



# **Bagalkot University,** (A State Public University of Govt. of Karnataka) **Jamkhandi**

The Draft

**REGULATIONS GOVERNING**  
**MASTER OF BUSINESS ADMINISTRATION (MBA) OF**  
**BAGALKOT UNIVERSITY, JAMKHANDI**  
(TWO YEAR FULL TIME MBA PROGRAMME)

Under  
Choice Based Credit System (CBCS)

**Adapted from RCU Belagavi applicable from the Academic Year**  
**2023-24**

Post Graduate Department of Business Administration

## Preamble for PG Syllabus of Bagalkot University

Bagalkot University Jamkhandi has been established by the Government of Karnataka and has started functioning from the academic year 2023-24. All the degree colleges other than engineering and medical colleges in the district of Bagalkote, are affiliated to this university as per the Karnataka State Universities Act 2000, as modified by the 26<sup>th</sup> August of 2022. The students taking admission to any of the colleges in the district of Bagalkote, from the academic year 2023-24 will be students of Bagalkot University. The Chancellor of the university, the honorable Governor of Karnataka, has instructed the Vice chancellor and the university to adapt, the rules and regulations of the parent university, Rani Channamma University, Belagavi for the immediate activities (Vide letter from the office of the Governor GS 01 BGU 2023 dated 17/05/2023).

In this connection, Bagalkot University has adapted the postgraduate syllabus from RCU, Belagavi for all the 2 years degree PG programmes such as M.A.(English), M.A.(Political Science), M.S.W.,M.Com, etc. The syllabus follows the Choice Based Credit System introduced by University and provides flexibility to the students to choose their course from a list of electives and soft-skill courses, which makes teaching-learning student-centric. The higher semester syllabi will be published in due course. The syllabus is being published as one electronic file for each degree and is self-contained. Only the subject codes/ question paper codes are changed, whereas the subject syllabi remains the same. The subject code format is described in the following.

### Subject Code Format for M.A. (History) and M.Sc. (Physics)

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Ver	Uni. Code		DEGREE			SEM		DISCIPLINE			SUB. TYPE			SL. NO. IN DISC. & S. TYPE		TH/LAB /B/INT.
1	2	6	M	S	C	0	1	P	H	Y	C	S	C	0	1	T
1	2	6	M	A	M	0	1	H	I	S	C	S	C	0	1	T

**[1]The Ver information gives the version of the syllabus. It can take values 1,2..9,a,b,...**

**[2-3] The University UUCMS Code**

**[4-6] The PG degree codes to be provided as**

Sl. No	Degree Code	Degree
1	MSC	Master of Science
2	MAM	Master of Arts
3	MCM	Master of Commerce
4	MBA	Master of Business Administration
5	MCA	Master of Computer Applications
6	MSW	Master of Social Work
7	MED	Master of Education
8	MPE	Master of Physical Education

**[7-8]The Semester Information is provided as**

Sl. No	Semester
1	'01
2	'02
3	03
....	

**[9-11]The Discipline Information to be provided as**

SI No	Degree	Discipline Code
1	MCM-MCOM	XXX
2	MCA	XXX
3	MBA	XXX
4	MSW	XXX
5	MAM	'HIS','POL','KAN', 'ENG'
6	MSC	'PHY','CHE', 'MAT',
7	MED-MEd	XXX
8	MPE-MPEd	XXX

**[12-14]The Subject Type to be provided as**

Sl. No.	TYPE	Description
1	HCC	Hard Core Course
2	CSC	Core Subject Course
3	CMC	Core Management Course (Only For MBA)
4	SDC	Skill Development Course (Only For MBA)
5	SCC/SPC/OPC	Soft Core Course /Specialization Course/ Optional Course
6	OEC	Open Elective Course

**[15-16] The Running Serial Number is to be provided for a particular subject type 01 to 99**

**[17] This character specifies the category of the subject namely, T=theory, L-Lab, P-Project, I-Internship, B- Bothe theory and Lab**

# **BAGALKOT UNIVERSITY, JAMKHANDI**

## **Regulations pertaining to**

### **TWO YEAR FULL TIME MBA PROGRAMME**

#### **(Choice Based Credit System)**

#### **I. Title**

These Regulations shall be cited as BAGALKOT UNIVERSITY Regulations governing Two-year Full Time Master of Business Administration (MBA) Programme spread into four semesters at the Post Graduate Level in the Faculty of Management.

#### **II. Extent of Application**

These Regulations shall apply to the Post Graduate Programme in Management (MBA) approved by Bagalkot University, jamkhandi and by other competent authorities as per the existing norms. The Programme will be run on the University campus and at all affiliated colleges approved by the University and other competent authorities.

These Regulations come into force from the date of approval by the competent authorities.

#### **III. Definitions:**

In these Regulations, unless otherwise mentioned:

- a. "University", "University Area", "College" "Teachers" and "Principal" shall bear the same meaning as assigned to them under Sec.2 of the Karnataka State Universities Act-2000 and as amended from time to time. However in case of affiliated colleges/Institutes the word "Principal" means the "Director" and "Teachers" means only Bagalkot University approved faculty members. University approved Teachers are those who have been selected by a Selection Committee constituted as per the approved guidelines of competent authorities and those who have been appointed following all the norms for selection of these teachers and placed on a regular scale.
- b. Post-Graduate Programs mean Master of Business Administration (MBA)
- c. "Student" means the student admitted to Post-Graduate Programme in Business Administration.
- d. "Degree" means Post-Graduate Degree i.e., MBA.
- e. "Board of Studies" means P.G. Board of Studies in Management of the University, Steering Committees of Diploma Programs in the discipline/subjects concerned.

- f. "Academic Council" means Academic Council of Bagalkot University established according to the KSU Act, 2000.
- g. "Fee" means the Tuition fee prescribed by the University for the Post-Graduate Program in Management from time to time.
- h. "Compulsory Courses" means fundamental papers which the student admitted to a particular Post-Graduate Programme should successfully complete to receive the Post-Graduate Degree in Business Administration i.e., MBA and which cannot be substituted by any other course.
- i. "Specialization Papers" mean advanced papers and department offers choices that student can opt as a specialization paper.
- j. "Credit" means the unit by which the course work is measured. For this Regulation, one Credit means one hour of teaching work or two hours of practical work per week. Normally a Semester shall be of 16 weeks duration in any given academic year; As regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks and 4 credits is equal to 100 marks as used in conventional system.
- k. "Grade" is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject by the Examinations. Each course carries a prescribed number of credits. These grades are awarded for each subject after conversion of the marks and after completion of the examinations in each semester.
- l. "Grade Point Average" or GPA refers to an indication of the performance of student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of courses a student takes and the grades awarded to him/her for each of the subjects.
- m. "Cumulative Grade Point Average" or CGPA refers to the cumulative Grade Point Averages weighted across all the semesters and is carried forward. The calculations of the GPA, CGPA is shown at the end of this regulation.

#### **IV. Minimum Eligibility for Admission and Admission Procedure:**

- a. The students who have successfully completed the three-year/four-year Degree course or any other Degree course of this University or of any other University recognized as equivalent thereto by this University shall be eligible for admission to the Post Graduate Program under Bagalkot University provided they also satisfy the eligibility conditions like percentage of marks etc., as may be prescribed by the competent authorities from time to time.
- b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:

## **Norms prescribed by the Bagalkot University**

- i. Admission to the MBA Programme shall be as per the Government of Karnataka and other central or State level Competent Authority order or guidelines.
- ii. All eligible candidates seeking admission to MBA are required to fulfill the prescribed eligibility criteria.
- iii. All the admission to Post Graduate Department of Business Administration and affiliated colleges shall be made as per the prescribed norms through a state level counseling based on PG CET etc., the reservations rules based on the seat matrix as announced by the competent authority. The unfilled seats through PG CET Entrance exam may be filled by the University by conducting a University Management Aptitude Test (UMAT).

### **V. Duration of the Programme:**

The Programme of study for the Post-Graduate Degree shall normally extend over a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen weeks of classroom lecturing. No student shall normally be permitted to obtain Degree earlier than four semesters and the student shall complete the course within four years (Eight Terms) from the date of admission to the first semester of Post-Graduate Programme i.e., MBA. However the student shall be permitted to carry over all the 1<sup>st</sup> year courses to the second year.

### **VI. Medium of Instruction:**

The medium of instruction shall be English for all subjects.

### **VII. Award of Credits to the students:**

- a. There shall be three categories of courses viz., Core Management Subject Papers, Soft Core/Specialization/Optional Papers and Open Elective Papers. In addition to these, skill development related papers are offered in each semester, which are delivered in a practical manner.
- b. Each course shall have a definite Course objective, Scheme of Evaluation including the components of Internal Assessment (IA) marks, Projects, presentations, group discussions, filed work, surveys, assignments, case study discussions, role plays, management games and such other activities which are suitable for the course of Management, the number of contact hours, type of practical and the prescribed Credits.
- c. The credit for each Course is 4 credits. The students shall compulsorily undertake an internship project after the completion of the third semester and before the commencement of the 4<sup>th</sup> semester classes (the exact date of the commencement will be announced by the

University in its Calendar of Events every year). The project will lead to a dissertation and the credits for this shall be 4 and will be a part of the total credits in the 4<sup>th</sup> semester.

- d. A student shall register for minimum credits and maximum credits for each of the four semesters as per table I under **paragraph XI** below. However to qualify for the Degree in Management- MBA under the Faculty of Management, he/she should have registered and cleared a minimum number of credits, which is indicated in the same table. The details of the Minimum Number of Credits a student is expected to take to qualify for a Degree in a specific School/Department is mentioned below in **paragraph XI**

### **VIII Course Structure:**

- a. The students of Post-Graduate Programme shall study the courses as may be approved and prescribed by the Academic Council of the University from time to time.
- b. Each course (paper) in this system is designed carefully to include lectures/tutorials/laboratory work/seminars/project work/practical training/report writing/Viva-voce, Skill assessment etc., to meet effective teaching and learning needs.
- c. The normal calendar for the semester shall be issued by the University every year before the commencement of the first semester.
- d. Skill Development Series: There shall be four courses related to skill development, one in each semester. The details are provided after Table No. 1 below.

### **IX Credit Distribution**

The number of credits for the Master degree programs shall be 96.

### **X Attendance:**

- a. Each paper shall be taken as a unit for the purpose of calculating the attendance.
- b. Each student will have to sign and mark his attendance for every hour of teaching of each paper. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the Department during 2<sup>nd</sup> week of every month. Chairman shall certify the fulfillment of required attendance of every candidate in the Examination Form.
- c. A student shall be considered to have satisfied the requirement of attendance for each paper, if he/she has attended not less-than 75% of the number of classes held up to the end of the semester including tests, seminars, group discussions, practical, tutorials, project work, field work, surveys, out-bound training, orientation programs, industrial visits, management festivals, workshops, seminars conducted by other institutions, placement activities etc.
- d. However, if a student represents his/her institution, University, State or Nation in sports, NCC, NSS or Cultural or any other officially sponsored activities, he/she shall be eligible to claim



the attendance for the actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendations of the Head of the Institution or Department concerned.

- i. This facility shall also be extended to the students who were absent due to accident/serious illness leading to actual hospitalization. Their period of absence will be treated as present for calculation of attendance subject to approval of the concerned teacher and the Head of the Department.
- ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendation of the Head of the Institution of Department concerned.
- iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper/s. All such students shall repeat that paper in the subsequent year as regular student at his/her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Internal Assessment marks in the concerned subject shall be cancelled and he will have to appear for his Internal Assessment Tests again for the concerned paper/s.

#### **XI. Duration of Theory and Practical Papers**

- a. Each theory course covered under the compulsory category, specialization category and open elective category shall be taught for 4 hours per week. The general duration of the Semester is 16 weeks. But the actual number of classes may not be 64 hours for every subject.
- b. The project topics/field work assignments shall be finalized and given to each student before the end of 3<sup>rd</sup> Semester.
- c. The following Table tentatively shows the distribution of theory and practical (hrs and credits) per semester per week.

**Table 1****Faculty of Commerce: MBA****\* T – Theory, P – Practical/Project**

Subjects	Paper	Instruction: Hrs./week	Duration of Exam (hrs)	Marks			Credits
				IA	Exam	Total	
<b>a) I Semester of the Postgraduate Program</b>							
Core Management Subject Papers	5T	5x4	5x3	5x20	5x80	5x100	5x4=20
Soft Core/ Specialisation/ Optional	1T	1x4	1x3	1x20	1x80	1x100	1x4=4
<b>Total of Credits per Semester</b>							<b>24</b>
<b>b) II Semester of the Postgraduate Program</b>							
Core Management Subject Papers	4T	4x4	4x3	4x20	4x80	4x100	4x4=16
Soft Core/ Specialisation/ Optional	1T	1x4	1x3	1x20	1x80	1x100	1x4=4
<b>Open Elective</b>	1T	1x4	1x3	1x20	1x80	1x100	1x4=4
<b>Total of Credits per Semester</b>							<b>24</b>
<b>Project Work*</b>	1P	4	Report Evaluation	1x20	1x80	1x100	1x4=4
<b>Total of Credits per Semester</b>							<b>24</b>
<b>Program Grand Total of Credits</b>							<b>96</b>
* Internal Marks for the project work shall be 20, to be awarded by the respective internal guides of the students from the department/college/institution and Project Report will carry 40 marks and Viva Voce will carry 40 marks, to be awarded by the External Examiner of Project Report and Viva Voce Examinations.							

**Skill Development Series:** Skill Development Programme Shall be conducted over all four semesters.

The Details are as under;

I Semester : **Corporate Etiquettes**

II Semester : **ICT Skills**

III Semester : **Employability Skills**

IV Semester : **Studies in Indian Values and Management**

## **XII Grades for Skill Development Series**

Skill Development Series courses will not carry credits. But however, each course of skill development series will be graded as O, VG, G and NI, based on the percentage of marks secured by the students as explained below:

<b>Percentage marks</b>	<b>GPA/CGPA</b>	<b>Grade</b>
75.00 to 100.00%	7.50 to 10.00	O – Outstanding
60.00 to 74.90%	6.00 to 07.49	VG– Very Good
50.00 to 59.94%	5.00 to 05.99	G – Good
Less than 50.00%	Less than 05.00	NI – Needs Improvement

### **Skill Development Grades:**

The total marks allotted to students through internal assessment (10 marks) and by external assessment (40) have to be converted into grades as explained above in this document and only grades should appear in the students' marks sheets.

### **XIII Evaluation**

- a. Each of the Course would have two components- the first being Internal Assessment and the second being the Semester End Exams. The Internal Assessment (IA) marks are based on continuous internal assessment. The total marks for the Internal Assessment would be based on the total credit awarded to the Course. For instance, if a Compulsory Course has a Credit award of 4, then the total maximum marks would be 100 for the subject. Out of the total marks of 100 for such a course, 20 marks shall be earmarked for continuous Internal Assessment (IA) and remaining 80 marks for the semester end examination. However, in case of internship project work, the distribution of marks will be; 20 marks for internal assessment, to be awarded by the internal guide of the department/college/institution, 40 marks for the final project report and 40 marks for final viva-voce to be awarded by the external examiner.

**b. The distribution of internal marks will be as follows.**

(i) Attendance:	03 Marks.
(ii) Presentations/Seminars/Group Discussions/ Field Work/Surveys/Assignments/Case Study Discussions Project works/Role Play/Management Games etc.	07 Marks
(iii) 2 tests (5+5)	10 Marks
Total	20 Marks

- c. Marks of all the tests and other activities shall be taken into account for the compilation of grades. The marks list should be notified in the department notice board before 13<sup>th</sup> week and shall be submitted to the Registrar evaluation before 15<sup>th</sup> week of every semester.
- d. The marks shall be displayed on the Notice Board of the Department also. The tests shall be written in a separately designated book and after evaluation the same should be shown to students.

- e. In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the Internal Assessment shall not be revised. There is no improvement for internal assessment.
- f. There shall be one semester end examination of 3 hours duration for 80 marks/ paper.
- g. All students of MBA Program are required to fill in his/her exam forms and appear and pass in the semester-end examination in each of the courses/subjects relevant to his/her program. If he/she is absent for any semester end examination for any subject/s, marks awarded will be zero. However, if any student has filled in his/her examination form and not appeared for any/all the subjects, he/she shall be awarded zero marks and declared as “fail” in those subjects. Such candidates who have failed can appear for the supplementary examinations as and when announced by the University.
- h. The answer scripts of the odd semester-end examinations (Semester I & III) will be evaluated by a panel of examiners approved by the university and there will be single evaluation.

#### **XIV. Internship Project (IP):**

All MBA students have to undertake one internship project with a business or service organization, NGO, Informal organization etc., after 3<sup>rd</sup> Semester. The internship project shall be of 60 days duration in any Organization of repute. The program will have an orientation program, followed by a detailed project on a problem identified by the organization.

The following rules and regulations apply to Internship Project (IP).

- a) The student will have one internal guide from the Department/Institute/college and one external guide from the host organization identified for internship project, as per the need and requirement of nature of the project.
- b) At the end of the 60 days of Internship project, the student has to submit a detailed project report (hard copy in A4 size hard bound computer printout; not exceeding 150 pages including all annexure along with a soft copy on a CD preferably on MS Word or equivalent).
- c) All students' Project Reports will be examined by a Panel of Examiners constituted by the University for the purpose for a total of 80 marks (project report and viva voce).

#### **XV. BOARD OF EXAMINERS AND VALUATION:**

- a. A panel of Examiners for MBA shall be prepared by the Board of Studies. The Panel will contain both Internal and External examiners. Internal examiners will be all P.G. teachers of the University (including P.G. teachers from sister departments) and external examiners will include teachers from all affiliated colleges offering MBA programme and teachers from other universities. External examiners for Internship/Project Work and

Skill Development Series will include teachers from University department, affiliated colleges, other universities and experts from Banks, Financial Institutions, Manufacturing and Service Organizations and any such organization that may be found suitable for the skill development and Internship/Project Work courses.

- b. A Board of Examiners will be constituted by the Board of Studies, which will scrutinize and approve the question papers set by the paper setter selected from a Panel of Examiners.
- c. All papers will be set by a panel of examiners approved by Board of Studies.
- d. In case more than 20% of the papers in respect to any subject needs to be evaluated by the third valuer, then such answer scripts shall be valued by the Board of Examiners on the date to be notified by the Chairperson of the Board of Examiners and the marks awarded by the Board shall be final and binding.

#### **XVI Challenge Evaluation:**

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with the fee prescribed by the University from time to time, to the Registrar (Evaluation) within 15 days from the date of announcement of the result. The challenge valuation script shall be sent to the examiner. The average of the marks awarded in the challenge valuation and the marks out of earlier evaluations whichever is nearer to the challenge valuation shall be the final award.

#### **XVII Completion of Course:**

- a) A candidate is expected to successfully complete MBA course within four years from the date of first admission.
- b) Whenever the syllabus is revised, the candidate reappearing shall be allowed for PG degree examinations only according to the new syllabus.
- c) The CBCS scheme for MBA is fully carry-over system. However, the four-semester two years course should be completed by a student within four years. For these periods, candidate may be permitted to take examination in cross semester (even semester examination in even and odd semester examination in odd semester examination) after paying the examination fee as prescribed by the University from time to time.

#### **XVIII. Miscellaneous:**

Tuition fees for the course as prescribed by the University/ Govt. / Competent Authority. The tuition and all other fees paid once will not be refunded.

The Directions, Orders, Notifications issued by the University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the

Karnataka State Universities Act-2000 and the ordinances, statutes, Regulations and Rules made there under.

**XIX. Industrial Visit:**

The students shall visit industries in an around Bagalkot during their first year of the program and shall make industrial visit for 3 to 7 days depending upon the city to visit during their second year. This visit may include places outside Karnataka state. The University shall make necessary arrangement for the visit to the industry and the cost of the visit shall be paid by the university.

## MBA COURSE STRUCTURE 2022 ONWARDS

Subjects	Paper	Instruction: Hrs./week	Duration of Exam (hrs.)	Marks			Credits
				IA	Exam	Total	
<b>a) I Semester of the Postgraduate Program</b>							
Core Management Subject Papers	5T	5x4	5x3	5x20	5x80	5x100	5x4=20
Soft Core/ Specialisation/ Optional	1T	1x4	1x3	1x20	1x80	1x100	1x4=4
<b>Total of Credits per Semester</b>							<b>24</b>
<b>b) II Semester of the Postgraduate Program</b>							
Core Management Subject Papers	4T	4x4	4x3	4x20	4x80	4x100	4x4=16
Soft Core/ Specialisation/ Optional	1T	1x4	1x3	1x20	1x80	1x100	1x4=4
<b>Open Elective</b>	1T	1x4	1x3	1x20	1x80	1x100	1x4=4
<b>Total of Credits per Semester</b>							<b>24</b>
<b>Program Grand Total of Credits</b>							<b>96</b>
* Internal Marks for the project work shall be 20, to be awarded by the respective internal guides of the students from the department/college/institution and Project Report will carry 40 marks and Viva Voce will carry 40 marks, to be awarded by the External Examiner/s of Project Report and Viva Voce Examinations.							



## MBA I SEMESTER

Sl. No	Name of the subject	Course Code	Internal Marks	SemesterEnd Exam Marks	Total Marks	Teaching Hours Per Week	Credit
<b>Core Management Subject Papers</b>							
1	Principles of Management	126MBA01XXXCMC01T	20	80	100	04	04
2	Managerial Economics	126MBA01XXXCMC02T	20	80	100	04	04
3	Management Accounting	126MBA01XXXCMC03T	20	80	100	04	04
4	Fundamentals of Marketing	126MBA01XXXCMC04T	20	80	100	04	04
5	Business Data Analysis	126MBA01XXXCMC05T	20	80	100	04	04
<b>Soft Core/Specialisation/ Optional</b>							
6	Corporate Communication	126MBA01XXXSCC01T	20	80	100	04	04
<b>Total</b>							<b>24</b>

### Skill Development Series - I

Sl. No	Name of the subject	Course Code	Internal Assessment Marks	External Assessment Marks	Total Marks	Teaching Hours Per Week	Credit
1	Corporate Etiquettes	126MBA01XXXSDC01T	10*	40*	50*	2	NA*

\* Skill Development Series papers are practical in nature and they do not carry any credit. Instead, grades are awarded to students based on their performance in practical assessments, which includes internal assessment by the internal faculty member and external final assessment by the external examiner/s. This modality of assessment for Skill Development Series applies to all the four semesters.

## MBA II SEMESTER

Sl. No	Name of the subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
<b>Core Management Subject Papers</b>							
1	Business Research Methods	126MBA02XXXCMC06T	20	80	100	04	04
2	Operation Management	126MBA02XXXCMC07T	20	80	100	04	04
3	Corporate Finance	126MBA02XXXCMC08T	20	80	100	04	04
4	Business Environment	126MBA02XXXCMC09T	20	80	100	04	04
<b>Soft Core/Specialisation/ Optional</b>							
5	Organizational Behavior	126MBA02XXXSCC02T	20	80	100	04	04
<b>Open Elective Course (OEC)</b>							
6	Entrepreneurship Development and Project Management	126MBA02XXXOEC01T	20	80	100	04	04
<b>Total</b>							<b>24</b>

**Skill Development Series - II**

<b>Sl. No</b>	<b>Name of the subject</b>	<b>Course Code</b>	<b>Internal Assessment Marks</b>	<b>External Assessment Marks</b>	<b>Total Marks</b>	<b>Teaching Hours Per Week</b>	<b>Credit</b>
1	ICT Skills	126MBA02XXXSDC02T	10	40	50	2	NA

# **Detailed Syllabus**

**First Semester  
Syllabus**

# **CORE MANAGEMENT SUBJECT PAPERS**

## **MBA I SEMESTER**

### **Principles of Management**

**Subject Code: 126MBA01XXXCMC01T**

**Credits: 04**

**Contact Hours: 60**

**Hours/ Week: 4**

**External Marks: 80**

**Internal Marks: 20**

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#### **Objectives:**

1. Providing conceptual, historical evolution and modern management theory principles and practice of management;
2. Familiarizing the students with the contemporary issues in management.
3. To illustrate the concepts of management structure, management process, decision making, communication and delegation of authority play a key role in forming an effective team.
4. Compare and contrast various theories in management, leadership and effective communication will assist a person with improving and making a change in their work and/or personal life.
5. To improve your ability to examine managerial issues and problems and to develop feasible alternatives that can result in better decision making.
6. To develop an awareness of multiple approaches that can be used to resolve managerial issues and problems.

#### **Course learning Outcomes: -**

After completion of this course, students should be able to: -

1. Develop a clear understanding of the historical view and contemporary concepts in management and its relevance in present Context
2. Help the students' to develop critical thinking skills, analytical problem-solving skills, and ability to work effectively in teams.
3. Students will be able to have clear understanding of managerial functions like planning, organizing, staffing, leading & controlling and have same basic knowledge on international aspect of management.
4. Identify the impact of motivation and leadership styles in today's workforce.

<b>MODULE - 1</b>		<b>14 Hours</b>
<b>INTRODUCTION TO MANAGEMENT</b>		
<p>Concept of Management: Functions, Skills of a Manager, Process of Management, Development of management (Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo). Contemporary Theories (System theory, Contingency theory and Theory of Michael Porter); MBO – Peter F. Drucker, Re-engineering – Hammer and Champy, Fortune at the Bottom of Pyramid – C.K Prahalad; Management as Science and Art.</p>	<b>Reading Material</b>	<b>Pedagogy</b>
	<p>Koontz, H., Wechrich, Prasad L.M. and Gupta C. B</p>	<p>Model Development, visiting the government and private organization to understand the modern management practices</p>
<b>MODULE – 2</b>		<b>16 Hours</b>
<b>PLANNING AND ORGANIZING</b>		
<p>Planning and Organizing: Concept, Nature, Importance, Principles, Process, Type; Decision making: types of Decision, Process of decision making, Models &amp; Issues. Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principles for New Forms of Organizations.</p>	<p>Koontz, H., Wechrich, Prasad L.M. and Gupta C. B</p>	<p>Lecture, Role Play, visiting government and private organization to understand organization structure and new forms</p>
<b>MODULE – 3</b>		<b>10 Hours</b>
<b>LEADERSHIP AND STAFFING</b>		
<p>Leading: recognition of human factor, motivation models/approaches, leadership styles/behaviours, personal characteristics of effective leaders, leadership development; leadership for learning organization.</p> <p>Staffing: Concept, Nature, Importance, Steps; Concept of</p>	<p>Koontz, Harold., &amp; Weilrich Heinz</p> <p>Robbins, S.P.,</p>	<p>Lecture, Seminar, Brain storming, observe the tools and techniques adopted in</p>



knowledge worker; Directing – Concept, Nature, Importance; Coordination and Controlling: Principle of Coordination – Process of Coordination, Control – Tools and Techniques, MBO.	& Decenzo, D	organisation
<b>MODULE – 4</b>		<b>10 Hours</b>
<b>MANAGEMENT CONTROL</b>		
Coordination and Controlling: Principle of Coordination – Process of Coordination, Control – Tools and Techniques, MBO. Managerial ethics and social responsibility: management control – concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility.	Koontz, Harold., & Weilrich Heinz  Robbins, S.P., & Decenzo, D  Prasad L.M. and Gupta C. B	Seminar, Brain storming, visit NGO and other organisation to study the social responsibilities practices towards stakeholders
<b>MODULE – 5</b>		<b>10 Hours</b>
<b>CONTEMPORARY ISSUES IN MANAGEMENT</b>		
Contemporary Issues: Recent Trends and Challenges, Role of Managers in Changing environment, Contemporary Organizational Structure, Trends in Management, Challenges in today's global environment and competitiveness, Fortune at the Bottom of Pyramid, Latest development in the field of management.	Koontz, Harold., & Weilrich Heinz  Robbins, S.P., & Decenzo, D  Prasad L.M. and Gupta C. B	Lecture  Case study, study the internal and external environment and developing strategic management model for organisation

**Pedagogy:**

Class Lecture, Group Discussion, Case Studies, Brainstorming Group and Individual presentation, management games, management model developing and Reading and review of Magazines.

**Activities:**

1. Case studies, assignments, role plays, business games and simulation
2. Live and Mini-Projects relating to management practices.
3. Students are visiting government and private organization to understand the management best practices and strategies.
4. Students are expected to conduct a study on importance of management in India, future directions in management practice.

### **Recommended Readings:**

1. Stephen P. Robbins & Mary Coulter, —Management , Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.
2. JAF Stoner, Freeman R.E and Daniel R Gilbert —Management, Pearson Education, 6th Edition, 2004.
3. Tripathy PC & Reddy PN, —Principles of Management, Tata McGraw Hill, 1999.
4. Robert Kreitner & Mamata Mohapatra, — Management, Biztantra, 2008.
5. Harold Koontz & Heinz Weihrich —Essentials of management, Tata McGraw Hill,1998.
6. L.M. Prasad, Principles and Practice of Management, 7Ed, S. Chand Publishers, 2007.

### **Suggested Reading:**

1. Hellregel, Management, Thomason Learning, Bombay. 3. Koontz, Hand Wechrich, H. Management, Tata McGraw Hill inc.
2. Stoner, Jetal, Management, Prentice Hall of India., New Delhi.
3. Satya Raju, Management- Text & cases, PHI, New Delhi.
- 4 . Richard L. Draft, Management, Thomson south-Western.
5. Weihrich & Koonty, Essentials of Management, TMH, 1990.
6. Harold Koontz, Heinz Weihrich and Mark V Cannice, ‘Management - A global’.

## Managerial Economics

**Subject Code: 126MBA01XXXCMC02T**

**Credits: 04**

**Contact Hours: 60**

**Hours/ Week: 4**

**External Marks: 80**

**Internal Marks: 20**

**Objectives:**

1. Enable an understanding of the application of Economic concepts in Management.

**Expected Outcome:**

1. An Understanding of Resource usage in Corporate Decision Making and Planning.

<b>Module 1</b>		<b>08 Hours</b>
<b>Introduction to Managerial Economics</b>		
Economics – Meaning, Nature & Scope Basic Economic Problems (with PPC) Managerial Economics – Scope, Objectives Nature & Importance of ME Theories of the Firm (William Baumol) Fundamental Concepts (OC,IP,DP,EMP,TP)	<b>Pedagogy</b>  Discussions, Presentations, Case study	<b>Reading Material</b>  Managerial Economics by D. N. Dwivedi, Vikas Publications  Managerial Economics – Theory and Application by D. M. Mithani HPH

<b>Module 2</b>		<b>10 Hours</b>
<b>Demand – Supply Analysis &amp; Market Mechanism</b>		
Utility – Meaning, Nature and Classification Consumer Surplus – Meaning, Application Demand – Meaning, Function and Law Demand – Change and Shift Elasticity of Demand–Meaning & Types Problems on Price Elasticity (Ratio) Determinants & Managerial Applications, Ed. Supply – Meaning, Function & Law Elasticity of Supply – Types & Applications Price Mechanism – Diagram & Equations Demand Forecasting – Meaning, Importance Methods of Demand Forecasting (New & Old) Least Square method of Trend P (Problem)	Discussions, Presentations, Case study	Managerial Economics by Varshney and Maheshwari  Managerial Economics by Salvatore, Thompson South West
<b>Module 3</b>		<b>10 Hours</b>

<b>Production Function &amp; Planning</b>		
Production - Meaning, Factors and Time Factor Cobb-Douglas Production Function – Concept Law of Variable Proportions Law of Returns to Scale Input: Output Analysis (Agri/Mfg/Serv Sector) Economies & Diseconomies of Scale (Int) Economies and Diseconomies of Scale (Ext) Economies of Scope (Diversification) The Make or Buy Debate (Outsourcing) Enterprise Production Planning (Value Chain)	Discussions, Presentations, Case study	Managerial Economics by D. N. Dwivedi, Vikas Publications  Managerial Economics – Theory and Application by D. M. Mithani HPH
<b>Module 4</b>		<b>12 Hours</b>
<b>Market Structure &amp; Analysis</b>		
Cost – Meaning, Types and Classification Behavioural Cost – Table / Problem Cost Curves (Diagram) – Inter Relations Identifying FC & VC of Sectors/Firms Revenue – Meaning and Types Revenue under Perfect and Imperfect Markets Market – Meaning, Features and Classification Perfect Market: Features/Equilibrium (S & LT) Monopoly: Features / Equilibrium (S & LT) Oligopoly: Features, Kinked D Curve. Duopoly, Monopsony; Concept & Cases	Discussions, Presentations, Case study	Managerial Economics by Varshney and Maheshwari  Managerial Economics by Salvatore, Thompson South West
<b>Module 5</b>		<b>10 Hours</b>
<b>Pricing Decisions and Profit Planning</b>		
Pricing: Meaning, Determinants & Objectives Pricing Methods (Cost, Comp & Obj. based) Pricing Strategies (AP, MSP, Psy.P, etc) Pricing of Utilities, Drugs, PLC, etc. (Sectoral) Profit Planning: Objectives & Types Theories of Profit: (Rent, Risk & Innovation) Break Even Analysis: Meaning & Importance Estimation of BE Point (Volume & Value) Contribution, Safety Margin, PV Ratio.	Discussions, Presentations, Case study	Managerial Economics by D. N. Dwivedi, Vikas Publications  Managerial Economics – Theory and Application by D. M. Mithani HPH

**Activities:**

- Profiling the Works of Nobel Laureates in Business Economists
- Introduction of Mathematics in Economic analysis
- Presenting Economic Feasibility of select Businesses
- Understanding Products and Markets structure

**Essential Reading:**

- Managerial Economics by Petersen, Lewis and Jain, Pearson Education
- Managerial Economics by D. N. Dwivedi, Vikas Publications
- Managerial Economics – Theory and Application by D. M. Mithani HPH

**Reference:**

- Managerial Economics by Salvatore, Thompson South West
- Managerial Economics by Varshney and Maheshwari
- Micro Economics by P.Selvam, Sankaran and Senthil, Cengage.

(P.S: The Material suggested above are indicative and introductory in Nature. The Faculties are advised to use discretion in choice)

# MANAGEMENT ACCOUNTING

**Subject Code: 126MBA01XXXCMC03T**

**Credits: 04**

**Contact Hours: 60**

**Hours/ Week: 4**

**External Marks: 80**

**Internal Marks: 20**

## **COURSE OBJECTIVES:**

1. To develop knowledge and understanding of Management Accounting techniques to support management in planning, controlling and monitoring performance in a changing and diverse business environment.
2. To equip students with analytical skills by using various tools of Management Accounting.

## **EXPECTED OUTCOME:**

1. Students shall be able to understand, analyze and interpret financial and cost related data for managerial decision making.

<b>Module 1</b>		<b>6 Hours</b>
<b>Introduction to Management Accounting</b>		
Nature of Management Accounting; Overview of Financial Statements; Sources of Financial Information	<b>Reading Material</b>	<b>Pedagogy</b>
	Khan and Jain and I M Pandey	Classroom Teaching, Assignment based on Money Control Website
<b>Module 2</b>		<b>18 Hours</b>
<b>Financial Performance Analysis</b>		
Tools of Financial Performance Analysis as Ratio Analysis; Liquidity Ratios; Solvency Ratios; Profitability Ratios; Turnover Ratios; Market Test Ratios; Coverage Ratios; Trend, Interfirm and Industry Analysis; Horizontal and Vertical Analysis; Funds Flow and Cash Flow Analysis.	Khan and Jain and I M Pandey	Classroom Teaching, Mini Project on Company Financial Analysis
<b>Module 3</b>		<b>18 Hours</b>
<b>Marginal Costing</b>		
Determination of Product Price; Marginal Costing Concepts, Techniques and Tools; BEP Analysis; CVP Analysis; BEP Charts; Marginal Cost Equation; Composite BEP; Decision making through Application of BEP & CVP Analysis.	M N Arora and Madegowda	Classroom Teaching, Case Study/Assignment
<b>Module 4</b>		<b>12 Hours</b>
<b>Budget &amp; Budgeting for Decision Making</b>		
Nature and purpose of Budget; Types of Budget; Production, Production cost, Sales, Purchase, Cash; Fixed and Flexible Budgets; Zero Based Budgeting; Budgetary Control and Reporting.	M N Arora and Madegowda	Classroom Teaching, Case Study/Assignment
<b>Module 5</b>		<b>6 Hours</b>
<b>Short Run Decision Analysis</b>		
Introduction; Analytical Framework; Decision		Classroom

Situations: Sales volumes relations, Sell Now or Process Further, Make or Buy, Operate or Shut Down Decisions	Khan and Jain	Teaching, Case Study/Assignment
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**RECOMMENDED BOOK:**

1 Management Accounting by Khan and Jain, Tata McGraw-Hill, 7<sup>th</sup> Edition

**REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:**

1 Management Accounting by Pandey I M, Vikas Publication.

2 Indian Journal of Finance

3 Management Accounting by M.N. Arora, Vikas Publications, 10<sup>th</sup> Edition.

4 Accounting for Managers by JelsyKuppapally by PHI

5 Management Accounting by Colin Drurry.

## FUNDAMENTALS OF MARKETING

**Subject Code: 126MBA01XXXCMC04T**

**Credits: 04**

**Contact Hours: 60**

**Hours/ Week: 4**

**External Marks: 80**

**Internal Marks: 20**

**Course Objective:** The objective of this course is to enable students to understand the basic concepts in marketing and the emerging trends in the field of marketing.

**Course Outcome:** on successful completion of this course students shall be able to discuss the emerging trends in marketing and service and product mix elements.

<b>MODULE 1</b>		<b>10 Hours</b>
<b>Fundamental concepts of Marketing</b>		
<p>Market – Definition, types of Markets, Market Places, Market spaces and Meta markets.</p> <p>Marketing, Marketing Management (Definition), what is marketed?</p> <p>Marketing Process, Marketing Management Orientations (Concepts), Holistic Marketing, Relationship Marketing, Integrated Marketing, Internal Marketing, Performance Marketing, Reverse Marketing (Demarketing)</p> <p>Core Concepts of Marketing, Marketing Mix, (Marketing Mix 4P's, Modern Marketing Management 4Ps, 4Cs)</p>	<b>Reading Material</b>	<b>Pedagogy</b>
	<p>Marketing Management – A South Asian Perspective 15e – Pearson,</p> <p>Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha</p>	<p>Discussion Quiz</p>
<b>MODULE 2</b>		<b>14 Hours</b>
<b>Marketing Environment and Consumer Behavior</b>		
<p>The Firm's Microenvironment and Macro environment</p> <p>Designing the business portfolio – analyzing the current business portfolio (BCG Matrix, developing strategies for Growth &amp; Downsizing (Ansoff's Matrix).</p> <p>Consumer Markets – Factors influencing Consumer Behavior, The buying decision process. Types of Buying Behaviors, Participants (roles) in consumer buying process.</p> <p>Difference between Consumer Markets and Business Markets. Business Markets –Buying Situations, Participants in buying process, Stages in organizational buying process.</p>	<p>Marketing Management – A South Asian Perspective 15e – Pearson,</p> <p>Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha</p>	<p>Discussion Presentations</p>
<b>MODULE 3</b>		<b>12 Hours</b>
<b>STP Strategies</b>		



<p>Consumer Segmentation- Need for Segmentation, Basis of Segmentation. Business Market Segmentation – Basis for Segmenting Business Markets – Micro and Macro basis.</p> <p>Requirement for Effective Segmentation Market Targeting – Evaluating market segments, Selecting target market segment, socially responsible target markets.</p> <p>Differentiation – Ways of differentiation for product offering, Positioning, Choosing a right competitive advantage (How many differences to promote, which differences to promote), Selecting an overall positioning strategy.</p>	<p>Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, MithileshwarJha</p>	<p>Discussion Assignments</p>
<b>MODULE 4</b>		<b>10 Hours</b>
<b>Marketing mix Strategy</b>		
<p>Levels of Product, Product Classification – Consumer goods classification, Industrial Goods Classification. Product Mix – Product mix width, product line length - Line stretching, Line filling, Line modernizing, Line featuring and pruning.</p> <p>Packaging &amp; Labeling –Use of packing as marketing tool, objectives of packaging, Labeling.</p> <p>Branding – definition of brand, branding, importance of branding</p> <p>Services marketing – additional 3Ps of marketing, characteristics of services marketing, difference between good and services marketing, New Product Development Proess.</p>	<p>Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, MithileshwarJha</p>	<p>Case Study Discussion Project</p>
<b>MODULE 5</b>		<b>14 Hours</b>
<b>Marketing mix Strategy II</b>		
<p>Pricing Strategies – New product pricing strategies (Market Skimming, Market Penetration), Product mix pricing strategies (Product line pricing, optional product pricing, Captive product pricing, byproduct pricing, product bundle pricing), Price adjustment strategies</p> <p>Marketing Channels –The importance of channel, push strategy, pull strategy, Channel levels – consumer channel levels, industrial channel levels, distribution strategy (Intensive, Selective, and Exclusive)</p> <p>Basics of Marketing communication mix, Product life cycles – Common product life cycle, Marketing strategies for Introduction, Growth, Maturity stage, &amp; Decline stage.</p> <p>E- Commerce Marketing Practices (Pure Click companies, Brick &amp; Click companies), M-Commerce Marketing Practices.</p> <p>Ethical Issues in Marketing (4P's), Current Trends in Marketing.</p>	<p>Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, MithileshwarJha</p> <p><a href="http://www.marketingtechnews.net">www.marketingtechnews.net</a></p> <p><a href="http://www.emarketer.com">www.emarketer.com</a></p>	<p>Presentation Guest Lecture</p>

### Activities

1. Students to form groups and select one brand of a product. Apply the concepts discussed in

each module for the chosen brand and make presentations.

2. Identify different brands of similar products and arrange them in a product line
3. Go to any showroom of your choice, identify and present the consumer profile.
4. Identify an e-retailer and study the marketing strategies adopted by it.

**Recommended readings:**

- 1) Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha
- 2) Principles of Marketing – 13e – Pearson – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehsanul Haque
- 3) 3. Marketing – An Introduction – 6e – Pearson - Gary Armstrong, Philip Kotler
- 4) Marketing Management: Indian Context-Global Perspective, Ramaswamy and Namakumari, sixth edition, SAGE publications

## BUSINESS DATA ANALYSIS

**Subject Code: 126MBA01XXXCMC05T**

**Credits: 04**

**Contact Hours: 60**

**Hours/ Week: 4**

**External Marks: 80**

**Internal Marks: 20**

### Objectives:

1. To provide a conceptual framework on various statistical tools and techniques for decision making
2. To know practical application of statistical tools

### Expected Outcome:

1. To enable the students with a skill of data analysis and decision making.

<b>MODULE – 1</b>		<b>12 Hours</b>
<b>INTRODUCTION TO MATHEMATICS &amp; STATISTICS</b>		
Determinants and matrices, progressions: Applications in Business Introduction to Statistics – Meaning and definition, Importance and scope of statistics, Application of statistics in managerial decision making, Limitations of statistics Data collection methods, classification and tabulation Frequency distribution- Discrete and Continuous frequency distribution Graphs and diagrams	<b>Reading Material</b> Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	<b>Pedagogy</b> Exercises, Case lets using MS Excel, operations workouts
<b>MODULE – 2</b>		<b>12 Hours</b>
<b>MEASURES OF CENTRAL TENDENCY &amp; MEASURES OF DISPERSION</b>		
Measures Of Central Tendency: Arithmetic Mean, Median, Mode (Grouped & ungrouped data), Combined Mean & Weighted Mean, Geometric Mean, Harmonic mean Introduction to skewness & kurtosis Measures of Dispersion: Range, Interquartile Range, Quartile Deviation, Standard deviation, Coefficient of Variation	Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	Exercises, Case lets using MS Excel, Live Project/ Operations Workout
<b>MODULE –3</b>		<b>12 Hours</b>
<b>CORRELATION &amp; REGRESSION</b>		
Correlation: Types of correlation, Correlation & Causation, Scatter Diagram, Karl Pearson s Coefficient of correlation (for ungrouped data only), Rank correlation.	Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill	Exercises, Case lets using MS Excel Live Project

Regression: Simple Regression, Method of Least Squares, Regression Coefficients	Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	
<b>MODULE – 4</b>		<b>10 Hours</b>
<b>TIME SERIES</b>		
Time Series - Introduction, Components of time series The Trend – Method of Moving Averages, Method of Least Square Seasonal Variation - Method of Simple Averages, Method of Moving Averages, Ratio to Trend Method Cyclical Variation; Irregular Variation	Business Statistics-3rd edition, G. C. Beri, Tata McGraw Hill Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	Exercises, Case lets using MS Excel
<b>MODULE – 4</b>		<b>14 Hours</b>
<b>PROBABILITY &amp; PROBABILITY DISTRIBUTIONS</b>		
Counting Techniques (Permutation & Combinations) Random Variable, Basic concepts of probability, basic rules of probability (Addition, multiplication law), conditional probability, Bayes theorem Discrete & continuous variables, commonly used probability distributions, Binomial, Poisson, Normal distributions and their characteristics.	Business Statistics-3rd edition, G. C. Beri, Tata McGraw Hill Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	Exercises, Case lets using MS Excel

**Activities:**

1. Case lets using MS Excel
2. Frequency analysis & graphs Using MS- Excel - 2 hours
3. Operations workouts

**Recommended Readings:**

**Essential Reading:**

1. Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill
2. Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House

**Suggested Reading:**

1. Statistics For Management, Reprint 2010, Anand Sharma, Himalaya Publishing House
2. Fundamentals of Statistics, 6th Editions'. Gupta, Himalaya Publishing House
3. Statistics for Management. 5th Edition, Levin & Rubin, Prentice Hall of India
4. Quantitative Techniques for Business Managers, 1st Edition, R. K. Bhardwaj, Anuradha R. Chetiya, Kakli Majumdar, Himalaya Publishing House
5. Quantitative Techniques For Managerial decisions, Second Edition, U. K. Srivastava,
6. G. V. Shenoy & S. C. Sharma, New Age International Publication

**SOFT CORE PAPER**  
**MBA I SEMESTER**  
**CORPORATE COMMUNICATION**

**Subject Code: 126MBA01XXXSCC01T**

**Contact Hours: 60**

**External Marks: 80**

**Credits: 04**

**Hours/ Week: 4**

**Internal Marks: 20**

**OBJECTIVES:**

- 1) To provide an overview of Prerequisites to Business Communication.
- 2) To impact the correct practices of the strategies of Effective Business writing

**Expected outcome:**

- 1) Effective personal and professional communication skills.

<b>MODULE – 1</b>		<b>10 hours</b>
<b>Introduction to Communication</b>	<b>Reading Material</b>	<b>Pedagogy</b>
Purpose of communication, Process of Communication, Importance of Communication in Business, Barriers in Communication (mechanical, physical, psychological, semantic & language, status), Measures to overcome these barriers. 7 C's in Communication, Types of Communication – Verbal & Nonverbal, Significance of non-verbal communication.	Urmila Rai, Business Comm., 9/e, Himalaya Publications, Dr. V. K. Jain & Dr. Omprakash Biyani	Activities highlighting communication process and Verbal & Non-Verbal importance of communication
<b>MODULE – 2</b>		<b>15 hours</b>
<b>Listening, Vocabulary and language development</b>		
Listening: Hearing Vs. Listening, Importance of listening, Barriers to Effective Listening, Good Vs. Bad Listeners, Tips to effective listening. Vocabulary: Words often confused, Words often miss pelt, Common errors in English – Sentence framing. Heteronyms, Homographs, Homonyms, Synonyms and Business jargons. Development of coherent paragraphs.  Language for Business Communication Role and importance of language in communication, Language heterogeneity and imbalances. Effective speaking and writing , Finer points and nuances in spoken, written and journalistic language , Understanding of language for media ,Language for creative writing and promotional literature ,Language and sensitivity to various audiences, content writing ,blogging	Urmila Rai, Business Comm., 9/e, Himalaya Publications, Dr. V. K. Jain & Dr. Omprakash Biyani Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York	Sessions on Book Reviews/Summarization, Note making  Reading Comprehension: Analysis of texts from the field of Literature  Practical sessions on Blogs on social sites

<b>MODULE – 3</b>		<b>20 hours</b>
<b>Business Correspondence and Corporate communication</b>		
<p>Business Correspondence – Standard parts of the letter and optional parts, Layout, Types of business letters – Block, Indented, Modified block, Semi indented &amp; Hanging out Style and Principles of Effective letter writing.</p> <p>Memorandum – Essentials of a Memo, exercise writing in a Memo &amp; notice</p> <p>Quotation – Essentials of Quotation, the Process of Quotations. Writing routine (leave/resignation/request/etc) and Persuasive business letters – Sales (Enquiry, Order, Adjustment, Dispatch, Replying to Customer complaint), Claims, Complaints and Acknowledgement. Letters of Appointment, Promotion, Termination, Appreciation, Recommendation and Reference.</p> <p>Corporate communication: Campaigns, Research, Management, Advertising writing and Evaluation</p> <p>Role of research in Corporate. Various areas of research in Corporate, demographic and psychographic research (how to frame basic demographic and personal question for a research report).</p> <p>Publicity – Concept and scope of Private PR. Image, Event and Conference Management Counseling, Crisis/Disaster Report writing – Business reports, Structure of a report, Types – Routine &amp; Special reports. Writing assignments on short reports.</p>	<p>Urmila Rai, Business Comm., 9/e, Himalaya Publications, Dr. V. K. Jain &amp; Dr. Omprakash Biyani Bhargava and Bhargava(1971) Company Notices, Meetings and Regulations</p>	<p>Letter writing, Quotation, Notices, as practical session in class, Understanding the mode of Advertising in the news papers,</p> <p>Questionnaire in a research proposal (Understanding about Demographic and personal questions only)</p>
<b>MODULE – 4</b>		<b>5 hours</b>
<b>Personnel Correspondence</b>		
<p>Resume preparation (Layout, Content, Features) , Covering letter, Difference between a CV and a Resume. Most likely Interview questions - discussion</p>	<p>Dr. V. K. Jain &amp; Dr. Omprakash Biyani</p>	<p>Individual assignment to write resume can be given after explaining Group Discussion topics can be identified and have a classroom discussion</p>
<b>MODULE – 5</b>		<b>10 hours</b>
<b>Group Communication</b>		
Elements of Effective Presentations Skills & Public Speaking,	Urmila Rai,	General

Meetings: Classification of meetings, Meeting formalities, Meeting Documentation, Conferences, Seminars, Symposia and Workshop, Public Relations	Business Comm., 9/e, Himalaya Publications, Dr. V. K. Jain & Dr. Omprakash Biyani Lesikar, Petit & Lesikar s, Basic Business Comm, 10/e, Tata McGraw	presentation topics can be given in class and students can be evaluated
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**Pedagogy: Lecture, Presentation, Activities to enhance Communication Skill  
Activities:**

1. Mock Interviews, Mock Meetings / Conferences
2. Book Reviews/Summarization, Note making
3. Reading Comprehension: Analysis of texts from the field of Literature
4. MC/Compere Training
5. Activities in Group discussion, Group Presentations, Telephone etiquettes (Conference Call) & Oral cases in small groups.

**Essential Reading**

1. Dr. V. K. Jain, Dr. Omprakash Biyani, Business Communication, 2/e, S Chand Pub.
2. Urmila Rai, Business Comm., 9/e, Himalaya Publications

**Suggested Reading:**

1. Lesikar, Petit & Lesikar s, Basic Business Comm, 10/e, Tata McGraw
2. Business Communication by Chaturvedi, Pearson Education
3. Balan,K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi.
4. Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York.
5. Bhargava and Bhargava(1971) Company Notices, Meetings and Regulations
6. Who moved my cheese Spencer Johnson: Who Moved My Cheese, Stephen Lundin, Ph.D, Harry Paul, Stephen Covey: Seven Habits of Successful People, George
7. Books by Narayan Murthy, Sudha Murthy, Nilekani, Chethan Bhagat and others.
8. C.S.G Krishnamacharyulu, Lalitha Ramakrishnan, Business Comm, Himalaya



**Skill Development Series – I**  
**MBA I SEMESTER**  
**Corporate Etiquettes**

**Subject Code:**  
**126MBA01XXXSDC01T**

**Contact Hours: 30**

**External Marks: 40**

**Hours/ Week: 02**

**Internal Marks: 10**

**Objectives:**

1. Introduce the Students to Corporate Culture and Mannerisms

**Expected Outcome:**

1. The Development of a Globally accepted Personality and Professional Attitude

<b>Module 1</b>		<b>10 Hours</b>
<b>The First Impression Skills</b>		
Self Introduction Personal Grooming Dressing Etiquette Healthy & Hygienic Practices Courteous Phrases Banquet Etiquette	<b>Methodology</b>  Presentation, Demonstration	<b>Resources</b>  To be decided by the faculty member

<b>Module 2</b>		<b>10 Hours</b>
<b>Presentation Skills</b>		
Communication as a Strategy Communication Symbols, Space & Rituals Professional Attitude Meeting Etiquette Reporting and Minutes of the Meeting	Discussion, Presentations	To be decided by the faculty member

**(10 Hrs)**

<b>Module 3</b>		<b>10 Hours</b>
<b>Social Skills</b>		
Socialization Telephone Usage E Mail Norms Social Media & Netiquette Dealing with Difficult People Essentials of Corporate Culture Cross Cultural Communication (East Vs. West)	Discussion, Projects, Demonstration	To be decided by the faculty member

**Activities:**

- Role Plays and Presentations
- Demonstration
- Quiz
- Expert Lectures
- Assignment & Projects

**References:**

- Business Communication – A South Asian Perspective by Lehman, Dufrene & Sinha, Cengage
- **Evaluation:**
  - Internal Assessment: (10 Marks)
    - Assignment, Presentation, Role play, Field visit, presentations etc.
  - External Assessment: (40 Marks)
    - a. Project Report – 20 Marks
    - b. Viva Voce - 20 Marks.

\* Students to undertake a mini project in any organization locally, to study corporate etiquettes being followed there and submit the same in the form of mini project report, which carries 20 marks in the final evaluation. The viva-voce by a panel of two examiners, viz., one academician from the university department or affiliated colleges and another examiner from industry or service organizations.

# **Second Semester Syllabus**

# CORE MANAGEMENT SUBJECT PAPERS

## MBA I SEMESTER

### BUSINESS RESEARCH METHODS

Subject Code: 126MBA02XXXCMC06T

Credits: 04

Contact Hours: 60

Hours/ Week: 04

External Marks: 80

Internal Marks: 20

#### Objectives

1. To understand the importance of business research as management decision tool.
2. To equip the students with the concept and methods of Business Research.

#### Expected Outcome:

1. To prepare students to plan, design and execute business research using scientific methods.

Module –1	14 Hours	
<b>Business Research – An Introduction</b>		
Meaning of Research, Objectives of Research. Characteristics of Good Research. Meaning of Business Research, Research Agencies (Internal research department, External research agencies/suppliers). Topics for Research in Business, Research Process. Types of Research- Quantitative v/s. Qualitative, Basic v/s. Applied, Descriptive v/s. Analytical, Conceptual v/s. Empirical). Ethical Issues in Business Research. <b>Research Design</b> Identification of problem, statement of problem, process of problem definition, Research Design - Exploratory, Descriptive, & Causal research. Exploratory research - Meaning, suitability categories of exploratory design – Experience surveys, secondary data analysis, case studies, pilot studies, and qualitative techniques Descriptive research: Meaning, types of descriptive studies, data collection methods. Causal research: Meaning, types of experimental design (Informal experimental designs – Before & after without control, after only with control, Before & after with control design. Formal experimental designs – Completely randomized design, Randomized Block design, Latin Square design, and factorial design). Steps involved in preparing business research plan/proposal	<b>Reading Material</b>	<b>Pedagogy</b>
	1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9E. 2. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers, 2E	Discussion and Quiz
<b>Module –2</b>	<b>8 Hours</b>	

<b>Sampling</b>		
Meaning, Stages in selection of a sample, Types of Sampling - Probability and non-probability Sampling Techniques, Standard Error, sample size calculation, factors influencing sample size, errors in sampling	1. Donald Cooper & Pamela Schindler, 2. C. R. Kothari,	Discussion and Case Study
<b>Module –3</b>		<b>12 Hours</b>
<b>Measurement and Scaling</b>		
Types of Scales – Nominal, Ordinal, Interval, and Ratio. Criteria for good measurement Attitude Measurement – Simple Attitude Scales, Category Scales, Likert scale, semantic differential scale, numerical scales, staple scale, graphical rating scales, scales measuring behavioural intentions and expectation.	1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9E. 2. C. R. Kothari,	Discussion and Assignments on different scales used in marketing field
<b>Module – 4</b>		<b>10 Hours</b>
<b>Data Collection</b>		
Secondary Data – meaning, advantages & disadvantages of secondary data, characteristics of secondary data, sources of secondary data (Internal & External) Primary data – meaning, methods of primary data collection(observation method, interview methods, questionnaire method, Schedules, difference between questionnaire and Schedules, consumer panels, use of electronic and mechanical devices, projective techniques - Word Association, sentence completion, story completion, verbal projection test, pictorial techniques, OZMET-Olson and Zaltman Test and TAT-Thematic Appreciation Test) Construction of Questionnaire/schedule	1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9E. 2. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers, 2E	Discussion and Minor Report on Consumer Satisfaction Survey
<b>Module –5</b>		<b>16 Hours</b>
<b>Data Analysis and Reporting</b>		
Stages of data analysis – Processing, analyzing and interpretation Processing of data - editing, coding, tabulation, cross	1. Donald Cooper & Pamela Schindler, Business	

<p>tabulation</p> <p>Hypothesis – null and alternate hypothesis, type I and Type II errors</p> <p>Hypothesis testing - Hypothesis testing of means (Z test, t test), Hypothesis testing for differences between means (Z test, t test), Hypothesis Testing for Proportions (Z test), Hypothesis Testing for Paired-t Test, Difference between proportions (Z test) (Theory + Problems)</p> <p>Chi- Square test for Goodness of Fit, and test of Independence (Theory + Problems).</p> <p>Sign Test, Fisher-Irwin Test, Wilcoxon Matched Pair Test (Theory Only).</p> <p>Interpretation of data analysis – meaning, techniques and precautions in interpretations</p> <p>Reporting - Oral, and Written Reports, Components of Research Report</p> <p>Introduction to SPSS</p>	<p>Research Methods, TMGH, 9E.</p> <p>2. C. R. Kothari, Research Methodology Methods &amp; Techniques, New Age International Publishers, 2E</p>	
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### Activities

1. A Live Project on Business Research.

### Recommended Reading

#### Essential Reading:

1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9E.
2. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers, 2E

#### Suggested Reading:

1. William G. Zikmund, Business Research Methods, Cengage Learning, India 7E.
2. Donald Cooper, Pamela Schindler & J.K .Sharma, Business Research Methods, McGraw Hill, 11E
3. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, PHI Learning, 6E
4. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education, 2008.
5. J.K. Sachadeva, Business Research Methodology, Himalaya Publication

## OPERATIONS MANAGEMENT

**Subject Code: 126MBA02XXXCMC07T**

**Credits: 04**

**Contact Hours: 60**

**Hours/ Week: 4**

**External Marks: 80**

**Internal Marks: 20**

**Objectives:**

1. To understand a system's view of operations
2. To provide conversion capabilities for meeting the organization's goals and strategies.

**Expected Outcome:**

1. To provide an understanding of the process of manufacturing and services in industry

<b>Module --1</b>		<b>15 Hours</b>
<b>Operations Management- An Overview</b>	<b>Reading Material</b>	<b>Pedegogy</b>
<p>Concept of operation, production as a system function, Evolution from manufacturing to Operations Management, Role &amp; importance of OM, Product V/s Services, Historical evolution of OM- Scientific Management, Moving Assembly Line, Hawthorne Studies, Operations Research, Global scenario of Industrialization</p> <p><b>Recent trends in OM:</b> Technological changes in OM (CAD, CAM, FMS, CIM, Robotics), Evolution and impact on management</p> <p><b>Production Planning and Control</b></p> <p>Basic functions of PPC and its variants in different systems of manufacture (mass production, Batch production, Job- shop production, projects), production cycle (Understanding the concepts only)</p>	<p>Production &amp; Operations Management- 5<sup>th</sup> Edition K. Aswthappa, Shridhar Bhat</p>	<p>Caselets</p>
<b>Module --2</b>		<b>10 hours</b>
<b>Location Strategy</b>		
<p>Importance of location decisions, factors influencing locations, selection of locality, exercises on Point Rating method, factor rating and Locational Break-Even Analysis, Qualitative Factor, Analysis Method</p>	<p>Production &amp; Operations Management- 5<sup>th</sup> Edition K.</p>	<p>Caselets</p>

<p><b>Layout Strategy</b>  Meaning, definition, scope, objectives of good layout, types of layout, service facility layout, Special arrangements for particular types of plants, Basics of layout planning models- Graphic, Load distance analysis, Computer models- CRAFT</p>	Aswthappa, Shridhar Bhat	
<b>Module --3</b>		<b>18 hours</b>
<b>Aggregate Planning tactics</b>		
Introduction, need of aggregate planning, role of aggregate planning, involvement of various functions in formulating aggregate plan MRP & MRP II- general concepts, objectives, advantages, Bill of material (BOM), ERP (scope, advantages&industrial applications) <b>Operations Scheduling Techniques</b> Forms of scheduling, basic scheduling problems- n jobs with m machines (Concept) Numericals restricted to n jobs with 2 m/cs & 3m/cs , Product sequencing (Exercises on Johnson’s rule of sequencing) <b>Work study, Method study, Work Measurement, Work sampling</b>	Production & Operations Management- 5 <sup>th</sup> Edition K. Aswthappa, Shridhar Bhat	Caselets
<b>Module --4</b>		<b>09 Hours</b>
<b>Quality Control Techniques</b>		
Introduction, Quality Control, Cent percent Inspection, Sample inspection, Statistical Quality Control- acceptance sampling, attribute sampling, Statistical process control- Types of Quality Control Charts( X, R, n, p, c, np)(numerical expected for control charts)	Production & Operations Management- 5 <sup>th</sup> Edition K. Aswthappa, Shridhar Bhat	Caselet
<b>Module --5</b>		<b>08 hours</b>
<b>Basics of World class manufacturing (WCM) Philosophy</b>		



<p>Evolution of WCM, The principles of WCM, The practices of WCM, World- class practices in the factory, Quality in WCM, Lean manufacturing &amp;Toyota Production Systems (TPS)</p>	<p>Production &amp; Operations Management- 5<sup>th</sup> Edition K. Aswthappa, Shridhar Bhat</p>	
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**Recommended Reading:**

**Essential Reading:**

1. Production & Operations Management- 5<sup>th</sup> Edition K. Aswthappa, Shridhar Bhat
2. Production & Operations Management, Ajay k. Garg, McGraw Hill Education(India)Pvt. Ltd, PP83-88, 688-700

**Suggested Reading:**

1. Elements of PPC- 5<sup>th</sup> Edition Samuel Eilion
2. Production & Operations Management, Reprint 2009, S. A. Chunawala, D. R. Patel, Himalaya Publishing House
3. Productions & Operations Management, N.G. Nair, TMH (21<sup>st</sup> Reprint) 4.Productions & Operations Management, S.N. Chary, TMH

## CORPORATE FINANCE

**Subject Code: 126MBA02XXXCMC08T**

**Credits: 04**

**Contact Hours: 60**

**Hours/ Week: 4**

**External Marks: 80**

**Internal Marks: 20**

**Course Objectives:**

- 1.To acquaint students with the knowledge of corporate financial decisions
- 2.To make students to understand the changing role of Finance Manager

**Expected Outcome:**

1. The students are expected to excel in the areas of financial decision making.

<b>Module 1</b>		<b>12 Hours</b>
<b>Corporate Finance and Cost of Capital</b>		
Introduction, Major Financial Decisions, Sources of Finance, Role of CFO/Finance Manager, <b>Cost of Capital</b> -Introduction, Cost of Debt, Cost of Preference, Cost of Equity: Internal and External Equity, CAPM, Dividend Growth Model, 2- Stage and H- model, WACC, Marginal Cost of Capital, Floatation cost.	<b>Reading Material</b>	<b>Pedagogy</b>
	Khan and Jain & I M Pandey	Classroom Teaching
<b>Module 2</b>		<b>12 Hours</b>
<b>Capital Structure and Leverage</b>		
<b>Capital structure</b> – Concept; Theories of capital Structure; NI, NOI, Traditional, Modigliani and Miller, Merton and Miller Theories. Agency Problem, Financial Information Asymmetry, Financial signalling. Financial Distress, Bankruptcy Cost theory, Pecking Order Theory, Free Cash Flow Theory, Impact of changes in Capital Structure. <b>Leverage</b> – Concept, Types – Operating, Financial, Combined, Degrees of leverage, EBIT – EPS analysis, Usage of leverage concept in optimising firm’s revenue.	Khan and Jain & I M Pandey	Classroom Teaching, Project on Capital Structure
<b>Module 3</b>		<b>12 Hours</b>
<b>Capital Budgeting</b>		
Concept, Time value of money, capital budgeting process, kinds of projects, techniques of capital budgeting- NDCF & DCF, Modified IRR, Risk analysis in Capital budgeting – Sensitivity analysis, Incremental IRR, EVA, Decision Tree analysis, Capital rationing	Prasanna Chandra, Khan and Jain & I M Pandey	Classroom Teaching, Field Work on Capital Budgeting

<b>Module 4</b>		<b>12 Hours</b>
<b>Dividend Policy Decision</b>		
Concept; Types of Dividend; Dividend Policy; Dividend Theories- Gordon Model, Walter's Model, M-M Model, Tax Treatment of Dividend, Bonus Shares, Stock split and its impact, Buy back of shares, ESOP	Prasanna Chandra, Khan and Jain & I M Pandey	Classroom Teaching, Group Assignment on Study of Dividend Policies of Indian Companies
<b>Module 5</b>		<b>12 Hours</b>
<b>Working Capital Management</b>		
Concept; Determinants; WC Estimation; Cash Management. Techniques; Receivable Management. : Optimum Credit Policy, Monitoring Receivables; Exercises; Inventory Management. – Concept, Exercise	Prasanna Chandra, Khan and Jain & I M Pandey	Classroom Teaching, Mini Project on Working Capital Estimation

**RECOMMENDED BOOK:**

1. Financial Management: Khan and Jain, TMH Publications.

**REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:**

1. Cases in FM: I.M.Pandey and Ramesh Bhat
2. Fundamentals of FM: Brigham and Houston
3. Fundamentals of FM: James C Horne
4. Contemporary Financial Management: Kothari & Dutta, Macmillan India Ltd.
5. Financial Management: G.Sudarsana Reddy, Himalaya Publishing House
6. Financial Management: Prasanna Chandra, TMH Publications.

## Business Environment

**Subject Code: 126MBA02XXXCMC09T**

**Credits: 04**

**Contact Hours: 60**

**Hours/ Week: 4**

**External Marks: 80**

**Internal Marks: 20**

### Objectives:

1. Enable an understanding of the Dynamic nature of Global Business Environment and methods of decision making

### Expected Outcome:

1. An Understanding of the Ease of Doing Business in India and across the World

<b>Module 1</b>		<b>10 Hours</b>
<b>Introduction and an Overview of Global Environment</b>		
	<b>Pedagogy</b>	<b>Reading Material</b>
Meaning and Dimensions of Environment Classification of Environment (Micro/Ext/ Etc) Environmental Scanning (STEEP / PESTEL) Polity – Systems & Governance Economic – Systems & Development Social – Structure, Institutions & Issues Technological – The Digital Era (AI, IoT, etc) Environmental – Issues, UNCCC, etc. Legal – Forms and Features of Legal systems UNDP’s HDI – Concept and Ranking (Rev.)	Discussions, Presentations, Quiz	International Business Management by Hill & Jain, TMH  International Business Environment & Management – Bhalla & Shivaramu, Anmol P

<b>Module 2</b>		<b>10 Hours</b>
<b>Emerging Global Economic Order</b>		
WTO – Organization & Objectives WTO & India: An Evaluation (Agri, IPR, etc) Regional Economic Integration: Types Trade Blocs: EU, NAFTA, ASEAN, SAPTA BRICS: Importance and Achievements Emergence of Africa (Relations with India) Understanding India – China Equations Introduction to Geo Politics/ WEF	Discussions, Presentations, Assignments	Indian Economy by Dutt & Sundaram  Essentials of Business Environment by K. Ashwathappa  -

<b>Module 3</b>		<b>10 Hours</b>
<b>Managing the Dynamic Business Environment</b>		
Globalization – Meaning & Objectives The Globalization Debate: Merits & Demerits Stages of Globalization (DC, INC, MNC, TNC) Modes of Entry in Global Markets Emerging Corporate Structures Bus. Environment Evaluation Matrix (Specific) Ease of Doing Business Index Cases of Global Integration (Success/Failure)	Discussions, Presentations, Projects	International Business Management by Hill & Jain, TMH

<b>Module 4</b>		<b>12 Hours</b>
<b>The Changing Profile of Indian Economy</b>		
Profile of India (Key indicators) Features of Indian Economy GDP: Growth & Sectoral Contribution Demography & the Dividend Agricultural Challenges & Policy Industrial Policy (Top 10 wrt to R & Empl) EXIM Policy (Volume, Value and Direction) Monetary Policy – M & O /Cr. Control/IBC Fiscal Policy – M & O/ Deficit Financing Strategies for an Emerging India (JAM, etc) Understanding Budget/ Economic Survey	Discussions, Presentations, Quiz	Business Environment: Text and Cases by Justin Paul, 2 <sup>nd</sup> Edition, TMH  Economic Environment of Business by Misra & Puri, HPH

<b>Module 5</b>		<b>08 Hours</b>
<b>Legal Environment of Business</b>		
Forms of Business Organization (Classification) Salient Features & Importance of: Indian Contract Act 1872, COPRA 1986, Indian Partnership Act 1932, LLP Act 2009, Competition Act 2002, IBC 2016, CA 2013 – Nature, Kinds & Incorporation of Co. NCLT: Objectives and Functions	Discussions, Guest Lecture, Study Material	Business Law by Avtar Singh

**Activities:**

- Current News Analysis
- Project on Disparity in the Regional Economic / Industrial Development
- Presentations on Industrial Development Institutions, DIC, KSSIDC, etc.

**Essential Reading:**

- Indian Economy by Dutt & Sundaram
- International Business Environment & Management – Bhalla & Shivaramu, Anmol P
- Business Environment: Text and Cases by Justin Paul, 2<sup>nd</sup> Edition, TMH
- Economic Environment of Business by Misra & Puri, HPH

**Reference Books:**

- Business Environment by Francis Cherunilam
- International Business Management by Hill & Jain, TMH
- Business Law by Avtar Singh
- Essentials of Business Environment by K. Ashwathappa
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# Soft Core Paper

## MBA I SEMESTER ORGANIZATIONAL BEHAVIOUR

Subject Code: 126MBA02XXXSCC02T

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week: 4

Internal Marks: 20

### Objectives: -

1. To facilitate the student to understand fundamentals of organization behaviour.
2. To understand the dynamics of organization and how to manage individual and group behaviour.
3. To provide inputs on how to motivate people at work.

### Expected Outcome: -

1. This course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

<b>Module 1</b>		<b>10 Hours</b>
<b>Introduction to Organizational Behaviour</b>		
Organizational Behaviour- Definition, importance, Need, Challenges and Opportunities of Organizational Behaviour; Disciplines that contributing to OB, Models of OB. Autocratic Model, Custodial Model, Supportive Model, Collegial Model, System Model.	<b>Reading Material</b>  Fred Luthans, Organizational Behavior, McGraw Hill,	<b>Pedagogy/Activity</b>  Lecture and videos to enhance conceptual clarity
<b>Module 2</b>		<b>10 Hours</b>
<b>Individual level behavioral variables 1– (Personality, Perception, Values, Attitudes)</b>		
Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others, Attribution theory, errors of perception. <b>Attitude:</b> Meaning, Components of Attitude, Job	Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education	Any personality tests , case studies

Attitudes. <b>Value:</b> Meaning, Types of values, formation of values.	Infinite Vision – Story of Dr.V. Aravind eye care video	Interaction with speakers especially those who have faced challenges and failures
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<b>Module 3</b>		<b>15 Hours</b>
<b>Individual level behavioral variables – 2: Learning, Emotions and Motivation</b>		
Introduction, Learning and its Applications in Organizations. Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on EI Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization	Organizational Behaviour – by Stephen Robbins, Timothy Judge and SeemaSanghi, Pearson	Videos on learning especially conditioning and reinforcement
<b>Module 5</b>		<b>10 Hours</b>
<b>Module 4</b>		<b>10 Hours</b>
<b>Group level behavior- Group Dynamics &amp; Culture</b>		
Concept of Groups, Stages of Group Formation and Group Process, why people join groups, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizations Introduction, Definition and Overview of a Team, Characteristics of an Effective Team, Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team <i>Culture and Change:</i> Introduction, Concept of Culture, Fundamentals of Culture,	Organizational Behaviour – by Stephen Robbins, Timothy Judge and SeemaSanghi, Pearson	Group activities on decision making , group discussions
		Team building outbound activities
<b>Group level behavior(Leadership):</b>		
Introduction, Overview of Leadership, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories Role of Leadership in Contemporary Business,		Make presentations of various leaders

**Recommended Books:**

**TEXT BOOKS**

- Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education
- Fred Luthans, Organizational Behavior, McGraw Hill
- Introduction to Organizational Behaviour (English, Paperback, Edward Rose, Edited By Michael Butler)
- Organizational Behaviour by K.Ashwathappa



## **REFERENCES**

- Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley
- UdaiPareek, Understanding Organizational Behaviour, 2nd Edition, Oxford Higher Education,
- Organizational Behaviour – by Stephen Robbins, Timothy Judge and SeemaSanghi, Pearson
- 

## **SUGGESTED PRACTICAL COMPONENT: -**

- Students can profile leaders from various walks of life and identify how they manage people. They can also identify leadership styles.
- Group Exercises – like broken squares.
- Give a student any group task. After the task let them ask themselves the question – What individual personality characteristics enhance a team's performance? What characteristics hinder team performance? Ask them if it is better to have teams composed of individuals with similar or dissimilar traits.

# OEC -I

## MBA I SEMESTER

### Entrepreneurship Development and Project Management (OEC)

Credits: 04

Contact Hours: 126MBA02XXXOEC01T

Hours/ Week:04

External Marks: 80

Internal Marks: 20

#### Objectives:

1. To understand the role of entrepreneurship in socio-economic transformation.
2. To introduce the students to the project planning & analysis & help them to analyze project feasibility.

**Expected Outcomes:** To be able write a Business Plan & Detailed Project Report (DPR)

Detailed Syllabus	Suggested Readings	Duration
<b>Module 1 Introduction to Entrepreneurship</b>		<b>15 Hours</b>
Concept and Evolution of Entrepreneurship, Role and Importance of Entrepreneurship in economic development, Entrepreneurship as a Career, Entrepreneurial Competencies, Types of Entrepreneurs, Factors affecting Entrepreneurship Development, Entrepreneurial Environment (Global and Domestic), Effectual Entrepreneurship and EDP	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	
<b>Module 2 Establishing a Venture</b>		<b>10 Hours</b>
Business Idea and Opportunity, SWOT analysis, Idea Generation and Idea Lab, Identification of Business Opportunity and Business Opportunities in India, Design thinking and Business model canvas, Steps in setting up and Enterprise	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	
<b>Module 3 Project Planning, Analysis &amp; Selection</b>		<b>15 Hours</b>
Project life cycle, classification of project, capital Investments, phases of capital budgeting, facets of project analysis: market analysis, technical analysis, financial analysis, economic & ecological analysis. Project feasibility study.	Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.	
<b>Module 4. Project Financing, Implementation &amp; Review</b>		<b>10 Hours</b>
	Prasanna Chandra, Projects: Planning, Analysis,	

Women Entrepreneurship overview	Selection, Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.	
<b>Module 5 Institutional Support for Entrepreneurship Development Hours</b>		<b>10</b>
State Level and Central Level Institutions like: DIC, TCO, SIDBI, IDBI, CEDOC, Standup India, Startup India, Make In India, EDII, Financial institutions, Discussion on Successful, failed. Sickness in enterprises, Turnaround Entrepreneurial Venture, Financing of Projects, Debt, Angel, Mudra, Venture capital and Private equity overview.	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	

**Essential Reading:**

1. Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.
2. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.

**Suggested Reading:**

1. Robert Hisrich, et.al., Entrepreneurship- 9/e Mc Graw Hill Education, 2014
2. R Panneerselvam & P Senthilkumar, Project Management, Eastern Economy Edition, PHI, 2009
3. S Choudhury, Project Management, TMH, 2008.

## Skill Development Series - II

### ICT SKILLS

**Subject Code: SDS - II**

**Contact Hours: 30**

**External Marks: 40**

**Hours/ Week: 2**

**Internal Marks: 10**

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#### Objectives:

1. To introduce the basic technical skills required for students
2. To enable students gain knowledge of latest developments in IT

#### Expected Outcome:

The students to understand the use and application of technology

<b>Module I: Microsoft Word</b>	<b>10 Hours</b>
Opening a New Document, Saving a Document, Getting Help with MS Word 2007	
Editing the document : inserting, deleting, moving text	
Formatting the document : Applying a Font, Changing Font Size, Font Attributes, Font Color, Clear Formatting, Text Alignment	
Editing Features of Word : Spell Check, Thesaurus, Auto Correct, Check Word Count, Track Changes, Page View, Zoom,	
Paragraph formatting: Changing Paragraph Alignment, Indenting Paragraphs, Add Borders or Shading to a Paragraph, Apply Paragraph Styles, Creating Links within a Document, Change Spacing Between Paragraphs and Lines,	
Working with Tables: Creating Tables, Converting text into a table, Quick Tables, Entering Text, Table Tools, Inserting rows and columns, Deleting Cells, Rows or Columns, Merging Cells and Splitting Cells, Adjusting Column Width, Borders and Shading,	
Bulleted and Numbered Lists, Creating a Nested List, Format Your List, Creating Outlines,	
Page formatting: Page Margins, How to Change the Orientation, Size of the Page, or Size of the Columns, Apply a Page Border and Color, Insert Headers and Footers (Including Page Numbers),	
Inserting Graphics, Pictures, and Table of Contents Advanced Tools : Compare and Merge Documents, Protect Document , Mailing Lists,	
Creating a List for Mail Merge	

<b>Module 2 Microsoft Excel</b>	<b>10 Hours</b>
<p>Introduction: Organization of this Training Guide, Uses of Excel, New Functions and Features in Excel 2007/ 2010/ 2016/ 2019</p> <p>Getting Started with Excel: Opening a Blank or New Workbook, General Organization</p> <p>Highlights and Main Functions: Home, Insert, Page Layout, Formulas, Data, Review, View, Add-Ins</p> <p>Conditional Formatting : Once defined, it will automatically change color of values e.g. up or down, high or low, pass or fail, profit or loss etc.</p> <p>Creating and Using Templates, Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special</p> <p>Basic Formulae and Use of Functions</p> <p>Filters, Queries &amp; Data Sorting : Sort data based on your choice e.g. like North, East, West, South rather than alphabetically, Ascending and Descending</p> <p>Formula Writing &amp; Executing : Financial, Logical, Text, Day and Time,</p> <p>Mathematical functions - Sum, Average, Count, Minimum, Maximum, Concatenate, Count, Count, CountIf, Day, Today, Even, Odd, IsBlank, Left, Len, Lower, Upper, Proper, Now, , Right, Left, Round, etc.</p> <p>If, If And, If Or, Greater than, Less than commands : Produce different set of results based on slabs, conditions.</p> <p>Data Analysis Using Charts and Graphs</p> <p>Managing, Inserting, and Copying Worksheets</p> <p>Securing the Excel Document (Protect Cells and Workbook, restricting permission)</p> <p>Advanced Data Analysis using PivotTables and Pivot Charts</p> <p>Solve examples on V Look up, H look up.</p> <p>Sheet linking (jus show how to link two different excel sheet for the same data)</p>	
<b>Module 3 Presentation &amp; E Technologies</b>	<b>10 Hours</b>
<p>Basics of MS PowerPoint</p> <p>Introduction to Internet</p> <p>Creating an E-mail Account</p> <p>Search Engine</p> <p>Surfing WebPages</p> <p>Basics of Social Networking Site</p> <p>Virus : General introduction, and Antivirus utilities</p> <p>Mobile Apps necessary for the students</p>	

Online entry for jobs/competitive exams

Concept of OTP

**Activities:**

1. Lab assignment on calculating various statistical and financial variables
2. Sending an email to job aspirants in a company using mail merge
3. Preparing a PowerPoint presentation using different options available
4. Designing a poster/advertisement copy using MS Word
5. Assignments on conditional formatting, sort and filter, Vlookup, Pivot Table and Pivot chart etc.

**Evaluation:**

1. Internal Assessment: (10 Marks)

Assignment, Presentation, Exercises on MS Word, Excel and PowerPoint etc.

2. External Assessment: (40 Marks)

- a) There will be practical Lab Examination on MS Word, Excel and PowerPoint – 20 Marks  
- MS Word carries 10 Marks, PowerPoint carries 10 Marks and Excel carries 20 Marks. Total lab exam marks of 40 have to be equated to 20 marks.
- b) Viva-voce will be based on the practical exam and concepts of ICT – 20 Marks