

2nd Semester MBA syllabus for AY 2024-25 onwards

HUMAN RESOURCE MANAGEMENT			
Course Code	MBA201	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning objectives: The student will be able to</p> <ul style="list-style-type: none"> • Recite the theories and various functions of Human Resources Management. • Describe and explain the relevance and importance of Human Resources Management at workplace. • Apply and solve the workplace problems through Human Resources Management intervention. • Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace. • Design and develop an original framework and model in dealing with the problems in the organization. 			
Module-1 (6 Hours)			
<p>Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.</p>			
Module-2 (12 Hours)			
<p>HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis: Job Description and Job Evaluation.</p> <p>Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Types of Selection Tests; Factors Influencing Selections.</p> <p>Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development.</p>			
Module-3 (9 Hours)			
<p>Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits.</p> <p>Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.</p> <p>Industrial Relations: Decent Workplace, International Labour Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.</p>			
Module-4 (7 Hours)			
<p>Human Resource Management in Small and Medium Enterprises: Introduction to SMEs, The Difference in Adoption of Human Resource Management, SMEs and Large Firms, Indian</p>			

Experience, Impact of Weak Adoption of Human Resource Management in SMEs,
Human Resource Management in the Service Sector: Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Models of Union Strategies.

Module-5 (9 Hours)

Human Resource Management and Innovations: Factors Affecting the Innovation Process in organisations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management.

HR Information Systems: Introduction to HRIS. HRIS in the digital age.

Module-6 (7 Hours)

Future Trends in Human Resource Management: Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools.

Introduction to Human Resource Information System (HRIS): The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources:

Books

1. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition.
2. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
3. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.
4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.

5. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.
6. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.
7. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.
8. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.
9. Human Resource Management by V.S.P Rao, 2014 edition.
10. Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006)

Web links and Video Lectures (e-Resources):

1. <https://youtu.be/hHE4ilceiXs>
2. https://youtu.be/_d5QMwLC19Y
3. <https://youtu.be/uMQMDQI7Hpk>
4. https://youtu.be/vXgt9yASs_k
5. <https://youtu.be/pqtYQb9nbRk>
6. <https://youtu.be/e1F3xnF5LKg>
7. <https://youtu.be/4Kr0VpM14LI>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. Make students visit an organization and know the various HR roles in the organization
2. Conduct mock interviews.
3. Role play for acquainting and addressing HR challenges.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.	L1
CO2	Acquire conceptual insight of Human Resource and various functions of HR.	L2
CO3	Apply personnel, managerial and welfare aspects of HR.	L3
CO4	Perceive greater understanding about HR practices.	L4
CO5	Perceive knowledge about the future trends in HRM	L5

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2	1		2				2		
CO3		2		3				2	
CO4	1	2		2					3
CO5		2			2				

FINANCIAL MANAGEMENT			
Course Code	MBA202	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To familiarise the students with basic concepts of financial management and financial system. • To understand the concept of time value of money and its implication. • To evaluate investment proposals. • To understand the management of working capital in an organization. • To analyse the capital structure and dividend decision of an organisation 			
Module 1 - Introduction			6 Hours
<p>Introduction: Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs). Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Derivatives (Theory).</p>			
Module2-Time Value of Money			7 Hours
<p>Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem).</p>			
Module3– Long term sources of Finance & Cost of Capital			7 Hours
<p>Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).</p>			
Module4– Investment Decisions			10 Hours
<p>Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).</p>			
Module5– Capital Structure and Dividend Decisions			10 Hours
<p>Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis (Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only).</p>			
Module6– Working Capital Management			10 Hours
<p>Working Capital Management: Sources of working capital- 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 (Theory and problem).</p>			

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
 - 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:**Books**

1. Financial Management, M.Y. Khan & P.K. Jain, TMH 7/e, 2017.
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3. Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015.
4. Financial Management, Ravi M Kishor Taxmann's, 6/e .
5. Financial Management, Rajiv Srivastava & Anil Misra, Oxford University press, 2/e.
6. Financial Management, Principals And Practice, Sudhindra Bhat, Excel Books, 2/e.

Web links and Video Lectures (e-Resources):

1. <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-tohelp-you-master-financial-management-and-analysis-e158595305.html>
2. <https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>
3. https://www.youtube.com/watch?v=CCQwz_Gwo6o
4. <https://www.digimat.in/nptel/courses/video/110107144/L01.html>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- 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.
- Students can study any five companies' capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the basic financial concepts	2
CO2	Apply time value of money	3
CO3	Evaluate the investment decisions	2
CO4	Estimate working capital requirements	3
CO5	Analyze the capital structure and dividend decisions	4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	3	2	1	-	-	-	-
CO2	1	1	2	1	-	-	-	-	-
CO3	2	2	3	1	1	-	-	-	-
CO4	3	2	2	2	1	-	-	-	-
CO5	2	3	1	-	2	-	-	-	-

RESEARCH METHODOLOGY AND IPR

Course Code	MBA203	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03

Course Learning objectives:

- To understand the basic components of research design.
- To Gain an insight into the applications of research methods.
- To equip students with various research analytical tools used in business research.
- To provide the insights of IPR and IPR system in India.

Module-1 (7 Hours)

Introduction to Business Research: Meaning, types, significance of research, 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. Motives in doing research, Research Application in business decisions, Ethical issues in business research. Features of a good research study.

Module-2 (9 Hours)

Business Research Design: Meaning, types and significance of research design, Process of research design, errors affecting 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, True experimental design, Quasi-experimental design, Statistical experimental design.

Module-3 (7 Hours)

Sampling: Concepts, Types of Sampling, Process of sampling, **Probability Sampling:** simple random sampling, systematic sampling, stratified random sampling, cluster sampling.

Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.

Module-4 (9 Hours)

Data Collection: Meaning, types, **Data collection methods:** Observations, survey and interview techniques, **Questionnaire design:** Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, **Multi-Dimensional Scaling:** Non comparative scaling techniques.

Module-5 (9 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 reports, Report structure, Guidelines for effective documentation.

Module-6 (9 Hours)

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- **A brief summary of:** Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits- Geographical Indications-Establishment of WIPO-Application and Procedures.

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25 Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 Percent theory in SEE.

Suggested Learning Resources:**Books**

1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.
2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007.
3. Business Research Methods: S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016.
4. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
5. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.
6. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012.
7. Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V Cengage Learning India Private Limited, 2019.
8. Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, Eastern Book Company, 2nd Edition, 2014.

Web links and Video Lectures (e-Resources):

- <https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>
- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- <https://www.digimat.in/nptel/courses/video/121106007/L01.html>
- <https://www.coursera.org/learn/research-methods>
- https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODODOLOGY
- <https://www.pdfdrive.com/research-methodology-books.html>
- <https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf>
- https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://www.youtube.com/watch?v=GSeeyJVD0JU>
- <https://www.icsi.edu/docs/webmodules/Publications/9.4%20Intellectual%20Property%20Rights.pdf>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Identify research problem and collect relevant literatures for data analysis.
- Write the research design by using Exploratory and Descriptive Research methods.
- Prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Conduct Market survey and to investigate consumer perception towards any FMCG.
- Demonstrate Report writing and Presentation methods.
- Study Intellectual Property challenges in the field of business.

Course outcome (Course Skill Set)

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand various research approaches, techniques and strategies in the appropriate in business.	2
CO2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.	3
CO3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.	2
CO4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.	3
CO5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR.	6

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5	2		3		2			3	

OPERATIONS RESEARCH			
Course Code	MBA204	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To understand the mathematical tools that are needed to solve optimization problems. • To elucidate optimization techniques for various problems. • To understand and practice allocation problems, Assignment problems, Transportation problems and Network Analysis (PERT & CPM). 			
Module-1 (7 Hours)			
Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)			
Module-2 (9 Hours)			
Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization), Simplex method. (Theory and Problems)			
Module-3 (8 Hours)			
Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. (Theory and Problems).			
Module-4 (8 Hours)			
Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems).			
Module-5 (9 Hours)			
Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. (Theory and Problems)			
Module-6 (9 Hours)			
Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (Theory only) Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems)			

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- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

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- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problem in SEE.

Suggested Learning Resources: Books

1. Operation research .H.A. Taha, Person Publication 2012
2. Operation research , J.K.Sharma, McMillan Publication 2014
3. Quantitative Techniques in management, N D Vohra McGraw Hill 2015.
4. Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson India 2006

Web links and Video Lectures (e-Resources):

- <https://youtu.be/vuKK3HAOB74>
- https://lipas.uwasa.fi/~tsottine/lecture_notes/or.pdf
- https://onlinecourses.nptel.ac.in/noc20_ma23/preview
- https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org_.pdf
- <https://youtu.be/vUMGvpsb8dc>
- <https://youtu.be/fSuqTgnCVRg>
- https://www.youtube.com/results?search_query=operation+research+transportation+problem
- <https://www.youtube.com/watch?v=fSuqTgnCVRg>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- To comprehend the operation research models
- Analyze various organisational problems using LPP, Assignments and Game theory principles.
- Applying techniques of OR for project management
- Evaluate the constraints and challenges faced by the manufacturing and service organisations using methods of operation research.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases	L1
CO2	Use appropriate quantitative techniques to get feasible and optimal solutions	L3
CO3	Understand the usage of game theory , Queuing Theory and Simulation for Solving Business Problems	L2
CO4	Understand and apply the network diagram for project completion.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

CORPORATE STRATEGY			
Course Code	MBA205	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ol style="list-style-type: none"> 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 and tools. 4. To apply the models and tools of strategic management in real-time scenarios. 			
Module-1 OVERVIEW OF STRATEGIC MANAGEMENT (7 Hours)			
Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long-term objectives, strategies, annual objectives and policies. Relationship Between a Company's Strategy and its Business Model.			
Module-2 ASSESSING EXTERNAL ENVIRONMENT (9 Hours)			
The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis, Porter's Five Forces Model, and Key Success Factors.			
Module-3 ASSESSING INTERNAL ENVIRONMENT (9 Hours)			
Nature of internal audit, key internal forces, the internal audit process, Resource-Based View(RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Benchmarking, and Internal Factor Evaluation matrix.			
Module-4 STRATEGY FORMULATION(9 Hours)			
The business vision and mission, the process of developing vision and mission, the importance of vision and mission statement, characteristics of mission statement, long-term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porter's generic strategies, Blue Ocean Strategy, and Strategic Decision Making.			
Module-5 STRATEGY IMPLEMENTATION (9 Hours)			
Nature of strategy implementation, issues in strategy implementation, model of strategic implementation, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, managing resistance to change, creating a strategy-supportive culture, and production/operations concerns in implementing strategies.			
Module-6 STRATEGY EVALUATION (7 Hours)			
The process of evaluating strategies, strategy evaluation framework, balanced scorecard, characteristics of an effective evaluation system, contingency planning, Role of organisational systems in evaluation, Emerging trends and issues in strategic management – ESG initiatives and the role of technology.			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25 Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 Percent theory in SEE.

Suggested Learning Resources:**Books**

1. Strategic Management, Fred R. David, Prentice Hall India Publication.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e
4. Strategic Management-Concepts and Cases, Upendra Kachru, Excel Books, New Delhi, 2005.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjI>
- <https://www.youtube.com/watch?v=tyUw0h5i9yI>
- <https://www.youtube.com/watch?v=FQLIrmmsHeo>
- <https://www.youtube.com/watch?v=EvvnoNAUPS0>
- <https://study.com/academy/topic/strategic-management-overview.html>
- <https://www.cascade.app/blog/strategic-management-process>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Conduct environmental analysis of the local industry.
- Identify and list out the Key Success Factors of the industries located in your area.
- Apply SWOT analysis to any of the locally functioning companies.
- Draft a Vision and Mission statement of your institute.
- Identify the organisations and list the corporate social responsibilities they have undertaken.

Course outcome (Course Skill Set)

At the end of the course,

Sl. No.	Description	Bloom's Level
CO1	Students should have a clear understanding of the concepts of Strategic Management, its relevance, Characteristics, process, nature, and purpose.	L1
CO2	Students will acquire an understanding of how firms successfully institutionalize a strategy, create an organizational structure for domestic and overseas operations and gain competitive advantage.	L3
CO3	Students gain insights into strategies at various organizational levels to achieve a competitive advantage.	L2
CO4	Students should understand the strategic motivations of multinational firms and their decisions in various markets.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

ENTREPRENEURSHIP DEVELOPMENT			
Course Code	MBA206	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • To develop and strengthen entrepreneurial qualities and motivation among students. • To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. • To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. • To make students understand the ways of starting a company of their own. 			
Module-1 (7 Hours)			
Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity , The innovation Process , Sources of New Ideas , Methods of Generating Ideas , Creative Problem Solving , Entrepreneurial Process.			
Module-2 (9 Hours)			
Developing Business Model: Importance of Business Model, Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Lab Component and assignment: Designing a Business Model Canvas			
Module-3 (9 Hours)			
Managing and Growing New Venture: Preparing for the new venture launch - early management decisions, Managing early growth of the new venture- new venture expansion strategies and issues. Getting Financing or Funding for the New Venture: Estimating the financial needs of a new venture and preparation of a financial plan, Sources of Personal Financing, Preparing to Raise Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing, Leasing. Forms of business organization: Sole Proprietorship , Partnership , Limited liability partnership - Joint Stock Companies and Cooperatives.			
Module-4 (9 Hours)			
Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available- Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women. Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India. Latest e – government portals supporting entrepreneurship.			

Module-5 (7 Hours)

Process of Company Incorporation; process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Four stages of Start Up, Intellectual property protection and Ethics: Patents , Copyright - Trademark- Geographical indications , Ethical and social responsibility and challenges.

Module-6 (9 Hours)

Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, meaning, scope and opportunities. Social Entrepreneur, Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur, Meaning of Rural Entrepreneur, Potential opportunities for Rural entrepreneurship in India. Benefits of Social Media platforms in promoting entrepreneurship.

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in therespective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources: Books

1. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.
2. Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.
3. Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.
4. Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/rbmz5VEW90A>
- <https://www.youtube.com/watch?v=CnStAWc7iOw>
- <https://www.youtube.com/watch?v=RLQivEQUgUc>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- 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.
- **Practical Component:** Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/start-ups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
- Analyse 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 impact 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.

Course outcomes

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules in order to setup a business and to think creatively.	L6
CO2	To know about the various business models and B-Plans across Business sectors.	L3
CO3	Able to understand the importance of marketing and different forms of businesses.	L2
CO4	Become aware about various sources of funding and institutions supporting entrepreneurs.	L4
CO5	Awareness about legal aspects and ways to protect the ideas.	L2
CO6	To understand the ways of starting a business and to know how to foster their ideas.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2				3	1			1
CO2	1	2			2		2		
CO3	1		1	2					
CO4	1				1				
CO5	1		3		1			3	
CO6	1		1						2

SOCIETAL PROJECT			
Course Code	MBA287	CIE Marks	00
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	00
Credits	00	Exam Hours	00
COURSE OBJECTIVES			
<ol style="list-style-type: none"> 1. <i>To understand the social issues and to promote the social interests among students.</i> 2. <i>To undertake studies and Projects, which have a social bearing on the Society.</i> 3. <i>To enhance human values and help meet basic and complex needs of the society.</i> 			
GUIDELINES			
<ol style="list-style-type: none"> 1. It is a Non-Credit and a mandatory Course. 2. The duration of the Project is ONE week 3. Students should undertake the project between First and Second Semester 4. Students need to identify any one of the social issues individually and collect relevant data. Group Projects are not permitted. 5. Students should get guidance from the Internal/External Guide regarding identification, collection of data and for preparations of Societal Project Report. However External Guide/Certificate is not mandatory. 6. Students can approach any NGOs, Trust and such similar Organisation to identify the societal issues OR they can identify the general societal issues for the purpose of study. 7. The Institute is required to issue a certificate on successful completion of Societal Project and certified by Guide, HOD and Principal 8. Students should submit a report with a minimum of 10 pages in the prescribed format. 9. The institute should conduct the viva-voce examination after submission of the Societal Project Report. 10. The Institute should prepare a suitable rubrics to assess the eligibility of societal project of students. Without successful completion of the societal project, student may not be awarded the MBA degree. 11. Normal binding is suggested for the report. 			
GENERAL FORMAT OF THE SOCIETAL PROJECT REPORT			
<ol style="list-style-type: none"> 1. Cover page 2. General Introduction of the Societal Project 3. Background of the Social issues. (at past, present and the future) 4. Identification of the Social issue/s 5. Review of Literature (Minimum Five) 6. Data analysis/Results and Discussion (Primary or secondary) 7. Suggestions to overcome issues. 8. Conclusion 			

FORMAT OF COVER PAGE

(Title of the Social Project Report)

**Submitted by
(Student Name)
(USN)**

**Submitted to
VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**

In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

INTERNAL GUIDE (Name & Designation)	Under the guidance of EXTERNAL GUIDE (Name & Designation) (Institute Logo) Department of MBA VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI
(Month & Year of submission)	

FORMAT OF CERTIFICATE

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration course of Visvesvaraya Technological University, Belgaum. Societal Project report on “(Title of Report)” is prepared by him/her under the guidance of (Name of the Guide), as mandatory requirements for the award of the degree of Master of Business Administration.

Signature of Internal Guide	Signature of HOD	Signature of Principal
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DECLARATION

I, (Student Name), hereby declare that the Societal Project report entitled “(Title)” with reference to —(Organization with place) prepared by me under the guidance of (Guide Name), faculty of M.B.A Department, (Institute name) and external assistance by (External Guide Name, Designation and Organization). I also declare that this Project work is towards the mandatory requirement of the university Regulations for the award of degree of Master of Business Administration by I have undergone a Societal project for a period of One week. I further declare that this Societal Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:	Signature of the Student
Date:	