using statistical tools such as descriptive statistics, Chi-square, t-test, ANOVA, Correlation and Regression.</p>
V	<p><b>REPORT WRITING AND PRESENTATION OF RESULTS</b> <b>8HOURS</b></p> <p>Classification and tabulation, Research presentation, Types of report - Research proposal, research report. Format of a report- Layout, Precautions. Citation and referencing.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Plagerism awareness and ethical consideration in report writing.</b></p>
VI	<p><b>INTRODUCTION AND APPLICATION TO BUSINESS ANALYTICS</b> <b>10 HOURS</b></p> <p>Data – Information – Intelligence – Knowledge Approach, Types of Analytics, Types of Digital Data, Sources of Data, Importance of Data Quality, Looking at Data from many perspectives, Evolution of Business Analytics, Business Analytics Process, Business Analytics Architecture and Framework. Analytics in Business Support Functions, Analytics in Industries – Sports Analytics, Social Media Analytics, Social Networking Analytics, Recommendation Systems.</p>

#### REFERENCE BOOKS:

1. William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin. (2019). Business Research Methods., Delhi: Cengage Learning India Pvt. Ltd, EightEdition
2. Kothari, C. R. (2019). Research Methodology Methods & Techniques. New Delhi: Vishwa Prakashan, Fourth Edition
3. Naresh K. Malhotra and Satyabhusan Das (2019). Marketing Research : An Applied

#### COURSE OBJECTIVES:

1. To understand the concepts, tools and terminologies used in research world.
2. To identify the methods best suited for investigating different types of problems and questions.
3. To construct research questions that are based on and build upon a critical appraisal of existing research.

4. To develop a research design and analysis the results to provide suggestions based on research findings.
5. To apply Data visualization for exploratory analysis and communicate effectively to diverse audience.

COURSE OUTCOME	
COURSE CODE	COURSE DESCRIPTION
CO1	Demonstrate ability to understand different research terminologies.
CO2	Identify research problems and questions.
CO3	Develop methodology for research problems.
CO4	Analyse data required for business decision-making.
CO5	Propose suggestions based on the findings from the research Apply Data visualization for exploratory analysis and communicate effectively to diverse audience.

### TEACHING PEDAGOGY

Exploring Research Concepts through Case Studies and Real-World Examples, Interactive Discussions on various problems and finding the problem statement, analyzing various articles and finding out the gap, Workshops on various research tools and techniques and making analysis. Group Projects.

### SKILL DEVELOPMENT

1. To identify research problem and collect relevant literatures for data analysis.
2. To write the research design by using exploratory and descriptive research methods.
3. To conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis and submit a small report.
4. To demonstrate Report writing and Presentation method skills.
5. To demonstrate the data using analytical tools

## 24MBA23 ENTREPRENEURSHIP AND ETHICS

<b>Course Code:</b>	24MBA23	<b>Course Title</b>	<b>ENTREPRENEURSHIP AND ETHICS</b>
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>INTRODUCTION TO ENTREPRENEURSHIP 8HOURS</b> Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Competency requirement for entrepreneurs - Awareness of self-competency and its development.		
II	<b>OPPORTUNITY ASSESSMENT AND ENTREPRENEURIAL FINANCE 10 HOURS</b> Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, why new ventures fail, Sources of Finance for New Venture. Institutional support for Enterprises-Central & State Government Policy regarding Small and Medium Scale Enterprises in India.		
III	<b>FEASIBILITY ANALYSIS AND BUSINESS PLAN 12 HOURS</b> Feasibility analysis of Industry, Market, Product or service and Finance; Business plan Meaning, Significance, contents, formulation and presentation of Business Plan, preparing a model project report for starting a new venture, Final project report with feasibility study Common errors in Business Plan formulation. <b>SUGGESTED ADDITIONS</b> <b>Sustainability and Environmental Impact Assessment, ESD cell, Entrepreneurship cell, Business Model</b>		
IV	<b>LEGAL FORMS OF ENTREPRENEURIAL ORGANIZATIONS 10HOURS</b> Identifying legal structures, Selection of an appropriate legal structure, Sole Proprietorship's, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks		

VI	<p><b>CORPORATE ETHICS</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>Meaning and Need for business ethics, Arguments for and against Business ethics, Business Ethics in an Evolving Environment, Entrepreneurship and Start-Up Culture, ethical issues in start –up, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions Frame work for ethical decision making, Why Ethics Still Matter, Becoming an Ethical Professional , Making a Difference in the Business World, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.</p>
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#### REFERENCE BOOKS:

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, & Sabyasachi Sinha (2020), 'Entrepreneurship '. McGraw – Hill, Eleventh Edition
3. Laura Hartman & Abha Chatterjee (2017), Perspectives in Business Ethics, McGraw Hill, Third Edition
4. Vasant Desai , The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House. Single Edition

#### COURSE OBJECTIVES:

1. The objective of the course is to understand the students with the entrepreneurship concepts, develop entrepreneurial talents and generate innovative business ideas in emerging industrial scenario and to understand the ways of starting a company of their own and also to create a conscious effort to treat people and companies with respect and establish a positive working environment.
2. To motivate the students on entrepreneurial opportunities and to run a business efficiently by various sources of financial supporting institutions for young entrepreneurs

#### COURSE OUTCOME

COURSE CODE	COURSE DESCRIPTION
C01	Develop critical thinking skills to analyse and interpret problems involving Ratios and proportions, and to choose appropriate strategies for solving them.
C02	Recognize and apply equations in practical situations beyond the classroom, connecting theoretical concepts to everyday scenarios and other academic disciplines.
C03	Students will demonstrate an understanding of fundamental concepts in set theory, including sets, elements, subsets, universal sets, and set operations
C04	Develop logical reasoning skills through the study of permutations and combinations, including understanding implications and proofs involving these concepts.
C05	Calculate returns on investments, understand the time value of money, and apply arithmetic principles to assess investment opportunities.

## **TEACHING PEDAGOGY**

Exploring Entrepreneurship Concepts through Case Studies and Real-World Examples, Interactive Discussions on Business Evolution, Workshops on Entrepreneurship Conference, Analyzing Business Plan,

## **SKILL DEVELOPMENT**

1. Students to identify their own innovative business ideas
2. Prepare a business plan and how to give a presentation of business plan for financial institutions and banks
3. Discuss with bankers / financial institutions to find out what they look for in a business plan - modify accordingly and present it in the class.
4. Visiting Incubation labs
5. Identify the social problems and business ideas to solve the problems faced by society and to know the impact of social entrepreneurs on society.
6. Create an awareness for entrepreneurs about ethics and CSR
7. Case study on Ethical Leadership.
8. Group Projects on Business Plan

## 24MBA24 HUMAN CAPITAL MANAGEMENT

<b>Course Code:</b>	24MBA24	<b>Course Title</b>	<b>HUMAN CAPITAL MANAGEMENT</b>
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>INTRODUCTION TO HRM</b>		<b>8 HOURS</b>
	Human Resource Philosophy – Changing environments of HRM – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers-Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.		
II	<b>HUMAN CAPITAL PLANNING AND EMPLOYEE HIRING</b>		<b>12 HOURS</b>
	Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection.		
III	<b>HR DEVELOPMENT</b>		<b>10 HOURS</b>
	Orientation & Training: Orienting the employees, Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices		
IV	<b>PERFORMANCE APPRAISAL</b>		<b>10 HOURS</b>
	Methods - Problem and solutions - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions, demotion, transfers and separation.		
	<b>SUGGESTED ADDITIONS</b>		
	<b>360-Degree Feedback in Performance Appraisal, Employee Development and Succession Planning</b>		
V	<b>INDUSTRY RELATIONS</b>		<b>12 HOURS</b>
	Employer, Employee, Rights of an Employee at Work Place. HR Policy- Meaning and Its Importance. Legal Issues Related to HR in the Organization. Compensation Act, 1923- The Workmen's Compensation Act, 1923- Introduction, Main Features of the Act, Definitions, Provisions Under the Act		

VI	<b>STRATEGIC HRM</b> Introduction, characteristics and scope of SHRM, SHRM Vs HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance.	<b>8 HOURS</b>
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<b>REFERENCE BOOKS:</b>	
1. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning, Indian Edition, (2019) Latest edition. 2. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford Higher Education, 2013, Single Edition 3. K. Aswathappa, Human Resource Management, McGraw Hill Education Seventh Edition. 4. K. R. Bulchandani, Business Laws for management, Latest Edition, Himalaya Publishing House, Bombay, (2020), Eight Edition.	
<b>COURSE OBJECTIVES:</b>	
1. To clarify the character of the special capital – human resource as capital. 2. To develop the basic set of methods and techniques needed for managing human capital 3. To learn about basic administrative processes related to human capital management. 4. To inculcate in the students an awareness of legal framework within which the Business function	

<b>COURSE OUTCOME</b>	
<b>COURSECODE</b>	<b>COURSE DESCRIPTION</b>
<b>C01</b>	Know new trends in human capital management.
<b>C02</b>	Understand the work, competencies tasks and organization of Human Resource Specialist
<b>C03</b>	Know basic processes related to Human Capital Management Skills:
<b>C04</b>	Assess the human capital potential assessment and planning
<b>C05</b>	Recruiting and keeping proper candidates.

### TEACHING PEDAGOGY

Exploring Entrepreneurship Concepts through Case Studies and Real-World Examples, Interactive Discussions on Employee Welfare, Debate on Attrition Rate,

## **SKILL DEVELOPMENT**

1. Conducting model role play
2. A write up on HRM at an organization- Split the class into teams with two members. Each team must choose one organization in any industry. They must write a report on the HR department at the organization and the HR practices.

3. Case study:

Case study on AI Driven Human Resource Management

4. Group Presentations:

Recruitment and Selection, Training and Development, Performance Management and Evaluation, Compensation and Benefits Management, Employee Relations and Conflict Resolution.

Goal Setting and Performance Expectations, Continuous Feedback and Communication, Employee Self-Assessment, Evaluation of Performance Metrics, Development Plans and Action Step.

## 24MBA25 FINANCIAL MANAGEMENT

<b>Course Code:</b>	24MBA25	<b>Course Title</b>	FINANCIAL MANAGEMENT
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>INTRODUCTION TO FINANCIAL MANAGEMENT</b>		<b>6 HOURS</b>
	<p>Concept of Financial management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager in India.</p> <p><b>Suggested Additions:</b></p> <p><b>Introduction to Financial Model, Introduction to diversity</b></p>		
	<b>TIME VALUE OF MONEY</b>		<b>6 HOURS</b>
	<p>Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows &amp; Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Present Value of Growing Perpetuity, Equated Annual Installments.</p>		
III	<b>LONG-TERM FINANCING DECISIONS</b>		<b>14 HOURS</b>
	<p>Sources of Funds: Short term sources, Long term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure, Benefit to Owners – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point, Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems), Leverages-Types and Measurement</p>		
IV	<b>CAPITAL BUDGETING DECISIONS</b>		<b>14 HOURS</b>
	<p>Meaning of Capital Budgeting, significance, principles, capital budgeting proposals, methods of appraising Proposals. Payback period, ARR, IRR, MIRR, NPV, Profitability Index, APV Method, Capital Rationing.</p>		

V	<p><b>CAPITAL BUDGETING DECISIONS</b> <b>14 HOURS</b></p> <p>Meaning of Capital Budgeting, significance, principles, capital budgeting proposals, methods of appraising Proposals. Payback period, ARR, IRR, MIRR, NPV, Profitability Index, APV Method, Capital Rationing.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Real Options Analysis, Risk Analysis in Capital Budgeting</b></p>
VI	<p><b>DIVIDEND DECISIONS</b> <b>6 HOURS</b></p> <p>Meaning, Theory of relevance on Theory of Irrelevance. Walter's Model, Gordon's Model (Theory and Problems) Types of dividends, Bonus Shares, Stock Splits</p>

#### REFERENCE BOOKS:

1. Corporate Finance – A Focused Approach (2017)-Brigham and Ehrhardt, Edition, Cengage Learning, Sixth Edition
2. Corporate Finance (2015)- Jeffrey Jaffe, Prof Stephen A. Ross, Randolph W Westerfield, Bradford D Jordan, Tata McGraw Hill Publication, Eleventh Edition
3. Financial Management: Theory & Practices (2015): Prasanna Chandra, Ninth Edition, Tata McGraw Hill Publication, Tenth Edition.
4. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
5. Anand, Manoj (2002), "Corporate Financial Practices in India: A Survey", Vikalpa, Volume 27, Number 4.
6. Jain and Yadav (2002), "Financial Management Practices in India, Singapore and Thailand", "Management and Accounting Research", Volume 3, No. 4, April-June, pp84-102.
7. Ryan and Ryan (2002), "Capital Budgeting Practices of Fortune 1000: How have things changed", Journal of Business and Management, Volume 8, Number 4.
8. Block, Stanley (2005), "Are there differences in capital budgeting procedures Between industries – An Empirical Study", The Engineering Economist, pp 55-67

#### COURSE OBJECTIVES:

1. To provide the concepts and foundations of managing finance in business enterprises.
2. To equip students with tools and techniques for managing financial resources.
3. To orient the students regarding financial management practices in Indian companies and Global enterprises.

<b>COURSE OUTCOME</b>	
<b>COURSE NO</b>	<b>COURSE DESCRIPTION</b>
C01	Identification of financial challenges faced by a business enterprise.
C02	Analyze and Evaluate Tools and techniques for making financial decisions.
C03	Financial management practices in corporate sector.
C04	Understand and Apply the working capital strategy in the organization.
C05	Create a good dividend decision chart for a company under various circumstances.

### **TEACHING PEDAGOGY**

Case studies, Guest Lecture, Balance sheet comparative study, Organizational presentations on capital structure

### **SKILL DEVELOPMENT**

1. Draw an organization chart showing the steps used in financial planning of accompany
2. Capital structure analysis of companies in different industries.
3. Take a company as example and show how firm borrows money and uses financial leverage.
4. Bring out the structure of dividend policy and the factors included in any 5 companies
5. Case Study:
  - Rise and Fall of Lehman Brothers by HBR
  - Chipotle: Capital Structure Decision

## 24MBA26 QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH

<b>Course Code:</b>	24MBA26	<b>Course Title</b>	<b>QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH</b>
<b>Course Type</b>	DSC	<b>Contact Hours</b>	4 Hours per Week <b>60 HOURS</b>
<b>Credit</b>	4	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>INTRODUCTION TO OPERATIONS RESEARCH 10 HOURS</b>  Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools, Structure of the Mathematical Model, Limitations of Operations Research  Linear programming problem, Mathematical Formulation of LPP, Graphical method, Simplex method (standard maximization) problems, Formulation of duality.		
II	<b>MINIMIZATION TECHNIQUES 12 HOURS</b>  Transportation: Importance, terminologies used, methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, test for optimality (MODI method only), maximization problems.  Assignment: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem.		
III	<b>SEQUENCE AND REPLACEMENT 10 HOURS</b>  Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines.  Replacement Models: Failure mechanism of items, assumptions of replacement theory, types of replacement problems, replacement of items which deteriorates with time, group replacement.		

IV	<p><b>NETWORK ANALYSIS</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Concept of Project Crashing</p>
V	<p><b>GAME THEORY</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Introduction, Types, pure and mixed strategies with two people zero sum game, Maximin – Minimax Principle, Saddle point, principle of dominance. Graphical method of solving a game.</p> <p>Queuing Theory (waiting line): Single server/single queue, essential features of queuing system, single queue, operating characteristics of queuing system, probability distribution in queuing system, multi-server, description of other queuing models (only description).</p>
VI	<p><b>SIMULATION</b> <span style="float: right;"><b>8 HOURS</b></span></p> <p>Basic concepts, procedures and application, Monte Carlo simulation using Random numbers, Application of simulation in Inventory Management, Marketing Management, Financial Management.</p> <p><b>SUGGESTED ADDITIONS</b></p> <p><b>Sensitivity Analysis in Simulation Models.</b></p> <p><b>Optimization Techniques in Simulation</b></p>

**REFERENCE BOOKS:**

1. Cynthia Menezes Prabhu, Operations Research Techniques (2021), First Edition, Better Yourself Books Publishing.
2. K.K. Chawla and Vijay Gupta, Operation research, quantitative techniques for management, Kalyani publishers, Seventh Edition
3. N.D. Vohra (2012), "Quantitative techniques in management", Tata McGraw-Hill Publications, 4th Edition.
4. David M. Lenine (2012), quantitative techniques for management. Pearson publication.
5. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation.

**COURSE OBJECTIVES:**

1. Ability to understand and analyze managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively.
2. Knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.
3. Mathematical models for analysis of real problems in Operations Research
4. To build capabilities in the students for analyzing different situations in the industrial/business scenario involving limited resources and finding the optimal solution within constraints.
5. Develop mathematical skills to analyze and solve integer programming and network models arising from a wide range of applications.

<b>COURSE OUTCOME</b>	
<b>COURSE CODE</b>	<b>COURSE DESCRIPTION</b>
CO1	Understand the application of Operation Research and frame a Linear Programming Problem with solution – graphical and through solver add in excel (software).
CO2	Analyze any real-life system with limited constraints and depict it in a model form. Build and solve Transportation and Assignment problems using appropriate method.
CO3	Design and solve simple models of CPM and queuing to improve decision making and develop critical thinking and objective analysis of decision problems. Solve simple problems of replacement and implement practical cases of decision making under different business environments.
CO4	Take best course of action out of several alternative courses for the purpose of achieving objectives by applying game theory and sequencing models. Understand different queuing situations and find the optimal solutions using models for different situations.
CO5	Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes in Management.

### **TEACHING PEDAGOGY**

Case Studies Style Demonstrations and Activities on Personality, Perception, Attitude, and Motivation Group Projects and Collaborative Exercises to Foster Teamwork and Achieve Organizational Goals.

### **SKILL DEVELOPMENT**

1. Construct linear integer programming models and discuss the solution techniques.
2. Set up decision models and use some solution methods for nonlinear optimization problems
3. Use computer software's to solve decision models
4. Understand the usage of game theory and Simulation for Solving Business Problems.
5. Formulate and solve problems as networks and graphs.
6. Decide an optimal replacement period/policy for a given item/equipment/machine.

7. Guest Lecture:

Role of Operations Research in Business Strategy

Role of PERT/CPM for Process Optimization

8. Case study:

- Donner Co by HBR
- Right Game by HBR
- Group Presentation
- Transportation Problem Solving Techniques
- Assignment Problem Optimization Methods
- NWCM, LCM and VAM Applications
- Hungarian Algorithm for Assignment Optimization
- MODI Method of Optimization.
- Practical Session:
- Monte Carlo simulation.

## 24MBA27 MANAGERIAL SKILLS-II

<b>Course Code:</b>	24MBA27	<b>Course Title</b>	<b>MANAGERIAL SKILLS-II</b>
<b>Course Type</b>	SEC	<b>Contact Hours</b>	4 Hours per Week <b>30HOURS</b>
<b>Credit</b>	2	<b>Domain</b>	MANAGEMENT
<b>Syllabus</b>			
I	<b>SKILLSFORSELFDEVELOPMENT</b>		<b>4 HOURS</b>
	Need for Self-Development, Self-awareness by taking the help of JOHARI Window-SWOT Analysis; Showing initiative, Self-confidence, Problem-solving, Communication, Adaptability.		
II	<b>DEVELOPING EMPLOYEE SKILLS</b>		<b>6 HOURS</b>
	Employee Skills: Need for development; Define the Skill, Steps required for Employee Skill development, Prepare and Practice; Create a Skill Development Plan, Review the Plan; Action and Control of the plan.		
	<b>SUGGESTED ADDITIONS</b>		
	<b>Stake holder management</b>		
III	<b>SKILLS FOR IMPROVING WORK PROCESS</b>		<b>6 HOURS</b>
	Processes and Capabilities – Know your customer (exercise), Define the process of work, eliminate the waste from the work process, Reduce Variances, Improve process; Mapping value stream; Work Process and Relationship Maps; Work System Architecture.		
IV	<b>GOAL SETTING</b>		<b>4 HOURS</b>
	Goal Setting – Need & Importance, life cycle of goals; Develop Team Scorecard; Balanced Score Card; Target, Goals and Objectives; MBO & Self Control;		
	<b>SUGGESTED ADDITIONS</b>		
	<b>SMART Goals Framework (Specific, Measurable, Achievable, Relevant, Time-Bound), Goal Alignment and Cascading Goals in Organizations, Stake holder management.</b>		

V	<p><b>PROBLEM SOLVING SKILLS AND CONFLICT MANAGEMENT</b></p> <p><b>6 HOURS</b></p> <p>Importance, Attitudes of Problem Solving, Root-Cause Analysis; Plan-Do-Check- Act (PDCA) model; the 5 Whys, Fish Bone Model, Cause-Effect analysis; Pareto Analysis; Affinity Diagram; Design Thinking for Problem Solving. Conflict Management skills: Types and sources of conflicts; the influence of various cultures on the solving of conflicts.</p>
VI	<p><b>FACILITATION SKILLS</b></p> <p><b>4 HOURS</b></p> <p>People Skills, Networking Skills, Critical thinking: Emotional Intelligence or Emotional Quotient-Spiritual Quotient, Resilience; Professional ethics and code of conduct- Work life balance, Time management: importance of time management: various steps for better time management process.</p>

#### REFERENCE BOOKS:

1. M. Ganesh Sai and M. Ramakrishna Sayee, (2011), Skills for your career success: Touch your tipping point, Shroff publishers & Distributors Pvt. Ltd, Single Edition
2. Pavan Soni, (2020), Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem-solving, First Edition
3. Susan Raines, Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes (2019), Second Edition.
4. Developing management skills -David. A. Whetten, & Kim S. Cameron, PHI, Eighth Edition
5. Enhancing employability at soft skills -Shalini Varma, Pearson, First Edition.
6. Skills Development for Business and Management Students -Kevin Gallagher,Oxford University Press, Third Edition.
7. Personality Development and Soft skills, Oxford University Press by Barun K. Mitra,Second Edition.
8. Soft skills for everyone Butterfield Cengage, Second Edition.

#### COURSE OBJECTIVES:

1. To assess the students' understanding of self-development.
2. To enable the students to have a clarity about required employee's skills and work process.
3. To appraise the students on the importance of goal setting for the organization.
4. To understand the Problem Solving and Conflict management techniques.
5. To identify and apply facilitating skills and leadership competencies.
6. To create awareness of professional ethics, Work life balance and Time Management.

<b>COURSE OUTCOME</b>	
<b>COURSE CODE</b>	<b>COURSE DESCRIPTION</b>
<b>CO1</b>	Demonstrate an understanding of managerial skills and apply some of them for self-development.
<b>CO2</b>	Manage Teams and Set Goals for the teams effectively.
<b>CO3</b>	Undertake Root Cause Analysis for problem solving
<b>CO4</b>	Learn and apply Design thinking Skills for problem solving.
<b>CO5</b>	Exhibit an awareness and importance of professional ethics and manage time and stress effectively.

## **TEACHING PEDOGOGY**

Hands-On Data Analysis Workshops for Solving Business Problems, Case Studies and Real-World Applications of Statistical Findings in Business Decision Making, Interactive Problem-Solving Sessions on Measures of Central Tendency, Practical Exercises in Correlation and Regression for Business Applications, Presentation and Communication Skills for Time Series Analysis and Forecasting to Non-Technical Audiences.

## **SKILL DEVELOPMENT**

1. Conducting model Group Discussion.
2. Conducting model Personal Interview.
3. Use of Psychometric instruments to assess the student's managerial competencies.
4. Guest Lecture on Johari Window model by Industry Expert, SMART Framework.
5. Case Study on Setting the stage for service by HBR and Value Stream Mapping at SysInteg (A) by HBR
- 6. Group Presentations:**
  - Transportation Problem Networking Skills Development
  - Emotional Intelligence Enhancement
  - Time Management Techniques
  - Work-Life Balance Strategies
  - Professional Ethics in the Workplace