



**RAMAIAH**  
Institute of Technology

# **CURRICULUM**

**for the Academic year 2020 – 2021**

**DEPARTMENT OF MANAGEMENT  
STUDIES**

**I & II SEMESTER MBA**

**RAMAIAH INSTITUTE OF TECHNOLOGY**  
(Autonomous Institute, Affiliated to VTU)  
Bangalore – 560054.

## **About the Institution:**

Dr. M. S. Ramaiah a philanthropist, founded 'Gokula Education Foundation' in 1962 with an objective of serving the society. M S Ramaiah Institute of Technology (MSRIT) was established under the aegis of this foundation in the same year, creating a landmark in technical education in India. MSRIT offers 13 UG programs and 15 PG programs. All these programs are approved by AICTE. All the UG programs & 09 PG programs are accredited by National Board of Accreditation (NBA). The institute is accredited with 'A' grade by NAAC in 2014. University Grants Commission (UGC) & Visvesvaraya Technological University (VTU) have conferred Autonomous Status to MSRIT for both UG and PG Programs till the year 2029. The institute is a participant to the Technical Education Quality Improvement Program (TEQIP), an initiative of the Government of India. The institute has 380 competent faculty out of which 60% are doctorates. Some of the distinguished features of MSRIT are: State of the art laboratories, individual computing facility to all faculty members, all research departments active with sponsored funded projects and more than 300 scholars pursuing Ph.D. To promote research culture, the institute has established Centre of Excellence for Imaging Technologies, Centre for Advanced Materials Technology & Schneider Centre of Excellence. **M S Ramaiah Institute of Technology has obtained "Scimago Institutions Rankings" All India Rank 65 & world ranking 578 for the year 2020.**

The Centre for Advanced Training and Continuing Education (CATCE), and Entrepreneurship Development Cell (EDC) have been set up on campus to incubate startups. **M S Ramaiah Institute of Technology secured All India Rank 8<sup>th</sup> for the year 2020 for Atal Ranking of Institutions on Innovation Achievements (ARIIA), an initiative of Ministry of Human Resource Development (MHRD), Govt. of India.** MSRIT has a strong Placement and Training department with a committed team, a good Mentoring/Proctorial system, a fully equipped Sports department, large air-conditioned library with good collection of book volumes and subscription to International and National Journals. The Digital Library subscribes to online e-journals from Elsevier Science Direct, IEEE, Taylor & Francis, Springer Link, etc. MSRIT is a member of DELNET, CMTI and VTU E-Library Consortium. MSRIT has a modern auditorium and several hi-tech conference halls with video conferencing facilities. It has excellent hostel facilities for boys and girls. MSRIT Alumni have distinguished themselves by occupying high positions in India and abroad and are in touch with the institute through an active Alumni Association.

**As per the National Institutional Ranking Framework, MHRD, Government of India, M S Ramaiah Institute of Technology has achieved 59<sup>th</sup> rank among 1071 top Engineering institutions of India for the year 2020 and 1<sup>st</sup> rank amongst Engineering colleges (VTU) in Karnataka.**

## **About the Department:**

The Department of Management Studies was established in the year 1998 with an objective of bringing out high-quality professional managers to meet the emerging and ever growing demands and challenges of the industry in an ethical and socially responsible manner. Since inception, the Department has shown remarkable growth in the direction of achievement of its objectives. The faculty of the department is well experienced both in industry and in the academic field. All the faculties are involved in research and technical paper publications in reputed technical journals, conferences across the world. The department believes in continually enhancing the expertise of the faculty by deputing them to various workshops and faculty development programs. The department is accredited by National Board of Accreditation.

## **VISION OF THE INSTITUTE**

To be an Institution of International Eminence, renowned for imparting quality technical education, cutting edge research and innovation to meet global socio-economic needs.

## **MISSION OF THE INSTITUTE**

RIT shall meet the global socio-economic needs through:

1. Imparting quality technical education by nurturing a conducive learning environment through continuous improvement and customization
2. Establishing research clusters in emerging areas in collaboration with globally reputed organizations
3. Establishing innovative skills development, techno-entrepreneurial activities and consultancy for socio-economic needs.

## **QUALITY POLICY**

We at M S Ramaiah Institute of Technology, Bangalore strive to deliver comprehensive, continually enhanced, global quality technical and management education through an established Quality Management System complemented by the synergistic interaction of the stake holders concerned.

### **The Vision of the Department:**

To become a globally trusted and influential management education institution that is equipped to, built on the twin pillars of theory and practice and designed to foster academic, research excellence and professional skill development through learning and knowledge sharing.

### **Mission of the Department:**

The Department commits itself to achieve the above vision through

- Imparting a sustained Quality and Value based Management education by blending theory and practice in creative ways.
- Fostering a conducive environment for research and consultancy in Management domains.
- Promoting entrepreneurship and skill development activities for socio-economic need

## **PEOs of the programme**

**PEO1:** Analyse, design, develop and manage integrated system of funds, people, information technology, material, equipment, methods and markets by taking into consideration economic, technical, social, legal, moral and ethical considerations.

**PEO2:** Acquire necessary managerial skills for conducting business, entrepreneurship, research and higher education to provide service to community.

**PEO3:** Engage in lifelong learning for professional enrichment and advancement.

## **Program Outcomes**

The Post Graduate Students will be able to:

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. Develop value based leadership abilities
4. Understand, analyse and communicate global, economic, legal and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Demonstrate ability to understand financial aspects of business enterprises and derive meaningful inferences about their performance
7. Identify customers' needs and to participate in the process of developing products and services to meet their requirements
8. Develop confidence for self-education and ability for career planning and development

## Curriculum breakdown structure:

The curriculum of MBA is so structured to include all the courses and subjects to satisfy the requirements of a comparable MBA programme at the National and International level. The course code, course title, the number of contact hours and number of credit for each course are given in the following table. The courses are grouped in the major components of the curriculum namely professional core courses, electives and specialization courses, Industry exposure and project work, seminar and soft skills for employability.

### BREAK UP OF CREDITS FOR THE MBA DEGREE CURRICULUM 2020-2022

Sl. No	Seme ster	Total No. of subjects	Core /Elective / Seminar/Lab / Project Work & Internship	Credit Distribution	Total Credits	Total credits for semester
				Credits		
1	I	8	7 core Soft Skills for Employability	3 & 4	24	25
				1	1	
2	II	8	7 Core	3 & 4	23	25
			1 Seminar	2	2	
3	III	7	1 Core	4	4	26
			6 Electives	3 & 4	22	
4	IV	5	4 Electives	3	12	24
			Project Work cum Internship	12	12	

**Note: The student must earn a total of 100 credits for the award of MBA Degree. Hence, the student must choose electives for a total of 34 credits spread over semesters III and IV.**

\* Specialization will be offered only when the minimum strength is atleast 20.

### Scheme of Teaching (I SEMESTER)

Subject code	Name of the subjects	Category	Credits				Contact Hours per week
			L	T	P	TOTAL	
MBA201C1	MANAGEMENT & BEHAVIORAL PROCESS	Core	4	0	0	4	4
MBA201C2	BUSINESS ECONOMICS	Core	3	0	0	3	3
MBA201C3	COMPUTER APPLICATIONS IN ANAGEMENT	Core	2	0	1	3	4
MBA201C4	ACCOUNTING FOR MANAGERS	Core	4	0	0	4	4
MBA201C5	SOFT SKILLS FOR EMPLOYABILITY	Core	0	0	1	1	2
MBA201C6	MARKETING MANAGEMENT	Core	4	0	0	4	4
MBA201C7	BUSINESS STATISTICS	Core	3	0	0	3	3
MBA201C8	BUSINESS COMMUNICATION	Core	3	0	0	3	3

### Scheme of Teaching (II SEMESTER)

Subject code	Name of the subjects	Category	Credits				Contact Hours per week
			L	T	P	TOTAL	
MBA202C1	PRODUCTION AND OPERATIONS RESEARCH	Core	4	0	0	4	4
MBA202C2	BUSINESS LAW	Core	3	0	0	3	3
MBA202C3	SEMINAR	Core	0	0	2	2	4
MBA202C4	FINANCIAL MANAGEMENT	Core	4	0	0	4	4
MBA202C5	HUMAN RESOURCE MANAGEMENT	Core	3	0	0	3	3
MBA202C6	BUSINESS ANALYTICS	Core	2	0	1	3	4
MBA202C7	PRINCIPLES OF BANKING AND INSURANCE	Core	3	0	0	3	3
MBA202C8	STRATEGIC ENTREPRENEURSHIP AND STARTUP MANAGEMENT	Core	3	0	0	3	3

### Scheme of Teaching (III Semester-Core)

Subject code	Name of the subjects	Category	Credits				Contact Hours per week
			L	T	P	T	
<b>III SEMESTER</b>							
MBA203C1	BUSINESS RESEARCH METHODS	Core	4	0	0	4	4

### (III Semester-Electives)

<b>[III SEMESTER (FINANCE)]</b>							
MBA203F1	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Elective	4	0	0	4	4
MBA203F2	DERIVATIVES (D)	Elective	4	0	0	4	4
MBA203F3	TAX MANAGEMENT (D)	Elective	3	0	0	3	3
MBA203F4	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	Elective	4	0	0	4	4
MBA203F5	INTERNATIONAL FINANCIAL MANAGEMENT	Elective	3	0	0	3	3
MBA203F6	INTERNATIONAL TAXATION I	Elective	4	0	0	4	4

<b>III SEMESTER (MARKETING)</b>							
MBA203M1	CONSUMER BEHAVIOUR (D)	Elective	4	0	0	4	4
MBA203M2	INTEGRATED MARKETING COMMUNICATIONS- (D)	Elective	4	0	0	4	4
MBA203M3	SERVICES MARKETING- (D)	Elective	3	0	0	3	3
MBA203M4	INTERNATIONAL MARKETING	Elective	3	0	0	3	3
MBA203M5	RURAL MARKETING	Elective	4	0	0	4	4
MBA203M6	SALES & RETAIL MANAGEMENT	Elective	3	0	0	3	3
<b>III SEMESTER (HUMAN RESOURCE)</b>							
MBA203H1	ADVANCED HUMAN RESOURCE MANAGEMENT (D)	Elective	4	0	0	4	4
MBA203H2	TRAINING & DEVELOPMENT -(D)	Elective	4	0	0	4	4
MBA203H3	INTERNATIONAL HRM (D)	Elective	3	0	0	3	3
MBA203H4	WORKFORCE ANALYTICS	Elective	4	0	0	4	4
MBA203H5	HRIS & ACCOUNTING	Elective	3	0	0	3	3
MBA203H6	ORGANIZATIONAL DEVELOPMENT & CHANGE	Elective	4	0	0	4	4



### Scheme of Teaching (IV Semester- Core)

Subject code	Name of the subjects	Category	Credits				Contact Hours per week
			L	T	P	TOTAL	
<b>IV SEMESTER</b>							
MBA204C1	Project work cum Internship	Core	0	0	12	12	

### (IV Semester- Electives)

IV SEMESTER (FINANCE)							
MBA204F1	INVESTMENT BANKING AND FINANCIAL SERVICES (D)	Elective	3	0	0	3	3
MBA204F2	GOODS AND SERVICE TAX (D)	Elective	3	0	0	3	3
MBA204F3	INTERNATIONAL TAXATION II	Elective	3	0	0	3	3
MBA204F4	MANAGEMENT ACCOUNTING & CONTROL SYSTEMS	Elective	3	0	0	3	3

IV SEMESTER (MARKETING)							
MBA204M1	DIGITAL MARKETING (D)	Elective	3	0	0	3	3
MBA204M2	STRATEGIC MARKETING-(D)	Elective	3	0	0	3	3
MBA204M3	BUSINESS MARKETING	Elective	3	0	0	3	3
MBA204M4	SUPPLY CHAIN MANAGEMENT	Elective	3	0	0	3	3

Note: Dual subjects are specified by (D)

IV SEMESTER- HUMAN RESOURCE							
MBA204H1	INDUSTRIAL RELATIONS MANAGEMENT-(D)	Elective	3	0	0	3	3
MBA204H2	ADVANCED ORGANIZATIONAL BEHAVIOUR - (D)	Elective	3	0	0	3	3
MBA204H3	KNOWLEDGE MANAGEMENT	Elective	3	0	0	3	3
MBA204H4	STRATEGIC HUMAN RESOURCE DEVELOPMENT	Elective	3	0	0	3	3

Note: Dual subjects are specified by (D)

## MANAGEMENT & BEHAVIORAL PROCESS

**Course Code:** MBA201C1

**Credits:** 4:0:0

**Pre – requisites:** Nil

**Contact Hours:** 56L

**Course Coordinator:** Dr. P.V.Raveendra

### Course Content:

#### Course Objectives

1. To provide a fundamental understanding of management, functions of a manager, process of planning and the concept of MBO
2. To provide an insight into the organizational structure and departmentation and directing processes
3. To provide a basic understanding of dynamics of OB, the concept of personality and perception, values and attitude.
4. To create awareness about group dynamics at workplace and leadership.
5. To appraise the students on the application oriented case studies on functions of management and behavioral processes

#### UNIT I

(13 hrs)

**Introduction**-Meaning and nature of management purpose and functions. Approaches to management- Behavioral, scientific, systems and contingency. Contribution of management thinkers – Taylor, Fayol, Elton Mayo.

**Planning**- Steps in Planning Process –Importance and Limitations – types of plans - Management by Objectives (MBO). **Decision making**- Techniques, process, modern approaches to decision making.

#### UNIT II

(12 hrs)

**Organizing**- Organization Structure and Design – Formal and informal, Line and staff, functional, product, matrix, geographical, customer, virtual. Centralized and decentralized, Delegation of authority.

**Directing**-Principles and process, importance. Motivation- theories: X&Y, Maslow hierarchy, hygiene theory. **Controlling**: Nature, importance, process, techniques.

#### UNIT III

( 13 hrs)

**Fundamentals Organizational behavior**: Definition, importance, scope of OB.

**Personality**- Definition, determinants, traits, types-Big5, Type A&B, and personality attributes influencing OB

**Perception**- Meaning, nature, process, Common shortcuts in judging people. **Attitude**- Definition, importance. Types of attitude – How to develop positive attitude

#### UNIT IV

(12 hrs)

**Job satisfaction** –determinants, effect of job satisfaction on employee performance.

**Group and team building**- Defining and classifying group, stages of group development, types of groups, types of work teams.

**Leadership-** Meaning, theories of leadership, Blake and Mouton managerial grid, Likert's four systems of management leadership styles.

**Crisis Management-**Introduction, Leader's role in Crisis Management

**UNIT V**

**(6hrs)**

**Case Study**

**Practical Components:**

- Studying organizational structures of any 5 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders, studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles, listing the various types of abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

**RECOMMENDED BOOKS:**

1. Organizational Behavior – Stephen Robbins, Sangi, Judge – Pearson Education, 13/e
2. Organizational Behavior, Fred Luthans, McGraw Hill, 10/e
2. Principles of Management – V.S.P.Rao – Excel Books, 2008 ed 4. Management – L.M. Prasad (Latest edition)
3. Management and Organisational Behaviour: Text, Cases & Games- P. Subba Rao

**REFERENCE BOOKS:**

1. Management And Behavioral Processes – K Shridhar Bhat – Himalaya Publications, 1/e, 2005
2. Essentials for Management: An International Perspective – Harold Koontz, Heinz Weihrich–2009, McGraw Hill.
3. Understanding Organizational Behaviour, Udai Pareek – Oxford, 1/e, 2003

**Course Outcomes (COs):**

The student will be able to

1. Demonstrate their conceptual skills, understanding and application of principles and functions of management, managerial actions of planning.(PO1,PO2,PO5)
2. Evaluate the global context for Organizing, directing and controlling. .(PO1,PO2,PO3,PO5)
3. Demonstrate understanding and application of Concepts and principles of Organisation behavior, perception and personality. (PO1,PO5,PO8)
4. Develop skills and ability to work in groups to achieve organizational goals and ability to lead teams. (PO1,PO3,PO5)
5. Demonstrate their ability in applying the managerial and behavioral concepts in real time problems.(PO1,PO2,PO3,PO5)

## BUSINESS ECONOMICS

**Course Code: MBA201C2**

**Credits: 3:0:0**

**Pre – requisites: Nil**

**Contact Hours: 42L**

**Course Coordinator: Dr. G.Vijaya Kumar**

### Course Content:

#### Course Objectives

1. To enable students to understand concepts of managerial economics, its scope, fundamental principles of managerial economics and demand analysis.
2. To develop basic understanding of production function, law of diminishing returns, costs and revenue functions, economies of scale, break even analysis and market structures.
3. To make students understand Macro economic environment factors affecting business.
4. To make students understand the macroeconomic policies and impact of globalization on Indian Economy.
5. To appraise the students on the application oriented case studies in business economics.

#### Syllabus

##### Unit 1

**10 hours**

**Introduction to Business economics and Demand Analysis:** Managerial Economics- Nature, Scope & significance, Role of Managerial Economist in decision making. Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equi marginal principles.

**Demand analysis:** Law of Demand, Exceptions to law of demand, Elasticity of demand, Meaning-Price, Income & cross elasticity. Uses of elasticity of demand. Demand Forecasting: Meaning and methods or techniques.

##### Unit 2

**10 hours**

**Production analysis and Market structures. :** Concepts, Production function: Single Variable & Two variable Function. Law of diminishing returns, Returns to scale. Costs & Revenue functions, Short run and long run cost curves, Economies and diseconomies of scale. **Market Structure:** Perfect Competition, Features. Monopoly, Features, Types of monopoly. Oligopoly: Features. Monopolistic Competition: Meaning and Features.

**Break Even Analysis-** Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP).

##### Unit 3

**10 hours**

**Economic Environment:** Business Environment: Meaning, features and types of business environment.

**Business cycle:** Features and Phases.

**Inflation:** Meaning and its sources, Demand pull inflation, cost push inflation, control of inflation.

**Measurement of National Income:** Circular flow of Income. Basic Concepts, Components of GDP- Measuring GDP and GNP, Measurement Problems in National Income.

## Unit 4

09 hours

**Economic Policies:** Monetary Policy: Meaning, objectives, instruments of monetary policy.

Fiscal policy: Meaning, Objectives, Instruments and Union Budget 2020-21, New Industrial Policy 1991: features.

**Globalization and Indian Business Environment:** Meaning and Implications, Phases, Impact of Globalization on Indian Economy across Sectors.

**Foreign Trade:** Foreign Trade Policy (2015-20): Features, Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

## Unit 5

03 hours

**Case Study:** Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

### RECOMMENDED BOOKS:

1. Managerial Economics- Theory and Applications, Dr. D.M Mithani, 8<sup>th</sup> ed Himalaya Publications 2020.
2. Managerial Economics, D.N Dwivedi, 8<sup>th</sup> ed., Vikas Publication, 2015
3. Managerial Economics, Geetika Piyali Ghosh and Purba Roy Choudhury, 3<sup>rd</sup> ed., McGraw Education, 2018.
4. Managerial Economics- Dr. D.D.Chaturvedi, Dr. S.L.Gupta - Theory and Applications- International Book House Pvt, Ltd., 4/e, 2013.
5. Indian Economy, K P M Sundharam and Dutt, 69th Edition, S Chand Publication.
6. Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

### REFERENCE BOOKS:

1. Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010
2. Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
3. Managerial Economics, Yogesh Maheshwari, PHI, 2/e, 2011
4. Managerial Economics: Case study solutions- Kaushal H, 1/e., Macmillan, 2011

### Course Outcomes (COs):

1. The Students will be able to understand Concepts of managerial economics, its scope fundamental principles of managerial economics and demand analysis. (PO1,PO2,PO4)
2. The Students will develop the basic understanding of product function, law of diminishing returns, costs and revenue functions, economies of scale, break even analysis and market structure. (PO1,PO2,PO6)
3. The Students will be able to understand micro economic environment factors affecting business. (PO1,PO2,PO4)
4. The Students will be able to understand the Macroeconomic policies and impact of globalization on Indian economy. (PO1,PO4,PO6)
5. The Students will be able to appraise on the application oriented case studies in business economies. (PO2, PO4,PO6)

## COMPUTER APPLICATIONS IN BUSINESS MANAGEMENT

**Course Code:** MBA201C3

**Credits:** 2:0:1

**Pre – requisites:** Nil

**Contact Hours:** 28L + 28P

**Course Coordinator:** Mrs. S.B.Rashmi

### Course Content:

**Course Objectives:** The objective of the course is to familiarize the students with the information systems and business software, which will enable the student in using the tools in internship and job.

#### In detail:

1. To provide basic understanding of information system.
2. To provide basic understanding of components of information system and managing data and knowledge management
3. To provide basic understanding of ERP.
4. To provide basic understanding of Managing support system
5. To provide basic understanding of E Commerce

#### Syllabus

##### UNIT –1

**(6 Hours)**

Introduction to Information systems: Concepts and definitions – Data, Information, Knowledge, Value and characteristics of information, System concepts, system performance and standards, information system, the role of IS department, Information technology jobs. Types of Information Systems: Computer based information system, Application programs, Breadth of Support of Information Systems, support for organizational employees, Types of organizational Information systems.

##### UNIT -2

**(5 Hours)**

Information Systems, Managing data and Knowledge Management, An overview of Management Information systems, Functional aspects of MIS;

An overview of Managing data, the database approach, DBMS, Data warehousing, Data Mart, Data Mining and Data Governance, Big Data. Knowledge Management systems and KMS cycle. Technology Management

##### UNIT 3

**(7 Hours)**

ERP: Information systems that support organizations and Network system: Transaction processing systems, Functional area information systems, Customer Relationship Management Systems, Supply Chain Management Systems, Electronic data interchange and Extranets. Enterprise Resource Planning Systems.

Telecommunications and network fundamentals: The telecommunication systems, Types of networks, Network fundamentals.

## **UNIT 4**

**(5 Hours)**

Managing support system: An overview of DSS, Components of DSS, Group Support systems, Expert Support systems, Business Intelligence, Multidimensional Data Analysis, Data Mining and Decision Support Systems, Digital Dashboards, Data Visualization Technologies, Intelligent systems.

## **UNIT 5**

**(5 Hours)**

Electronic commerce; Applications and issues, overview of E-business and E-commerce, B2B, B2C, Electronic payment, Ethical and legal issues in E-Business, wireless technologies and modern organizations: Wireless technologies, wireless computer networks and internet access, mobile computing and mobile commerce, pervasive computing, wireless security.

## **Practical Components**

**28 Hours**

- Introduction to software for managing information in organisation: Introduction to productivity software, introduction to power point, the user interface and views, creating and saving a presentation, configuring and presenting slideshow, inserting and formatting slides and shapes, applying transitions and animations.
- Introduction to excel, the user interface and views, creating and saving workbooks and worksheets, managing cells and ranges. Applying formulae and basic functions (auto sum, text and logical) creating charts and objects. Range Names, text functions, three dimensional formulas.
- Introduction to Word, the user interface and views, creating and saving a word document, formatting a document, using styles, tables and lists, functions, charts and illustrations, using references, TOC and TOF.

## **Recommended Books:**

1. Introduction to Information Systems, Enabling and Transforming Business – Rainer, Turban – Wiley – Second Edition 2/e, 2009
2. Introduction to Information Technology – Turban, Rainer, Potter- Wiley- Second Edn, 2014
3. Microsoft Office 2013 Bible, Lisa A. Bucki , John Walkenbach , Michael Alexander, Dick Kusleika , Faithe Wempen EdBott, Woody Leonard, John Wiley & Sons, 1st edition 2013.

## **Reference Books:**

1. Principles of Information Systems a managerial approach – Ralph Stair, George Reynolds – Cengage learning- 10/e, 2012
2. Principles of Information Systems– Ralph Stair, George Reynolds – Cengage learning- 6<sup>th</sup> edition
3. Managing Information Systems in Business, Government and Society, Rahul D, 2012, Wiley India 1/e
4. Microsoft Office 2016 Step by Step, Joan Lambert , Curtis Frye , Microsoft Press; 1 edition, 2015

**Course Outcomes (COs):**

The student will be able to

1. The student will be able to demonstrate their conceptual skills in understanding the benefits of information systems in the Organization.(PO1,PO2,PO5,PO7).
2. The student will be able to demonstrate their conceptual skills in understanding the components of information systems in the Organization (PO1,PO2,PO5)
3. The student will be able to demonstrate their conceptual skills in managing data and Knowledge management. (PO1,PO2,PO5)
4. The student will be able to demonstrate their conceptual skills in ERP. (PO1,PO2,PO7).
5. The students will be able to demonstrate their conceptual skills in commerce (PO1,PO2,PO5)



## ACCOUNTING FOR MANAGERS

Course Code: MBA201C4

Credits: 4:0:0

Pre – requisites: Nil

Contact Hours: 56L

Course Coordinator: Dr. Y.M. Satish

### Course Content:

**Course Objectives:** The objective of this course is to impart students the knowledge of accounting mechanics involved in the preparation, analysis and interpretation of financial statements of sole trading concern and joint stock companies.

In detail

1. To make students understand the principles of double entry book keeping
2. To make students understand Depreciation accounting and inventory valuation
3. To help students understand the mechanisms involved in preparation of final accounts of sole trading concern and companies.
4. To expose students to the tools and techniques of analyzing financial reports of sole trading concern and companies.
5. To help students in application of theoretical concepts to practical situations involving several cases.

### UNIT 1

(12Hours)

**Principle of double entry bookkeeping:** Importance of accounting, GAAPS & accounting standards – (only meaning) Accounting equation, Users of accounting statements, Preparation of books of original records: Journal, ledger and subsidiary books (only three column cash book). Bank Reconciliation Statement.

### UNIT 2

(12 Hours)

**Depreciation & Inventory valuation:** Concepts & methods of depreciation, Problems on straight line & WDV methods, Inventory-concepts & methods, Problems on LIFO, FIFO & weighted average.

### UNIT 3

(12Hours)

**Preparation of final accounts/statement:** sole trading concern and companies, Provisions of the Companies Act 2013 affecting preparation, presentation & analysis of Audit reports & director's reports. Cash Flow Statement.

### UNIT 4

(12 Hours)

**Analysis of financial performance of a firm:** Types of analysis- comparative and common size statements, Ratio analysis- Different types of ratios, Du-Pont analysis, Window dressing, Determination of EBDIT, EBIT, EBT, EAT, EPS, DPS, P/E Ratio, ROCE, RONW, BV & Entity Value, IFRS, Forensic accounting.

### UNIT 5

(8 hours)

**Case Study:** Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4.

**Practical Components:**

1. Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
2. Exposing the students to usage of accounting software (Tally).
3. Analyse the sustainability report of a company and present.
4. Students are expected to read and analyse the director's report of selected companies.

**RECOMMENDED BOOKS:**

1. Financial Accounting For Managers –Narayanswamy –PHI publication, 5/e, 2014.
2. Accounting for Managers –Jawahar Lal –HPH Publication, 5/e, 2010.
3. A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari , 2/e, Vikas Publishinghouse (P) Ltd.
4. Financial Accounting, Tulsian P. C, 1/e, Pearson Education.

**REFERENCE BOOKS:**

1. Financial accounting for managers – Ambrish Gupta- PHI publication, 4/e,2012
2. Advanced Accountancy, Gupta R. L & Radhaswamy M, Sultan Chand Publications
3. IFRS: A Practical approach, Jasmine Kaur, McGraw Hill

**Course Outcomes (COs):**

1. The student will be able to prepare books of account such as journal, ledger, and subsidiary books for a set of business transactions. .(PO1,PO2,PO6)
2. The student will be able to calculate depreciation by applying suitable method on different assets used by the business. (PO1,PO5)
3. The student will be able to prepare Trading and profit & loss account, Balance sheet of sole trading concern and Joint stock companies. .(PO1,PO2)
4. The student will be able to use Ratio analysis, cash flow analysis in interpreting the financial reports of sole trading concern, companies and IFRS. .(PO1,PO2,PO4,PO6,PO8)
5. The student will be able to apply concepts learnt to demonstrate the understanding of the published reports of business firms and companies and also demonstrate the ability to draw meaningful conclusions about the financial performance of business firms and companies. (PO1,PO2,PO4,PO8)

## SOFT SKILLS FOR EMPLOYABILITY

**Course Code: MBA201C5**

**Credits: 0:0:1**

**Pre – requisites: Nil**

**Contact Hours: 28L**

**Course Coordinator: Dr. Rizwana.M**

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### Course Content:

#### Objectives

The objective of the course is to develop an understanding about the role of soft skills and employability skills in achieving success in career and help the students to have a holistic approach to employment. This will be achieved through the following objectives.

1. To provide basic understanding of Soft skills and its importance and to apprise the student on the development of Soft skills for growth.
2. To provide basic understanding of employability skills and their importance
3. To apprise the student on the handling group discussion
4. To apprise the student on the handling interview
5. To make students aware of professional ethics, Work life balance and Time Management.

#### Syllabus:

##### Unit 1

**(6 hours)**

Soft skills and the preparation: what is a soft skill, why it is important, Classification of soft skills, Do's and Don'ts in the pursuit. Goal setting and self-esteem, presentation and public speaking skills, personal, SWOT analysis.

##### Unit 2

**(6 hours)**

Career planning: definition and process of career planning. Searching and selecting a job, searching and selecting a job using social media and other network. Resume writing: Bio data, Resume and CV, Types of resumes, essentials of an effective resume, resume writing practice, creating personal webpage.

##### Unit 3

**(6 hours)**

Group Discussion and interview: Differentiating from others in GD, scoring strategies in GD. GD practice sessions.

##### Unit 4

**(6 hours)**

Interview: Ground work before interview, Tips on power dressing, exhibiting appropriate body language, difficult questions and skillfully handling them. Telephone skills and phone etiquette. Interview practice sessions, Virtual interview, digital skills.

##### Unit 5

**(4hours)**

Professional ethics and code of conduct- Work life balance: definition and various strategies to maintain proper work life balance, Time management: importance of time management: various steps for better time management process

## Evaluation Criteria:

### Group Discussion:

1. The students will be evaluated based on Group Discussion for 30 marks
2. The course coordinator randomly selects the students for GD and evaluates the performance based on the following criteria:

S.No	Skill to be observed	Mark
1	Initiative and Involvement	5
2	Leadership Skills	5
3	Knowledge of the topic	5
4	Communication skills	5
5	Convincing arguments	5
6	Listening skills	5
	<b>Total</b>	<b>30</b>

**Presentation: The students will be evaluated based on their presentation skills. Allocation of marks for presentation**

S.No	Skill to be observed	Mark
1	Appearance of the candidate, coherence and organization of the topic	5
2	Non verbal Skills-Eye contact, Body language, poise	5
3	Verbal skills- Speaking skills –audibility, liveliness, enthusiasm and delivery	5
4	Effective usage of visual aids	5
	<b>Total</b>	<b>20</b>

### Interview:

1. Interview will be conducted by industry expert for 50 marks.

**Allocation of marks for Interview:**

S.No	Skill to be observed	Mark
1	Self Introduction	10
2	Positive attitude and confidence	10
3	Professional approach	10
4	Communication	10
5	Knowledge	10
	<b>Total</b>	<b>50</b>

## RECOMMENDED BOOKS

1. Skills for your career success: Touch your tipping point -M.Ganesh Sai and M.Ramakrishna Sayee- , Shroff publishers & Distributors Pvt. Ltd-2012
2. Developing management skills -David.A.Whetten, & Kim S.Cameron,, PHI,8th Edition, 2010
3. I am not afraid of GD and PI ,T.A.Varshney , Pearson 1/e, 2012.

## **Reference Books**

1. Enhancing employability at soft skills -Shalini Varma, Pearson 1/e, 2012.
2. Skills Development for Business and Management Students -Kevin Gallagher, Oxford University Press.
3. “Business Ethics – An Indian Perspective”,-Prof. (Col) P S Bajaj and Dr. Raj Agrawal, Biztantra, New Delhi, 2004.
4. “Ethics and the Conduct of Business”, -John R Boatright, Pearson Education, 2003

## **Course Outcomes (COs):**

The student will be able to:

1. Demonstrate an understanding of soft skills and apply some of them for his personality development. (PO3,PO8)
2. Demonstrate an understanding of employability skills and will be able to prepare a structured resume (PO3,PO8)
3. Handle group discussions effectively (PO3,PO8)
4. Handle interviews effectively (PO3,PO8)
5. Exhibit an awareness and importance of professional ethics (PO3,PO8)

## MARKETING MANAGEMENT

**Course Code: MBA201C6**

**Credits: 4:0:0**

**Pre – requisites: Nil**

**Contact Hours: 56L**

**Course Coordinator: Dr. Adarsha K**

### Course Content:

#### Course Objectives:

The objective of this course is to give conceptual knowledge about marketing and its techniques, to provide the rationale for making marketing decisions from a managerial perspective and to build on foundation of consumer behaviour and marketing mix decisions.

In detail:

1. To provide basic understanding of marketing concepts, marketing mix, marketing environment, services marketing and digital marketing.
2. To provide basic understanding of behavioral aspects of marketing and the bases of market segmentation.
3. To provide a basic understanding of pricing strategies and channel of distribution
4. To provide practical framework for planning and controlling of marketing communication programs.
5. To help the students on the application oriented case analysis in the field of marketing management.

#### UNIT 1

**(12 hours)**

Introduction: Nature and scope of Marketing. importance of marketing; Marketing concept and its evolution; Societal marketing, Marketing mix, The Dynamic Marketing environment – Environmental Monitoring, **Marketing Environment**, Services Marketing-Introduction ,Services marketing mix, characteristics. Types of Services like Educational services,Health care Services, Hospitality Services.

Introduction to Digital marketing: Digital marketing definition, scope and importance, Various forms of Digital Marketing.

#### UNIT 2

**(14 hours)**

Consumer Markets and Buying Behaviour-the consumer Market, Consumer decision making, consumer versus organizational buyers; Market segmentation, Segmenting the consumer market, Target market strategies. positioning, Product planning and development: meaning, classifications, product mix strategies, new product development, product life cycle, branding strategies, packaging and labelling

#### UNIT 3

**(12 hours)**

Pricing and Distribution: meaning of Price, Importance of price, objectives, factors influencing price Determination, Pricing strategies Distribution: Channel of distribution, meaning, middlemen and Distribution Channels, Designing distribution Channel, factors influencing channel selection,Channel Conflict and types.

## UNIT 4

(12 hours)

Integrated Marketing Communication: The Role of Promotion in marketing, Promotion methods, Integrated Marketing Communication, the communication Process and promotion, Determining the Promotion mix, Personal selling and sales management, Nature of Personal Selling, The personal selling Process, advertising –Nature and Scope of Advertising, Developing an Advertising Campaign, Sales Promotion, Public Relations.

## UNIT 5

(6 hours)

Case study compulsory question for 20 marks. Review and recap of case studies discussed from Unit 1 to 5.

### Practical Components

1. Analyze Product Life Cycle of few successful and failed product.
2. Analyze branding and Packaging strategies used by FMCG companies 3. An exercise of new product/services development with unique ideas.
3. Role play related to personal selling.

### RECOMMENDED BOOKS:

1. Marketing Management :the Indian context, Ramaswamy & Namakumari-TMH, 1/e,2013
2. Managing Marketing: An Applied Approach and the Marketing Toolkit - NOEL CAPON, Siddharth Shekhar Singh, : Wiley India2014.
3. Marketing Management:Philip Kotler,Kevin Lane Keller,Abraham koshy,Mithileshwar jha,Pearson Kotler,14/e,2013
4. Fundamentals of Marketing Management, M J Etzel,BJ Walker, William Stanton, TMH 14<sup>th</sup> Edition 2007
5. Principles of Marketing, Philip Kotler,Gary Armstrong,Pearson/PHI 12<sup>th</sup> Edition 2005
6. Case Studies in Marketing – Indian Context by R.Srinivasan, PHI, 5<sup>th</sup> Edition, 2012
7. Understanding Digital Marketing, Damian Ryan, Calvin Jones,2/e, 2012,Viva Books Private Limited

### REFERENCE BOOKS:

1. Marketing by Lamb, Hair, McDaniel – Thomson, 2013 edition
2. Marketing Management by Rajan Saxena – TMH, 2010 edition
3. Marketing Management, Subhash G Jain Thomson–, 6<sup>th</sup> Edition, 2004
4. Marketing by Evans & Berman, 2/e, Biztantra, 2005
5. Marketing in the New Era by J S Panvar ,Sage Publications ,2007
6. Strategic Digital Marketing, Eric Greenberg, Alexander Kates,1/e, 2013,McGraw-Hill Education

### Course Outcomes (COs):

The student will be able to

1. Demonstrate the basic concepts about marketing management and the marketing process and describe the environmental forces that affect the company's ability to serve its customers. (PO1,PO7)
2. Demonstrate the factors that influence consumer and describe the various decision points that a marketing manager makes in relation to product management. (PO1,PO2,PO7)

3. Demonstrate the major approaches in pricing products and identify the major channel alternatives open to a company. (PO1,PO2,PO4,PO7)
4. Demonstrate the various promotion tools and identify and explain the key elements of a marketing plan. (PO1,PO2,PO4,PO7)
5. Analyze the given case based on various marketing concepts. (PO1,PO2,PO7)



## BUSINESS STATISTICS

**Course Code: MBA201C7**

**Credits: 3:0:0**

**Pre – requisites: Nil**

**Contact Hours: 42L**

**Course Coordinator: Dr Arun Kumar D C**

### Course Content:

#### Course Objectives

1. To make students aware of the fundamental concepts of data collection, classification and tabulation
2. To make students proficient in the use of basic charts, graphs and tables to aid presentation of data and central tendency
3. To make students proficient in the use of descriptive statistical tools such as dispersion and correlation.
4. To develop students skills in the use of techniques of regression and time series analysis.
5. To make students aware of concepts of probability and Theoretical Probability Distributions.

#### Syllabus

##### **Unit 1 (8 Hours)**

Introduction to Statistics: Definition of Statistics – Importance and Scope of Statistics – Functions of Statistics - Statistical Investigation - Limitations of Statistics – Distrust of Statistics

Statistical Data: Primary and Secondary data – Sources of Data – Types of Classification of data- Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution

##### **Unit 2 (9 Hours)**

**Diagrammatic and Graphic Representation:** Line Diagram, Bar Diagram, Rectangle Diagram, and Pie Diagram -Choice of a suitable Diagram – Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs

**Measures of Central Tendency:** Average: Concept, Types – Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode - Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies

##### **Unit 3 (9 Hours)**

**Measures of Dispersion:** Range – Quartile Deviation – Mean Deviation – Standard Deviation – Variance – Coefficient of Variance – Comparison of various measures of Dispersion

**Correlation:** Scatter Diagram, Karl Pearson's coefficient of Correlation, Rank Correlation, Concurrent Deviation

**Unit 4****(8 Hours)****Regression:** Method of Least Squares, Curve Fitting.**Time Series Analysis:** Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation —Methods of Estimating Trend**Unit 5****(8 Hours)****Probability:** Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables and Concept of Probability Distribution.**Theoretical Probability Distributions:** Binomial, Poisson and Normal.**RECOMMENDED BOOKS**

1. Fundamentals of Statistics, S. C. Gupta, Himalaya Publishing House, 2012
2. Statistics for Management, Richard I Levin, Pearson Education / PHI, 7/E, 2013
3. Complete Business Statistics 7/e, Aczel and Sounderperandian, Tata-McGraw Hill, 2012

**Reference Books**

1. Statistics – Concepts and Applications, Nabendu Pal and Sahadeb Sarkar, PHI, 2/e, 2015
2. Business Statistics – R S Bhardwaj, Excel Books, 2013
3. Statistical Methods, S. P. Gupta, Sultan Chand & Sons, 2012
4. Business Statistics, J.K.Sharma, Pearson, 2013
5. Business Statistics for Contemporary decision-making, Ken Black, John Wiley, 2012
6. Statistics for Business and Economics, JIT S Chandan, Vikas Publishing House, 2011

**Course Outcomes (COs):**

1. The student will be able to collect, classify and tabulate data (PO1)
2. The student will be able to present data using charts, graphs and tables (PO1)
3. The student will be able to demonstrate the use of descriptive statistical tools such as dispersion & Correlation (PO1, PO2, PO6)
4. The student will be able to demonstrate the use of regression and time series techniques (PO1, PO2, PO6)
5. The student will be able to determine the probability using probability distribution. (PO1, PO2)

## **BUSINESS COMMUNICATION**

**Course Code: MBA201C8**

**Credits: 3:0:0**

**Pre – requisites: Nil**

**Contact Hours: 42L**

**Course Coordinator: Dr. A.Mahalakshmi**

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### **Course Content:**

#### **Course Objectives:**

This course will help to

1. learn the importance and fundamentals of business communication
2. prepare business letters and emails, reports and practice case method of learning
3. prepare presentation using advanced visual support and basics of negotiation
4. learn planning and conducting meetings both offline and online and media management
5. increase hands on experience in analyzing practical application oriented cases to arrive at possible business decisions

#### **Unit 1**

**(8 Hrs)**

**Introduction:** Communication – Definition, classification, purpose, characteristics of successful communication, barriers, communication structure in organization  
**Oral Communication:** Conversation Control, two sides of effective oral communication  
**Written communication:** Principles of effective writing, 3x3 writing process, coherence, characteristics and constraints in online communication.

#### **Unit 2**

**(12 Hrs)**

**Business Letters and Reports:** Types of business letters-writing routine and persuasive letters and emails, writing memos; Report writing- objectives, purpose and kinds ; Case method of Learning: Types of cases, case analysis–process, dos and don'ts for case preparation-reading a case properly, case analysis approaches, Emails, advantages and disadvantages of online case analysis.

#### **Unit 3**

**(10 Hrs)**

**Presentation:** What is a presentation, elements, designing a presentation, Advanced Visual Support for business presentations: PowerPoint Presentation (PPT), Types of visuals-advantages and disadvantages  
**Negotiation:** What is negotiation, need, factors affecting negotiation, stages, and negotiation strategies.

#### **Unit 4**

**(9 Hrs)**

**Group Communication:** purpose of meeting, Planning and conducting meetings – Notice, Agenda and Minutes of the Meeting, common complaints about meetings, online meeting apps, advantages and disadvantages of online meetings; Seminars and Workshops – definition, differences, advantages and disadvantages of webinars; Media management: Press release, Press conference, Media Interviews; intranet and internet, video conferencing; Social media – types, advantages and disadvantages.

## **Unit 5**

**(03 Hrs)**

Case Study: Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

### **Recommended Books:**

1. Business Communication : Concepts, Cases And Applications –Chaturvedi P. D, & Mukesh Chaturvedi,3/e, Pearson Education, latest edition
2. Advanced Business Communication – Penrose, Rasberry, Myers,5/e, Cengage Learning, 2004

### **Reference Books:**

1. Lesikar's Business Communication –Connecting in a Digital World, Rentz & Pande, 13/e, TMH, 2013
2. Basic Business Communication- Lesikar, Faltley, TataMcGrawHill, Eleventh Edition
3. Media and Communication Management –C.S.Rayadu, Himalaya Publishing, 2011

### **Course Outcomes (COs):**

On completion of this course, students will have improved ability to

1. describe basics of written and oral communication (PO1,PO4,PO5)
2. prepare business letters and emails, reports and adopt case method of learning (PO1,PO2,PO4,PO5)
3. prepare PowerPoint presentations use advanced visual aids and also demonstrate business negotiations (PO1,PO2,PO3,PO5)
4. plan and conduct meetings both offline and online and effectively manage communication media (PO1,PO4,PO5)
5. Exhibit understanding by analyzing any given business situations(PO2,PO4,PO5)

# PRODUCTION AND OPERATIONS RESEARCH

**Course Code: MBA202C1**

**Credits: 4:0:0**

**Pre – requisites: Nil**

**Contact Hours: 56 L**

**Course Coordinator: Dr. Pallavi B and Dr. Adarsha.K**

## Course Content:

**Course Objectives:** The objective of this course is to provide conceptual understanding of business application of Quantitative Techniques and to provide a basic understanding of Quantitative tools in accomplishing predetermined objectives of business like profit maximization, cost minimization, or efficient and effective use of resource allocation.

In detail:

1. To make students understand the fundamentals of production/operating system, location planning and facility layouts.
2. To make students aware of the production planning & control, materials, stores and inventory management.
3. To introduce the basic concepts of Operations Research and Linear Programming Problem
4. To bring out the concept of transportation and assignment models and their utility in business and simulation.
5. To introduce network analysis and their application in management

## Unit 1

**(10 Hours)**

**Introduction to Production & Operations Management (POM):** Meaning, Nature of production & Operations, objectives of production/operations management, Responsibilities of production/operations manager, Types of production systems, factors affecting pom today and Productivity: definition

**Facility Location decision:** meaning, need for location decision, nature of location decision, factors affecting, and scope and function of pom.

**Facility Layout:** Meaning, objectives of a good plant layout, types of layout (meaning, advantages and disadvantages): Process layout, product layout, fixed position layout, cellular manufacturing layout, combination or hybrid layout; service facility layout, criteria for selection and design of layouts.

## Unit 2

**(10 Hours)**

**Production Planning and control, MRP I and MRP II**

**Materials Management:** Definition, objectives, scope, purchase management: meaning, functions of purchasing department, Inventory management: classification of inventories, inventory costs, inventory decisions ,inventory control systems for independent demand items, problems on purchase decisions in case of discount offers. Selective inventory control techniques, vendor rating

Store management and waste disposal.

**Unit 3****12 hrs**

Introduction to Operations Research: Origin, Development, Meaning and Definition of Operation Research; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory)

Linear Programming Problem (LPP) Application of LPP in Management, Advantages of LPP (only theory) Formulation of LPP Solution of LPP by Graphical method: Infeasible and Unbounded Solution

**Unit 4****12 hrs**

Transportation Models: General Structure; Various methods for finding initial solution: Maximization and Minimisation problems North West Corner Method, Least Cost Method, Vogel's Approximation Method; Unbalanced Transportation Problem, Degenerate Solution (Theory only); Theory on optimality.

Assignment problems; General Structure; Finding Optimal Solution; Variations: Non square matrix, Maximization problem, Restrictions on Assignments, Alternate Optimal solutions.

Simulation: Monto carlo simulation and numerical problems.

**Unit 5****12 hrs**

Network Analysis: Terminology; 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, Crashing of a Project (Theory only)

**RECOMMENDED BOOKS**

1. Production And Operations Management, R. Panneerselvam, 3/e, 2012, PHI (Pearson)
2. Production and Operation Management, K. Aswathappa, K. Shridhara Bhat, 2/e, 2012, Himalaya Publishing House Pvt Ltd
3. Operations Management, William J Stevenson, 9/e, 2012, McGraw-Hill Education India Pvt. Ltd
4. Operations Research by V.K. Kapoor – Sultan Chand Publications
5. "Operations Research"-S. D. Sharma, Kedar Nath and Ram Nath & Co. Ltd. 2010
6. Introduction to Operations Research, Fredrick, Gerald, Bodhibrata, Pream, McGraw Hill
7. Production and Operations Management, S N Chary, 5/e, 2012, McGraw-Hill Education India Pvt. Ltd

**REFERENCE BOOKS**

1. Operations Management, Jay Heizer, Barry Render, Jagadeesh Rajashekhar, 9/e, 2009, Pearson Education India
2. Operations Management : Processes and Supply Chains, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman and Samir K. Srivastava, 9/e, 2011, Pearson Education India
3. Quantitative Techniques for Management – ND Vohra, TMH, 4th ed, 2010
4. Operations Research With C Programs – R Kalavathy, Vikas Publication, 2012
5. Methods of Operations Research, Philip M Morse, George K. Kimball, John Wiley & sons

**Course Outcome (COs):**

1. The student will be able to help in the design of production/operating system, choose a location and facility layout (PO1,PO2)
2. The student will be able to explain production planning, materials management and inventory management (PO1)
3. The student will be able to demonstrate ability to use LPP which are helpful in decision making (PO1)
4. The student will be able to demonstrate ability to use transportation and assignment models (PO1,PO2)
5. The student will be able to demonstrate ability to build a project network (PO1,PO2)

## BUSINESS LAW

**Course Code: MBA202C2**

**Credits: 3:0:0**

**Pre – requisites: Nil**

**Contact Hours: 42L**

**Course Coordinator: : Dr. G.Vijaya Kumar**

### Course Content:

#### Course Objectives

This course will help to

1. Obtain basic understanding of law of contract, Law of agency, Bailment and Pledge
2. Understand requirements of the Negotiable Instruments Act 1881, Law of Partnership for the purpose of conducting business
3. Learn basic provisions of the Companies Act 2013 concerning incorporation and regulation of business organizations
4. Gain awareness about important legislations namely Sale of Goods Act, Consumer Protection Act and Information Technology Act 2000
5. Acquire knowledge on the leading case laws and apply relevant case laws in arriving at conclusions facilitating business decisions

#### Syllabus

##### Unit- 1

**(10 Hours)**

**Law of Contract:** Definition, essentials and types of contracts, offer-definition, types, acceptance-definition, essentials, consideration –definition, essentials, exceptions to the rule, capacity to contract-meaning, parties competent to contract, free consent-meaning, elements constituting free consent (meaning only), performance of contract-meaning, Types of performance, Discharge of contract-meaning and modes, remedies for breach of contract.

**Law of Agency:** Essentials, kinds of agents, rights and duties of agent and principal **Bailment** - definition, essential elements, rights and duties of bailer and bailee **Pledge** – Definition, essentials, rights and duties of pledger and pledgee

##### Unit 2

**(9 Hours)**

**Negotiable Instruments Act 1881:** Negotiable instruments-Definition, salient features, kinds of negotiable instruments – definition, essentials and differences; Parties to negotiable instruments, Negotiation, presentment, dishonour of negotiable instruments-meaning Dishonour by non-payment and Non-Acceptance, Noting and Protest, discharge of negotiable instruments

**Law of partnership:** Definition, essentials of partnership, formation of partnerships, kinds of partners, rights and liabilities of partners, registration of partnership, dissolution of partnership firm **meaning and modes.**

##### Unit 3

**(10 Hours)**

**Companies Act 2013:** definition, characteristics and kinds of companies, steps in formation of company- Memorandum of Association, Articles of Association

**Directors:** Appointment, power, duties and liabilities; Meeting and resolutions – meaning and types

**Auditors:** Appointment, rights and liabilities. Modes of winding up of a company.



#### Unit 4

(10 Hours)

**Sale of Goods Act:** Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller.

**Consumer Protection Act:** Basic concepts, Objectives, Central and State consumer protection council and District forum

**Information Technology Act 2000** – Definition, cyber crimes, Electronic Governance: electronic records –use and retention, electronic signature, validity of contracts formed through electronic means, Acknowledgment and Despatch of electronic records - Secure Electronic Records and Secure Electronic Signature

Disaster Management Act 2020- Definitions, Disaster Management Authority, National, State & District level measures by the Government for Disaster Management. Offences and Penalties (latest amendments).

#### Unit 5

(3 Hours)

**Case Study:** Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4

#### Recommended books:

1. Elements of Mercantile Law – Sultan Chand -N D Kapoor, 34<sup>th</sup> Revised Edn.2013
2. Business Law for Management -Saravanavel & Sumathi –HPH-2008
3. Cyber Laws -Yatindra Singh Justice , 5<sup>th</sup> edition (Reprint),2015

#### Reference Books:

1. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2012
2. Nandan Kamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd. New Delhi, 2000
3. Parag Diwan, Shammi Kapoor,– Cyber & E-Commerce Laws: Individual Rights, Computer Hacking Remedies and e-Commerce Laws, Bharat Publishing House, New Delhi,2000

#### Course Outcomes (COs):

The student will able to demonstrate understanding of

1. Basic provisions of law of contract, Law of Agency and bailment and pledge. (PO4,PO8)
2. Basic legal provisions of Negotiable Instruments Act, Law of insurance and Law of partnership (PO4,PO8)
3. Understanding of the Companies Act 2013 regarding incorporation and regulations of business organizations. (PO4,PO7,PO8)
4. Awareness about legislation provision of Sale of Goods Act, Consumer Protection Act and Information Technology Act (PO4,PO8)
5. Analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework. (PO2,PO4)

## SEMINAR

**Course Code: MBA202C3**

**Credits: 0:0:2**

**Pre –requisites: Basic knowledge on Business Communication**

**Contact Hours: 56P**

**Course Coordinator: : Dr. Jyothi.E.Singh and Mrs. S.B.Rashmi**

### Course Content:

#### Course Objectives

1. To enable the students in pooling knowledge and enhancing their oral communication skills, presentation skills, and leadership skills.
2. To make them confident to access to skills needed to accomplish goals more effectively and efficiently
3. To make them understand extensively with the methodology of their chosen topic and also to allow them to interact with examples of the practical problems that always occur during research work.
4. To make them aware about the creative approaches in designing and delivering the contents.
5. To help them in managing the time in their topic presentation.

#### Seminar Guidelines:

1. A panel consisting of 2 faculty members drawn from the faculty lists on a specified date.
2. The faculty member in the panel will value the seminar for a maximum of 50 marks each individually and the total will be taken for 100.
3. One of the panel members will be the Guide.
4. A faculty may not be required to guide more than 10 students for the purpose of seminar.

#### CIE & SEE Components:

1. The marks given by guide will be considered as CIE component.
2. The marks given by Examiner will be considered as SEE component.

#### Criteria for allotting marks:

Sl.No	Criteria	Marks
1.	Introduction, Scope and Significance	10
2	Contents and adequacy of coverage	5
3	Communication skills and level of confidence	5
4	Topic Knowledge	10
5	Recent trends and creativity	10
6.	Time Management, Question and answer Session	10
	<b>TOTAL</b>	<b>50</b>

**Course Outcomes (COs):**

The student will be able to locate, gather, organize, summarize and present a body of work and gain practice in the art of presentation skills.

1. The Student will be able to demonstrate their conceptual understanding of the subject knowledge and their presentation skills and leadership skills (PO4,PO8)
2. Demonstrate their to skills needed to accomplish goals more effectively and efficiently (PO4,PO8)
3. The students will be able to demonstrate the methodology of their chosen topic and also to allow them to interact with examples of the practical problems that always occur during research work (PO4,PO8)
4. The students will demonstrate the creative approaches in designing and delivering the content (PO4,PO8)
5. Students will be able to manage the time in their topic presentation (PO4,PO8)

## FINANCIAL MANAGEMENT

**Course Code:** MBA202C4

**Credits:** 4:0:0

**Pre – requisites:** Basic knowledge on Accounting for Managers

**Contact Hours:** 56L

**Course Coordinator:** Dr. Y.M.Satish

### Course Content:

**Course Objectives:** The objective of the course is to provide the students with the conceptual knowledge of time value of money and the activities involved in raising, allocation and distribution of finance associated with business organization.

In detail:

1. To make students understand the nature of financial management, financial markets and sources of finance.
2. To make students understand the importance of time value of money and determining the cost of capital.
3. To make students understand the significance of investment decision, project evaluation techniques and estimation of cash flows.
4. To apprise the students about the conceptual knowledge about capital structure, leverages, working capital and dividend policy.
5. To apprise the students on the leading practical application oriented case studies – relevant and updated and doing case study analysis & arriving at conclusions facilitating business decisions

#### **Unit 1**

**12 Hours**

**Introduction to Financial Management:** Objectives of financial management – profit maximization and wealth maximization, Interface of Financial Management with other functional areas. Emerging trends in financial management

**Indian Financial System:** Capital Market, Money Market, Forex Market, Commodity market.

**Sources of Long Term Financing:** Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles.

#### **Unit 2**

**12 Hours**

**Time value of money:** Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Loan amortization.

**Cost of Capital:** Basic concepts. Cost of debenture capital, cost of preferential capital, cost of equity capital, Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

#### **Unit 3**

**12 Hours**

**Capital budgeting Decisions:** Importance, Capital Budgeting techniques: Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return.

**Estimation of cash flows** – estimation of cash flow for new and replacement projects

**Unit 4****12 Hours**

**Capital Structure and Leverages:** Difference between capital structure and financial structure, EBIT – EPS Analysis, ROI – ROE Analysis, leverages: Operating leverage, financial leverage and combined leverage.

**Working capital management** – Factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management)

**Dividend Policy:** Dimensions of dividend policy, legal procedural aspects, Bonus shares and stock splits, share buy backs.

**Unit 5****8 Hours**

Case analysis compulsory for 20 marks. Review and recap of case study discussed from Unit 1 to Unit 4.

**Practical Components:**

SI No	Practical Component
1.	Identifying the small or medium sized companies and understanding the investment evaluation techniques used by them.
2.	Using the annual reports of selected companies, students can study the working capital management employed by them.
3.	Students can also compare the working capital management of companies in the same sector.
4.	Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

**RECOMMENDED BOOKS:**

1. Financial Management -Prasanna Chandra , 8/e, TMH, 2019.
2. Financial Management -Khan M. Y. & Jain P. K , 6/e, TMH, 2019.
3. Financial Management ,I M Pandey, Vikas Publications -2019

**REFERENCE BOOKS:**

1. Brigham & Houston, Fundamentals of Financial Management, 10/e, Cengage Learning.
2. Damodaran, Corporate Finance, , 2/e, Wiley India (P) Ltd., 2004
3. Financial Management - Taxmann, 6<sup>th</sup> edition, 2019
4. Sheeba Kapil, Fundamentals of Financial Management, Pearson, 2013
5. Vanhorne, James C, Financial Management & Policy-, 12/e, Pearson, 2002
6. Financial Management by Ravi Kishore

**Course Outcomes (COs):**

1. The student will exhibit the conceptual understanding of various steps involved in raising, allocation and distribution finance. (PO1,PO2,PO6)
2. The student will be able to evaluate capital budgeting and capital structure decisions of the firm. (PO1,PO2,PO6)
3. The student will be able demonstrate the understanding of various sources of funds in the market (PO2,PO6)
4. The student will be able to determine the working capital requirements and the impact of dividend decisions on the value of the firm. (PO1,PO2,PO6)
5. The student will be able to apply concepts learnt to demonstrate the understanding of the published reports of business firms and companies and also demonstrate the ability to draw meaningful conclusions about the financial performance of business firms and companies. (PO1,PO2,PO6)

## HUMAN RESOURCE MANAGEMENT

**Course Code: MBA202C5**

**Credits: 3:0:0**

**Pre – requisites: Nil**

**Contact Hours: 42L**

**Course Coordinator: : Dr.A.Mahalakshmi**

### Course Content:

#### Course Objectives:

1. To enable students understand basic concepts and functions of HRM, concept of HR planning and recruitment.
2. To make students aware of procedure, process and methods involved in selection, placement and induction
3. To make them understand wage and salary administration and requirement for training and development.
4. To make students aware of performance appraisal, internal promotion and transfers of employees.
5. To help students on the practical application of case analysis and arriving at conclusions facilitating business decisions.

#### Unit 1

**(10 Hours)**

Nature and scope of Human Resource Management (HRM)– definition and features of HRM – PM v/s HRM – managerial functions and operative functions – role and qualities of HR manager.

HR planning -objectives, definition and need for HRP – benefits, problems and limitations of HRP – factors affecting HRP – process of HRP –job description-job specification-job analysis- job evaluation.

#### Unit 2

**(9 Hours)**

Recruitment – objectives and definition –centralized and decentralized recruitment- factors affecting recruitment policy –recruitment process–recruitment techniques.

Selection – meaning and definition of selection; selection procedure – application form – written exams – preliminary interview – various types of tests (aptitude, achievement, situational, interest, personality) –different types of interviews and interview process.

#### Unit 3

**(10 Hours)**

Placement and Induction- Induction–Meaning, Induction Program –Steps, making induction effective.

Wage and Salary Administration– definitions, objective, need for sound salary administration — factors affecting wages / salary levels; wage incentives – objectives, need, merits and demerits of incentive schemes– profit sharing – bonus concepts – ESOPs; fringe benefits- employee security, safety and health-welfare and recreational facilities-old age and retirement benefits

Training and Development – meaning, need and objectives of training – benefits of training – on-the-job and off-the-job training methods — training procedure; advantages and evaluation of training

**Unit 4****(10 Hours)**

Performance appraisal (PAS) meaning, need and objectives – appraisers - 360° Appraisal methods – uses and problems of performance appraisal Internal mobility: promotion – meaning, purpose, bases of merit – seniority – merit cum seniority; benefits and problems- promotion policy; transfer – meaning, purpose, reasons, benefits, types; demotion – meaning – need for demotion policy.

Modern HR process - HR Contingency plan, work from home.

**Unit 5****(3 Hrs)****Case Study****RECOMMENDED BOOKS:**

1. Essentials of HRM and Industrial Relations (Text, Cases and Games), Himalaya Publication,2014
2. Personal And Human Resource Management (Text & Cases)– P Subba Rao – Himalaya Publication 2010.
3. Human Resource Management –Biswajeet Patnayak – PHI 5/e,2018.
4. Managing Human Resources –Bohlander, Snell, Sherman – Thomson Learning ,2012
5. Human Resource Management – CynthiaFisher, Shaw – Wiley Dreamtech / Biztantra, 5/e, 2008
6. Human Resource Management – Gary Desler –12/e Pearson,2011

**REFERENCE BOOKS:**

1. Human Resource Management & Robert Konopaske,–John M Ivancevich –TMH 12/e 2013
2. A Hand Book Of Human Resource Management – Michael Armstrong and Stephen Taylor – Kogan Page India Ltd.2014
3. Human Resource and Personnel Management – Text and Cases – K Ashwatappa – TMH 2013.
4. Human Resource Management –Robbins, D' Cenzo & Susan –John Wiley & Co 2013
5. Managing Human Resources – Gomes Mejia, Balkin Candy – Pearson Education / PHI, 7/e 2013

**Course Outcomes (COs):**

1. The Student will demonstrate their conceptual understanding of basic concepts and functions of HRM, concept of HR planning, process, functions of HRP and recruitment policy, techniques and process. (PO1,PO5)
2. The students will demonstrate their conceptual knowledge about various steps involved in selection, placement and induction and providing methods, procedure and evaluation in Training and Development (PO2,PO4,PO5)
3. The students will demonstrate their conceptual knowledge of performance appraisal and wage and salary administration in corporate (PO1,PO5)
4. The students will demonstrate their conceptual skill of Career planning, bases of internal mobility - HR audit and HR outsourcing. (PO1,PO8)
5. The students will demonstrate their conceptual knowledge of the subject in real time problems (PO1,PO8)



## BUSINESS ANALYTICS

**Course Code:** MBA202C6

**Credits:** 2:0:1

**Pre – requisites:** Basic knowledge on Computer Applications

**Contact Hours:** 28L + 28P

**Course Coordinator:** Dr. Arun kumar.D.C

### Course Content:

**Course Objectives:** The objective of the course is to impart the knowledge of the Business analytics, advanced excel and SPSS to help the student in using the tools analysis and decision making.

#### In detail:

1. To provide understanding of fundamentals of business analytics
2. To provide understanding of Digital Data for Business Analytics
3. To provide basic understanding of OLTP and OLAP
4. To provide basic understanding of Statistics for Business Analytics
5. To provide basic understanding of Application of Analytics

### Syllabus

#### Unit 1

**06 Hours**

Introduction to business analytics: Definition, types of analytics, characteristics of analytics, BA and BI, Business analytics process, Types of Data Measurement Classification Scales, relationship of BA process and organizational decision making process

#### Unit 2

**05 Hours**

**Digital Data for Business Analytics-** Introduction, Getting into “GoodLife” Database, Knowing Structured Data- characteristics, origin of structure data, hassle-free retrieval, Unstructured Data- myth, managing and storing unstructured data, challenges, Semi-Structured Data- managing, storing and modeling of semi-structured data, Difference between Semi-Structured and Structured Data

#### Unit 3

**05 hours**

**Introduction to OLTP and OLAP-** OLTP (On-Line Transaction Processing)- process, advantages, challenges and query, OLAP (On-Line Analytical Processing) one, two & three dimensional data, query and advantages of OLAP system, Different OLAP Architectures – MOLAP, ROLAP & HOLAP

#### Unit 4

**06 Hours**

Statistics for Business Analytics- Role of Statistics in Analytics. Data, Data Description and Summarization, Statistical Tests, Understanding Hypothesis and t-Test, Correlation Analysis, Regression, ANOVA, Time Series Analysis.

#### Unit 5

**06 hours**

**Application of Analytics-** Application of Analytics- application in business support function, Analytics in Industries- Telecom, Retail, Health Care, Widely Used Application of Analytics- anatomy of social media analytics. Anatomy of recommended systems and component of recommended systems.

## **Practical Component**

**28 Hours**

- **Advanced Excel for business analytics:** - Range Names, Lookup functions, index function, match function, text functions , Custom sort, Filter – Advanced, Stem and Leaf plot, Spark line, Histograms, Sampling, multiple regression, one way ANOVA, moving averages to understand time series
- **SPSS for Business Analytics-** SPSS and basic statistical analysis: entering data, understanding types of data, Recode and transformation, Measures of central tendency, cross tabulation and chi-square, one and two sample t test, ANOVA, Pearson and spearman correlation, partial correlation, simple linear regression, multiple linear regression

**Practical components are evaluated in Lab internal test for 20 Marks in CIE component**

### **Text books**

1. Fundamentals Of Business Analytics, 2ED, **R N Prasad, Wiley India.**
2. Business Analytics- Principles, Concepts and Applications, Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey, Pearson

### **References**

1. SPSS for Windows Step by Step, Darren George, Pearson Education, 10/e 2011
2. Excel 2007 Bible, John Walkenbach, Wiley publishing, 2007

### **Course Outcomes (COs):**

1. The student will be able to apply business analytics fundamentals in decision making process (PO1,PO2,PO8)
2. The student will be able to understand need of digital data in the organization (PO1,PO2,PO8)
3. The student will be able to understand the uses of OLTP and OLAP(PO1,PO2,PO8)
4. The student will be able to apply statistical tools for Business Analytics(PO1,PO2,PO8)
5. The student will be able to understand the application of business analytics in various sectors. (PO1,PO2,PO8)

## PRINCIPLES OF BANKING AND INSURANCE

**Course Code:** MBA202C7

**Credits:** 3:0:0

**Pre – requisites:** Nil

**Contact Hours:** 42L

**Course Coordinator:** Dr. T.Mohansundaram

### Course Content:

**Course Objectives:** The primary objective of this course is to acquaint knowledge about Banking and Insurance industry.

The course will help to:

1. Learn the basic aspects and regulations of banking in India.
2. Get a clear framework of different segments of banking, Asset-Liability Management and NPA Management.
3. Make students understand the different types of products in life and non-life insurance sectors.
4. Enable students understand the pricing of the insurance and claims management aspects.
5. Help students in application of theoretical concepts to practical situations involving several cases.

### Course outcomes:

On completion of this course, student will have an ability to

1. Demonstrate an understanding of the roles and functions of RBI, Commercial banks, Cooperative banks and Development banks.
2. Exhibit knowledge on different types of banking and Asset Management activities of banks
3. Demonstrate an understanding on products and services of life insurance and non-life insurance sectors
4. The student will be able to determine the pricing of insurance products and exhibit knowledge on claims settlement.
5. The student will be able to demonstrate the application of concepts learnt to practical situations.

### Unit I

**(10 Hours)**

Introduction to banking in India: Concept and Evolution of Banks, Structure of Banks: Cooperative Banks - Commercial Banks - Development Banks, RBI's role and Function, Commercial Banks and its function.

Banker-Customer Relationship, Garnishee Order, Rights of a Banker, Duties and Responsibilities of Banker, Banker's Lien, Pledge, Mortgage, Hypothecation, Right of set-off, Mandate and Power of Attorney, Principles of Lending, Credit Risk and Liquidity Risk in Banks, Financing International Trade.

### Unit II

**(10 Hours)**

Types of Banking: Retail Banking and its products, Wholesale Banking and its products, International Banking, Electronic Banking, CIBIL – Basel II – Banking Codes and Standard Boards – Basel III and Risk Management.

Asset-Liability Management, NPA Management, Opening Accounts for various types of customers, Know Your Customer (KYC) Guidelines, Types of Collaterals and their Characteristics, Priority Sector Lending, Financial inclusion, Recent Developments in National and International Scenarios.

**Unit III****(8 Hours)**

Introduction to Insurance, Historical background of Insurance industry, Costs and Benefits of Insurance, Insurance industry: Players in life and non-life insurance, IRDA: Objectives – Regulations – Roles – Duties and Powers, Insurance sector reforms, Growth and Development of the Indian insurance industry

Types of Insurance: Life Insurance and General Insurance Products including Unit Linked Plans, Re-Insurance, Health Insurance, Micro insurance, Bancassurance, Government Schemes.

**Unit IV****(8 Hours)**

Claims Management, Claims settlement in general insurance, General guidelines for settlement of claims in case of motor insurance, fire insurance, marine insurance, personal accident insurance. Claims management in life insurance.

Underwriting Process, Principles and Methods of Underwriting, Insurance Pricing, Current Indian Scenario and Future Prospects.

**Unit V****(6 Hours)**

Case study: compulsory question for 20 marks. Review and recap of case studies discussed from Unit I to Unit IV.

**REFERENCE BOOKS:**

1. Principles and Practices of Banking, Indian Institute of Banking and Finance (IIBF), MacMillan Ltd, 3<sup>rd</sup> Edition, 2015.
2. Banking Theory, Law and Practice, E. Gordon & K. Natarajan, Himalaya Publishing House, 27<sup>th</sup> Edition, 2019.
3. Fundamentals of Insurance –Gupta P. K, Himalaya Publishing House, 2<sup>nd</sup> Edition, 2015
4. Insurance Principles and Practice – Mishra M.N. & Mishra S.B, S. Chand Publishing, 22<sup>nd</sup> Edition, 2016.

# STRATEGIC ENTREPRENEURSHIP AND STARTUP MANAGEMENT

**Course Code: MBA202C8**

**Credits: 3:0:0**

**Pre – requisites: Basic knowledge on Functional Areas**

**Contact Hours: 42L**

**Course Coordinator: : Dr. Rizwana.M**

## Course Content:

### Course Objectives

1. To develop and strengthen entrepreneurial quality in students.
2. To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
3. To provide insights to students on Strategic decisions to be taken by an entrepreneur.
4. To provide basic understanding about the essential of startups and legal aspects involved in establishing a enterprise.
5. To help students on the practical application of case analysis and arriving at conclusions facilitating entrepreneurial decisions.

### Unit 1

**10 hrs**

**Entrepreneur & Entrepreneurship:** Meaning of entrepreneur - Functions of an Entrepreneur – characters of Entrepreneurs, Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Barriers of Entrepreneurs, Entrepreneurial Culture - Stages in entrepreneurial process, Introduction to Social Entrepreneurship, Contemporary Business Practices, various forms of organization, Family Business-Meaning, Types, Characteristics, advantages and disadvantages.

### Unit 2

**9 hrs**

**Business Planning Process:** Meaning of business plan - 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 business plan for starting a new venture, Reasons for failure of Business Plan,

### Unit 3

**10 hrs**

**Introduction to Strategic Entrepreneurship:** Meaning and Nature of Strategic Management, the Strategic Management Process, Blue Ocean, Red Ocean and Green Ocean strategy, Business Model, Strategic Business Models.

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

**Analyzing a company's resources and competitive position** – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking.

### Unit 4

**10hrs**

**Startup: Startup definition, Difference between Startup Founder and Entrepreneur, Startup Ideas, Different types of Startups, Business Incubator, How does a Business Incubator work,**

**Role of Business Incubator, Accelerator v/s Incubators, Co-working space, Leading business incubators and accelerators in India, How to build start up companies, Procedure for registering a Startup Company in India, Sources of Finance for startup, Legal issues concerned to startups.**

**Unit 5 Case Study**

**3 hrs**

**Practical Component**

1. Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
  - Executive Summary
  - Overview of Business and industry analysis
  - Description of recommended strategy and justification
  - Broad functional objectives and Key Result Areas.
2. Analysing Mission and Vision statements of a few companies and comparing them applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
  - Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyze the news items to understand and write down the company's strategy and execution efficiency.
3. Conduct SWOT analysis of companies around your campus by talking to them
4. Analyze the business model of a successful company.

**Recommended books:**

1. Strategic Management And Business Policy 3rd Edition (English, Paperback, Azhar Kazmi) Azhar Kazmi's, McGraw Hill Education, 4<sup>th</sup> Edition 2008
2. Strategic Management and Concepts and Cases by David.R, 14<sup>th</sup> edition, PHI
3. Entrepreneurship: Creating and Leading an Entrepreneurial Organization by Arya Kumar, Pearson Education
4. Entrepreneurship Development Text & Cases by Janakiram B, Rizwana M, Excel Books 2011 Edition.
5. Entrepreneurship by Robert D Hisrich, Michael.P.Peter, Mc Graw Hill Education 9<sup>th</sup> Edition

**Course Outcomes (COs):**

The student will be able to

1. Display keen interest and orientation towards entrepreneurship (PO1, PO2, PO3, PO8)
2. Develop a business plan (PO1, PO2, PO5, PO6, PO7)
3. Demonstrate the understanding of strategic management process at various levels across various functions of a business organization (PO2)
4. Become aware about the prerequisite for establishing a startup in India. (PO4, PO6, PO8)
5. Apply the concepts of strategic entrepreneurship to any given business situation (PO1, PO2, PO8)