ST. FRANCIS DE SALES COLLEGE
A FRANSALIAN INSTITUTE OF HIGHER EDUCATION AUTONOMOUS
NAAC A GRADE • AFFILIATED TO BANGALORE UNIVERSITY • AICTE APPROVED • 2(F) & 12 (B) RECOGNITION OF UGC • ISO 9001:2015 CERTIFIED
Electronics City P.O., Bengaluru - 560 100, Karnataka, INDIA (+91) 8088140679 pro@sfscollege.in www.sfscollege.in

BOARD OF STUDIES- MANAGEMENT

MBA PROGRAME

MINUTES OF THE MEETING

Board of Studies Meeting	
DATE	28-09-2024
TIME	11:30 am
VENUE	Room NO. 203, St. Francis de sales College (Autonomous) Electronic City P.O. Bengaluru 560100 Karnataka, India.
MINUTES	Assistant Professor Mangayarkarasi and Assistant Professor Rakshitha.

Attendees			
S. No	**Name**	**Designation**	**Signature**
1	Mrs. Devichandrika. S	Chairperson	
2	Dr. Y. Nagaraju	University Nominee	
3	Dr. Anuradha R	External Member	
4	Dr. K N Rekha	External Member	
5	Mr. B.S Roa	Industrial Expert	
6	Mr. Sanjay Verma	Industrial Expert	

7	Mr. Joshua Abraham George	Alumni	
8	Mrs. Mangayarkarasi	Internal Member	
9	Mrs. Ramandeep Kaur	Internal Member	
10	Mrs. Rakshitha G	Internal Member	
11	Mr. Madhusudan M	Internal Member	
12	Mrs. Ashwini C	Internal Member	
13	Mrs. Gulla Keerthi	Internal Member	
14	Ms. Haritha S	Internal Member	
15	Ms. Suma D	Internal Member	
16	Mrs. Sonia Ashok	Internal Member	
17	Mrs. Ginsa Roslet George	Internal Member	
18	Mrs. Thamburu Sunny	Internal Member	
19	Dr. D G Sindhu	Internal Member	
20	Dr. Prabha D	Internal Member	

AGENDA

- Welcome and Introduction of External Board Members
- Prayer
- Introduction of various programs under the Board
- Presentation of MBA Syllabus
- Certificate course discussion
- Exam and question paper pattern
- Approval of syllabus
- Vote of thanks

DISCUSSIONS

The meeting commenced at 11:30 pm with an invocation of God's blessings followed by Prof. Devichandrika, Chairperson Board of Studies gave a warm welcome and introduced the external members to the Board of Members.

The internal members introduced themselves.

Prof. Devichandrika provided, an overview of the various programs under Management, the agenda for the meeting as discussion of Syllabus BBA [Regular], BBA[Aviation] and MBA program and presented the draft syllabus for discussion and approval.

Overview of MBA curriculum and syllabi was presented by Assistant Professor Dr.Prabha.

It was also suggested that while presenting the syllabi the suggestions can be discussed by the Board.

Dr Y Nagaraju, Director, Canara Bank School of Management Studies, Bangalore University informed all experts regarding suggestions for enhancing the curriculum.

DISCUSSION ON SYLLABUS AND SUGESSTION	**ECONOMICS** B S RAO-- Module 3- how pandemic has shifted the consumer behaviour can be added. JOSHUA- Module 6- latest policies can be added.
	ORGANIZATION BEHAVIOUR K N Rekha- Add the modern structures Joshua- Unit3- how to handle politics in companies B S RAO- Politics management should be added. How OB is changing after pandemic times and what is the future of OB.
	ACCOUNTING FOR MANAGER BS RAO- AI in accounting Dr. Y Nagaraju- As we have other semesters we can add it in the forthcoming semesters. Discussion on ratio analysis and how it is taught.
	STATISTICS FOR MANAGEMENT Anuradha- Introduction to panel data analysis
	MARKETING FOR MANAGERS B S RAO- module 3- Internal channels and e- channels can be added.
	LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS Joshua- Case studies can be included

	SEMESTER 2 **TECHNOLOGY FOR MANAGEMENT** Joshua- Power BI can be added. B S RAO- Employees should leverage the business values. Digital transformation should be added. Python or R language can be given. Software application in business.
	MANAGEMENT RESEARCH METHODOLOGY
	ENTREPRENEURSHIP AND ETHICS K N Rekha- Business models can be added. B S RAO- SDG and ESG can be introduced. ESD cell should be added. JOSHUA- Entrepreneur cell can be added
	FINANCIAL MANAGEMENT Dr. Y Nagaraju- Risk analysis is big topic there in semester 4. so just give introduction, theory only. Joshua- Financial model can be included. Anuradha- introduction to diversity.
	MANAGERIAL SKILLS Stakeholder management can be added.
	Exam pattern, Question paper pattern, Evaluation, Continuous Internal assessment marks no changes are made.
CERTIFICATE COURSE	1. DIGITAL MARKETING 2. POWER BI 3. HR ANALYTICS

EXAMINATION EVALUATION	Examination procedure, CIA components, external assessment [semester examination] question paper pattern is approved.
SKILL DEVELOPMENT	Skill development activity and curriculum enhancement activity is approved
Approval of syllabus	Syllabus is approved

OTHER SUGESSTIONS	Dr Y Nagaraju - We can have BOS meetings separately for different boards. Plan for BOS meeting in the afternoon Send the syllabus 15 days to one month early.

All the members of the Board unanimously passed and approved the syllabus with the above inclusions.

The meeting concluded with the vote of thanks presented by Assistant Professor Devichandrika. All the members of the board were thanked for their Co-operation and helping hands in shaping our syllabus.

CONCLUSION

Thank you to our external members for sharing your expertise and valuable insights. In accordance with the university guidelines, we are retaining the Bangalore University syllabus (SEP) for the BBA[Aviation] program, with the following minor changes as suggested:

These adjustments have been carefully considered to align with the evolving needs of both academia and industry, while maintaining the integrity of the original curriculum along with evaluation pattern, question paper aligned with Bangalore University. We appreciate your contributions and look forward to implementing these improvements.

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MBA [2 YEARS] Syllabus and Scheme

From 2024-2025

BOARD OF STUDIES
[MBA]

St. Francis de Sales College
[Autonomous]
Electronics City P.O. Bengaluru 560100
Karnataka, INDIA

TABLE OF CONTENTS

SL NO	PARTICULARS	PAGE NUMBER
01	Members of Board of Studies	3
03	St. Francis de Sales College (Autonomous)	5
	Vision	
	Mission	
04	Department of Management	6
	Vision	
	Mission	
05	Eligibility Criteria	7
06	Programme Structure and Duration	7
	Promotion	8
07	Programme Outcome (PO) of the MBA Programme	9
08	Continuous Assessment Criteria	10
09	External Evaluation	11
10	Grading System	12
11	Theory Course	13
20	Semester I	
	24MBA1TA11 Economics for Managers	14
	24MBA1TA12 Organizational Behaviour	17
	24MBA1TA13 Accounting for Managers	20
	24MBA1TA14 Statistics for Management	23
	24MBA1TA15 Marketing for Customers Value	26
	24MBA1TA16 Legal Aspects and Intellectual property rights	29
	24MBA1TA17 Managerial Skills -I	32
21	Semester II	
	24MBA1TA21 Technology for Management	35
	24MBA1TA22 Management Research Methods	39

	24MBA1TA23 Entrepreneurship and Ethics	42
	24MBA1TA24 Human Capital Management	45
	24MBA1TA25 Financial Management	48
	24MBA1TA26 Quantitative Techniques and Operation Research	51
	24MBA1TA27 Managerial Skills-II	55
22	Certificate Courses - Proposed	
	HR Analytics	
	Digital Marketing	
	Advanced Excel	

MEMBERS OF THE BOARD OF STUDIES

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

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

ST. FRANCIS DE SALES COLLEGE (AUTONOMOUS)

ABOUT THE COLLEGE

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

VISION AND MISSION

VISION

Excellence, Efficiency and Transformation

MISSION

Love of God and Service to Humanity.

DEPARTMENT OF MANAGEMENT

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

VISION

Fostering trailblazers with strategic prowess and ethical commitment.

MISSION

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

ELIGIBILITY CRITERIA

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

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

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

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

PROGRAMME STRUCTURE AND DURATION

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

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

PROMOTION

A candidate who has obtained a minimum of 35% marks in End Semester examination and an aggregate of 40% marks in each subject shall be eligible for a pass or exemption in that subject.

OPEN ELECTIVE

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

PROGRAM OUTCOME (PO)

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

CONTINUOUS INTERNAL ASSESSMENT

POST GRADUATE PROGRAM

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

THEORY

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

S.NO	ASSESSMENTS	COMPONENTS	MARKS & ATTENDANCE	IA MARKS
1	**Unit Test I (25% of Syllabus)**	**C1**	**25**	**2.5**
2	**Skill based activity: Case Study**	**C1**	**10**	**5**
3	**Skill based activity: Seminar**	**C1**	**10**	**5**
3	**Mid Semester Examination (50% of Syllabus)**	**C2**	**70**	**10**
4	**II Unit Test (25% of syllabus covered after the MSE)**	**C2**	**25**	**2.5**
5	**Attendance** • **75.00 - 79.99% - 1 Mark** • **80.00 - 84.99% - 2 Marks** • **85.00 - 89.99% - 3 Marks** • **90.00 - 94.99% - 4 Marks** • **95.00 - 100% - 5 Marks**	**C2**	**Minimum of 75%**	**5**

EXTERNAL EVALUATION

THEORY COURSE

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

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

GRADING SYSTEM

TABLE OF CONVERSION OF % MARKS TO GRADE POINT:

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

FINAL RESULT/GRADE DESCRIPTION:

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

DEPARTMENT OF MANAGEMENT

COURSE MATRIX AS PER CBCS 2024

SEMESTER I

Paper Code	Subject	Credit	Contact Hours	I.A.	U.E.	Total Marks
24MBA13A	Economics for Managers	4	60	30	70	100
24MBA14A	Organizational Behaviour	4	60	30	70	100
24MBA15A	Accounting for Managers	4	60	30	70	100
24MBA16A	Statistics for Management	4	60	30	70	100
24MBA17A	Marketing for Customer Value	4	60	30	70	100
24MBA18A	Legal Aspects and Intellectual Property Rights	4	60	30	70	100
24MBA19A	Managerial Skills-1	2	30	30	70	100
	Total	26	390	210	490	700

SEMESTER II

PaperCode	Subject	Credit	Contact Hours	I.A	U.E	Total Marks
24MBA23A	Technology for Management	4	60	30	70	100
24MBA24A	Management Research Methods	4	60	30	70	100
24MBA25A	Entrepreneurship & Ethics	4	60	30	70	100
24MBA26A	Human Capital Management	4	60	30	70	100
24MBA27A	Financial Management	4	60	30	70	100
24MBA28A	Quantitative Techniques and Operation Research	4	60	30	70	100
24MBA29A	Managerial Skills-2	2	30	30	70	100
Total		26	390	210	490	700

SEMESTER I

24MBA11A ECONOMICS FOR MANAGERS

Course Code:	24MBA11A	**Course Title**	**ECONOMICS FOR MANAGERS**	
Course Type	DSC	**Contact Hours**	4 Hours per Week	**60 HOURS**
Credit	4	**Domain**	MANAGEMENT	
Syllabus				
I	**INTRODUCTION** **8 HOURS** Introduction to Managerial Economics, Economic Systems, Principles of managerial economics, Integration with other managerial decision-making process, Tools and analysis for optimization, Role of Government and private sector, Competition Vs Cooperation. Relationship with other management subjects. Production Possibility Frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs Negative externalities			
II	**DEMAND AND SUPPLY ANALYSIS** **10 HOURS** Definition of demand, Law of demand and its determinants and exceptions, elasticity of demand and supply, movement along the demand curve and shift in demand curve, Demand and supply relationship. Definition of supply, Law of supply,Movement along the supply curve and shift in supply curve. Relationship of Revenue and elasticity of demand, Methods of Demand forecasting and its use in demand. Interpretation of Quantitative and Qualitative demand techniques- model specification using regression and OLS. **SUGGESTED ADDITIONS** **Elasticity of Demand and Its Applications** **Behavioral Economics and Consumer Decision-Making**			
III	**CONSUMER AND PRODUCER BEHAVIOR** **12 HOURS** Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer's equilibrium using Indifference curve analysis and Consumer surplus, Application of Indifference curve analyses Market, Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale,ISO-Quants & ISO-Cost line, – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function, Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems). BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems). **SUGGESTED ADDITIONS** **How pandemic has shifted the consumer behaviour can be added.**			

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

REFERENCE BOOKS:

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

COURSE OBJECTIVES:

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

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

TEACHING PEDOGOGY

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

SKILL DEVELOPMENT

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

24MBA13A ORGANISATIONAL BEHAVIOUR

Course Code:	24MBA13A	**Course Title**	
Course Type	DSC	**Contact Hours**	4 Hours per Week **60 HOURS**
Credit	4	**Domain**	MANAGEMENT
Syllabus			
I	**NATURE AND PRINCIPLES OF MANAGEMENT** **8 HOURS** Evolution of management, Indian contributions to Management practices roles and skills of managers, Foundations of OB, OB models, reasons and benefits of studying OB, OB is an Inter-disciplinary subject, challenges and opportunities of OB.		
II	**PERSONALITY** **10 HOURS** Shaping of personality, types of personalities, determinants of personality, personalityand work perception, process of perception and managing the perception process, perception influencing decision making and ethical issues in decision making from anindividual and Organization perspective. Learning, explicit and implicit knowledge, principles of learning, learning process and theories of learning, Organizational rewardsystem. Attitudes, changing and work-related attitudes, components and types of attitudes, values and Human dignity		
III	**MOTIVATION THEORIES** **12 HOURS** Motivation across cultures, managerial issues and motivational challenges, Motivationin work settings, employee Involvement, Organizations are social system Stress management, work stress model, stress and performance Group and team dynamics, group development, group decision making, types of teams, team vs groups, team issues and effective teamwork. Leadership and management, Theories of leadership,leadership styles and their implications, power and politics, ethics of power and politics. **SUGGESTED ADDITIONS** **Work place politics management-Handling work place Politics**		

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

REFERENCE BOOKS:

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

COURSE OBJECTIVES:

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

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

TEACHING PEDOGOGY

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

SKILL DEVELOPMENT

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

24MBA14A ACCOUNTING FOR MANAGERS

Course Code:	24MBA14A	**Course Title**	**ACCOUNTING FOR MANAGERS**	
Course Type	DSC	**Contact Hours**	4 Hours per Week	**60 HOURS**
Credit	4	**Domain**	MANAGEMENT	
Syllabus				
I	**CONCEPTUAL BASIS FOR ACCOUNTING** **10 HOURS** Introduction, Meaning and definition, understanding forms of Business Organizations,Framework and process of Accounting (Journalizing business transactions, posting into ledger accounts and preparation of Trial Balance), objectives and purpose of accounting information, uses of accounting information, Branches of Accounting, Basic terminology, Fraud and Ethical Issues in accounting.			
II	**ORIENTATION TO FINANCIAL STATEMENT** **10 HOURS** Financial Statements of Companies: Income statement, Balance sheet, Statement ofChanges in Equity, Cash Flow Statement and Notes to accounts – Terms and Jargons in financial statements, accounting concepts and conventions. Orientation to Indian Accounting Standards.			
III	**ANALYZING AND INTERPRETING FINANCIAL STATEMENTS** **12 HOURS** Objectives of financial statements analysis, sources of information, standards of comparison, Quality of earnings, window dressing, Beating window dressing, Presentation of Financial Statements for analysis and interpretation. Analyzing financial statements - Ratio Analysis, Du-Pont Model, Altman's Z score, Modified C Score, Piotroski's F Score; Trend Analysis, Comparative Statements, Common Size Statements; Reading Cash Flow Statement.			
IV	**ORIENTATION TO COST ACCOUNTING** **8 HOURS** Meaning of Costs, Classification of Costs on the basis on elements, functions and behaviour. Cost ascertainment – preparation of Cost Sheet. **SUGGESTED ADDITIONS:** **Activity-Based Costing (ABC)**			
V	**MANAGERIAL DECISION-MAKING** **12 HOURS** Cost Management – Techniques for controlling and reducing cost – Marginal Costing and CVP Analysis, Decision areas – Make or Buy, Profitable Product Mix and Additionof a New product line Budgetary Control – Preparation of Flexible budgets and reporting of variances.			

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

REFERENCE BOOKS:

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

COURSE PRE-REQUISITES:

COURSE OBJECTIVES:

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

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

TEACHING PEDOGOGY

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

SKILL DEVELOPMENT

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

24MBA15 STATISTICS FOR MANAGEMENT

Course Code:	24MBA15	**Course Title**	STATISTICS FOR MANAGEMENT	
Course Type	DSC	**Contact Hours**	4 Hours per Week	**60 HOURS**
Credit	4	**Domain**	MANAGEMENT	
Syllabus				
I	**INTRODUCTION TO STATISTICS** **10 HOURS** Statistical Data: Primary and Secondary data – Sources of Data – Classification of data - Frequency Distribution – Diagrammatic and Graphic Representation of Data – Graphs – Advantages and Limitations of Diagrams and Graphs - Tabulation: Types of Tables- Construction of one way and two-way tables. Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis. **SUGGESTED ADDITIONS** **Introduction to panel data analysis**			
II	**CORRELATION & TIME SERIES** **12 HOURS** Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation. Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines ofRegression, and properties of Regression coefficients. Time series analysis: Concept, Additive and Multiplicative models, Components of time series. Trend analysis: LeastSquare method, Linear and Non- Linear equations, Exponential shooting method,Applications in business decision-making. Index Numbers: Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices,Fixed base and Chain base methods			
III	**PROBABILITY AND PROBABILITY DISTRIBUTION** **10 HOUR** Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions			

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

REFERENCE BOOKS:

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

Delhi, India

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

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

TEACHING PEDOGOGY

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

SKILL DEVELOPMENT

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

24MBA16 MARKETING FOR CUSTOMERS

Course Code:	24MBA16	**Course Title**	**MARKETING FOR CUSTOMERS**
Course Type	DSC	**Contact Hours**	4 Hours per Week **60 HOURS**
Credit	4	**Domain**	MANAGEMENT
Syllabus			
I	**INTRODUCTION TO MARKETING** **12 HOURS** Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions. concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning.		
II	**PRODUCT DECISIONS** **8 HOURS** Concept of a product; Classification of products; Major product decisions; Product lineand product mix; Branding; Packaging and labeling; Product life cycle – strategicimplications; New product development and consumer adoption process. PricingDecisions: Factors affecting price determination; Pricing policies and strategies;Discounts and rebates.		
III	**DISTRIBUTION CHANNELS** **8 HOURS** Distribution Channels and Physical Distribution Decisions: Nature, functions, and typesof distribution channels; Distribution channel intermediaries; Channel managementdecisions; Retailing and wholesaling. **SUGGESTED ADDITIONS** **Applications of Digital Channels, Internal channels and e-channels.**		
IV	**PROMOTION DECISIONS** **12 HOURS** Communication Process; Promotion mix – advertising, personal selling, sales promotion,publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.		
V	**MARKETING RESEARCH** **8 HOURS** Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations, **SUGGESTED ADDITIONS** **Customer Relationship Management (CRM), Key Performance Indicators (KPIs) and Performance Metrics**		

VI	**ISSUES AND DEVELOPMENTS IN MARKETING**	**12 HOURS**
	Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing. **SUGGESTED ADDITIONS** **Sustainable Marketing, Digital Transformation in Marketing.**	

REFERENCE BOOKS:

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

COURSE OBJECTIVES

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

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

TEACHING PEDOGOGY

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

SKILL DEVELOPMENT

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

24MBA17 LEGAL ASPECTS AND INTELLECTUAL PROPERTY RIGHTS

Course Code:	24MBA17	**Course Title**	**LEGAL ASPECTS AND INTELLECTUAL PROPERTY RIGHTS**
Course Type	DSC	**Contact Hours**	4 Hours per Week **60 HOURS**
Credit	4	**Domain**	MANAGEMENT
Syllabus			
I	**INTRODUCTION TO LABOUR CODES, CODE ON WAGES, OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS CODE. 10 HOURS** Introduction to labor codes, Importance and Evolution of labor codes, comparison of newlabor codes and old labor related acts. Code on Wages, 2019; Definitions, Minimum Wages, Payments of Wages, Payment of Bonus, Central and state Advisory board, payment of dues claims and audits, offenses, and penalties, miscellaneous. Occupational Safety, Health and working Conditions Code, 2020- preliminary definitions,Registration of establishments, duties of employer and employees, occupational safety and health, health safety and working conditions, hours of work and annual leave with wages, maintenance of registers, records and returns, special provisions relating to employment of women, contract labor and interstate migrant workers, offenses and penalties, social security fund, miscellaneous.		
II	**SOCIAL SECURITY CODE AND INDUSTRIAL RELATIONS CODE 10 HOURS** The Code on Social Security, 2020, preliminary definitions, social security organizations, employees provident fund, employee state insurance corporation, gratuity, maternity benefits, employees' compensation, social security and cess, social security for unorganized, gig and platform workers, offenses and penalties, employment information and monitoring, miscellaneous. Industrial Relations Code, 2020, preliminary definitions, bipartite forums, trade unions, standing orders, notices of change, voluntary reference of disputes to arbitration, mechanism for resolution of industrial disputes, strikes and lockouts, layoff, retrenchmentand closure-special provisions, unfair labor practices, offenses and penalties and miscellaneous		
III	**INFORMATION TECHNOLOGY ACT, 2000 8 HOURS** IT Act 2000, preliminary definitions, Amendments, digital signature, electronic governance, attribution, acknowledgement and dispatch of electronic records, secure electronic records and digital signature, regulations of certifying authority, duties of subscribers, penalties and adjudication, cyber regulations appellate (tribunal), offenses and miscellaneous.		

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

REFERENCE BOOKS:

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

COURSE OBJECTIVES

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

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

TEACHING PEDOGOGY

Case study, Experiential learning, Guest Lecture

SKILL DEVELOPMENT

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

24MBA18 MANAGERIAL SKILLS-1

Course Code:	24MBA18	**Course Title**	MANAGERIAL SKILLS-I	
Course Type	DSC	**Contact Hours**	4 Hours per Week	**30 HOURS**
Credit	2	**Domain**	MANAGEMENT	
Syllabus				
I	**INTRODUCTION TO ESSENTIAL SKILLS FOR MANAGERS** **5 HOURS** Definition, Importance of Managerial Skills, Essential Skills - Problem solving, Critical thinking, Creativity, Leadership, Collaboration and Communication, Interpersonal Skills;Forward planning-Strategic thinking, Motivation; Empathy, Value and Culture.			
II	**COMMUNICATION SKILLS** **6 HOURS** Fundamentals, Types - horizontal, vertical, oral, written, email etiquettes; Virtualmeetings; Delegation, assigning tasks, Building Communication matrix, Report writing,Journaling, Feedback, Difficult conversations. **SUGGESTED ADDITIONS** **Emotional intelligence in communication, cross cultural communication.**			
III	**MOTIVATION SKILLS** **5 HOURS** Meaning, Hierarchy of Motivation; Power and Purpose, 8 skills of Motivation, Situational motivation, and stimulus control, Solving Behavioral problems; Motivating teams; keys to Intrinsic motivation, Motivation and Organizational Cycles. **SUGGESTED ADDITIONS** **Self Determination Theory**			
IV	**TEAM FORMATION SKILLS** **4 HOURS** Teams- meaning, types; team structure, Stages of Team Development; Writing a TeamCharter; Roles and Responsibilities on a Team; Leading Teams; Gain Consensus, Teamfacilitation.			
V	**LISTENING SKILLS** **5 HOURS** Importance and need, types of listening active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, features of a good Listener; Acknowledgment and use of Silence; Body Language,Feedback.			
VI	**INTERPERSONAL SKILLS FOR MANAGERS** **5 HOURS** Forms - building trust, emotional intelligence, empathy, vulnerability, and listening skills; Negotiation skills - persuading or influencing others, Differing in ideas; Relationship Management; Receptiveness to Feedback, Self Confidence.			

REFERENCE BOOKS:

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

COURSE PRE-REQUISITE

COURSE OBJECTIVES

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

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

TEACHING PEDOGOGY

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

SKILL DEVELOPMENT

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

SEMESTER-II
24MBA21 TECHNOLOGY FOR MANAGEMENT

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

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

REFERENCE BOOKS:

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

COURSE OBJECTIVES:

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

COURSE OUTCOME

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

TEACHING PEDOGOGY

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

SKILL DEVELOPMENT

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

24MBA22 MANAGEMENT RESEARCH METHODS

Course Code:	24MBA22A	**Course Title**	MANAGEMENT RESEARCH METHODS
Course Type	DSC	**Contact Hours**	**4 Hours per Week** **60 HOURS**
Credit	4	**Domain**	MANAGEMENT
Syllabus			
I	**BUSINESSRESEARCH** **8 HOURS** Meaning, Objectives, purpose, types, scope and significance of research in business and industry. Criteria for Good research, Ethics in research. Research Process - Stepsin research, identification and formulation of research problem, extensive literature review, Research gap, statement of the problem, need for the study, Variables- meaning and types. Theoretical framework, research questions. Deductive and inductive logic.		
II	**FORMULATION OF RESEARCH PROBLEMAND HYPOTHESIS** **10 HOURS** Identifying and formulating research problem, Diagnosis of symptoms and problem.Setting research objectives. Doing review of literature – purpose, methods. Hypothesis– Meaning, Purpose, Sources, characteristics of hypotheses, types of hypotheses,Formulation of hypothesis.		
III	**MEASUREMENT AND DATA COLLECTION CONCEPTS** **12 HOURS** Sample design, steps in sampling process, sampling methods – probability Samplingand non- probability sampling, sampling error, Criteria for good sample, determining sample size (infinite and finite). Measurement – Types of Scales, Scaling techniques. Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs.		

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

REFERENCE BOOKS:

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

COURSE OBJECTIVES:

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

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

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

TEACHING PEDAGOGY

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

SKILL DEVELOPMENT

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

24MBA23 ENTREPRENEURSHIP AND ETHICS

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

VI	**CORPORATE ETHICS**	**12 HOURS**
	Meaning and Need for business ethics, Arguments for and against Business ethics, Business Ethics in an Evolving Environment, Entrepreneurship and Start-Up Culture,ethical issues in start –up, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions Frame work for ethical decision making, Why Ethics Still Matter, Becoming an EthicalProfessional , Making a Difference in the Business World, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.	

REFERENCE BOOKS:

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

COURSE OBJECTIVES:

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

COURSE OUTCOME

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

TEACHING PEDAGOGY

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

SKILL DEVELOPMENT

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

24MBA24 HUMAN CAPITAL MANAGEMENT

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

VI	**STRATEGIC HRM** Introduction, characteristics and scope of SHRM, SHRM Vs HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance.	**8 HOURS**

REFERENCE BOOKS:

1. Snell and Bohlander, Human Resource Management, South-Western Cengeage Learning. ,Indian Edition, (2019) Latest edition.
2. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford HigherEducation, 2013, Single Edition
3. K. Aswathappa, Human Resource Management, McGraw Hill Education SeventhEdition.
4. K. R. Bulchandani, Business Laws for management, Latest Edition, HimalayaPublishing House, Bombay, (2020), Eight Edition.

COURSE OBJECTIVES:

1. To clarify the character of the special capital – human resource as capital.
2. To develop the basic set of methods and techniques needed for managing humancapital
3. To learn about basic administrative processes related to human capitalmanagement.
4. To inculcate in the students an awareness of legal framework within which the Business function

COURSE OUTCOME

COURSECODE	COURSE DESCRIPTION
CO1	Know new trends in human capital management.
CO2	Understand the work, competencies tasks and organization of Human ResourceSpecialist
CO3	Know basic processes related to Human Capital Management Skills:
CO4	Assess the human capital potential assessment and planning
CO5	Recruiting and keeping proper candidates.

TEACHING PEDAGOGY

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

SKILL DEVELOPMENT

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

   Case study on AI Driven Human Resource Management
4. Group Presentations:

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

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

24MBA25 FINANCIAL MANAGEMENT

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

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

REFERENCE BOOKS:

1. Corporate Finance – A Focused Approach (2017)-Brigham and Ehrhardt, Edition,Cengage Learning, Sixth Edition
2. Corporate Finance (2015)- Jeffrey Jaffe, Prof Stephen A. Ross, Randolph WWesterfield, Bradford D Jordan, Tata McGraw Hill Publication, Eleventh Edition
3. Financial Management: Theory & Practices (2015): Prasanna Chandra, NinthEdition, Tata McGraw Hill Publication, Tenth Edition.
4. Study material of the Institute of Chartered Accountants of India (ICAI), The Instituteof Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
5. Anand, Manoj (2002), "Corporate Financial Practices in India: A Survey", Vikalpa, Volume27, Number 4.
6. Jain and Yadav (2002), "Financial Management Practices in India, Singapore and Thailand", "Management and Accounting Research", Volume 3, No. 4, April-June, pp84-102.
7. Ryan and Ryan (2002), "Capital Budgeting Practices of Fortune 1000: How have things changed", Journal of Business and Management, Volume 8, Number 4.
8. Block, Stanley (2005), "Are there differences in capital budgeting procedures Between industries – An Empirical Study", The Engineering Economist, pp 55-67

COURSE OBJECTIVES:

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

COURSE OUTCOME	
COURSE NO	**COURSE DESCRIPTION**
CO1	Identification of financial challenges faced by a business enterprise.
CO2	Analyze and Evaluate Tools and techniques for making financial decisions.
CO3	Financial management practices in corporate sector.
CO4	Understand and Apply the working capital strategy in the organization.
CO5	Create a good dividend decision chart for a company under various circumstances.

TEACHING PEDAGOGY

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

SKILL DEVELOPMENT

1. Draw an organization chart showing the steps used in financial planning of acompany
2. Capital structure analysis of companies in different industries.
3. Take a company as example and show how firm borrows money and uses financialleverage.
4. Bring out the structure of dividend policy and the factors included in any 5 companies
5. Case Study:

   Rise and Fall of Lehman Brothers by HBR

   Chipotle: Capital Structure Decision

24MBA26 QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH

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

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

REFERENCE BOOKS:

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

COURSE OBJECTIVES:

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

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

TEACHING PEDAGOGY

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

SKILL DEVELOPMENT

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

7. Guest Lecture:

   Role of Operations Research in Business Strategy

   Role of PERT/CPM for Process Optimization

8. Case study:

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

24MBA27 MANAGERIAL SKILLS-II

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

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

REFERENCE BOOKS:

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

COURSE OBJECTIVES:

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

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

TEACHING PEDOGOGY

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

SKILL DEVELOPMENT

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