

Visvesvaraya Technological University

MBA Program Structure and Credits (2018)

MBA	Credits	Year	Total Credits
I Semester	24	I	48
II Semester	24		
III Semester	24	II	54
Internship(III Semester)	2		
IV Semester	24		
Project Work(IV Semester)	4		
Total	102		102

SCHEME OF TEACHING AND EXAMINATION MASTER OF BUSINESS ADMINISTRATION

I SEMESTER

Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment / Case Study	Total Hours		CIE	SEE		
18MBA11	Management & Organizational Behavior	Core Course	3	2	5	3	40	60	100	4
18MBA12	Managerial Economics	Core Course	3	2	5	3	40	60	100	4
18MBA13	Accounting for Managers	Core Course	3	2	5	3	40	60	100	4
18MBA14	Business Statistics & Analytics	Core Course	3	2	5	3	40	60	100	4
18MBA15	Marketing Management	Core Course	3	2	5	3	40	60	100	4
18MBA16	Managerial Communications	Core Course	3	2	5	3	40	60	100	4
	Total		18	12	30		240	360	600	24

**SCHEME OF TEACHING AND EXAMINATION
MASTER OF BUSINESS ADMINISTRATION**

II SEMESTER

Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment *	Total		CIE	SEE		
18MBA21	Human Resource Management	Core Course	3	2	5	3	40	60	100	4
18MBA22	Financial Management	Core Course	3	2	5	3	40	60	100	4
18MBA23	Research Methodology	Core Course	3	2	5	3	40	60	100	4
18MBA24	Legal and Business Environment	Core Course	3	2	5	3	40	60	100	4
18MBA25	Strategic Management	Core Course	3	2	5	3	40	60	100	4
18MBA26	Entrepreneurship Development	Core Course	3	2	5	3	40	60	100	4
	Total		18	12	30		240	360	600	24

**III SEMESTER
(Core Specialisation)**

Subject Code			Category	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
				Lecture	Practical / Field Work / Assignment / Case Study	Total		CIE	SEE		
Marketing	Finance	Human Resource									
18MBAMM301	18MBAFM301	18MBAHR301	Elective Course	3	2	5	3	40	60	100	4
18MBAMM302	18MBAFM302	18MBAHR302	Elective Course	3	2	5	3	40	60	100	4
18MBAMM303	18MBAFM303	18MBAHR303	Elective Course	3	2	5	3	40	60	100	4
18MBAMM304	18MBAFM304	18MBAHR304	Elective Course	3	2	5	3	40	60	100	4
18MBAMM305	18MBAFM305	18MBAHR305	Elective Course	3	2	5	3	40	60	100	4
18MBAMM306	18MBAFM306	18MBAHR306	Elective Course	3	2	5	3	40	60	100	4
18MBAIN307			Internship *	0	4	4	---	50	50	100	2
			Industrial Visit	0	0	0	0	0	00	00	0
				18	16	34		290	410	700	26

**IV SEMESTER
(Core Specialisation)**

Subject Code			Category	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
				Lecture	Practical / Field Work / Assignment **	Total		CIE	SEE		
Marketing	Finance	Human Resource									
18MBAMM401	18MBAFM401	18MBAHR401	Elective Course	3	2	5	3	40	60	100	4
18MBAMM402	18MBAFM402	18MBAHR402	Elective Course	3	2	5	3	40	60	100	4
18MBAMM403	18MBAFM403	18MBAHR403	Elective Course	3	2	5	3	40	60	100	4
18MBAMM404	18MBAFM404	18MBAHR404	Elective Course	3	2	5	3	40	60	100	4
18MBAMM405	18MBAFM405	18MBAHR405	Elective Course	3	2	5	3	40	60	100	4
18MBAMM406	18MBAFM406	18MBAHR406	Elective Course	3	2	5	3	40	60	100	4
18MBAPR407			Project Work *	0	8	8	-	100	100	200	4
			Industrial Visit	0	0	0	0	0	00	00	0
				18	20	38	-	340	460	800	28

Programme Outcomes:

1. Students are given sufficient theoretical knowledge and are enabled to apply them to solve practical problems in business and other organizations/institutions of importance
2. Students are provided effective communication skills with a high degree of lateral and critical thinking that enhances learnability, developed for being continuously employable.
3. Students are instilled with leadership qualities, ethically sound, enabled with decision making skills that reflect a high degree of social consciousness
4. Students are equipped with self sustaining entrepreneurship qualities that encourages calculated risk taking
5. Students are trained for sustained research orientation to comprehend a growingly complex environment

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Nature	Core	Semester-I		
Area	GENERAL MANAGEMENT	52 Hours		
Subject Code: 18MBA11	Subject Name: MANAGEMENT & ORGANIZATIONAL BEHAVIOUR	Credit Distribution - 4		
		L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

1. To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
2. To make students knowledgeable of historical development, theoretical aspects and practice applications of managerial process
3. To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
4. To make students aware of Individual behavior in groups, dynamics of groups, team building and interpersonal effectiveness besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

Part A - Principles of Management

Unit 1:

(8 Hours)

Introduction: Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management, Recent trends in management.

Case study: oriental public school – Principles of Management, Cengage learning , William and Tripathy, Page no 533-534

Unit 2:

(10 Hours)

Planning and Organizing:

Planning: Meaning, Nature of Planning, Planning Process, Objectives, MBO, Strategies, level of strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making, Types of decisions, Techniques in decision-making.

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

Unit 3:

(4 Hours)

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

RECOMMENDED BOOKS

- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel Books
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010
- Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.

REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.

Part B - Organizational Behaviour

Unit 4: (6 hours)

Introduction: Organizational Behaviour: Introduction, definition, fundamental principles of OB, contributing disciplines, challenges and opportunities. Evolution & Organizational Behavior in India.

Case study: Organizational Behavior by Steven L McShane, Mary Ann Von Glinow and Radha R Sharma, TaTa McGraw Hill companies, Fouth Edition, Pg-6.

Unit 5: (14 Hours)

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

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

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

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

Unit 6: (10 Hours)

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

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories.

Case Study: “Nuts and Bolts”, Principles of Management, Cengage learning , William and Tripathy, Page no 531-532

Note: Related case studies to be discussed.

Practical Components:

- Studying organizational structures of any 10 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 and studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.

- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

Note: Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.

Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management.
- Understand the overview of management, theory of management and practical applications of the same.
- Effectively use their skills for self grooming, working in groups and to achieve organizational goals
- Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.
- Understand and demonstrate their exposure on recent trends in management.

RECOMMENDED BOOKS:

- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House,
- Organization Behaviour – Ashwathappa, Himalaya Publication House
- ORGB - Nelson, Quick, Khanelwal, 2/e, Cengage Learning, 2012.
- Organizational Behaviour - Anada Das Gupta, Biztantra, 2011.
- Organizational Behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011.
- Organizational Behaviour – Rao V. S. P, Excel BOOKS, 2009.

REFERENCE BOOKS:

- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education
- Fundamentals of Organizational Behaviour - Slocum/Hillriegel, Cengage Learning
- Organizational Behaviour, Aquinas P. G, Excel Books.

MAPPING OF CO-PO

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2		X			
CO3			X	X	
CO4					X
CO5			X		

MANAGERIAL ECONOMICS

Nature	Core	Semester -I		
Area	GENERAL MANAGEMENT	52 Hours		
Subject Code: 18MBA12	Subject Name: MANAGERIAL ECONOMICS	Credit Distribution - 4		
		L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics.
2. To provide an understanding of the application of Economics in Business.
3. To learn the basic economic concepts.
4. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

Unit 1: Introduction to Economics (CO1)

(08 Hours)

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with Statistics, Accounting and Operations Research, The Basic process of decision making.

Case Study 1: <https://cb.hbsp.harvard.edu/cbmp/product/W11547-PDF-ENG>

Unit 2: Fundamental Concepts of Managerial Economics (CO2)

(08 Hours)

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioral theories: Simon's Satisficing Model, Cyert and March Model, Agency theory.

Case Study 2: Dabur India Limited: Growing Big and Global.

Source: Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011. Pp 64-65.

Unit 3:: Demand analysis (CO3)

(10 Hours)

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems)

Case Study 3: <https://www.thecasecentre.org/educators/products/view?id=150424>

Unit 4:: Cost Analysis & Production analysis (CO4)**(10Hours)**

Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function

Case Study 4: Automobile Industry in India: New Production paradigm.**Source: Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011. Pp 234-236.****Unit 5: Market structure and pricing practices(CO5)****(10 Hours)**

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Product life cycle pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Case Study 5: David Fights Goliath: The Nirma Story.**Source: Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011. Pp 349-351.****Unit 6: Profits (CO6)****(6 Hours)****Profits:** Determinants of Short-Term & Long Term Profits, Measurement of Profit.

Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

Case study 6: <https://cb.hbsp.harvard.edu/cbmp/product/W17063-PDF-ENG>**Practical Components:**

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting
3. Preparing a Project proposal for a Business Venture.

Course Outcomes:

1. The student will understand the application of Economic Principles in Management decision making.
2. The student will learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
3. The Student will be able to understand, assess and forecast Demand.
4. The student will apply the concepts of production and cost for optimization of production.
5. The student will design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.
6. The student will be able to identify, assess profits and apply BEP for decision making.

RECOMMENDED BOOKS:

1. Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011
2. Managerial Economics – Dominick Salvatore, 7/e, Oxford Publishers, 2010.
3. Managerial Economics - Craig H Petersen, W. Chris Lewis & Sudhir K Jain, 4/e, Pearson Education, 2006.

REFERENCE BOOKS:

1. Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009.
2. Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010.
3. Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011.

MAPPING OF CO-PO

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				X
CO4					X
CO5				X	
CO6				X	

ACCOUNTING FOR MANAGERS

Nature	Core	Semester -I		
Area	FINANCE	52 Hours		
Subject Code: 18MBA13	Subject Name: ACCOUNTING FOR MANAGERS	Credit Distribution - 4		
		L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

1. Explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary
2. Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
3. Prepare basic entries for business transactions and present the data in an accurate and meaningful manner
4. Prepare basic financial statements and explain the articulation between the basic statements.
5. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Unit 1:

(6 Hours)

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Relation of Accounting with other disciplines, Capital and Revenue Expenditure and Receipt, Accounting Equation.

Case study: Problem on Accounting Equation

Unit 2:

(10 Hours)

Preparation of books of Accounts: Journals, ledgers and trial balance. Depreciation- Straight line and Written down Value Methods.

Case Study on Change of Method of Depreciation

Unit 3:

(12 Hours)

Preparation of Financial Statements: Preparation of final accounts of sole traders. Preparation of final accounts of companies, vertical form of financial statements. (Basic problems of Final Accounts), Window dressing.

Case Study problem on Final Accounts of Company and Firm.

Unit 4:

(12 Hours)

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

Case Study on Ratio analysis

Unit 5: (8 Hours)
Emerging issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting.
Accounting Standards and IFRS: Nature and significance

Unit 6: (4 Hours)
Fundamentals of Taxation: Basic concepts of Direct & Indirect Tax. Heads of Income, Deductions u/s 80C, Rate of Income Tax of current assessment Year for Individuals only (only theory)

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally)
- Filling up of ITR forms
- Identify the sustainability report of a company and study the contents.

Course Outcome:

1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Demonstrate knowledge regarding accounting principles and its application.
3. Capable of preparing financial statement of sole trading concerns and companies.
4. Independently undertake financial statement analysis and take decisions.
5. Comprehend emerging trends in accounting and taxation.

RECOMMENDED BOOKS:

- Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014
- A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.
- Financial Accounting, Tulsian P. C, 1/e, Pearson Education.
- Accounting for managers, Madegowda J, Himalaya Publishing House.
- Advanced Accountancy, Gupta R. L & Radhaswamy M, Sultan Chand Publications.
- Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
- Business Taxation, Akhileshwar Pathak and Savan Godiawala, 2/e, McGraw Hill Education (India) Pvt. Ltd, 2013.

REFERENCE BOOKS:

- Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S, Vol I & Vol II, 1/e, United Publishers, 2009.
- Financial Accounting (IFRS update), Gary A. Porter & Curtis L. Norton, 6/e, Cengage Learning.
- Accounting For Management, Arora M. N, Himalaya Publishing House.
- Essentials of Financial Accounting (Based on IFRS), Bhattacharya, 3/e, Prentice Hall India.
- Comdex (Computer and Financial Accounting with Tally 9.0 Course Kit), Dream Tech.
- Comdex – Tally 9, Namrata Agrawal - DreamTech.
- IFRS: A Practical approach, Jasmine Kaur, McGraw Hill.

MAPPING OF CO-PO

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X				
CO3		X			
CO4		X			
CO5				X	X

BUSINESS STATISTICS & ANALYTICS

Nature	Core	Semester -I		
Area	GENERAL MANAGEMENT	52 Hours		
Subject Code: 18MBA14	Subject Name: BUSINESS STATISTICS & ANALYTICS	Credit Distribution - 4		
		L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

1. To make the students learn about the applications of statistical tools and techniques in decision making.
2. To emphasize the need for statistics and decision models in solving business problems.
3. To enhance the knowledge on descriptive and inferential statistics.
4. To familiarize the students with analytical package MS Excel.
5. To develop analytical skills in students in order to comprehend and practice data analysis at different levels.

Unit 1 (12 Hours)

Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean,

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

Unit 2 (8 Hours)

Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation(one way table only), simple and multiple regression(problems on simple regression only)

Unit 3 (6 Hours)

Probability Distribution: Concept and definition - Rules of probability – Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).

Unit 4 (10 Hours)

Time Series Analysis: Introduction - Objectives Of Studying Time Series Analysis - Variations In Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods Of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method

Unit 5

(8Hours)

Data Analysis Using Excel: Introduction about M S Office Package 2007- Explanation of various tools and menus in Excel – Functions and usage of each menus for Business Applications.

Data Management Using Excel 2007: Sorting – Filtering Data – Data Subtotaling – Grouping and outlining data.

Sorting: Rearranging of data –sorting by alphabet's, Numbers and Time

Unit 6

(8 Hours)

Filtering data: Using Auto filter option – custom filtering using different options – Advanced filtering based on the criteria – finding the unique records using advanced filtering

Mathematical Functions: Sumif function – Sum Product – Round function – Roundup – Rounddown – Ceiling – Factorial

Practical Component:(Student-Centered Learning)

- Students are expected to have a basic excel classes
- Students should be able to relate the concepts which can highly enhanced an application scenario in your profession.
- Student should demonstrate the application of the techniques covered in this course.

Course Outcomes:

1. Facilitate objective solutions in business decision making under subjective conditions.
2. Demonstrate different statistical techniques in business/real-life situations.
3. Understand the importance of probability in decision making
4. Understand the need and application of analytics.
5. Understand and apply various data analysis functions for business problems

RECOMMENDED BOOKS:

- Business Statistics and Analytics – Pannerselvam, Nagesh, Senthilkumar, Cengage Learning, 2018
- BStat: A South Asian Perspective with Course Mate – Keller & Arora Cengage Learning, 2016
- Complete Business Statistics – Amir D Aczel, Jayavel Sounderpandian, Palanisamysaravanan, Rohit Joshi 7e MH ISBN 978-0-07-1077903
- Statistical Methods – Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81-8054298-X

REFERENCE BOOKS:

- Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013, ISBN 978-9350-59336-3

- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN 978-81-8318-755-8
- Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005, ISBN 981-240-641-7
- Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003, ISBN 0-534-34974-9.

Mapping of CO-PO

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X			X	X
CO2		X	X	X	
CO3			X	X	X
CO4				X	
CO5		X			

MARKETING MANAGEMENT

Nature	Core	Semester-I		
Area	MARKETING	52 Hours		
Subject Code:	Subject Name:	Credit Distribution - 4		
18MBA15	MARKETING MANAGEMENT	L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates.
2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning
3. Identify a Conceptual framework, covering basic elements of the marketing mix.
4. To understand fundamental premise underlying market driven strategies.

(8 hours)

Unit 1: Introduction to Marketing: Introduction, Definitions of market and marketing, Selling Vs marketing, The Exchange Process, Elements of Marketing Concept, Functions of Marketing, Old Concept or Product-oriented Concept, New or Modern or Customer- oriented Concept, Marketing Myopia, Marketing Environment analysis, (Micro and Macro), Marketing in the 21st century opportunities, challenges & Ethics.

Unit 2:

(6 hours)

Buyer Behaviour Analysis: Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. B2B marketing Vs Consumer Marketing.

(10 hours)

Unit 3: Market Segmentation, Targeting & Positioning (STP): Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies.

Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning.

Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

Unit 4: Managing the Product:

(8 hours)

Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development, packing as a marketing tool, Role of labeling in packing. Services Marketing & its Characteristics.

(10 hours)

Unit-5 Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing,

Unit 6:

(10 hours)

Promotion Strategy: -

Integrated Marketing Communications (IMC)- communication objectives, steps in developing effective communication, Stages in designing message. **Advertising:** Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising.

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. **Personal selling:** Steps/process involved in Personal Selling. **Publicity/Public Relation-**word of mouth, sponsorships.

Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS.

Marketing Planning: Meaning, Steps involved in Marketing planning. **Marketing Audit-** Meaning, components of Marketing Audit. **Marketing Strategic Planning Process.**

Practical Components:

- Marketing Games and quiz for Students.
- Analyze Product Life Cycle of few Products like-Electronic goods, Computers etc.
- Study Packaging strategies used by FMCG companies.
- Understand Marketing strategies, plans used by automobile, cosmetic, FMCG companies etc.

Course Outcome:

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Explain how companies identify attractive market segments, differentiate and position their products for maximum competitive advantage in the market place.
4. Build marketing strategies based on product, price, place and promotion objectives.
5. Synthesize ideas into a viable marketing plan.

RECOMMENDED BOOKS

- Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012.
- Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014.
- Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012.
- Marketing Management: An Applied Approach, Noel Capon & Siddharth Shekhar Singh, Wiley, 2014.
- Marketing Management, Tapan Panda, 2/e, Excel Publication.

REFERENCE BOOKS

- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012.
- Applied Case Studies in Marketing – Shajahan S, Pri mus BOOKS, 2011.
- Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas.
- Marketing: Planning, Implementation, and Control-William M. Pride, Ferrell O. C, Cengage Learning, 2012.

Mapping of CO-PO

Course Outcome	Program Outcome				
	PO1	PO2	PO3	PO4	PO5
1	X			X	
2		X	X		
3		X			
4					X
5					X

MANAGERIAL COMMUNICATION

Nature	Area	Semester -I		
Core	GENERAL MANAGEMENT	52 Hours		
Subject Code: 18MBA16	Subject Name: MANAGERIAL COMMUNICATION	Credit Distribution		
		L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objective:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
3. To introduce the students to some of the practices in managerial communication those are in vogue.
4. To prepare students to develop the art of business communication with emphasis on analysing business situations
5. To train Students towards drafting business proposals

Unit 1:

(8 Hours)

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution – Communication in crisis. Communication and negotiation –Communication in a cross-cultural setting

Unit 2:

(8 Hours)

Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control –Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as a Communication Skill, Non-verbal communication

Unit 3:

(8 Hours)

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.

Unit 4:

(10 Hours)

Business Letters and Reports: Introduction to business letters – Types of Business Letters – Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation – Writing memos Media Management: The press release – Press conference – Media interviews Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings.

Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Unit 5:

(10 Hours)

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for managers.

Case Methods of learning: Understanding the case method of learning.

Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies.

Unit 6:

(8 Hours)

Employment communication: Introduction – Composing Application Messages – Writing CVs – Group discussions – Interview skills

Impact of Technological Advancement on Business Communication– Technology-enabled Communication– Communication networks– Intranet–Internet–E-mails–SMS– teleconferencing – videoconferencing

Practical Components:

- Make students enact and analyze the non-verbal cues
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty
- Organize a mock press conference addressing to the launch of new product by an organization
- Students should be given an assignment to draft a proposal to undertake research project.

Course Outcomes:

1. The students will be aware of their communication skills and know their potential to become successful managers.
2. The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.
3. The students will be introduced to the managerial communication practices in business those are in vogue.
4. Students will get trained in the art of business communication with emphasis on analysing business situations.
5. Students will get exposure in drafting business proposals to meet the challenges of competitive environment

RECOMMENDED BOOKS:

- Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
- Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
- Business Communication – Renuka Murthy T P and YathishChandra M S, HPH.
- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.
- BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e, 2012
- Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

REFERENCE BOOKS:

- Effective Technical Communication – Ashraf Rizvi M, TMH, 2005.
- Business Communication – Sehgal M. K & Khetrapal V, Excel Books.
- Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.
- Basic Business Communication – Raj Kumar, Excel Books, 2010.

Mapping of CO-PO

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2		X		X	
CO3		X	X		
CO4					
CO5					X

**II SEM MBA
HUMAN RESOURCE MANAGEMENT**

Nature	Core	Semester -II		
Area	HUMAN RESOURCES	52 Hours		
Subject Code:	Subject Name:	Credit Distribution - 4		
18MBA21	HUMAN RESOURCE MANAGEMENT	L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

- To understand the HRM concepts and theory
- To obtain an overview of various HRM functions and practices
- To gain an insight into the basic statutory provisions

Unit 1:

(8 hours)

Human Resource Management:

Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM

Case Study on “Enterprise Builds on People”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 22-23

Unit 2:

(8 hours)

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

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

Unit 3:

(10 hours)

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

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Case Study on “Jayram’s Dilemma”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 123.

Unit 4:

(8 hours)

Training and development: Training v/s development, Systematic Approach to Training, Training Methods; one the job and off the job.

Case Study on “ Training Program at ABC Cement”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 140.

Unit 5: (10 hours)

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

Employee Turnover & Employee Retention: Meaning, Strategies to manage employee turnover, Employee retention strategies.

Compensation: Meaning of Job Evaluation, Objectives of Compensation Planning, components of compensation, Compensation Pay Structure in India.

Unit 6: (8 hours)

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

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

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

Practical Components:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

Course outcome:

1. Understanding of HRM functions, principles, Job analysis that facilitates students to design a job description and job specification for various levels of employees.
2. Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
3. Identify the various training methods and design a training program
4. Understand the concept of performance appraisal process in an organization.
5. List out the regulations governing employee benefit practices.

RECOMMENDED BOOKS:

- Human Resources Management: A South Asian Perspective, Denski/Griffin/Sarkar- Cengage Learning, 2012.
- Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
- Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
- Human Resource Management – Dr. T.P RenukaMurthy HPH

REFERENCE BOOKS:

- Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
- Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009

- Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.
- Human Resource Management & Industrial relations, P.Subba Rao, Himalaya Publishing House, Mumbai.
- Human Resource Management – Aswathappa K HPH

MAPPING CO-PO

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1		X			
CO2		X			
CO3					X
CO4	X				
CO5			X	X	

FINANCIAL MANAGEMENT

Nature	Core	Semester -II		
Area	FINANCE	52 Hours		
Subject Code:	Subject Name:	Credit Distribution - 4		
18MBA22	FINANCIAL MANAGEMENT	L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

To familiarize the students with basic concepts of financial management and financial system.

- To understand concept of time value of money and its uses.
- To evaluate the investment proposals
- To analyze capital structure, and dividend decision.
- To understand the management of working capital in an organization.

Unit 1:

(8 Hours)

Financial management – Introduction to financial management, objectives of financial management. Changing role of finance managers. Interface of Financial Management with other functional areas.

Emerging Issues in financial management: Risk management, Behavioral finance and financial engineering.

Introduction to Financial System. Financial markets, Financial Instruments, Financial institutions and financial services. Introduction to derivatives.

Unit 2:

(10 Hours)

Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

Case Study on Loan amortization

Unit 3:

(10 Hours)

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only)

Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Case Study on WACC

Unit 4:**(10 Hours)**

Investment decisions – Capital budgeting process, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Capital rationing; Risk analysis in capital budgeting.

Case Study on replacement of capital project**Unit 5:****(7 Hours)**

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)

Case study on Working Capital Determination**Unit 6:****(7 Hours)**

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered)

Case Study on Optimum Capital Structure**Practical Components:**

- Study the different financial services offered by a bank.
- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- 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.

Course Outcome:

1. Understand the basic financial concepts
2. Apply time value of money
3. Evaluate the investment decisions
4. Analyze the capital structure and dividend decisions.
5. Estimate working capital requirements.

RECOMMENDED BOOKS:

- Financial Management -Prasanna Chandra, 9/e, TMH.
- Financial Management, Khan M. Y.& Jain P. K, 7/e, TMH.

- Financial Management, R P Rustagi, 5/e, Taxmann
- Financial Management, Ravi M Kishore, 7/e, Taxmann
- Financial Management, Rajiv Srivastava and Anil Misra, Second edition, Oxford University Press, 2011
- Financial Management, I M Pandey, 11th Edition, Vikas Publishing House.
- Financial Management & Policy-Vanhorne, James C., 12/e, Pearson, 2002

REFERENCE BOOKS:

- Principles of corporate finance, Brealey and Myers,
- Financial Management, V K Bhalla, 1st Edition- S.Chand 2014,
- Financial Management, Shashi K Gupta and R K Sharma, 8th Revised Edition, Kalyani Publishers, - 2014
- Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.
- Corporate Finance, Damodaran, 2/e, Wiley India (P) Ltd., 2004
- Financial Management, Paresh P., Shah 2/e, Biztantra.
- Fundamentals of Financial Management, Sheeba Kapil, Pearson, 2013
- Financial Management, Sumit Gulati & Y P Singh, McGraw Hill, New Delhi - 2013

MAPPING CO-PO

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2		X			
CO3			X		
CO4			X	X	
CO5			X		

RESEARCH METHODS

Nature	Core	Semester -II		
Area	GENERAL MANAGEMENT	52 Hours		
Subject Code: 18MBA23	Subject Name: RESEARCH METHODS	Credit Distribution - 4		
		L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

1. To understand the basic components of research design
2. To Gain an insight into the applications of research methods
3. To equip students with various research analytical tools used in business research

Unit 1: (8 hours)

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

Case Study 1: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 458

Unit 2: (8 hours)

Business Research Design: Meaning and significance - **Types:** Exploratory and Conclusive Research Design.
Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

Case Study 2: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 455

Unit 3: (8 hours)

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

Case Study 3: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 461

Unit 4: (12 hours)

Data Collection: Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Case Study 4: Business Research Methods: S.N.Murthy&U.Bhojanna. Excel Books-page 457

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling

Case Study 5: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 452 & 463

Unit5: (8 hours)

Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests) Statistical analysis- Bivariate and Multivariate Analysis- (only theory). ANOVA-one-way and two-way classification (theory only)

Case Study 6: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 301

Unit6: (8 hours)

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- **Report writing and presentation of results:** Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Case Study 7: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 470

Practical Components:

- To identify research problem and collect relevant literatures for data analysis
- To write the research design by using Exploratory and Descriptive Research methods
- To prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- To conduct Market survey and to investigate consumer perception towards any FMCG.
- To demonstrate Report writing and Presentation methods

Course outcome:

1. Understand various research approaches, techniques and strategies in the appropriate in business.
2. Apply a range of quantitative / qualitative research techniques to business and day to day management problems
3. Demonstrate knowledge and understanding of data analysis, interpretation and report writing
4. Develop necessary critical thinking skills in order to evaluate different research approaches in Business.

RECOMMENDED BOOKS

1. Business Research Methods: A South-Asian Perspective with course Mate William G.Zikmund/Barry J.Babin/Jon C.Carr/AtanuAdhikari/Mitch Griffin, Cengage learning
2. Business Research Methods: S.N.Murthy&U.Bhojanna. Excel Books
3. Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
4. Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House, 2015
5. Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013
6. Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill - 2012
7. Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007

REFERENCE BOOKS

1. Research Methods- William M C Trochi,- 2/e, Biztantra, 2007
2. Methodology of Research in social Sciences- O R Krishnaswami, M Ranganatham, HPH, 2007
3. Research Methodology – C.R.Kothari, VishwaPrakashan
4. Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011
5. Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi –Vikas Publication – 2014

MAPPING CO-PO

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2		X			
CO3			X		
CO4					X

LEGAL AND BUSINESS ENVIRONMENT

Nature	Core	Semester -II		
Area	GENERAL MANAGEMENT	52 Hours		
Subject Code: 18MBA24	Subject Name: LEGAL AND BUSINESS ENVIRONMENT	Credit Distribution - 4		
		L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

1. To provide insights into the core concepts of incorporation of company.
2. To understand various policies and procedures of the company Act.
3. To gain insights into various procedure of Investigation & Winding up of Companies

Part-A (Legal Environment)

Unit - I: Corporate Incorporation and Management .

(10 Hours)

Definition of company, characteristics , types of company, lifting of corporate veil (i) Incorporation of company (ii) Memorandum and Articles of Association (iii) Doctrine of Ultra Vires (iv) Doctrine of Indoor Management and constructive notices **Management** - (i) Directors: Appointment, Removal, Position, Powers and Duties of Directors. (ii) Auditor and audit Committee: Its Role. **Directors** – qualification and Appointment, Liabilities and duties

Mini case Presentation and Discussion on Saloman v/s A Soloman & Company Ltd

Unit II : Oppression, Mismanagement and Investigation:

(10 Hours)

(i) Prospectus, membership and shareholding in an company.(ii) Prevention of Oppression (iii) Prevention of Mismanagement (iv) Role & Powers of the Company Law Board (v) Role & Powers of Central Government. **Meeting** : (i) Types of Meetings (ii) Procedure of calling for a meeting (iii) Company's resolutions and its kinds, proxies.

Mini case Presentation and Discussion on Rule in Foss v. Harbottle

Unit –III : Corporate Liquidation

(6 Hours)

(i). Winding up of Companies (ii). Mode of winding up of the companies (iii). Compulsory Winding up under the Order of the Tribunal (iv). Voluntary winding up (v). Contributories (vi). Payment of liabilities

Course Outcome :

1. Students should get clear idea about the concept of incorporation of company, its relevance, characteristics, types of company, lifting of corporate.
2. Student to acquire knowledge about conducting meeting, duties of directors and Investigation of the company

- To give the students an insight on Winding up of the companies , Mode of winding up of the companies

Recommended Text Books:

- Saleem Sheikh & William Rees, Corporate Governance & Corporate Control, Cavendish Publishing Ltd., 1995
- Taxmann, Companies Act 2013
- Taxmann, A Comparative Study of Companies Act 2013 and Companies Act 1956

References Books:

- Charles Wild & Stuart Weinstein Smith and Keenan, Company Law, Pearson Longman, 2009
- Institute of Company Secretaries of India, Companies Act 2013, CCH Wolter Kluver Business, 2013
- Lexis Nexis, Corporate Laws 2013 (Palmtop Edition)
- C.A. Kamal Garg, Bharat’s Corporate and Allied Laws, 2013,

CO – PO mapping.

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2			X		X
CO3			X		X

Part-B (Business Environment)

Course Objectives:

- To provide an understanding about the Macro Economic Environment of Business.
- To have an understanding of the basic macro-economic concepts.
- To study the various economic policies of our country.

Unit-4

(10Hours)

Indian Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global environment: WTO and global relations.

Basic economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP, Business Cycle- Features, and Phases.

Case study 1: <https://www.thecasecentre.org/educators/products/view?id=150652>

Unit-5

(8 Hours)

Industrial Policies and Structure: Planning- Problems in industrial development during the plan period, Classification of industries based on ownership. Industrial policies, Industrial strategy for the future, New Industrial policy 1991.

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Startups and their current state in India. Privatisation-Problems and prospects, Disinvestments in Indian public sector Units since 1991.

Case Study 2: Privatization of Airport and Airline Industry

Source: Business Environment: Text and cases – Justin Paul, 2/e, McGraw Hill. 2008. Pp 166-168.

Unit-6

(8 Hours)

Economic policies: Fiscal Policy: Objectives, Instruments, Union Budget, Taxes, Role of Government.

Monetary Policy: Money, Measures of money supply, Monetary system in India, Tools for credit control. Structure of the Banking system, RBI and its functions, Banking structure reforms – Narasimham committee recommendations.

India Foreign Trade Policy: Objectives, Features, Policy of 2015-2020-salient features.

<https://cb.hbsp.harvard.edu/cbmp/product/TB0265-PDF-ENG>

Course Outcomes:

1. To student will have an understanding of the macro environment of Business and various macroeconomic concepts.
2. The student will understand the industrial policies of the past and the present and the evolution over time, and how Indian Industrial structure evolved over time.
3. The student will be exposed to various economic policies of the country and the state of economy.

RECOMMENDED BOOKS:

1. Economic Environment of Business –Misra S. K &Puri V. K. , 6/e, Himalaya publishing house, 2010.
2. Business Environment :Text and Cases - Justin Paul, 3/e, McGrawHill, 2011.
3. Business Environment - Fernando, 1/e, Pearson, 2011.
4. Indian Economy – Datt and Sundharam, 64th Edition, S Chand, 2011.

REFERENCE BOOKS:

1. Principles of Macro Economics –Mankiw, 4/e, Cengage Learning,2011.
2. Macro Economics – Andrew. B. Abel, & Ben S. Bernanke, 7/e,Pearson Education, 2011.

CO – PO mapping.

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2			X		X
CO3			X		X

STRATEGIC MANAGEMENT

Nature	Core	Semester - II		
Area	General Management	52 Hours		
Subject Code:	Subject Name:	Credit Distribution - 4		
18MBA25	STRATEGIC MANAGEMENT	L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

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

Unit-1

(6 Hours)

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

Minicase Presentation and Discussion: Business model of Amul and KMF , Suggested questions for case presentation: a. Discuss competitive strategy of Amul b. what are the difference between Amul business model and KMF

Unit-2

(8 Hours)

Strategy Formulation- Understand strategic management process business definition & Organization values that build mission statement. Describe strategic vision, mission, goals, long term objectives, short term objectives and discuss their value to the strategic management process. Balanced Score card.

Minicase Presentation and Discussion: Shanghai GM , Suggested questions for case presentation: a. Introducing China's auto industry, including opportunities & threats b. Why joint venture with SAIC? c. What makes Shanghai GM successful? d. Lessons learnt to other Western MNEs

Unit-3

(10 Hours)

Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis - what factors are driving industry change and its impact - Porter's dominant economic feature - Competitive Environment Analysis - Porter's Five Forces model – Key Success Factors - concept and implementation.

Mini-Case Presentations and Discussions: Jet Blue Airlines Suggested topics for case presentation and discussion: a. Analyzing the general (national/global) environment b. Assessing five forces of the industry c. Identifying opportunities & threats of the industry d. Jet Blue's capability analysis

Unit – 4

(10 Hours)

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

Minicase presentation and discussion: Wal-Mart Stores Inc. Suggested topics for case presentation and discussion: a. what competitive strategy does the firm use? Why? b. How does the firm achieve competitive advantages via four-building blocks (quality, innovation, efficiency and customer responsiveness)? c. Any evidence or efforts about value-chain activities? d. Recommendations?

Unit-5

(8 Hours)

Business planning in different environment - Entrepreneurial level Business planning – Multistage wealth creation model for entrepreneurs – Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategic – GE nine cell planning grid and BCG matrix.

Minicase Presentation and Discussion: Siemens's Global Development Strategy Suggested topics for presentation and discussion: 1. Why does Siemens need global coordination and integration? 2. How did Siemens coordinate and orchestrate project development and operations dispersed in various regions? 3. Do you think that different foreign subsidiaries should vary in their autonomy and corporate support, why and how? 4. Takeaway lessons and your recommendations

Unit-6 Strategy Implementation

(10 Hours)

Organizational design, structures and controls. Importance of integrating strategy implementation and strategy formulation. Organizational structures used to implement different business level strategies. Organizational structures used to implement different corporate level strategy. How corporate culture promotes implementation of strategy, types of control systems

Minicase presentation and discussion: Infosys Pvt Ltd . Suggested topics for case presentation and discussion: a. Discuss strategy formulation and implementation of recent year

Course Outcome:

1. Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage
3. To give the students an insight on strategy at different levels of an organization to gain competitive advantage

4. To help students understand the strategic drive in multinational firms and their decisions in different markets
5. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

Recommended books

1. crafting and executing Strategy. A Thompson Jr, Margaret A. Peteraf and John E Gamble. Mc Graw Hill Publication, New Delhi.
2. Strategic Management – T P Renuka Murthy and Waseeha Firdose, Himalaya Publishing House, Bangaluru.
3. Strategic Management – Fred R David, PHI Learning Private Ltd, New Delhi
4. Strategic Management – Upendra Kachru, Excel Books. New Delhi.

Reference books

1. Strategy and the Business Landscape – Pankaj Ghemawat
2. Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson , : South Western, Thomson Learning
3. Competitive Advantage, Michael E. Porter, South Western, Thomson Learning
4. Crafting and Executing Strategy, Arthur Thmpson, A.J.Strickland, Arun Jain, Mc Grawhill
5. Strategic Management An Integrated Approach 7th Charles W. L. Hill & Gareth R. Jones & Joan Penner-Hahn – Biztantra
6. Strategic Management – A dynamic Perspective, Mason Carpenter, Prashant Salwan, Pearson

Mapping of CO-PO

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2		X			
CO3			X	X	
CO4					X
CO5			X		

ENTREPRENEURSHIP DEVELOPMENT

Nature	Core	Semester -II		
Area	GENERAL MANAGEMENT	52 Hours		
Subject Code:	Subject Name:	Credit Distribution - 4		
18MBA26	ENTREPRENEURSHIP DEVELOPMENT	L-3	T-0	P-2
		CIE		40
		SEE		60

Course Objectives:

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4. To understand the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country.

Unit 1:

(8 Hours)

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.

Unit 2:

(10 Hours)

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 project report for starting a new venture.

Unit 3:

(8 Hours)

Institutions supporting Entrepreneurs: Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India

Unit 4:

(8 Hours)

Family Business: Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.

Unit 5:

(8 Hours)

International Entrepreneurship Opportunities: The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade.

Unit 6: (10 Hours)

Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists.

Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises- Social entrepreneurship - Rural entrepreneurship-need and problems of rural entrepreneurship - challenges and opportunities-Role of government. Make in India, Smart India, Digitalized India.

Case studies in Entrepreneurship Development

Practical Components:

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

Course Outcomes:

1. Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunities in order to setup a business
 2. As an entrepreneur learn to think creatively and understand the components in developing a Business plan
 3. Become aware about various sources of funding and institutions supporting entrepreneurs.
 4. Gain consciousness towards social entrepreneurship and rural entrepreneurship opportunities
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RECOMMENDED BOOKS:

- Entrepreneurship Development-Small Business Enterprise- Poornima Charantimath Pearson Education - 2007
- Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 6/e - The McGraw-Hill companies - 2007
- Entrepreneurial Development – M M Munshi, Prakash Pinto & Ramesh Khathri, Himalaya Publishing House -2015
- Entrepreneurship Development - Khanka - S Chand Publications
- Entrepreneurship Development - B Janakiram

REFERENCE BOOKS:

- Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e - Biztantra - 2007

- Entrepreneurship Development and Management - Vasant Desai - Himalaya Publishing House - 2007
- Entrepreneurship-Theory and Practice - Raj Shankar Vijay Nicole Imprints Pvt. Ltd - 2006
- Entrepreneurship - Rajiv Roy - 2/e - Oxford University Press 2011
- Entrepreneurship-Principles and Practices - Kurakto - 7/e - Thomson Publication - 2007 -

Mapping of CO-PO

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2		X			X
CO3				X	
CO4			X		