



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE
New Delhi, Accredited by NAAC with 'A' Grade and 9 Programs accredited
by NBA)

**Avalahalli, Doddaballapur Main Road, Yelahanka,
Bengaluru - 560064**



Department of MBA

Scheme and Syllabus

2024 Scheme

Institute Vision

To emerge as one of the finest technical institutions of higher learning, to develop engineering professionals who are technically competent, ethical and environment friendly for betterment of the society.

Institute Mission

Accomplish stimulating learning environment through high quality academic instruction, innovation and industry-institute interface.

DEPARTMENT OF MBA

About the Department

The Department of MBA started in the year 2022 with a prime objective to bestow Quality Management Education with an intake of 60 aspiring managers. The Department is enriched with team of qualified and experienced faculty members who are committed to offer best management education through structured curriculum and through various value-added programmes such as series of guest lectures, seminars, workshops, case-based learning, course assignments, industry interaction to bridge the gap between industry and academia. The students will be equipped with managerial, leadership and entrepreneurial skills to address the challenges in society and the corporate world through innovation. The Department provides placement assistance and trains students to make them corporate ready.

Vision

To be a prominent management department imparting value-based education and research to develop leaders and entrepreneurs contributing for the betterment of the society.

Mission

The department commits itself to achieve the vision through:

- ✚ Imparting management education that integrates interdisciplinary theoretical foundations with practical applications through experiential learning
 - ✚ Developing the passion for innovation, entrepreneurship, and social responsibility.
 - ✚ Fostering a culture of research excellence.
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PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The Post Graduate students shall:

- PEO1** Establish themselves as management professionals by solving real world business and societal problems with a passion to innovate.
- PEO2** Exhibit the value-based leadership attributes and entrepreneurial competencies for integrating the core values for sustainable development.
- PEO3** Involve and engage in lifelong learning for professional development.

PROGRAM OUTCOMES (POs)

The Post Graduate Students will be able to:

- PO1** Apply knowledge of management theories and practices to solve business problems.
- PO2** Foster analytical and critical thinking abilities for data-based decision making.
- PO3** Develop value-based leadership abilities.
- PO4** Understand, analyse, and communicate global, economic, legal and ethical aspects of business.
- PO5** Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6** Develop entrepreneurial mindset and promote innovation in business enterprises.
- PO7** Synthesis of ethical behaviour and social responsibility in managerial decision making.
- PO8** Integrate the academic learning and research skills for career planning and development.

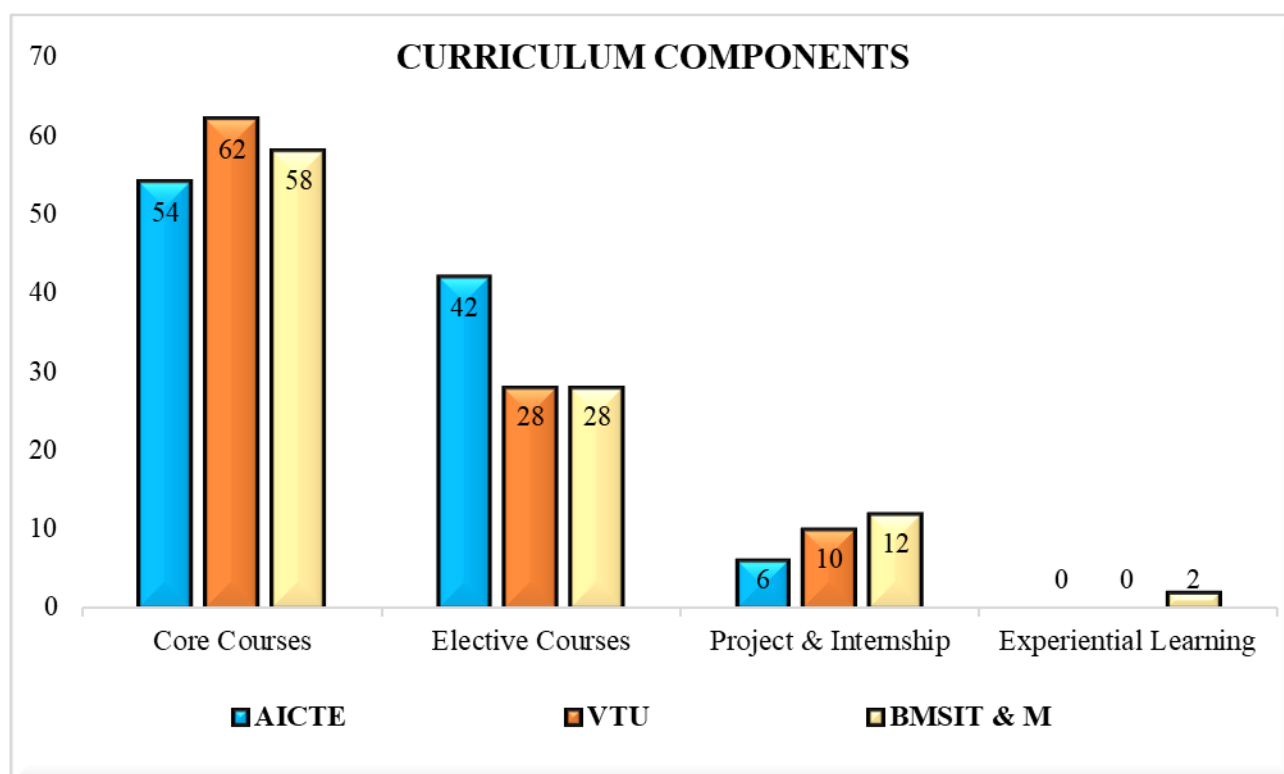
PROGRAM SPECIFIC OUTCOMES (PSOs)

The Post Graduate Students will be able to:

- PSO1** Apply the conceptual and quantitative knowledge to analyse the financial behaviour and to make optimal decisions.
 - PSO2** Demonstrate the critical thinking skills in key functional areas of Human Resource to create organizational leaders.
 - PSO3** Develop the ability to apply marketing strategies in promoting products and services to the prospects in the competitive landscape.
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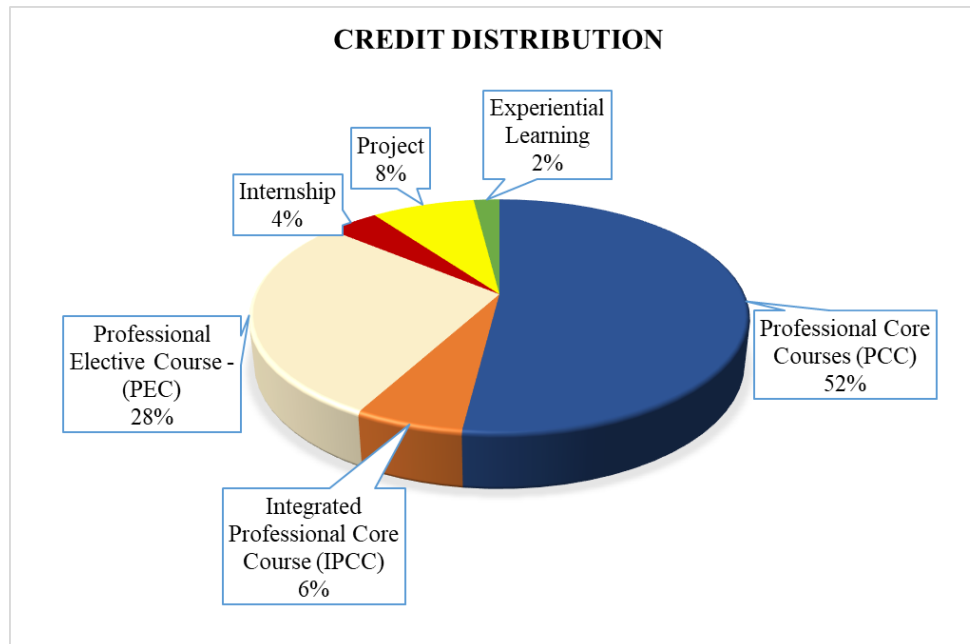
Comparison of syllabus with AICTE model curriculum and VTU

| Sl. No | Curriculum Components | AICTE Curriculum | VTU Curriculum | BMSIT & M Curriculum |
|--------|-----------------------|------------------|----------------|----------------------|
| 1 | Core Courses | 54 | 62 | 58 |
| 2 | Elective Courses | 42 | 28 | 28 |
| 3 | Project & Internship | 6 | 10 | 12 |
| 5 | Experiential Learning | - | - | 2 |
| 6 | Societal Project | - | Included | Included |



Typical Structure of Curriculum - MBA

| Semester | Professional Core Courses (PCC) | Integrated Professional Core Course (IPCC) | Professional Elective Course - (PEC) | Internship | Project | Experiential Learning | Audit Course | Total |
|--------------|---------------------------------|--|--------------------------------------|------------|----------|-----------------------|--------------|------------|
| I | 22 | 3 | | | | | 1 | 25 |
| II | 22 | 3 | | | | 2 | 2 | 27 |
| III | 8 | | 16 | 4 | | | | 28 |
| IV | | | 12 | | 8 | | | 20 |
| Total | 52 | 6 | 28 | 4 | 8 | 2 | 3 | 100 |



SEMESTER – 1



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(Autonomous Institute affiliated to VTU)

Scheme of Teaching and Examination: Effective from AY 2024-25

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER: I

| Sl. No | Course Category | Course Code | Course Title | Credit Distribution | | | Credits | Contact Hours/week | Examination | | | |
|--------------|-----------------|-------------|---|---------------------|----------|----------|-----------|--------------------|-------------------|------------|------------|-------------|
| | | | | L | T | P | | | Duration in Hours | CIE Marks | SEE Marks | Total Marks |
| | | | | | | | | | | | | |
| 1. | PCC | MMBA1C1 | Management & Organizational Behaviour | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 2. | PCC | MMBA1C2 | Managerial Economics | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 3. | PCC | MMBA1C3 | Financial Accounting & Reporting | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 4. | PCC | MMBA1C4 | Marketing Management 1 | 3 | 0 | 0 | 3 | 3 | 3 | 50 | 50 | 100 |
| 5. | PCC | MMBA1C5 | Business Statistics | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 6. | PCC | MMBA1C6 | Managerial Communication | 3 | 0 | 0 | 3 | 3 | 3 | 50 | 50 | 100 |
| 7. | IPCC | MMBA1C7 | Computer Application for Management | 2 | 0 | 1 | 3 | 4 | 3 | 50 | 50 | 100 |
| 8. | AUD | MMBA1A1 | English for Professional Excellence - 1 | - | - | - | - | 2 | - | 50 | - | PP |
| TOTAL | | | | 24 | - | 1 | 25 | 28 | 21 | 400 | 350 | 700 |

Note: PCC: Professional Core Course; IPCC: Integrated Professional Core Course, AUD: Audit course

SEMESTER – 2



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

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Scheme of Teaching and Examination: Effective from AY 2024-25

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER: II

| Sl. No | Course Category | Course Code | Course Title | Credit Distribution | | | Credits | Contact Hours/week | Examination | | | |
|--------------|-----------------|-------------|---|---------------------|----------|----------|-----------|--------------------|-------------------|------------|------------|-------------|
| | | | | L | T | P | | | Duration in Hours | CIE Marks | SEE Marks | Total Marks |
| | | | | | | | | | | | | |
| 1. | PCC | MMBA2C1 | Operations Research | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 2. | PCC | MMBA2C2 | Human Resource Management | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 3. | PCC | MMBA2C3 | Financial Management | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 4. | PCC | MMBA2C4 | Strategic Management | 3 | 0 | 0 | 3 | 3 | 3 | 50 | 50 | 100 |
| 5. | PCC | MMBA2C5 | Business Research Methods | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 6. | PCC | MMBA2C6 | Marketing Management 2 | 3 | 0 | 0 | 3 | 3 | 3 | 50 | 50 | 100 |
| 7. | IPCC | MMBA2C7 | Business Analytics | 2 | 0 | 1 | 3 | 4 | 3 | 50 | 50 | 100 |
| 8. | EXP | MMBA2C8 | Design Thinking & Innovation | 1 | 0 | 1 | 2 | 3 | - | 50 | 50 | 100 |
| 9. | AUD | MMBA2A1 | English for Professional Excellence - 2 | - | - | - | - | 2 | - | 50 | - | PP |
| 10. | AUD | MMBA2A2 | Societal Project | - | - | - | - | - | - | 50 | - | PP |
| TOTAL | | | | 25 | 0 | 2 | 27 | 31 | 21 | 500 | 400 | 800 |

Note: PCC: Professional Core Course; IPCC: Integrated Professional Core Course; EXP: Experiential Learning; Program Practical /Field Work / Assignment are part of contact hours ; AUD – Audit course

SEMESTER - 3



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Scheme of Teaching and Examination: Effective from AY 2024-25

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER: III

| Sl. No | Course Category | Course Code | Course Title | Credit Distribution | | | Credits | Contact Hours/week | Examination | | | |
|--------------|-----------------|-------------|---------------------------------------|---------------------|----------|----------|-----------|--------------------|-------------------|------------|------------|-------------|
| | | | | L | T | P | | | Duration in Hours | CIE Marks | SEE Marks | Total Marks |
| | | | | | | | | | | | | |
| 1. | PCC | MMBA3C1 | Entrepreneurship & Startup Management | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 2. | PCC | MMBA3C2 | Operations & Supply Chain Management. | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 3. | INT | MMBA3C4 | Internship | 0 | 0 | 4 | 4 | 8 | - | 50 | 50 | 100 |
| 4. | PEC | | Electives 1 (D) | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 5. | PEC | | Electives 2 (D) | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 6. | PEC | | Electives 3 | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| 7. | PEC | | Electives 4 | 4 | 0 | 0 | 4 | 4 | 3 | 50 | 50 | 100 |
| TOTAL | | | | 24 | 0 | 4 | 28 | 32 | 18 | 350 | 350 | 700 |

Note: PCC: Professional Core Course; PEC: Professional Elective Course INT: Internship

Specialisation Courses – III Semester

| Finance Professional Elective Courses | | Marketing Professional Elective Courses | | Human Resource Professional Elective Courses | | Business Analytics Professional Elective Courses | |
|--|--|--|--------------------|---|---------------------------------------|---|---|
| MMBA3F1 | Strategic Cost Management | MMBA3M1 | Consumer Behavior | MMBA3H1 | Recruitment And Selection | MMBA3B1 | Introduction to Python data and Control systems |
| MMBA3F2 | Investment Analysis and Portfolio Management | MMBA3M2 | Retail Management | MMBA3H2 | Strategic Talent Management | MMBA3B2 | Data Visualization |
| MMBA3F3 | Advanced Financial Management | MMBA3M3 | Services marketing | MMBA3H3 | Organizational Change and Development | MMBA3B3 | Predictive Analytics |
| MMBA3F4 | Mergers Acquisitions & Corporate Restructuring | MMBA3M4 | Rural marketing | MMBA3H4 | Industrial Relations and Legislations | MMBA3B4 | Big Data Analytics |

SEMESTER - 4



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Scheme of Teaching and Examination: Effective from AY 2024-25

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER: IV

| Sl. No | Course Category | Course Code | Course Title | Credit Distribution | | | Credits | Contact Hours/week | Examination | | | |
|--------------|-----------------|-------------|--------------|---------------------|----------|----------|-----------|--------------------|-------------------|------------|------------|-------------|
| | | | | L | T | P | | | Duration in Hours | CIE Marks | SEE Marks | Total Marks |
| | | | | | | | | | | | | |
| 1. | PROJ | MMBA4C1 | Project Work | 0 | 0 | 8 | 8 | 16 | - | 50 | 50 | 100 |
| 2. | PEC | | Electives 5 | 3 | 0 | 0 | 3 | 3 | 3 | 50 | 50 | 100 |
| 3. | PEC | | Electives 6 | 3 | 0 | 0 | 3 | 3 | 3 | 50 | 50 | 100 |
| 4. | PEC | | Electives 7 | 3 | 0 | 0 | 3 | 3 | 3 | 50 | 50 | 100 |
| 5. | PEC | | Electives 8 | 3 | 0 | 0 | 3 | 3 | 3 | 50 | 50 | 100 |
| TOTAL | | | | 12 | 0 | 8 | 20 | 28 | 12 | 250 | 250 | 500 |

Note: PCC: Professional Core Course; PEC: Professional Elective Course; PROJ: Project work

Specialisation Courses – IV Semester

| Finance Professional Elective Courses | | Marketing Professional Elective Courses | | Human Resource Professional Elective Courses | | Business Analytics Professional Elective Courses | |
|--|------------------------------------|--|------------------------------------|---|---|---|-----------------------------------|
| MMBA4F1 | Tax Management | MMBA4M1 | Strategic Brand Management | MMBA4H1 | Conflict & Negotiation Management | MMBA4B1 | Machine Learning |
| MMBA4F2 | International Financial Management | MMBA4M2 | Integrated Marketing Communication | MMBA4H2 | International HRM | MMBA4B2 | Business Analytics & Intelligence |
| MMBA4F3 | Financial Derivatives | MMBA4M3 | B2B Marketing | MMBA4H3 | Personal Growth & Interpersonal Effectiveness | MMBA4B3 | Digital Analytics |
| MMBA4F4 | Banking & Financial Services | MMBA4M4 | Sales and Distribution Management | MMBA4H4 | Compensation & Reward Management | MMBA4B4 | Strategy Analytics |

COURSE GUIDELINES

1. Credited Theory Courses with Lecture Component only

- ✚ 1 Lecture Hour per week will be equal to 1 Credit
- ✚ 1 Credit will have a course content of 13 hours.
- ✚ 85% Attendance is mandated to qualify to appear for SEE.
- ✚ Case Based Teaching Learning Process will be adopted based on the course contents as required.
- ✚ Course Assignments will be given for all courses.

2. Credited Theory Courses with Lecture and Tutorial Components

- ✚ 1 Lecture Hour per week will be equal to 1 Credit
- ✚ 1 Credit will have a course content of 13 hours.
- ✚ 2 Tutorial Hours per week will be equal to 1 credit.
- ✚ 85% Attendance is mandated to qualify to appear for SEE.
- ✚ Case Based Teaching Learning Process will be adopted based on the course contents as required.
- ✚ Course Assignments will be given related to self-study components.

3. Credited Theory Courses with Lecture and Practical Components

- ✚ 1 Lecture Hour per week will be equal to 1 Credit
 - ✚ 1 Credit will have a course content of 13 hours.
 - ✚ 2 Practical Hours per week will be equal to 1 credit.
 - ✚ 85% Attendance is mandated to qualify to appear for SEE.
 - ✚ Case Based Teaching Learning Process will be adopted based on the course contents as required.
 - ✚ Course Assignments will be given related to self-study components.
-

COURSE ASSESSMENT AND EVALUATION

1. Minimum 50% Marks in CIE is mandated for Qualifying for SEE
2. Minimum 40% Marks in SEE is mandated for qualifying but an overall aggregate (CIE+SEE) of 50% is mandated for Pass/Grading
3. Only Credited Courses will be considered for Grading.
4. 50:50 weightage for CIE: SEE.

1. Credited Theory Courses with Lecture Component only

| Theory | AAT | Total CIE | Total SEE | Total Marks Grading |
|-----------------|---|------------------|------------------|----------------------------|
| Test | Course Assignments/Seminars/Quiz/Viva Voce/Case Discussion | | | |
| 25 Marks | 25 Marks | 50 Marks | 50 Marks | 100 Marks |

CIE

- a. Two tests will be conducted. Each test will be for 50 marks and the average will be converted to 25 marks.

SEE

- a. SEE will be conducted for 100 marks and then converted to 50 marks.

2. Mandatory Courses (Non-Credit)

| Theory/Practical | Total CIE |
|-------------------------------|------------------|
| Test/Viva Voce/Seminar | |
| 50 Marks | 50 Marks |

- a. Assessment and Evaluation based only on CIE.
 - b. CIE – The test/Viva Voce/Seminar would be conducted for 50 marks.
 - c. A pass is required for the award of a degree.
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3. Design Thinking and Innovation

Evaluation Pattern

| Internal Evaluation (Report) – CIE | Viva Voce Examination – SEE | | | Total Marks |
|---------------------------------------|-----------------------------|----------|----------|-------------|
| | Internal | External | Average | |
| 50 Marks | 50 Marks | 50 Marks | 50 Marks | 100 Marks |

Rubrics for CIE: Presentation & Report 50 Marks

| Parameter (50 Marks) | Poor (1-5) | Average (6-8) | Outstanding (9-10) |
|--|---|--|---|
| Introduction and problem identification (10 Marks) | The problem identification is not coherently done and doesn't display the understanding in the report | The problem identification is done coherently, and understanding is reasonably displayed in the report | The problem identification is very coherently done and clearly understood from the report |
| Pitching the idea with research framework (10 Marks) | Idea is not considered from research framework | Idea is reasonable consideration of research framework | Idea is according to the research framework |
| Proposing the prototype (10 Marks) | The prototype is poorly selected and exhibited in report | The prototype is reasonably appealing and exhibited in the Report | The prototype is excellent and clearly exhibited in the report |
| Commercialization plan & sustainability of the proposed prototype (10 Marks) | The plan considered poor clarity in commercialization & sustainability of prototype | The plan considered reasonable clarity in commercialization & sustainability of prototype | The plan considered excellent clarity in commercialization & sustainability of prototype |
| Originality (10 Marks) | > 40% plagiarism in the first draft report | > 20-40% plagiarism in the first draft report | < 20% plagiarism in the first draft report |

Viva Voce Marks: 50 marks- Internal Examiner, 50 marks- External Examiner. Average: 50 marks

| Parameter (50 Marks) | Poor (1-5) | Average (6-8) | Outstanding (9-10) |
|--------------------------------|--|---|--|
| Content/Knowledge (10) | The content is not coherently done and doesn't display the understanding in the viva | The content is done coherently, and understanding is reasonably displayed in the viva | The content is very coherently done and clearly understood from the viva |
| Communication (10) | Communication is not up to the mark | Communication is reasonable | Excellent communication |
| Confidence/ Body language (10) | Lack of confidence and improper body language | Confidence level is moderate and reasonable body language exhibited | Highly confident and good body language exhibited |
| Question and Answers (10) | Unable to answer many queries | Answered some queries and clarity was lacking | Answered all queries with clarity |
| Overall impression (10) | Can be improved | Reasonable impression created | Very good impression created |

4. Societal Project

Evaluation Pattern

| Internal Evaluation (Report) – CIE | Total Marks |
|------------------------------------|-------------|
| 50 marks | 50 |

Rubrics for CIE: Presentation & Report 50 Marks

| Parameter (50 Marks) | Poor (1-5) | Average (6-8) | Outstanding (9-10) |
|---|--|--|---|
| Social problem identification (10 Marks) | The social problem identification is not coherently done | The social problem identification is done coherently | The social problem identification is very coherently done |
| Problem & solution framework (10 Marks) | Poorly designed framework | Reasonable consideration of framework | Excellent framework |
| Creativity in solving social problem (10 Marks) | Lack of creativity in solving social problem | Moderate creativity in solving social problem | Highly creative in solving social problem |
| Feasibility of proposed solution (10 Marks) | The solution considered poorly feasible | The solution considered fairly feasible | The solution considered highly feasible |
| Real time solution adoptability (10 Marks) | Unrealistic solution | Fairly realistic solution | Highly adoptable solution |

SEE - Question Paper Pattern*

Semester End Examination - MBA Degree Examination

| | | |
|---------------------|---------------------|--------------------------------|
| Course Code: | Course Name: | Max Marks - 100 |
| Credits: | L-T-P | Exam duration – 3 Hours |

GENERAL:

- a. The students will have to answer FOUR full questions, choosing ONE full question from each module. in PART - A
- b. PART - B will be compulsory.
- c. All questions carry equal marks (20 marks)
- d. Questions to be framed from all the Modules.

PART - A

- a. Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively.
- b. Among the three sub questions, 3 marks should be a direct question, whereas 7- or 10-marks question must be an application-oriented question.

PART - B

- a. Case Study must be relevant to the subject and can be addressed to a problem from any module of the respective subject/from the module specified in the syllabus.
- b. It can have 3 to 4 sub questions depending on the complexity of the case.

* Question Paper Pattern may change as per the VTU regulations and expert's feedback.

I SEMESTER SYLLABUS

| MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR | | | | | |
|---|--------------------------------------|-----|-----------|---------------|----------|
| Course Code | MMBA1C1 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 4:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co Ordinator: | Dr. Nethravathi N & Dr. Janmitha K L | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

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

SYLLABUS

MODULE 1

12 hours

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

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

MODULE 2

12 hours

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

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

MODULE 3

12 hours

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

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

Perception- Meaning, nature, process, Common shortcuts in judging people.

Attitude- Definition, importance. Types of attitude – How to develop positive attitude.

MODULE 4

12 hours

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

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

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

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

MODULE 5

4 hours

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

PRACTICAL COMPONENTS

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

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

COURSE OUTCOME

The students will be able to:

- CO1** Understand and apply the principles and functions of management, managerial actions of planning.
- CO2** Illustrate the global context for organizing, directing and controlling.
- CO3** Demonstrate the understanding and application of concepts and principles of organization behavior, perception and personality.
- CO4** Develop skills and ability to work in groups to achieve organizational goals and ability to lead teams, Entrepreneurship.
- CO5** Demonstrate their ability in applying the managerial and behavioral concepts in real-time problems

RECOMMENDED BOOKS:

1. Essentials for Management: An International Perspective – Harold Koontz, Heinz Weihrich – 2020, McGraw Hill.
2. Organizational Behaviour – Stephen Robbins, Sangi, Judge – Pearson Education, 13/e
Organizational Behaviour, Fred Luthans, McGraw Hill, 10/e

REFERENCE BOOKS:

1. Management and Behavioural Processes – K Shridhar Bhat – Himalaya Publications, 1/e, 2018
 2. Management Principles and applications – V.S.P. Rao – Excel Books, 2022
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| MANAGERIAL ECONOMICS | | | | | |
|-----------------------------|---------|------------------------------|-----------|----------------------|----------|
| Course Code | MMBA1C2 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L: T:P) | 4:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co Ordinator: | | Dr. Divya H N & Dr. Reshma M | | | |

COURSE CONTENT:

COURSE OBJECTIVES

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

SYLLABUS

MODULE 1

12 hours

Introduction to Economics: Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with other disciplines, Fundamental Concepts of Managerial Economics.

Demand analysis: Determinants of demand, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand: Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making.

Law of supply: Meaning and Elasticity of supply.

Demand forecasting: Meaning & Significance, Methods of demand forecasting.

MODULE 2

12 hours

Production, cost analysis & Market structure: Concepts, production function with one variable input - Law of Variable Proportions. Production functions with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants, Economies of scale, Diseconomies of scale.

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

Cost Analysis: Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve.

Market structure: Types and their features.

MODULE 3

12 hours

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

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

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

MODULE 4

12 hours

Economic Policies: Monetary Policy: Meaning, Objectives, Instruments of Monetary policy. Fiscal policy: Meaning, Objectives, Instruments and Union Budget 2024-25, New Industrial Policy 1991: features. Globalization and Indian Business Environment: Meaning and Implications, Phases, Impact of Globalization on Indian Economy across Sectors. Foreign Trade: Foreign Trade Policy (2023-28): Features, Trends in India's Foreign Trade.

MODULE 5

4 hours

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

PRACTICAL COMPONENTS

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. https://www.edx.org/course/introduction-to-managerial-economics-2?index=product_value_experiment_a&queryID=6b943cd5185c37c6c5859e37b410289a&position=3&linked_from=auto_complete

COURSE OUTCOME

The student will be able to

- CO1** Apply the concepts of managerial economics, demand and supply analysis.
- CO2** Analyse the production function, break even analysis and market structure.
- CO3** Identify the macroeconomic environment factors that has an impact on business decisions.
- CO4** Understand the macroeconomic policies and impact of globalization on Indian economy.
- CO5** Appraise on the application-oriented case studies in managerial economics.

RECOMMENDED BOOKS:

1. Managerial Economics- Theory and Applications, Dr. D.M Mithani, 8 th ed., Himalaya Publications 2020
2. Managerial Economics– Geethika, Ghosh & Choudhury,3 ed, McGrawHill.2017
3. Indian Economy - 42nd Edition - V. K. Puri, S. K. Misra - 2024-25

REFERENCE BOOKS:

1. Managerial Economics: Dominic Salvatore and Ravikesh Srivastava, Oxford University,
 2. Managerial Economics–Samuelson & Marks,5/e,Wiley,2009
 3. Managerial Economics–Hirschey,2/e, Cengage Learning,2010.
 4. Managerial Economics: Case Study solutions –KaushalH,1/e, Macmillan,2011.
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| FINANCIAL ACCOUNTING AND REPORTING | | | | | |
|------------------------------------|--------------------------------------|------------|-----------|----------------------|----------|
| Course Code | MMBA1C3 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 4:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co Ordinator: | Dr Vinay H N, / Mr Channakeshava H C | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

This course will enable students to:

1. To understand the accounting principles and accounting cycle for preparation of accounts, Depreciation and inventory valuation.
2. To understand the valuation of assets and stocks of an enterprise.
3. To analyze the accounting system to prepare financial statements of an entity.
4. To know the preparation of bank cash book and pass book through statement and emerging areas of accounting.
5. To analyse companies real time financial statements and make appropriate decisions.

SYLLABUS

MODULE 1

14 hours

Introduction to Accounting (Theory & Problems): Book-Keeping and Accounting, Need and Types of Accounting, Users of accounting, Concepts and Conventions of Accounting, Relationship of Accounting with other disciplines, Accounting Cycle. Single Entry System, Double Entry System – Preparation of Journal, Ledgers, Trial Balance and Accounting Equations, Subsidiary Books (theory only), Cash book (problemson three column cash book only). GAAP, IFRS & Accounting Standards (IND AS).

MODULE 2

10 hours

Depreciation & Inventory Valuation (Theory & Problems): Depreciation and Amortization Concepts and Causes, Methods of Depreciation, Problems on SLM & WDV. Concepts of Inventory and Methods of Valuation - Problems on LIFO, FIFO & weighted average.

MODULE 3

12 hours

Preparation of Final Accounts (Theory & Problems): Preparation of Financial Statement of Company as per Companies Act of 2013 (Vertical format only).

Analysis of Financial Performance (Theory & Problems): Different Tools of Analysis: Comparative Statements, Common Size Statements, Trend analysis, (Problems).

Ratio analysis – Uses and limitations; Classification of Ratios (Problems). Cash Flow Statement – Uses and limitations(Problems only Indirect Method), Window Dressing.

MODULE 4

12 hours

Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank pass book, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement. (Theory and Simple Problems).

Emerging Areas in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Blockchain, AI in Accounting, Big Data in Accounting (Theory only).

MODULE 5

4 hours

Case Study- Review and recap of case studies discussed from unit 1 to unit 4.

Self-study topics:

To get exposed to the use of accounting software's (preferably Tally. ERP 9).

Summary: The students will use tools and techniques in identifying and solving issues related to accounting.

PRACTICAL COMPONENTS

1. To collect Annual reports of the companies and analyze the financial statements using different techniques and present the same in the class.
2. To analyze the companies' cash flow statements and presenting the same in the class.
3. To identify the sustainability report of a company and study the contents.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
2. <https://journals.sagepub.com/home/jaf>
3. https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-Revised.pdf
4. <https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
5. <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>
6. <https://www.pdfdrive.com/accountancy-books.html>
7. https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
8. <https://www.coursera.org/lecture/uva-darden-financial-accounting/what-is-accounting-eXQEc>
9. <https://www.youtube.com/watch?v=mq6KNVeTE3A>

MOOC:

https://onlinecourses.nptel.ac.in/noc23_mg65/preview

<https://www.coursera.org/learn/uva-darden-financial-accounting>

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

COURSE OUTCOME

The student will be able to

- CO1** Demonstrate accounting concepts and conventions for preparation of accounts in real time.
- CO2** Analyse the accounting system to evaluate depreciation of assets.
- CO3** Appreciate the financial statement preparation as per the applicable entity.
- CO4** Prepare the cash book and pass book entries through bank reconciliation statement
- CO5** Apply the concepts learnt to demonstrate the understanding of financial statements and infer meaningful conclusions.

RECOMMENDED BOOKS:

1. Financial Accounting A Text book of Accounting For Management, Maheswari SN, Maheswari Sharad
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2. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014
3. Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002

REFERENCE BOOKS:

1. Financial Accounting for Management, Paresh Shah, Oxford Uni. Press, 2nd Ed., 2013
 2. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
 3. Accounting for Management-Text & Cases - S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd.
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| MARKETING MANAGEMENT - I | | | | | |
|---------------------------------|---------|--------------------|-----------|----------------------|----------|
| Course Code | MMBA1C4 | CIE | 50 marks | Contact Hours | 40 hours |
| Credits (L:T:P) | 3:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co Ordinator: | | Dr. Vishwanatha MR | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To provide basic understanding of marketing concepts.
2. To gain a comprehensive understanding of consumer behaviour.
3. To gain insight into the processes of market segmentation, targeting, and positioning.
4. To equip students with a comprehensive understanding of branding strategies.
5. To enable students to apply case analysis techniques effectively in the field of marketing management.

SYLLABUS

MODULE 1

09 hours

Introduction to Marketing: Definition, Importance of marketing, Core marketing Concepts, Marketing V/s Selling, Evolution of marketing concepts, 4P's of Marketing, Marketing, Customer Value and satisfaction, new marketing Realities – major societal forces, new company capabilities. Marketing Environment. Marketing Research: Meaning, importance, process, characteristics of Good Marketing Research, Application & Ethical consideration of Marketing Research

MODULE 2

09 hours

Analysing Consumer Behaviour: Meaning and Characteristics, Importance of consumer behaviour, Factors influencing Consumer Behaviour - Cultural Factors, Social Factors, Personal Factor, Psychological Factor, Consumer Buying Decision Process, perceived risk, Cognitive dissonance, buying roles and buying motives, Black box model of consumer behaviour.

MODULE 3

09 hours

Segmentation, Targeting, Positioning: Market Segmentation – Meaning. Bases for segmentation consumer market, Bases for segmentation business market. Targeting- Evaluating the segment attractiveness, Selecting the segment for targeting, choosing coverage strategy. Positioning - Meaning, Tasks involved in Positioning.

MODULE 4

09 hours

Brand: meaning, role, brand vs. product, brand elements, leveraging secondary brand association, Internal branding, Co-branding, brand community. Brand extensions – advantages, disadvantages. Strong Indian Brands, global brands. Challenges to brand builders.

MODULE 5

04 hours

Case study: Review and recap of case studies discussed from Module 1 to 4.

Self -study topics: Marketing Intelligence, Business market, Buying centres, brand Equity, Brand value chain, Brand Mantra, Co-branding, Ingredient branding.

PRACTICAL COMPONENTS

1. Students should analyse segmentation, targeting and positioning strategies of any company of their choice.
2. Students to study the buying pattern based on demographics of consumers.
3. Analyse branding strategies used by FMCG companies.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. https://www.mooc-list.com/tags/marketing-management#google_vignette
2. https://onlinecourses.nptel.ac.in/noc22_mg57/preview
3. <https://youtu.be/5fdx5Laavkc>
4. <https://youtu.be/Ule8n6GgE1g>
5. <https://youtu.be/ob5KWs3I3aY?t=131>

COURSE OUTCOME

The student will be able to

- CO1** Understand the fundamental concept of marketing.
- CO2** Analyse consumer behaviour to formulate effective marketing strategies.
- CO3** Evaluate the effectiveness of segmentation, targeting, and positioning strategies.
- CO4** Analyse the impact of branding strategies on the success of a business.
- CO5** Analyse the given case based on various marketing concepts

RECOMMENDED BOOKS:

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 16/e, Pearson Education, 2022.
2. Marketing Management- Indian Context, Global Perspective. Ramaswamy & Namakumari, SAGE, 6th Edition., 2018.
3. Marketing in the New Era by J S Panvar, Sage Publications, 2007.

REFERENCE BOOKS:

1. Marketing Myopia , Theodore Levitt, Theordore Levitt , Harvard Business Press 2008.
 2. Marketing Lamb, Hair, Mc Dannel Cengage Learning 2010.
 3. Marketing by Lamb, Hair, McDaniel – Thomson, 2013 edition
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| BUSINESS STATISTICS | | | | | |
|-----------------------------|---------|----------------------------------|-----------|----------------------|----------|
| Course Code | MMBA1C5 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 4:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co Ordinator: | | Dr. Jyothi E Singh & Ms. Seema B | | | |

COURSE CONTENT

COURSE OBJECTIVES

1. To make students aware of the fundamental concepts of data collection, classification and tabulation.
2. To make students proficient in measures of central tendency and dispersion.
3. To develop students' skills in the use of techniques of correlation, regression and time series analysis.
4. To make students aware of concepts of probability and Theoretical Probability Distributions.
5. To make students understand the concepts of hypothesis testing.

SYLLABUS

MODULE 1

08 hours

Introduction to Statistics: Definition of Statistics – Importance and Scope of Statistics, Statistical Data: Primary and Secondary data – Sources of Data – Types of Classification of data Frequency Distribution,

Graphical representation of Data: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives.

MODULE 2

12 hours

Measures of Central Tendency: Average: Concept, Types – Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean: Median, Mode.

Partition Values: Quartiles, Deciles and Percentiles.

Measures of Dispersion: Range – Quartile Deviation – Mean Deviation – Standard Deviation – Variance – Coefficient of Variance.

MODULE 3

12 hours

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

Regression: Method of Least Squares, Curve Fitting Time Series Analysis: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation —Methods of Estimating Trend.

MODULE 4

10 hours

Probability: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Bayes Theorem, Random Variables and Concept of Probability Distribution.

Theoretical Probability Distributions: Binomial, Poisson and Normal.

MODULE 5

10 hours

Hypothesis Testing, Formulation of Hypotheses, Type I and II error, z-test, f-test, t-test and Chi-Square test, Analysis of Variance (ANOVA) -one and two way (Numericals only on paired t-test, Chi square test and ANOVA one way).

Self study: Data Tabulation: Diagrams & Graphs, Graphs for discrete and continuous data. Bar graphs, Pie diagram.

PRACTICAL COMPONENTS

1. Students are expected to have a basic excel classes.
2. Students need to be encouraged to do a small primary research inside the classroom in groups and to analyse the data using statistical tools like Mean, SD, Correlation (Ex: Motivation, Stress etc)

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

<https://nptel.ac.in/courses/110107114>

COURSE OUTCOME

The student will be able to

- CO1** Understand the concepts of collecting, classifying and tabulating the data
- CO2** Demonstrate measures of central tendency and the application of measures of dispersion make decisions.
- CO3** Analyse the data using correlation, regression and time series techniques
- CO4** Understand and applying the basic concepts of probability and probability distribution.
- CO5** Applying the basic concepts of hypothesis testing.

RECOMMENDED BOOKS:

1. Fundamentals of Statistics 7/e, S. C. Gupta, Himalaya Publishing House, 2019
2. Statistical Methods 46/e, S. P. Gupta, Sultan Chand & Sons, 2023

REFERENCE BOOKS:

1. Fundamentals of Business Statistics, J.K.Sharma, Pearson, 2018
 2. Business Statistics –R S Bhardwaj, Excel Books, 2018
 3. Statistics for Management, Richard I Levin, Pearson Education / PHI, 7/E,2017
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| MANAGERIAL COMMUNICATION | | | | | |
|---------------------------------|---------|------------------|-----------|----------------------|----------|
| Course Code | MMBA1C6 | CIE | 50 marks | Contact Hours | 40 hours |
| Credits (L:T:P) | 3:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co Ordinator: | | Dr. Janmitha K L | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To learn the importance and fundamentals of business communication.
2. To prepare presentation using advanced visual support and understand the basics of negotiation and business etiquette.
3. To understand the mechanics of external business written communication.
4. To practice the case method of learning and improve on employability skills.
5. To develop group communication skills and know the technological advancements in business communication.

SYLLABUS

MODULE 1

09 hours

Introduction:

Communication: Definition and classification, role of communication, characteristics of successful communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization and barriers to communication.

Oral Communication: Concept, principles of successful oral communication, conversation control, two sides of effective oral communication, public speaking.
Nonverbal communication: Meaning, classification.

Case method of Learning: Types of cases, case analysis–process, dos and don'ts for case preparation-reading a case properly, case analysis approaches.

MODULE 2

09 hours

Written communication: Principles of effective writing, 3x3 writing process. Listening: Process of listening, Nonverbal communication: Meaning, classification.

Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters. Memos -Meaning, purpose, format.

Emails: Prefatory elements, beginning, formality, close, emphasis tools and Initialisms.

Reports: Purpose, Report Format (Short-Long), Business proposals, Research report writing Graphics

MODULE 3

09 hours

Presentation skills: Purpose, elements of presentation designing presentation. Advanced visual support for business presentation.

Negotiations skills: Nature and need for negotiation, factors affecting negotiation, stages of negotiation process, negotiation strategies.

Business Etiquette: Meaning and Types

Employment communication: Introduction, writing CVs, Group discussions, Interview skills, Mock Interview.

MODULE 4

09 hours

Group communication: Meetings, Planning and conducting meetings - Notice, Agenda and Minutes of the Meeting, common complaints about meetings, virtual meeting, hybrid meetings, remote meetings, timing venue of meeting.

Media management: The press release, press conference, media interviews, Impact of technological advancement on Business communication, Networks teleconferencing, video conferencing, Social networks, Social media communication and Blogs.

MODULE 5

04 hours

Case Study: Review and recap of case studies discussed from Module 1 to Module 4

PRACTICAL COMPONENTS

1. Students enact and analyze the non-verbal cues.
2. Demonstrating Video conferencing & teleconferencing in the class.
3. Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
4. Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
5. Organize a mock press conference addressing to the launch of new product by an organization.
6. Mock Interview and Group Discussion.
7. Review the book 'How to Talk to Any One' by Leil Lowndes.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. International Business Communication - <https://nptel.ac.in/courses/110105051>
2. English for Effective Business Speaking (Coursera) - <https://www.mooclist.com/tags/communication-skills>

COURSE OUTCOME

The student will be able to:

- CO1** Understand the principles of business communication and apply the necessary communication skills for enhancing interpersonal skills.
- CO2** Design a presentation using advanced visual support and apply appropriate negotiation strategies for a business problem.
- CO3** Apply the different forms of written communication techniques to make effective internal and external business correspondence.
- CO4** Demonstrate the ability of analysing a case and develop employability skills.
- CO5** Demonstrate the group communication skills and use technological advancement for creating a conducive work environment.

RECOMMENDED BOOKS:

1. Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, 4/e, Pearson Education, 2020.
 2. Penrose, Rasberry, Advanced Business Communication, Myers, 5/e, Cengage Learning, 2004
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REFERENCE BOOKS:

1. Mary Ellen Guffey, Business Communication, Process and Product, Thomson Learning
 2. Ober and Newman, Communicating in Business, Cengage learning, 8th Edition, 2018.
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| COMPUTER APPLICATIONS IN MANAGEMENT | | | | | |
|--|---------|--------------------------------|-----------|----------------------|----------|
| Course Code | MMBA1C7 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 2:0:1 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co Ordinator: | | Dr. Nethravathi N , Ms Seema B | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To provide basic understanding of information system.
2. To impart the basic understanding of components of information system and managing data.
3. To provide insights of ERP and reporting standards.
4. To make students understand the Business Intelligence and solutions.
5. To provide the ability to apply the concepts of computer applications in real time business scenarios.

SYLLABUS

MODULE 1 **05 hours**
Introduction to Information systems: Concepts and definitions – Data, Information, Knowledge, Value and characteristics of information, System concepts, system performance and standards, information system, the role of IS department, Information technology jobs. Types of Information Systems: Types of organizational Information systems.

MODULE 2 **05 hours**
Data information System: An overview of Management Information systems, Functional aspects of MIS; database approach, DBMS, Data warehousing, Data Mart, Data Mining, Data Governance, Big Data; Digital Data and its various format: Structured and Unstructured- Managing, storing, Extracting and usage.

MODULE 3 **06 hours**
Enterprise Resource Planning Systems: Information systems that support organizations and Network system: Transaction processing systems, Functional area information systems, Customer Relationship Management Systems, Electronic data interchange.

MODULE 4 **06 hours**
Business Intelligence: Introduction, Definition, Usage and application, BI component Framework, BI for various domains, BI Users and applications: Technology solutions and Business Solutions.
Electronic commerce: Applications and issues, overview of E-business and E-commerce, B2B, B2C, Electronic payment, Ethical and legal issues in E-Business.

MODULE 5 **04 hours**
Case study: Review and recap of case studies discussed from Module 1 to 4.

PRACTICAL COMPONENTS – 26 Hours

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

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

MOOC's and NPTEL-

1. https://onlinecourses.swayam2.ac.in/cec24_cs18/preview
2. <https://www.youtube.com/watch?v=ZPkhZtPhYQA>

COURSE OUTCOME

The student will be able to

- CO1** Understand the benefits of information systems in the organization.
- CO2** Evaluate the components of information system and managing data.
- CO3** Demonstrate the conceptual skills in ERP and reporting standards.
- CO4** Present the solutions using Business Intelligence in E-Commerce.
- CO5** Apply the concepts to provide solutions in realtime.

RECOMMENDED BOOKS:

1. Fundamentals of Business Analytics- 2nd Edition, R.N.Prasad, Seema Acharya, 2016
2. Introduction to Information Technology – Turban, Rainer, Potter- Wiley- Second Edn,2014

REFERENCE BOOKS:

1. Principles of Information Systems a managerial approach – Ralph Stair, George Reynolds – Cengage learning- 2015
 2. Microsoft Office 2013 Bible, Lisa A. Bucki, John Walkenbach , Michael Alexander, Dick Kusleika, FaitheWempen EdBott, Woody Leonard, John Wiley & Sons, 1st edition 2013.
 3. Principles of Information Systems– Ralph Stair, George Reynolds – Cengage learning.2018
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II SEMESTER SYLLABUS

| OPERATIONS RESEARCH | | | | | |
|---------------------|------------------------------------|-----|-----------|---------------|----------|
| Course Code | MMBA2C1 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 4:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Coordinator: | Dr. Jyothi. E. Singh & Ms. Seema B | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To introduce the basic concepts of Operations Research and Linear Programming Problem with its application.
2. To bring out the concept of transportation and assignment models and their utility in business.
3. To introduce network analysis and its application in management.
4. To provide fundamental understanding of theory of Games and queuing system in business situations
5. To understand Monte Carlo method of simulation.

SYLLABUS

MODULE 1

10 hours

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

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

MODULE 2

11 hours

Transportation Models: General Structure; Various methods for finding initial solution: Maximization and Minimization problems Northwest Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution: Modified Distribution method; Variations: Unbalanced Transportation Problem, Degenerate Solution.

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

MODULE 3

11 hours

Network Analysis: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, finding critical path – Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Crashing of a Project (Theory only)

MODULE 4

10 hours

Theory of Games: Terminology; Two-person zero sum game; Solution to games: Saddle point, dominance rule, Value of the game, mixed strategy, Graphical method of solving a game – (2 x n) and (m x 2) games.

Queuing Models: Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models.

MODULE 5

10 hours

Simulation of Management Systems: Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation

Self study component: Application of Operation

PRACTICAL COMPONENTS

1. Analyze various organizational problems using LPP, Assignments and Game theory principles.
2. Applying techniques of OR for project management.
3. Evaluate the constraints and challenges faced by the manufacturing and service organizations using methods of operation research.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

Operations Research - <https://nptel.ac.in/courses/111107128>

COURSE OUTCOME

The student will be able to

- CO1** Demonstrate the ability to apply the concepts of Operations Research and LPP for business decision making.
- CO2** Use appropriate transportation and assignment models to get feasible and optimum solutions.
- CO3** Design the project network for business decision making.
- CO4** Apply game theory and queuing theory for optimizing business decisions.
- CO5** Apply the simulation models in various business domains.

RECOMMENDED BOOKS:

1. N D Vohra, Quantitative Techniques in management, McGraw Hill 2015
2. V.K. Kapoor, Operations Research, Sultan Chand Publishers

REFERENCE BOOKS:

1. H.A. Taha, Operation research, Person Publication 2012
 2. S. D. Sharma, Operations Research, Kedar Nath and Ram Nath & Co. Ltd.2010
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| HUMAN RESOURCE MANAGEMENT | | | | | |
|-----------------------------|------------------------------------|------------|-----------|----------------------|----------|
| Course Code | MMBA2C2 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 4:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co-ordinator: | Dr. Nethravathi N & Dr. Divya H. N | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To understand the models and functions of human resources management.
2. To discuss the demand and supply elements of human resource management.
3. To demonstrate the importance of recruitment and selection at workplace and solve the workplace problems through employee training need analysis.
4. To apply and understand performance appraisal and develop scientific appraisal and reward methods for employees.
5. To understand the real time cases based on the market developments.

SYLLABUS

MODULE 1

12 hours

Human resource management and personnel management: Meaning, scope and importance of human resource management, models of human resource management, evolution of human resource management, the factors influencing human resource management, human resource management and line managers, the HR competencies, human resource management and firm performance. HR roles critical for business survival, future of human resource.

MODULE 2

12 hours

Human resource planning: Meaning and importance of HR planning, factors affecting HR planning, benefits of HR planning, HRP process, tools for demand forecasting, attributes of an effective HR planning, barriers to HR planning, the challenges for HR, process of job analysis and job evaluation. Innovative human resource management practices contributing to sustainable to organizational innovation

MODULE 3

14 hours

Recruitment and selection: Meaning, scope and importance of recruitment, recruitment policies, factors influencing recruitment, recruitment process, sources, evaluation of recruitment process, recruitment strategy; selection, future trends in recruitment; selection process; selection tests; factors influencing selections, challenges in selection.

Learning, training, and development: Meaning, scope and importance training, learning and development, learning theories, the future of training, learning, and development, crystal gazing into the future, world of learning. process of training and techniques of training, readiness for future human resource management.

MODULE 4

10 hours

Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.

Compensation and Benefits: Introduction, Definitions, Total Compensation, Total

Rewards System, Forms of Pay. Theories of Compensation, Establishing Pay Rates, Employee Benefits.

MODULE 5

4 hours

Case Study: Review and recap of case studies discussed from Module 1 to Module 4.

PRACTICAL COMPONENTS

1. A visit to Organization and interact with HR Manager and list out the roles played by HR manager.
2. Meet Recruitment Manager to discuss about the interview process.
3. Design a recruitment advertisement for a job of your choice.
4. Demonstrate a role play for mock interview.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

MOOC's and NPTEL: <https://swayam.gov.in/explorer?searchText=hrm>

COURSE OUTCOMES:

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

- CO1** Recognize the importance of Human Resource Management as Strategic function of Management.
- CO2** Demonstrate the process of Human Resource Planning.
- CO3** Analyse recruitment and selection sources and techniques.
- CO4** Execute the Training Need Analysis .and evaluate the employee performance and compensation methods.
- CO5** Apply the HR concepts in real time situations.

RECOMMENDED BOOKS:

1. Human Resource Management, Theory and Practices, R. C. Sharma, Nipun Sharma, Sage Publication India Pvt. Ltd., 2019
2. Human Resource Management, V.S.P Rao, 2014
3. Human Resource Management: Concepts, Amitabha Sengupta, Sage Publication India Pvt. Ltd. 2019.

REFERENCE BOOKS:

1. Human Resource Management, Gary Dessler& Biju Varrkey, Sixteenth Edition | By Pearson
 2. The HR Scorecard: Linking People, Strategy, and Performance, Brian Becker, Dave Ulrich, and Mark A. Huselid, Harvard Business School Press
 3. Strategic Management: Planning for Domestic and Global Competition, John A. Pearce Richard B. Robinson, McGraw Hills Education, 14/e 2015
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| FINANCIAL MANAGEMENT | | | | | |
|-----------------------------|---------------------------------------|------------|-----------|----------------------|----------|
| Course Code | MMBA2C3 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 4:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co Ordinator: | Dr. Vinay H N & Mr. Channakeshava H C | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To understand the basic concepts of financial management and applications of time value of money.
2. To calculate the cost of capital for a business or project.
3. To determine the cash flow estimation and evaluate investment proposals.
4. To understand the concepts of working capital management, Capital structure and dividend decisions of a firm.
5. To work on various functions of financial management using real time data.

SYLLABUS

MODULE 1

12 hours

Introduction: Meaning and objectives of Financial Management, Changing Role of Finance Managers. Interface of Financial Management with other Functional Areas and Decisions in Finance.

Indian Financial System: Financial Markets, Financial Instruments, Financial Institutions and Financial Services.

Time Value of Money: Meaning of Time Value of Money –Future Value of Single Cash Flow & Annuity, Present Value of Single Cash Flow, Annuity & Perpetuity. Simple Interest & Compound Interest, Capital Recovery & Loan Amortization. (Theory & Problem).

MODULE 2

12 hours

Sources of Financing: Shares, Debentures, Term Loans, Lease Financing, Hybrid Financing, Venture Capital, Angel Investing and Private Equity, Warrants and Convertibles (Theory Only).

Cost of Capital: Basic Concepts - Cost of Debenture Capital, Cost of Preferential Capital, Cost of Term Loans, Cost of Equity Capital (Dividend Discounting and CAPM Model) - Cost of Retained Earnings - Determination of Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. (Theory & Problem).

MODULE 3

12 hours

Investment Decisions: Capital Budgeting Process, Investment Evaluation Techniques – (Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Modified Internal Rate of Return and Discounted Payback Period). Estimation of Project Cash Flows, Replacement of Capital Project. (Numerical problems).

MODULE 4

12 hours

Working Capital Management: Estimation of Working Capital Requirements of a Firm – Current Assets, Current Liabilities, Concept of Gross & Net Working Capital, (Does not include Cash, Inventory & Receivables Management). Determination of Operating Cycle and Cash Cycle. (Problems on Estimation of Working Capital).

Capital Structure and Dividend Decisions: Planning the Capital Structure - Governance of Equity and Debt, (Does not include Capital Structure Theories) Factors Affecting Capital

Structure Decisions. Leverages, EBIT and EPS analysis.

Dividend policy – Factors Affecting the Dividend Policy - Dividend Policies- Stable Dividend, Stable Payout (No Dividend Theories to be covered). (Problems on Leverages, EBIT and EPS analysis).

MODULE 5

4 hours

Case Study: Review and recap of case studies discussed from Module 1 to Module 4.

PRACTICAL COMPONENTS

1. Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
2. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
3. Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
4. Students can study any five companies' capital structure

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html>
2. <https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>
3. https://www.youtube.com/watch?v=CCQwz_Gwo6o

MOOC:

1. <https://www.coursera.org/specializations/financial-management>
2. https://www.youtube.com/watch?v=CCQwz_Gwo6o
3. <https://www.digimat.in/nptel/courses/video/110107144/L01.html>

COURSE OUTCOME

The student will be able to

| | |
|-----|--|
| CO1 | Apply the fundamental concepts of Finance and time value of money. |
| CO2 | Evaluate the investment decisions |
| CO3 | Estimate working capital requirements |
| CO4 | Analyse the capital structure and dividend decisions |
| CO5 | Analyse various applications of finance in real time scenario |

RECOMMENDED BOOKS:

1. Financial Management, M.Y. Khan & P.K. Jain, TMH 7/e, 2017
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3. Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015.

REFERENCE BOOKS:

1. Fundamentals of Financial Management - Brigham & Houston, Cengage Learning.
 2. Fundamentals of Financial Management – Vanhorne & Wachowicz, PHI.
 3. Principles of Managerial Finance - Gitman, Pearson Education.
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| STRATEGIC MANAGEMENT | | | | | |
|-----------------------------|---------------------------------|------------|-----------|----------------------|----------|
| Course Code | MMBA2C4 | CIE | 50 marks | Contact Hours | 40 hours |
| Credits (L:T:P) | 3:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co-ordinator: | Dr. Divya. H. N & Dr. Reshma. M | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To provide insights into the core concepts of strategic management.
2. To evaluate various business strategies in dynamic market environments.
3. To gain insights on internal analysis of Business.
4. To formulate business strategies and plan for its effective implementation.
5. To solve various real time cases related to strategic management

SYLLABUS

MODULE 1

09 hours

Introduction: meaning and nature of strategic management, its importance and relevance. Characteristics of strategic management, the strategic management process. Relationship between a company's strategy and its business model.

MODULE 2

09 hours

External analysis: strategically relevant components of a company's external environment industry analysis factors driving industry change and its impact - porter's dominant economic feature competitive environment analysis porter's five forces model key success factors concept and implementation.

MODULE 3

09 hours

Internal analysis: describe strategic vision, mission, goals, long term objectives, short-term objectives and discuss their value to the strategic management process, resources, capabilities, competencies, resource based view of the firm (RBV), balanced score card, McKinsey 7S Model, SWOC analysis, value chain analysis, benchmarking, GE 9-cell matrix and BCG matrix.

MODULE 4

09 hours

Strategy formulation, Implementation and control: business strategies, corporate strategies, growth strategies, Ansoff's matrix, stability strategies, retrenchment strategies, porter's generic strategies: low cost, differentiation, best cost, focused low cost and focused differentiation, blue ocean and red ocean strategy. International business level strategies, strategy implementation and control meaning, process.

MODULE 5

04 hours

Case study: Review and recap of case studies discussed from Module 1 to Module 4

PRACTICAL COMPONENTS

1. Analysing the Mission and Vision statements of selected Indian companies.
 2. Applying Michael Porter's model to any one industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc).
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3. Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
4. Identify a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyse the internal and external factors.
5. Conduct SWOT analysis of companies around your campus.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

MOOC: <https://www.mooc-list.com/course/developing-strategies-win-marketplace-coursera>

COURSE OUTCOME

The student will be able to

- CO1** Understand the fundamental concepts of Strategic Management.
- CO2** Analyse various models related to external analysis of Business to gain competitive advantage.
- CO3** Analyse the internal environmental components for the effective implementation of strategic.
- CO4** Identify appropriate strategies to apply in various business scenarios.
- CO5** Apply various strategic management tools to solve real time problems.

RECOMMENDED BOOKS:

1. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases , Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain , McGraw Hill Education , McGraw Hill Education , 19/e 2017
2. Strategic Management: A South-Asian Perspective , Michael A. HittR. Duane Ireland Robert E. Hoskisson S. Manikutty , Cengage Learnin 9/e 2016

REFERENCE BOOKS:

1. Strategy: Theory & Practice , Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer , Sage Publications , 3/e ,2020
 2. Strategy Management: Theory & Practice, John Parnell , Biztantra , 2004
 3. Strategic Management: Planning for Domestic and Global Competition , John A. Pearce Richard B. Robinson , McGraw Hill Education
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| BUSINESS RESEARCH METHODS | | | | | |
|----------------------------------|--------------------------------------|------------|-----------|----------------------|----------|
| Course Code | MMBA2C5 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 4:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co-ordinator: | Dr. Jyothi. E. Singh & Dr. Reshma. M | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To understand how literature reviews can help in problem formulation and Research design.
2. To understand the basic components of research design and sampling techniques for conducting research
3. To develop skills in designing questionnaires.
4. To equip students with various research analytical tools used in business research.
5. To understand various forms of IPR.

SYLLABUS

MODULE 1

10 hours

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

Literature review: Conducting Literature review. Importance of Literature Review in Research

MODULE 2

11 hours

Business Research Design: Meaning, types and significance of research design, errors affecting research design.

Sampling: Concepts, Types of sampling designs, non-probability sampling, probability sampling and Complex random sampling Designs. Errors in sampling.

Determination of Sample size: Sample size calculation for mean and proportion.

MODULE 3

10 hours

Questionnaire design: Meaning, process of designing questionnaire.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale

Multi-Dimensional Scaling: Non comparative scaling techniques

MODULE 4

10 hours

Data Collection: Meaning, types.

Data collection methods: Observations, survey, and interview techniques. Qualitative Techniques of data collection Secondary data Sources: advantages and disadvantages. **Data**

Processing and Analysis: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation

MODULE 5

11 hours

Ethics in business research: Research Ethics meaning, Ethical treatment of participants, Ethics and the sponsor, Ethical behaviour of researchers and team members, methods to search required information.

Introduction to Reference Management Tools: create bibliographies and in-text citations, import references from online sources, and share references with other researchers.

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Kinds of Intellectual Property. Protection of Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS, Geographical Indications -Establishment of WIPO-Application and Procedures.

PRACTICAL COMPONENTS

1. The students are expected to do a mini project based on primary data according to the topic approved by the course coordinator.
2. The mini project report should contain necessary information on statement of the problem, review of literature, objectives, research design, methodology, data analysis, findings, and suggestions.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

Understanding Research Methods-<https://www.coursera.org/learn/research-methods>

COURSE OUTCOME

The student will be able to

- CO1** Define a research problem and hypothesis based on literature review and a device suitable Research Design for data collection.
- CO2** Identify the appropriate sampling techniques and estimate the sample size for collecting data.
- CO3** Design questionnaire to collect primary data.
- CO4** Demonstrate knowledge and understanding of data analysis and interpretation.
- CO5** Gain insights into Ethics in Business Research and various forms of IPR in India.

RECOMMENDED BOOKS:

1. C R Kothari, Research Methodology Methods and Techniques, 4/e, 2020, New Age International Publishers Ltd.
2. Deepak Chawla, Neena Sondhi, Research Methodology: concepts and cases, 2nd edition, Vikas publishing house pvt ltd,2018
3. Donald R. Cooper & Pamelas Schindler, Business Research Methods, TMH/9e/2007

REFERENCE BOOKS:

1. Andy Field, Discovering Statistics using IBM SPSS Statistics,4e,SagePublication
 2. Andrew F. Hayes, Introduction to Mediation: A Regression-Based Approach (Methodology in the Social Sciences), Guilford Publications
 3. Intellectual Property Rights. India, IN: Neeraj,P., &Khusdeep, D. (2014). P H I learning Private Limited.
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| MARKETING MANAGEMENT –II | | | | | |
|--|---------|------------|-----------|----------------------|----------|
| Course Code | MMBA2C6 | CIE | 50 marks | Contact Hours | 40 hours |
| Credits (L:T:P) | 3:0:0 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co-ordinator: Dr. Vishwanatha MR | | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To provide basic understanding of product strategies.
2. To develop an in-depth understanding of pricing strategies.
3. To introduce the fundamentals of Distributions strategies.
4. To equip students with a comprehensive understanding of promotion strategies.
5. To help the students on the application-oriented case analysis in the field of marketing management.

SYLLABUS

MODULE 1 9 hours

Product: Meaning of product, product levels, product hierarchy, Classification of products, Product differentiation, product line and product mix, Managing Product Life Cycle. New Product Development, packing - meaning, objective, packaging as a marketing tool, Role of colour in packaging, labelling.

MODULE 2 9 hours

Pricing: Meaning, Significance of pricing, consumer psychology and pricing- reference prices, price–quality inferences, and price endings. Price-adaptation strategies- geographical pricing, price discounts and allowances, promotional pricing, and differentiated pricing. Factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies- Value based, Cost based, Market based, Competitor based.

MODULE 3 9 hours

Place: Distribution channel – meaning, purpose, Channel functions, channel levels, Factors Affecting Channel Choice, Channel Design decisions, Channel Management Decision, Channel Conflict- meaning, causes. Managing channel conflict. E-commerce: Market size, emerging trends – AI, Augmented reality, Chatbot, voice search etc.

MODULE 4 9 hours

Promotions: Marketing communications, Communication process model, steps in developing effective communication. Marketing Communication Mix - advertising, Sales Promotion, Personal selling, Direct Marketing, Publicity, Public Relations. Emerging Trends in Marketing: Green Marketing, Event Marketing, Neuromarketing, Digital and social media Marketing. Influencer Marketing.

MODULE 5 4 hours

Case Study: Review and recap of case studies discussed from Module 1 to Module 4.

Self-study topics: Service mix, New service realities, Steps in Setting price, strategies to respond for price change, Omni-channel strategies, Private labels, AIDA model.

PRACTICAL COMPONENTS

1. Analyse Product Life Cycle of few successful and failed product.
2. Analyse pricing strategies used by FMCG companies
3. Students to study the distribution strategies used by selected companies.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. https://www.mooc-list.com/tags/marketing-management#google_vignette
2. https://onlinecourses.nptel.ac.in/noc22_mg57/preview
3. <https://youtu.be/ob5KWs3I3aY?t=131>
4. <https://www.youtube.com/watch?v=OGs2YsqvWDg>
5. <https://youtu.be/mL7MASrDIQ>

COURSE OUTCOME

The student will be able to

- CO1** Understand the fundamental concepts of Product strategies.
- CO2** Analyse the significance of pricing strategies in marketing..
- CO3** Develop the effective distribution strategies.
- CO4** Develop the effective promotion strategies.
- CO5** Analyse the given case based on various marketing concepts.

RECOMMENDED BOOKS:

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 16/e, Pearson Education, 2022
2. Marketing Management- Indian Context, Global Perspective. Ramaswamy & Namakumari, SAGE, 6th Edition., 2018.
3. Marketing in the New Era by J S Panvar, Sage Publications, 2007

REFERENCE BOOKS:

1. Marketing Myopia , Theodore Levitt, Theordore Levitt , Harvard Business Press 2008.
 2. Marketing Lamb, Hair, Mc Dannel Cengage Learning 2010.
 3. Marketing by Lamb, Hair, McDaniel – Thomson, 2013 edition
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| BUSINESS ANALYTICS | | | | | |
|-----------------------------|----------------------------|------------|-----------|----------------------|----------|
| Course Code | MMBA2C7 | CIE | 50 marks | Contact Hours | 52 hours |
| Credits (L:T:P) | 2:0:1 | SEE | 100 marks | Exam Hours | 03 hours |
| Course Co-ordinator: | Ms. Seema B & Dr. Reshma.M | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To provide understanding of fundamentals of business analytics and Descriptive Analytics and its application in Business decision making.
2. To provide basic understanding of clustering method and its application.
3. To provide an understanding of big data analytics and its use in business decision making.
4. To provide an understanding about predictive analytics and Application of Analytics
5. To solve various real time business cases using data analytics tools.

SYLLABUS

MODULE 1

06 hours

Introduction to Business Analytics, Challenges; Data Analytics- Introduction to Descriptive Analytics, Data Types and Scales: Structured and Unstructured data, Cross-sectional, Time series and Panel Data; Data Measurement scales: Nominal, Ordinal, Interval and Ratio; Importing and exporting of data, Data Visualization using Tableau.

MODULE 2

05 hours

Introduction to Simple Linear Regression, Model Building, Estimation of parameters and Interpretation, Validation of SLR model, Outlier Analysis; Introduction to Multiple Linear Regression, Model Building and Interpretation.

MODULE 3

05 hours

Introduction to Big Data; Need for Big data; Characteristics of Big Data; structure of Big Data (Structured, Semi-structured, Unstructured and real time data); Benefits and barriers of Big Data Analytics; Mobile Data Analytics; Social Media Analytics.

MODULE 4

06 hours

Introduction to Predictive Analytics; Role of Business Analyst and Data Scientist. Business Analytics Optimization (BAO); Online Analytical Processing (OLAP); Online Transaction Processing (OLTP).

Financial Analytics; HR Analytics; Marketing Analytics; Supply Chain Analytics; Production and Operations analytics.

MODULE 5

04 hours

Case Study: Review and recap of case studies discussed from Module 1 to Module 4.

Self study component: Ethical considerations in data usage.

PRACTICAL COMPONENTS – 26 hours

1. Importing data set into Tableau, Data Cleaning and Tooltip option.
 2. Demonstration of sorting, filtering and types of charts.
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3. Demonstration of Histogram and line chart.
4. Demonstration of Heat map and Tree map.
5. Demonstration of Scatter plot.
6. Creation of tables.

Practical components are evaluated in Lab internal test for 50 Marks in CIE component

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

https://onlinecourses.nptel.ac.in/noc20_mg11/preview

COURSE OUTCOME

The student will be able to

- CO1** Understand the fundamentals of business analytics and apply tools of descriptive analytics for data forecasting.
- CO2** Analyse the data using clustering algorithms.
- CO3** Apply the use of big data for business decisions.
- CO4** Apply predictive and prescriptive analytics in business decisions.
- CO5** Apply business analytical techniques to provide solutions to business problems and aid in business decision making.

RECOMMENDED BOOKS:

1. Business Analytics, U Dinesh Kumar, Wiley India.
2. Fundamentals of Business Analytics, 2 nd Edition, R.N. Prasad, Seema Acharya, Wiley India

REFERENCE BOOKS:

1. Albright Winston “Business Analytics, Data Analysis and Decision Making” 5th edition, Cengage Publication
 2. Cindi Howson “Successful Business Intelligence” 2nd edition, Mc Graw Hill Education, Mc Graw Hill Education
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| DESIGN THINKING AND INNOVATION | | | | | |
|---------------------------------------|-------------------|------------|-----------|----------------------|----------|
| Course Code | MMBA2C8 | CIE | 50 marks | Contact Hours | 40 hours |
| Credits (L:T:P) | 1:0:1 | SEE | 100 marks | Mode of Exam | Viva |
| Course Coordinator: | Dr. Nethravathi N | | | | |

COURSE CONTENT:

COURSE OBJECTIVES

1. To familiarize students with Design Thinking (DT) and its phases.
2. To make students aware of the evolution, concepts & models of Design Thinking.
3. To provide learners with the context, methods and mindsets related to Design Thinking.
4. To equip students with the opportunities to ideate and find solutions by applying DT.
5. To provide knowledge on prototype evaluation.

SYLLABUS

MODULE 1

3 hours

Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking, A Look at the History of Design Thinking, Four Core Principles of Successful Innovation, A Model of the Design Innovation Process, Seven Modes of the Design Innovation Process, Understanding Methods.

MODULE 2

3 hours

Sense Intent: Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent,
Know Context: Mindsets, Knowing Context History, Understanding Frontiers, Seeing System Overviews, Understanding Stakeholders, Using Mental Models

MODULE 3

2 hours

Know People: Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs.- POEMS, Field Visit, Video recording.

MODULE 4

2 hours

Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles. User Groups Definition, Compelling Experience Map, User Journey Map,

MODULE 5

3 hours

Frame solutions: Solution Diagramming, Solution Storyboard, Solution Enactment, Solution Prototype, Solution Evaluation, Solution Roadmap, Pilot Development and Testing, Implementation Plan.

PRACTICAL COMPONENTS: 27 hours

1. Interview a start-up founder to comprehend prototype development.
 2. Observe and record the innovation and technology synchronisation for creative design thinking
 3. Conduct interviews with users experts and social entrepreneurs and develop socially sustainable prototypes.
 4. Develop a user groups and design user journey map.
 5. Design a story board of your solution.
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6. Evaluate the viability of the solution- commercial, social and environmental.
7. Conduct the pilot study of the proposed prototype.
8. Observe and record the testing of the proposed prototype.
9. Evaluate the requirements of MVP.
10. Develop the implementation plan.

WEB LINKS AND VIDEO LECTURES (E-RESOURCES):

1. https://onlinecourses.nptel.ac.in/noc22_mg75/preview.
2. <https://www.ideo.com/pages/design-thinking-resources>
3. <https://www.innovationtraining.org/stanford-design-thinking-resources/>
4. <https://www.teachthought.com/pedagogy/45-design-thinking-resources-for-educators/>
5. <https://theaccidentaldesignthinker.com/design-thinking-tools-resources/>

COURSE OUTCOME

The student will be able to

- CO1** Understand the Design Thinking process from a business management perspective.
- CO2** Apply the knowledge and skills of Design Thinking in prototype development for product and service innovations.
- CO3** Analyse sustainable and societal challenges and find solutions.
- CO4** Develop a prototype and evaluate new product and service concepts through applied creativity and innovation.
- CO5** Evaluate the prototype under the light of feasibility and viability to commercialize at the market.

RECOMMENDED BOOKS:

1. 101 Design Methods – A Structured Approach to Driving Innovation in Your Organization by Vijay Kumar, John Wiley & Sons, 2013.
2. Design Thinking for Strategy – Innovating towards Competitive Advantage by Claude Diderich, Springer, 2020.

REFERENCE BOOKS:

1. The Design of Business – Why Design Thinking is the Next Competitive Advantage by Roger Martin, Harvard Business Press, 2009.
 2. Design Thinking – Integrating innovation, Customer experience, & Brand Value by Thomas Lockwood, Allworth Press, 2009
 3. Design Thinking Methodology by Emrah Yayici, ArtBizTech, 2016.
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