


## I SEMESTER MBA

Sl No	Course		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical/ Field work/Assignment/ Case study			CI E	SE E	
1	Management and Organizational Behavior	20MBA11	3	-	3	3	50	50	100
2	Managerial Economics	20MBA12	3	-	3	3	50	50	100
3	Technology and Operational Strategy	20MBA13	3	-	3	3	50	50	100
4	Marketing Management	20MBA14	3	-	3	3	50	50	100
5	Financial Management	20MBA15	3	-	3	3	50	50	100
6	Human Resource Management	20MBA16	3	-	3	3	50	50	100
7	Business Law and Governance	20MBA17	3	-	3	3	50	50	100
8	Seminar – I (Soft Skill and Communication)	20MBAS18	-	4	2	-	50	-	50
9	Lab (Accounting and its Application)	20MBAL19	-	4	2	-	50	50	100
<b>TOTAL</b>			<b>21</b>	<b>8</b>	<b>25</b>		<b>450</b>	<b>400</b>	<b>850</b>

## I SEMESTER

	<b>MANAGEMENT AND ORGANIZATION BEHAVIOR</b>		
	Sub Code : 20MBA11	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
	CIE Marks : 50	SEE Marks: 50	

### Course Objectives:

1. To make students understand fundamental concepts, historical development and principles of management, basic roles, skills and application of managerial functions.
2. To understand the basic concepts and theories underlying individual behavior besides developing Better insights into one's own self.
4. To make students aware of Individual behavior in groups and develop motivational and leadership skills to become a better facilitators for building effective teams as leaders themselves

Unit No.	Syllabus Content	No. of Hours
1	<p><b>Introduction:</b> Definition of management, Nature, Functions, Levels of management, Roles of Management/managerial roles, Managerial skills, Management as a science or Art or Profession, Management &amp; Administration, Development of Management thoughts :(a). Early Management Approaches: Psychological development, Scientific management ,Administrative ,Bureaucratic and Human relations movement. (b) Modern Management approaches- Behavioural, Systems, Quantitative, Contingency.</p> <p><b>Social responsibility(CSR):</b> Arguments for and against CSR, Limitations</p> <p><b>Business Ethic :</b> meaning, sources , managing ethics.</p> <p><i>Case Study Discussion</i></p>	<b>9 Hours</b>
2	<p><b>Planning ,Organizing and Staffing</b></p> <p><b>Planning:</b> Meaning and Nature, Types of Plans and Steps in Planning process. Decision-making, Process of decision-making.</p> <p><b>Organizing:</b> Nature and purpose of organization, Types of organization structure, Centralization Vs Decentralization, authority and responsibility, span of control, MBO and MBE ( meaning)</p> <p><b>Staffing:</b>Nature&amp; Importance, Process of Selection and Recruitment.</p> <p><b>Directing</b> – Meaning &amp; Nature of directing, Leadership Styles: Autocratic, Democratic, Charismatic, Laissez faire &amp; Participative</p> <p><b>Controlling:</b> Meaning,the basic control process. Types of control</p> <p><i>Case Study Discussion</i></p>	<b>9 Hours</b>
3	<p><b>Introduction:</b> Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.</p> <p><b>Organisation culture:</b> Meaning and definitions, Characteristics, cultural dimensions.guidelines for culture change.</p> <p><b>Contemporary issues in Organisational Behaviour:</b> Organizational behaviour (OB) in global context, Managing Diversity, Multicultural Organizations, Gender sensitisation, Employee engagement.</p>	<b>11 Hours</b>

	<p><b>Foundations of Individual Behaviour:</b> Individual behaviour, Foundations of individual behaviour</p> <p><b>Personality:</b> Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.</p> <p><b>Perception:</b> Meaning, Process of perception, factors influencing perception.</p> <p><b>Attitude: Definition,</b> Formation, components of attitudes, relation between attitude and behavior</p> <p><b>Learning:</b> definition - theories of learning - some specific organizational applications.</p> <p><i>Case Study Discussion</i></p>	
<b>4</b>	<p><b>Managing Human at work</b></p> <p><b>Motivation:</b> Meaning, theories of motivation-needs theory, Herzberg's two factor theory, Mc Gregor's Theory X and Y</p> <p><b>Leadership:</b> Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories.</p> <p><b>Emotions:</b> meaning, types of emotions, determinants, emotional labour, emotional intelligence</p> <p><b>Group dynamics: Nature,</b> types of groups, stages of group formation, pitfalls of groups, group structuring.</p> <p><i>Case Study Discussion</i></p>	<b>9 Hours</b>
<b>5</b>	<p><b>Employee stress:</b> forms, causes, implications, approaches to stress management</p> <p><b>Team Dynamics:</b> Nature, Team vs Groups, Benefits, Types, Implementing Teams in organizations, Team issues, typical teams in organization.</p> <p><b>Conflict Management:</b> Nature of conflict, Changing views of conflict, Process, Levels, Conflict Resolution, Conflict Management Styles, Negotiation and Conflict Resolution.</p> <p><i>Case Study Discussion</i></p>	<b>7 Hours</b>

#### Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

#### Practical Components:

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

#### Course Outcomes:

At the end of the course students are able to:

1. Appreciate the overview of theory of management and demonstrate their exposure on recent trends in management.

2. Comprehend & correlate all the concepts of management and its functions and link them to organizational context.
3. Realise the organisational behaviour and foundations of individual behaviour. and demonstrate the same in taking critical decisions.
4. Demonstrate their acumen in motivating, leading team , effectively use their skills for self-grooming, working in groups and to achieve organizational goals in real world/situation.
5. Apprehend and demonstrate their exposure on recent trends in management.

	<b>PO1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>
<b>CO1</b>	<b>3</b>		<b>2</b>	<b>2</b>		<b>2</b>
<b>CO2</b>	<b>3</b>		<b>2</b>		<b>2</b>	<b>2</b>
<b>CO3</b>	<b>3</b>		<b>2</b>		<b>2</b>	<b>2</b>
<b>CO4</b>	<b>3</b>		<b>2</b>		<b>2</b>	<b>2</b>
<b>CO5</b>	<b>3</b>		<b>2</b>		<b>2</b>	<b>2</b>


#### **RECOMMENDED BOOKS**

- Management and Behavioural Process, K.Ashwathappa and G. Sudarsana Reddy, Himalaya Publishing House, First edition 2009.
- Essentials of Management-Koontz, 8/e, McGraw Hill
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010
- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.

#### **REFERENCE BOOKS:**

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.
- Management: Text and Cases-VSP Rao, Excel Books
- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education
- Fundamentals of Organizational Behaviour - Slocum/Hillriegel.Cengene Learning
- Organizational Behaviour - Aquinas P. G, Excel BOOKS.

## MANAGERIAL ECONOMICS

	Subject Code: 20MBA12	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50		SEE Marks: 50

### COURSE OBJECTIVES

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process
- To understand macro-economic analysis essential for business managers

Unit No.	Syllabus Content	No. of Hours
1	<b>Managerial Economics:</b> Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance.( Problems on Elasticity of Demand only).	<b>8 hours</b>
2	<b>Production Analysis:</b> Concept, Production Function- Total, Average, & Marginal Product –Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination- Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function.	<b>9 hours</b>
3	<b>Cost and Revenue Profit Functions:</b> Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves <b>Profits:</b> Determinants of Short-Term & Long Term Profits, Measurement of Profit. <b>Break Even Analysis-</b> Meaning, Assumptions, determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)	<b>10 hours</b>
4	<b>Market Structure:</b> Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration.	<b>8 hours</b>
5	<b>Indian Economic Environment:</b> Recent changes in Indian Economy. <b>Measurement of National Income:</b> Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. <b>Business Cycle</b> – Features, Phases, Economic Indicators, Inflation: Types, causes, Measurement, Kinds of Price Indices, Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.	<b>10 hours</b>

### Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.

- Students have to answer 5 full questions, selecting ONE from each unit.

**REFERENCE BOOKS:**


- Managerial Economics, D.N Dwivedi, 6<sup>th</sup> ed., Vikas Publication.
- Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
- Managerial Economics, H. L Ahuja, S. Chand, 2011
- Indian Economy, K P M Sundharam and Dutt, 64<sup>th</sup> Edition, S Chand Publication.
- Indian Economy, Misra and Puri, Himalaya Publications
- Managerial Economics- Principles and worldwide applications, Dominick Salvatore, 6e, Oxford Publication, 2010
- Managerial Economics: Case study solutions- Kaushal H, 1/e., Macmillan, 2011

**COURSE OUTCOME**

1. Exposure in determining the law of elasticity of demand and demand forecasting
2. Properly analyzing the Product cost to fix the competitive price.
3. Applying the effective cost and profit analysis to meet the BEP
4. Proper understanding of the market structure to estimate competitive price.
5. Measuring the external business environment influences in the business cycle and the economy.

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	1		
CO2		3		1		
CO3		3			1	2
CO4			2	1		
CO5	3	1	3		1	

## TECHNOLOGY & OPERATIONAL STRATEGY

	Subject Code: 20MBA13	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50	SEE Marks: 50	

### Course Objectives

1. To acquaint the student with the basic management principles with respect to production and operations management.
2. To Familiar the student with different types of Production Systems.
3. To explain the students regarding various techniques used in Operations Management efficiency in quality control and systems

Unit No.	Content	No. of Hours
1	<b>Introduction to Production and Operation Management</b> Meaning, Definition, Scope and Functions. Industry 4.0 and Operations Management in Indian Context. Facility Location and various factors, Facility Layout and its types, Plant Utilities.	8
2	<b>Process Management Mapping</b> Process Mapping, Process Flow charts, Ishikawa Diagrams, Fishbone Diagram and Cause and Effect Relationship. Lean Manufacturing Introduction, Lean Operations in the service sector.	7
3	<b>Toyota Production Systems.</b> Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems – Focused Areas, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE	8
4	<b>Total Quality Management</b> Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM. TQM tools - Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Quality Circles. Total Productive Maintenance (TPM) – Concept and need.	10
5	<b>Quality Systems - ISO and Six Sigma and SCM</b> ISO: Its role and Functions, Quality System Family Series ISO 9000, ISO 14000, ISO21000. Six Sigma: Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation. Supply Chain and Operations: Supply Chain “KEIRETSU”, Core Competency, POM and Objectives of Supply Chain, Purchasing and Supply Chain, Sources, Service Quality and Supply Chain.	12

### Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### Reference Books

1. Sridhar Bhat K, OPERATIONS MANAGEMENT, Himalaya Publications


2. Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, Oxford, NewDelhi, 2007
3. Sridhar Bhat K, Total Quality Management, Himalaya Publishing House Ltd.

**Course Outcomes:**

1. Providing the Domain knowledge on Production and Operations management concepts.
2. Demonstrating the various flow processes of manufacturing and services.
3. Exposure on real life production systems followed by the world leading manufacturing company.
4. Exposure to get knowledge on quality management and tools for maintaining the minimum quality standards to protect the environment and the society at large.
5. Discussions of various quality certifications and supply chain management processes.

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					1
CO2		1				
CO3		3				
CO4	2			3		2
CO5	3			1		



	Subject Code: 20MBA14	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration : 03 Hrs
	CIE Marks: 50	SEE Marks: 50	

## MARKETING MANAGEMENT

### **COURSE OBJECTIVES:**

1. To provide students an insight into the basic concepts of marketing management.
2. To help students to understand various marketing tools/models for solving marketing Problems in the changing business environment.
3. To understand fundamental premise underlying market driven strategies.

Unit No.	Syllabus Content	No. of Hours
<b>1</b>	<p><b>Introduction to Marketing:</b> Meaning, Importance, functions of marketing. Company Orientations towards the market place. Fundamental marketing concepts, marketing mix, marketing strategy. Trends in marketing practices, Socially responsible marketing and The Future of Marketing.</p> <p><b>Scanning the marketing environment</b> (micro &amp; macro).</p> <p><b>Marketing research:</b> objectives, limitations, scope and applications.</p> <p><b>Business v/s consumer market:</b> Analyzing Consumer-Roles, decision making process, factors influencing buying behavior, buying situations, buying motives <b>and</b> Business Market - Characteristics.</p> <p><b>Identifying bases for Market segments and target market and its Strategies.</b></p> <p><i>Case Study Discussion</i></p>	<b>10 Hours</b>
<b>2</b>	<p><b>Introducing New market Offerings</b> – Challenges, New product Development process.</p> <p><b>Creating Brand Equity-</b> Meaning, Branding strategy.</p> <p><b>Crafting the Brand Positioning-</b> Meaning, Differentiation strategies, Product Life Cycle Marketing strategies.</p> <p><b>Setting Product strategy-</b> Product Characteristics, levels, product mix and its strategies, product classification, Packaging, Labeling, Warranties and Guarantees.</p> <p><b>Designing and Managing Services-</b> characteristics &amp; strategies.</p> <p><i>Case Study Discussion</i></p>	<b>10 Hours</b>
<b>3</b>	<p><b>Developing Pricing strategies and Programs :</b> Significance of pricing, factor influencing pricing, objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.</p> <p><b>Designing and Managing Value networks and Channels:</b> Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, resolution, Network Marketing.</p> <p><b>Designing and Managing Integrated Marketing Communications:</b> Communication objectives, steps in developing effective communication, Stages in designing message. <b>Advertising:</b> Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile</p>	<b>10 Hours</b>

	Advertising, Social Media for Advertising. <b>Sales Promotion:</b> Tools and Techniques of sales promotion, Push-pull strategies of promotion. <b>Personal selling:</b> Steps involved in Personal Selling. <b>Publicity/Public Relation</b> -word of mouth, sponsorships. <b>Database marketing:</b> Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. <i>Case Study Discussion</i>	
4	<b>Developing marketing plan:</b> Nature and Contents, steps involved in Marketing Planning. Marketing strategic planning process. <b>Marketing Audit-</b> Meaning, Feature, Various components of Marketing Audit. Market share analysis & marketing cost analysis. <i>Case Study Discussion</i>	<b>5 Hours</b>
5	<b>Digital Marketing:</b> Online marketing Domains- Promises and Challenges. Marketing in the 21st century opportunities, challenges & Ethics. <b>Types of Media used in Digital marketing:</b> Websites, Pay per click, Content Marketing, Social Media Marketing, Email Marketing, Affiliate Marketing, Video Marketing, Mobile Marketing, Interactive advertising, International Online Marketing, Search Engine Marketing, Online Partnership, Viral Marketing, E-CRM, E-Business, E-Tailing. <i>Case Study Discussion</i>	<b>10 Hours</b>

#### Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

#### Practical component:

- Analyze Product Life Cycle of few Products like-Electronic goods, Computers.
- Analyze Positioning strategies used by FMCG/Durable products.
- Analyze Marketing strategies/planning used by automobile/ cosmetic and FMCG companies.

#### Course outcome:

1. Students will be able to apprehend the concepts of marketing, functions, marketing environment, segmentation & target market.
2. Students will be able to recognize the new product development process & product life cycle strategy & Services.
3. Students will be able to gain an insight into pricing, place /marketing channel & promotion strategy.
4. Students will be able to realize the marketing plan process & the marketing audit..
5. Students will be able to demonstrate the digital marketing - challenges & opportunities & ethics in marketing.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3	3	2	3	2	
CO2	3		2			2

CO3	3		2	2	3	2
CO4	3		2		3	2
CO5	3		3	3	2	2


**RECOMMENDED BOOKS**

- Marketing Management: A South Asian Perspective – Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
- Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014
- Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012

**REFERENCE BOOKS**

- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012
- Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011.
- Marketing Management – Karunakaran, HPH.

## FINANCIAL MANAGEMENT

	Subject Code: 20MBA15	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		No. of Practical hrs per week: 01
	CIE Marks: 50	Exam Duration hrs: 03	SEE Marks: 50 (T40:P60)

### COURSE OBJECTIVES:

- To introduce the functions of FM, financial system, & Concepts of Time value.
- To be exposed to different financing decisions like financing, investing & dividend decisions.
- To apply the tools and methods used to take the three decisions of finance.
- To gain knowledge about the sources of investment.

*Note: Answer any FIVE full questions, from each unit two sets of question are given.*

Unit No.	Syllabus Content	No. of Hours
<b>1</b>	<b>Financial management</b> – Introduction, Objectives, Functions -Changing role of finance managers. Indian Financial System: Financial market, instruments, institutions & services. <b>Time value of money</b> –Basic concepts – Future value & present value of single cash flow & Annuity, Capital recovery & loan amortization. <b>Case Study on Loan amortization.</b>	<b>10 Hours</b>
<b>2</b>	<b>Sources of Financing</b> - Shares, Debentures, Term loans, Lease financing, Venture capital investing, Warrants. Angel investing Private equity, convertibles. <b>Dividend Decisions</b> - Dividend policy – Types & Factors affecting the dividend policy .	<b>05 Hours</b>
<b>3</b>	<b>Cost of Capital</b> – Calculation of Specific costs, Determination of Weighted average cost of capital (WACC). <b>Capital structure decisions</b> –EBIT–EPS Analysis, Point of Indifference, <b>Leverages</b> -Types and Measurement. <b>Case study on WACC, planning the capital structure &amp; Leverages</b>	<b>10Hours</b>
<b>4</b>	<b>Long-Term Investment decisions</b> – Process of Capital Budgeting Investment evaluation techniques – Discounting, Non-discounting and modified techniques. Estimation of cash flows – elements, basic principles and cash flow estimation for new and replacement projects. <b>Case study on Projecting the Cash flows &amp; replacement projects.</b>	<b>12Hours</b>
<b>5</b>	<b>Short Term Investment decisions</b> - factors influencing working capital requirements. Working capital financing, Operating cycle and cash cycle. Estimation of working capital requirements of a firm. <b>Case study on Estimation of working capital.</b>	<b>08 Hours</b>

## PRACTICAL COMPONENTS

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

## COURSE OUTCOMES:

1. The student will exhibit the conceptual understanding of financial Management & system.
2. The student applies the concept of Time value of money in decision making.
3. The student will be able to analyse the different sources of capital.
4. The student will be able to determine the optimal capital structure & to analyse their costs.
5. The student will be able to evaluate the capital budgeting decisions, Project the Cash flows and working capital requirements.

## RECOMMENDED BOOKS:


1. Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
4. Financial Management: Comprehensive Text Book with case Studies – Ravi M. Kishore, 7/e, Taxmann.

## REFERENCE BOOKS:

1. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
2. Financial Management & Policy- Vanhorne, James C., 12/e, Pearson, 2002
3. Financial Management – Paresh P. Shah, 2/e, Biztantra.

## Mapping Course Outcomes with Program Outcomes:

Course Outcome	Programme Outcomes					
	1	2	3	4	5	6
1	3	2				
2		3				
3	2	3				
4		3		2		
5		3		2		

	<b>HUMAN RESOURCE MANAGEMENT</b>		
	Sub Code : 20MBA16	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
	CIE Marks : 30	SEE Marks: 100	

**COURSE OBJECTIVES:**

1. To develop a meaningful understanding of HRM theory, functions and practices, career opportunities to the students in HR field.
2. To create awareness about the various steps involved in Selection, Placement and Induction, training and development procedure.
3. To make students aware about the performance measurement, compensation and e HRM.

Unit No.	Syllabus Content	No. of Hours
<b>1</b>	<b>Human Resource Management:</b> Introduction, meaning, nature, Importance and Evolution of the concept of HRM - Major functions of HRM. objectives of HRM, Difference between HRM and Personal Management, factors influencing HRM, HR Manager as a Strategic partner,	<b>8 Hours</b>
<b>2</b>	<b>Job Analysis:</b> Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification. <b>Human Resource Planning:</b> Process of Human Resource Planning,	<b>8 Hours</b>
<b>3</b>	<b>Recruitment:</b> Definition, Sources of Recruitment, New Approaches to recruitment. ( campus recruitment, job fairs, role of media in recruitment) <b>Selection:</b> Definition and Process of Selection, Selection Tests and interviews, Joining formalities. <b>Placement:</b> Meaning, Induction/Orientation. Internal Mobility, Transfer, Promotion, Demotion and External mobility: Absenteeism, attrition, Employee voluntary and involuntary Separation, right sizing Students have collect the information employment trends in Indian market-	<b>12 Hours</b>
<b>4</b>	<b>Training and Development:</b> Training v/s development, Training methods- on the job and off the job. <b>Performance Appraisal:</b> Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal. <b>Compensation:</b> Meaning and significance of compensation and benefits. Components of salary. Financial rewards, non-financial rewards. Survey of software packages for HRIS, R to R software, Basic knowledge of ERP software such as SAP, Oracles Financials and Ramco's Marshal	<b>9 Hours</b>
<b>5</b>	<b>Human Resource Management in future:</b> HRM in the global context, internal and external fit of HRM system, Technology as competitive weapon, emerging trends in functional domains. office automation, computerized cost control, mobile and ecommerce, information technology & e-HRM, issues, Future challenges & developments in HRM	<b>8 Hours</b>

### Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### PRACTICAL COMPONENT:

1. Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
2. Give a job analysis case and ask the students to prepare job description and job specification.
3. Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

### COURSE OUTCOMES:

1. *The practical application of HRM concepts, functions and practices builds the career opportunities to the students in HR field.*
2. *The students will apply knowledge in arriving at the effective human resource planning, effective job analysis.*
3. *The students will demonstrate their knowledge in recruiting, selecting the right candidate, placing them at the right place both in domestic and global level.*
4. *The students will learn to organise a training and development programmes, apply the knowledge in measuring the performance and compensate employees in the real corporate world.*
5. *Practical knowledge of using the technology and HR related software in global work place.*

### RECOMMENDED BOOKS:


1. Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
2. Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
3. Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, 16th Rep., Cengage Learning, 2012.
4. Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
5. Human Resource Management – Aswathappa K HPH

### REFERENCE BOOKS:

1. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
2. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
3. Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.
4. Human Resource Management & Industrial relations, P.Subba Rao, Himalaya Publishing House, Mumbai.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	1	2				
CO2	3	2		1		2
CO3		3			3	
CO4	3	1		1	1	
CO5	2	3	3		1	

## BUSINESS LAW & GOVERNANCE

 <small>Aided by Govt. Of Karnataka</small>	Subject Code: <b>20MBA17</b>	No. of Credits: 03	Total no of lecture hrs : 45
	No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
	CIE Marks : 30	SEE Marks: 100	

### **COURSE OBJECTIVES:**

- To enable students to understand the legal environment of business and challenges and complexities faced by businesses.
- To help students understand the interface between government and businesses.
- To help students to develop an understanding of Social Responsibility of business enterprise.

*Note: Each unit will have an internal choice.*

Unit No.	Syllabus Content	No. of Hours
<b>1</b>	<b>Indian Contract Act, 1872</b> -meaning of promise, agreement, contract, essential elements of a valid contract, kinds of contracts, Unlawful and illegal agreements, Discharge of contract, Remedies for breach of contract. <b>Special Contract:</b> Law of Agency- definition, creation of an agency, classification of agents, termination of agency, Contract of Bailment- definition, kinds of bailment, rights and duties of the bailor, rights and duties of the bailee, Pledge-meaning, essentials of pledge, rights and duties of pledgee, rights and duties of pledgor. Contract of indemnity and guarantee.	<b>9 Hours</b>
<b>2</b>	<b>Companies Act 1956</b> - Definition, characteristics and kinds of companies, incorporation of a company <b>Directors:</b> appointment of directors, powers and duties of directors, types of meetings, modes of winding up of companies, <b>Companies Act-2013</b> -extent and application of the act, Scheme MCA21-electronic filing forms-highlights of scheme SPICe-Simplified Proforma for incorporating company electronically plus of Ministry of Corporate Affairs ( <a href="http://www.mca.gov.in">www.mca.gov.in</a> )	<b>9 Hours</b>
<b>3</b>	<b>Intellectual Property Act:</b> WTO and IP Rights, Patents, Copyright, Trademark, Geographical indications, Emerging issues in IPR & WIPO. ( <a href="http://www.ipindia.nic.in">www.ipindia.nic.in</a> ) <b>Consumer Protection Act:</b> Objectives, Salient features, Definition of consumer, Grievance redressal mechanism. Consumer Grievance redressal forums. <b>Environment Protection Act:</b> Objectives, features, scope & applicability, powers of the central government, penalties & provisions. ( <a href="http://www.legislative.gov.in">www.legislative.gov.in</a> )	<b>9 Hours</b>
<b>4</b>	<b>Study of Business, Government and Society (BGS):</b> Importance of BGS to Managers. <b>Public Policies: definition,</b> Role of public policies in governing business. categories of public policies, types of public policies, types of Government Regulations in Business: a) Economic regulations- payment of wages act, the bonus act, minimum wages act, employees provident fund act, workmen's compensation act, wage and salary administration, gratuity act b) social regulations-air (prevention and control of pollution) act, environment protection act, wild life protection act, intellectual property rights act, consumer act. <b>Corporate Social Responsibility:</b> definition and types of CSR, need of CSR, CSR principles, models, arguments for & against CSR. CSR in Indian perspective Indian examples (students activity).	<b>9 Hours</b>



<b>5</b>	<p><b>Corporate Governance:</b> Introduction, Definition, benefits of good corporate governance, Obligation to society, investors, employees and customers, managerial obligation, Indian cases.</p> <p><b>Business Ethics:</b> Meaning, importance of business ethics, approaches to business ethics, ethical decision making, unethical issues, benefits from managing ethics at workplace, ethical organizations.</p>	<b>9 Hours</b>
----------	--	--------------------

### QUESTION PAPER PATTERN

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### PRACTICAL COMPONENTS

1. Students are expected to collect any five CSR initiatives by Indian organizations and submit a report for the same.
2. A group assignment on the relationship between Business, Law and Society in Indian context.
3. Case studies/Role plays related ethical issues in business with respect to Indian context.
4. Students have to collect, analyse and discuss Memorandum of Association, Articles of Association & Prospectus of a company.
5. Organize a programme on consumer awareness and consumer rights.

### COURSE OUTCOMES

1. Demonstrate understanding of basic provisions of law of contract, Law of Agency and bailment and pledge.
2. The student will demonstrate understand the Companies Act.
3. Demonstrate understanding of basic provisions of the Intellectual property law, The Consumer Protection Act and The Environment protection Act.
4. The student will understand the interface between government & business and the importance of public policies for business decisions and Student will come to know the corporate social responsibility.
5. Student will follow the corporate governance and business ethics in working place.

### RECOMMENDED BOOKS

- Business Government and Society: N Mohan, Priyadarshini Pillai and Archana B.S – Himalaya Publishing House.
- Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
- Business and Government – Francis Cherunilam, HPH.
- Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
- Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
- Business Law for Managers, Goel P. K, Biztantra, 2012.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

### REFERENCE BOOKS


- Business and Society - Lawrence and Weber, 12/e, Tata McGraw- Hill, 2010.

- Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
- Corporate Governance - Keshoo Prasad, 2/e, PHI.
- Corporate Governance, Ethics and social responsibility - Balachandran V, & Chandrashekharan V, 2/e, PHI, 2011.
- Corporate Governance – Machiraju H. R, HPH.
- Business Ethics and Corporate Governance – Prabakaran S, Excel BOOKS.
- Corporate Governance – Badi N. V, Vrinda Publications, 2012.
- Civic Sense – Prakash Pillappa, Excel BOOKS, 2012.

***CO-PO MAPPING***

	<b>PO1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>
<b>CO1</b>	<b>3</b>					
<b>CO2</b>	<b>3</b>	<b>2</b>				
<b>CO3</b>	<b>3</b>	<b>1</b>	<b>1</b>			
<b>CO4</b>				<b>3</b>	<b>2</b>	
<b>CO5</b>				<b>3</b>		<b>2</b>

## ACCOUNTING & ITS APPLICATION - LAB

	Subject Code: 20MBAL19	No. of Credits: 02	Total no. of lecture hrs: 0
	No. of lecture hrs per week: 0		No. of Practical hrs per week: 04
	CIE Marks: 50	Exam Duration hrs: 03	SEE Marks: 50

### **COURSE OBJECTIVES:**

- To acquaint the student about the fundamentals of accounting.
- Application of tally software to create a masters & generating the reports.
- Analysing & interpreting the generated reports.

*Note: Creating the individual Company, generating & printing the reports.*

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Accounting: Definition of Accounting, Concepts & convention, Accounting Equations, Types of account, Journal, Ledger & Trial balance.	10 Hours
2	Installing & Activating Tally.ERP 9. Features of Tally, Creating Masters, Voucher Entry & Generation of Reports, Printing of Reports.	12 Hours
3	Financial statement analysis – Ratio Analysis – Generating the report of a sample company & interpreting the results.	10 Hours
4	Generating Cash flow statement – Analysis & Interpretation	07 Hours
5	Accounting for GST & Generating GST Reports	06 Hours

### **COURSE OUTCOMES:**

1. Students are able to acquire the knowledge & skill of traditional accounting practices.
2. Students are able to produce vouchers & create a company.
3. Students generate & analyze reports like income statement, Balance sheet, cash flow statement & ratios.
4. Students are capable of generating & analyzing the GST reports.
5. Students exhibit & follows the ethical & legal requirements in generating the accounting reports

### **RECOMMENDED BOOKS:**

1. A Text book of Accounting For Management – Maheswari S. N, Maheswari, Sharad K. Maheswari, 2/e, Vikas Publishing house (P)Ltd.
2. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
3. Computerised Accounting – Neeraj Goyal, Rohit Sachadev – kalyani publishers
4. GST accounting with Tally ERP.9
5. Learn Tally ERP-9 with GST and E way Bill – Rajesh Chedda -Paperback

### **REFERENCE BOOKS:**


1. Accounting for Managers: Text & Cases - Bhattacharya, 3/e, Vikas Publications, 2004.
2. Financial Accounting (IFRS update) Gary A. Porter & Curtis L.Norton, 6/e, Cengage Learning.

3. Essentials of Financial Accounting – Bhattacharya, 2/e, Prentice Hall India, (Based on IFRS)

**Mapping Course Outcomes with Program Outcomes:**

Course Outcome	Programme Outcomes					
	1	2	3	4	5	6
1	3					
2		3			1	
3		3			3	
4		3				
5				3		

## SEMINAR-I (SOFT SKILLS AND COMMUNICATION)

	Subject Code: 20 MBAS18	No. of Credits: 02	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 02		Practical :2 hr
	CIE Marks: 30		

### Course Objective:

1. *Demonstrate the fundamental principles of effective Business communication and soft skills;*
2. *Organize and express ideas in writing and speaking to produce messages suitably tailored for the topic and career enhancement..*
3. *To impart the effective communication through proper social medium, develop leadership qualities, self-management in workplace.*

Unit No.	Syllabus Content	No. of Hours
1	Soft skills: Meaning, importance, role of soft skills in personality development. Group Discussion Skills: Leadership Skills, Interpersonal Skills, Persuasive Skills, Conceptualization Skills. Etiquettes. First impression-best impression, greetings, body language, dressing sense.	8 Hours
2	CV's preparation: meaning and features of a CV, What makes a CV stand out? How does a CV differ from Resume? How descriptive is your CV? Interview Skills: how to approach the interviewer, sitting posture, body language, Listening, questioning, probing, paraphrasing, dialoging. Use of basic questions what, why, when, where, who and how. Written communication: meaning, types of oral communication, advantages and disadvantages of oral communication Business Letters and Reports: Introduction to business letters – Types of Business Letters – Writing routine and persuasive letters.	10 Hours
3	Meeting Documentation: Notice, Agenda, and Resolution & Minutes Leadership skills: Influencing • Coaching • Delegating • Empowerment • Team Player • Leadership Traits How to influence others in a positive manner using verbal and non-verbal techniques, How to identify the situation where influencing is used, Managing physical, emotions and mental states while influencing	10 Hours
4	Oral communication: meaning, types of oral communication, advantages and disadvantages of oral communication. Presentation skills: What is a presentation – elements of presentation – designing a presentation Rubrics Model of Presentation, Advanced visual support for business presentation- types of visual aids	8 Hours
5	Life skills: Interpersonal communication: Meaning and need of interpersonal communication. Techniques to improve interpersonal communication, benefits. Selling skills appearance, voice modulation, build the interest of the customer, show the features, and close the dialogue.	9 Hours

<p>Stress management: meaning, factors causing stress, positive and negative types of stress, effects of stress on body and mind, stress management techniques.</p> <p>Problem solving: meaning of problem solving, steps in problem solving, five Ws (What's) and one H (How) framework.</p> <p>Team building activities.</p>
--

**RECOMMENDED BOOKS:**

1. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education, 1/e, 2004
2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning , 3/E, 2002
3. Basic Business Communication – Lesikar, Flatley TMH 10/E, 2005
4. Advanced Business Communication – Penrose, Rasberry, Myers Thomson Learning, 4/e, 2002
5. Business Communication, M.K. Sehgal & V. Khetrapal, Excel Books.
6. Sizzling Soft Skills For Spectacular Success”.-Ameer Ali- ISBN9781947137332

**REFERENCE BOOKS:**

1. Effective Technical Communication By M Ashraf Rizvi :- TMH, 2005
2. Business Communication Today by BoveeThillSchatzman – Pearson & Education, 7th Ed, 2003
3. Contemporary Business Communication - Scot Ober-Biztantra, 5/e
4. Business Communication – Krizan, Merrier, Jones- Thomson Learning, 6/e, 2005

**COURSE OUTCOMES:**

1. Students will be aware of the fundamental concepts of soft skills and communication in organization and in cross-cultural setting.
2. Students will be able to describe written communication with communication networks.
3. Students can compose the business letters precisely and effectively and get exposure in drafting business proposals to meet the challenges of competitive environment
4. Students will exhibit understanding by analyzing people in the work place through emotional intelligence and leadership skills
5. Student will apply the knowledge of oral communication in the work place.
6. Students will be able to understand the importance of personal and social communication in the competitive global environment and life skills like stress management, problem solving skills.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1					3	
CO2		2			3	
CO3		2	3		3	
CO4		3		2	3	2
CO5		3			3	
CO6		2	1		3	3