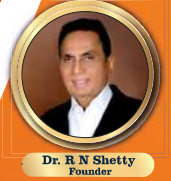


RN Shetty Trust®



RNS INSTITUTE OF TECHNOLOGY

(An Autonomous Institute Affiliated to VTU, NAAC Accredited with 'A+' Grade)
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Dr. R N Shetty
Founder

Master of Business Administration (MBA)

The Scheme and Syllabus of I & II Semesters
(2024 Autonomous Scheme)



Vision

Building RNSIT into a World Class Institution

Mission

To impart high quality education in Engineering, Technology and Management with a difference, enabling students to excel in their career by

- ◆ Attracting quality Students and preparing them with a strong foundation in fundamentals so as to achieve distinctions in various walks of life leading to outstanding contributions
- ◆ Imparting value based, need based, choice based and skill based professional education to the aspiring youth and carving them into disciplined, World class Professionals with social responsibility
- ◆ Promoting excellence in Teaching, Research and Consultancy that galvanizes academic consciousness among Faculty and Students
- ◆ Exposing Students to emerging frontiers of knowledge in various domains and make them suitable for Industry, Entrepreneurship, Higher studies, and Research & Development
- ◆ Providing freedom of action and choice for all the Stakeholders with better visibility



Master of Business Administration (MBA)

Vision of the Department

“Fostering transformative impact on business and society through innovations in Management education, Research and Entrepreneurship.”

Mission of the Department

- ▶ To develop professionally competent managers with social concern and high moral values.
- ▶ To offer inputs to the corporate world in enhancing productivity through research and consultancy and act as a nodal center for development.
- ▶ To impart management skills and capabilities with ample scope for individual growth.
- ▶ To cater to the corporate world by enhancing entrepreneurial skills among students.

PROGRAM OUTCOMES (POs)

POs are statements that describe what students are expected to know and be able to do upon graduating from the program. These relate to the skills, knowledge, analytical ability attitude and behaviour that students acquire through the program. The POs essentially indicate what the students can do from subject-wise knowledge acquired by them during the program. As such, POs define the professional profile of an MBA graduate

- ▶ Apply knowledge of management theories and practices to solve business problems.
- ▶ Foster analytical and critical thinking abilities for data-based decision making
- ▶ Ability to develop value-based leadership.
- ▶ Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.
- ▶ Ability to lead themselves and others in the achievement of organizational goal contributing effectively to a team environment
- ▶ Recognize the need for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment.
- ▶ Possess self-sustaining entrepreneurship qualities that encourages calculated risk taking

Vision of the Institute

“Building RNSIT into a world-class institution.”

Mission of the Institute

- ❖ **Attracting quality Students and preparing them with a strong foundation in fundamentals so as to achieve distinctions in various walks of life leading to outstanding contributions**
- ❖ **Imparting value based, need based, choice based and skill based professional education to the aspiring youth and carving them into disciplined, World class Professionals with social responsibility**
- ❖ **Promoting excellence in Teaching, Research and Consultancy that galvanizes academic consciousness among Faculty and Students**
- ❖ **Exposing Students to emerging frontiers of knowledge in various domains and make them suitable for Industry, Entrepreneurship, Higher studies, and Research and Development**
- ❖ **Providing freedom of action and choice for all the Stake holders with better visibility**

DEPARTMENT OF BUSINESS ADMINISTRATION

About the Department

Founded in 2004, MBA Program at RNS Institute of Technology, (RNSIT-MBA) has been in the forefront imparting high quality executive education and is one among the top five colleges in the state of Karnataka. State of the art infrastructure, dedicated and qualified staff, highly conducive environment for teaching-learning process and a lush green campus are the hallmarks of this professionally managed institution. The institute is autonomous and affiliated to Visvesvaraya Technological University (VTU), Belgaum, approved by All India Council for Technical Education (AICTE), New Delhi and 'A+' Accredited by National Assessment and Accreditation Council (NAAC), Bangalore.

Vision of the Department

“Fostering transformative impact on business and society through innovations in Management education, Research and Entrepreneurship.”

Mission of the Department

66

- ❖ To develop professionally competent managers with social concern and high moral values.
- ❖ To offer inputs to the corporate world in enhancing productivity through research and consultancy and act as a nodal center for development.
- ❖ To impart management skills and capabilities with ample scope for individual growth.
- ❖ To cater to the corporate world by enhancing entrepreneurial skills among students.

Program Educational Objectives

PEO1: Possess essential analytical and critical thinking skills to make graduates confident to solve business and social problems.

PEO2: Engage and succeed in professional career through team work, ethical behaviour, proactive involvement and effective communication.

PEO3: Demonstrate an understanding of the importance of lifelong learning through personal / professional development and sustainability.

PEO4: Assume managerial, leadership and entrepreneurial roles in their organizations and communities.

PEO5: Foster higher learning and succeed in academic and research pursuits.

Program Outcomes

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Ability to develop value-based leadership.
4. Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goal contributing effectively to a team environment.
6. Recognize the need for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment.
7. Possess self-sustaining entrepreneurship qualities that encourages calculated risk taking.

Program Specific Outcomes (PSOs)

The post graduate students of the department shall be able to

PSO1) Comprehend the contemporary features and characteristics of Business Management Science and its administration

PSO2) Analyse and interpret the dynamic situations for making Business Management strategies and decisions at the national and global level

PSO3) Handle responsibility with the ethical values for all actions undertaken by them.

PSO4) Adapt and focus on achieving the organisational goal and objectives with complete zeal and commitment.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU**Scheme of Teaching and Examinations: 2024-25****MASTER OF BUSINESS ADMINISTRATION (MBA)****Choice Based Credit System (CBCS) and Outcome Based Education (OBE)****I SEMESTER MBA**

SL. NO.	COURSE TYPE	COURSE		TEACHING HOURS/WEEK			TOTAL CREDITS	EXAM DURATION	MARKS FOR		TOTAL MARKS
		NAME	CODE	L	T	P			CIE	SIE	
1	PCC	Management & Organisational Behaviour	24MBA11	4	0	0	4	3	50	50	100
2	PCC	Entrepreneurship Development	24MBA12	4	0	0	4	3	50	50	100
3	PCC	Accounting For Managers	24MBA13	3	0	2	4	3	50	50	100
4	PCC	Marketing Management	24MBA14	4	0	0	4	3	50	50	100
5	PCC	Statistics For Managers	24MBA15	3	0	2	4	3	50	50	100
6	PCC	Business Communication	24MBA16	4	0	0	4	3	50	50	100
TOTAL				22	0	4	24	18	300	300	600

Note: PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Each course carries Four credits and is designed for 50 hours of Teaching-Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc., Societal project shall be Mandatory course, the students should identify and study problems faced by the society. The students must submit a report to the respective guides. This shall be an audit course on the lines of ability enhancement courses and shall be undertaken after the first semester and before commencement of the second semester.

Note:

- Each Course has a theory component of 04 hrs (04 credits, Except Accounting for Manager & Statistics for Manager Course). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching-learning process.
- 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases/Case Centre.

4. One Industrial Visit is preferable. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.

5. The Students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.

6. **Practical component:** Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.

7. **The students shall:**

(a) Gain confidence in modelling of management systems.

(b) Work on different software/s (tools) to Simulate, analyse and authenticate the output to interpret and conclude.

(c) Involve in case studies and field visits/ field work.

(d) Accustom with the use of standards/codes etc., to narrow the gap between academia and industry.

All activities should lead to enhancement of students' abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.

8. **Societal Project** (one week) is mandatory for all the students and this has to be carried out after the first semester during vacation and the report should be submitted by the students and should be assessed internally during the second semester and it is a non-credit but mandatory course (Audit Course).

RNS INSTITUTE OF TECHNOLOGY, BENGALURU
Scheme of Teaching and Examinations: 2024-25
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

II SEMESTER MBA

Sl. No.	Course Type	Course		Teaching Hours/Week			Total Credits	Exam Duration	Marks For		Total Marks
		NAME	CODE	L	T	P			CIE	SEE	
1	PCC	Human Resource Management	24MBA21	4	0	0	4	3	50	50	100
2	PCC	Financial Management	24MBA22	3	0	2	4	3	50	50	100
3	PCC	Research Methodology & IPR	24MBA23	4	0	0	4	3	50	50	100
4	PCC	Operations Research	24MBA24	4	0	0	4	3	50	50	100
5	PCC	Strategic Management	24MBA25	4	0	0	4	3	50	50	100
6	PCC	Managerial Economics	24MBA26	4	0	0	4	3	50	50	100
7	SEC	Societal Project	24MBA27	Skill Enhancement Course – It is Non-credit Mandatory Course							
TOTAL				23	0	2	24	18	300	300	600

Note: PCC: Professional Core Course, SEC: Skill Enhancement Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.,

Note:

- Each Course has a theory component of 04 hrs (04credits, Except Financial Management Course). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching-learning process
- 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.
- One Industrial Visit is preferable. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
- Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.
- Internship -24MBA37**(four weeks) to be carried out by the students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU
Scheme of Teaching and Examinations – 2024 - 25
MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

III SEMESTER MBA (Core Specialization)

S L N O.	COURSE TYPE	COURSE				TEACHING HOURS/WEEK			TOTAL CREDITS	EXAM DURATION	MARKS FOR		TOTAL MARKS
		MARKETING	FINANCE	HR	BUSINESS ANALYTICS	L	T	P			CIE	SIE	
1	PCC*	24MBA31*	24MBA31*	24MBA31*	24MBA31*	4	0	0	4	3	50	50	100
2	PCC*	24MBA32*	24MBA32*	24MBA32*	24MBA32*	4	0	0	4	3	50	50	100
3	PEC	24MBAMM33	24MBAFM33	24MBAHR33	24MBABA33	4	0	0	4	3	50	50	100
4	PEC	24MBAMM34	24MBAFM34	24MBAHR34	24MBABA34	4	0	0	4	3	50	50	100
5	PEC	24MBAMM35	24MBAFM35	24MBAHR35	24MBABA35	4	0	0	4	3	50	50	100
6	PEC	24MBAMM36	24MBAFM36	24MBAHR36	24MBABA36	4	0	0	4	3	50	50	100
7	PCC*	24MBA37*	24MBA37*	24MBA37*	24MBA37*	0	0	8	4	-	50	50	100
8	SEC*	24MBA38*	24MBA38*	24MBA38*	24MBA38*	Skill Enhancement Course – It is Non-credit Mandatory Course							
TOTAL						24	-	8	28	18	350	350	700

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course, SEC: Skill Enhancement Course

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Four credit courses are designed for 50 hours Teaching – Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc,

Note:

1. Each Course has a theory component of 03/04 hrs (04credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching – learning process

2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.

3. One Industrial Visit is preferable. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.

4. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

5. **Project Work-24MBA47** (six weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU

Scheme of Teaching and Examinations – 2024 - 25

MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

III SEMESTER MBA (Dual Specialization)

S L. N. O.	COURSE TYPE	COURSE			TEACHING			TOTAL CREDITS	EXAM DURATION	MARKS FOR		TOTAL MARKS
					HOURS/WEEK					CIE	SIE	
		MARKETING & FINANCE	FINANCE & HR	HR & MARKETING	L	T	P					
1	PCC*	24MBA31*	24MBA31*	24MBA31*	4	0	0	4	3	50	50	100
2	PCC*	24MBA32*	24MBA32*	24MBA32*	4	0	0	4	3	50	50	100
3	PEC	24MBAMM33	24MBAFM33	24MBAHR33	4	0	0	4	3	50	50	100
4	PEC	24MBAMM34	24MBAFM34	24MBAHR34	4	0	0	4	3	50	50	100
5	PEC	24MBAFM33	24MBAHR33	24MBAMM33	4	0	0	4	3	50	50	100
6	PEC	24MBAFM34	24MBAHR34	24MBAMM34	4	0	0	4	3	50	50	100
7	PCC*	24MBA37*	24MBA37*	24MBA37*	0	0	8	4	-	50	50	100
8	SEC*	24MBA38*	24MBA38*	24MBA38*	Skill Enhancement Course – It is Non-credit Mandatory Course							
TOTAL					24	-	8	28	18	350	350	700

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course, SEC: Skill Enhancement Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process.

The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.,

Note:

1. Each Course has a theory component of 04 hrs (04credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process

2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.

3. One Industrial Visit is preferable. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.

4. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

5. **Project work-24MBA47** (six weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU
Scheme of Teaching and Examinations – 2024 - 25
MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

III SEMESTER MBA (Dual Specialization)

S L. N. O.	COURSE TYPE	COURSE			TEACHING			TOTAL CREDITS	EXAM DURATION	MARKS FOR		TOTAL MARKS
					HOURS/WEEK					CIE	SIE	
		MARKETING & Business Analytics	FINANCE & Business Analytics	HR & Business Analytics	L	T	P					
1	PCC*	24MBA31*	24MBA31*	24MBA31*	4	0	0	4	3	50	50	100
2	PCC*	24MBA32*	24MBA32*	24MBA32*	4	0	0	4	3	50	50	100
3	PEC	24MBAMM33	24MBAFM33	24MBAHR33	4	0	0	4	3	50	50	100
4	PEC	24MBAMM34	24MBAFM34	24MBAHR34	4	0	0	4	3	50	50	100
5	PEC	24MBABA33	24MBABA33	24MBABA33	4	0	0	4	3	50	50	100
6	PEC	24MBABA34	24MBABA34	24MBABA34	4	0	0	4	3	50	50	100
7	PCC*	24MBA37*	24MBA37*	24MBA37*	0	0	8	4	-	50	50	100
8	SEC*	24MBA38*	24MBA38*	24MBA38*	Skill Enhancement Course – It is Non-credit Mandatory Course							
TOTAL					24	-	8	28	18	350	350	700

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course. SEC: Skill Enhancement Course

Practical /Field Work / Assignment are part of contact hours for the faculty and must be

considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning

process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.,

Note:

1. Each Course has a theory component of 04 hrs (04 credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process

2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.

3. One Industrial Visit is preferable. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.

4. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

5. **Project work-24MBA47** (six weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU
Scheme of Teaching and Examinations – 2024 - 25
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)
III SEMESTER MBA

III SEMESTER (Core Courses)							
Subject Code		Title of the Subject					
24MBA31		Logistics and Supply Chain Management					
24MBA32		International Business					
Specialization Courses							
Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
24MBAMM33	Consumer Behaviour	24MBAFM33	Strategic Cost Management	24MBAHR33	Recruitment & Selection	24MBABA33	Introduction to Python data and Control systems.
24MBAMM34	Sales & Retail Management	24MBAFM34	Security Analysis & Portfolio Management	24MBAHR34	Industrial Relations & Legislations	24MBABA34	Data Visualization
24MBAMM35	Services Marketing	24MBAFM35	Advanced Financial Management	24MBAHR35	Organizational Change & Development	24MBABA35	Business Analytics and Intelligence
24MBAMM36	Rural Marketing	24MBAFM36	Banking & Financial Services	24MBAHR36	Compensation & Reward Management	24MBABA36	Big Data Analytics
24MBA37	Internship	24MBA37	Internship	24MBA37	Internship	24MBA37	Internship
24MBA38	MOOCS Certification	24MBA38	MOOCS Certification	24MBA38	MOOCS Certification	24MBA38	MOOCS Certification

Note: Students need to produce a minimum of one MOOCS Certification courses with a minimum duration of 6-week courses in the Management Discipline. The department will issue a separate circular for this non-credit mandatory Course.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU
Scheme of Teaching and Examinations – 2024 - 25
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)
IV SEMESTER MBA (Core Courses)

S.L.N.O.	COURSE TYPE	COURSE				TEACHING HOURS/WEEK			TOTAL CREDITS	EXAM DURATION	MARKS FOR		TOTAL MARKS
		Marketing	Finance	HR	Business Analytics	L	T	P			CIE	SIE	
1	PCC	24MBA41	24MBA41	24MBA41	24MBA41	2	0	2	3	3	50	50	100
2	PCC	24MBA42	24MBA42	24MBA42	24MBA42	2	0	2	3	3	50	50	100
3	PEC	24MBAMM43	24MBAFM43	24MBAHR43	24MBABA43	2	0	2	3	3	50	50	100
4	PEC	24MBAMM44	24MBAFM44	24MBAHR44	24MBABA44	2	0	2	3	3	50	50	100
5	PEC	24MBAMM45	24MBAFM45	24MBAHR45	24MBABA45	2	0	2	3	3	50	50	100
6	PEC	24MBAMM46	24MBAFM46	24MBAHR46	24MBABA46	2	0	2	3	3	50	50	100
7	PCC	24MBA47	24MBA47	24MBA47	24MBA47	0	0	12	6	-	50	50	100
TOTAL						12	0	24	24	-	350	350	700

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only. Three credit courses are designed for 40 hours Teaching – Learning process.

The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.,

Note:

1. Each Course has a theory component of 2 hrs and Practical Component of 2 hrs (3credits). The Time- Table allotment for each course should be 4 hrs.
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU

Scheme of Teaching and Examinations – 2024 - 25
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)
IV SEMESTER MBA (Dual Specialization)

SL · N O.	COURSE TYPE	COURSE			TEACHING HOURS/WE EK			TOTAL CREDITS	EXAM DURATION	MARKS FOR		TOTAL MARKS
		Marketing & Finance	Finance & HR	HR & Marketing	L	T	P			CI E	SI E	
1	PCC	24MBA41	24MBA41	24MBA41	2	0	2	3	3	50	50	100
2	PCC	24MBA42	24MBA42	24MBA42	2	0	2	3	3	50	50	100
3	PEC	24MBAMM43	24MBAFM43	24MBAHR43	2	0	2	3	3	50	50	100
4	PEC	24MBAMM44	24MBAFM44	24MBAHR44	2	0	2	3	3	50	50	100
5	PEC	24MBAFM43	24MBAHR43	24MBAMM43	2	0	2	3	3	50	50	100
6	PEC	24MBAFM44	24MBAHR44	24MBAMM44	2	0	2	3	3	50	50	100
19	PCC	24MBA47	24MBA47	24MBA47	0	0	12	6	-	50	50	100
TOTAL					12	0	24	24	-	350	350	700

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only. Three credit courses are designed for 40 hours Teaching – Learning process.

The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.,

Note:

1. Each Course has a theory component of 2 hrs and Practical Component of 2 hrs (3credits). The Time-Table allotment for each course should be 4 hrs.
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU

Scheme of Teaching and Examinations – 2024 - 25
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)
IV SEMESTER MBA (Dual Specialization)

SL. No.	COURSE TYPE	COURSE			TEACHING HOURS/WEEK			TOTAL CREDITS	EXAM DURATION	MARKS FOR		TOTAL MARKS
		Marketing & Business Analytics	Finance & Business Analytics	HR & Business Analytics	L	T	P			CI	SI	
1	PCC	24MBA41	24MBA41	24MBA41	2	0	2	3	3	50	50	100
2	PCC	24MBA42	24MBA42	24MBA42	2	0	2	3	3	50	50	100
3	PEC	24MBAMM43	24MBAFM43	24MBAHR43	2	0	2	3	3	50	50	100
4	PEC	24MBAMM44	24MBAFM44	24MBAHR44	2	0	2	3	3	50	50	100
5	PEC	24MBABA43	24MBABA43	24MBABA43	2	0	2	3	3	50	50	100
6	PEC	24MBABA44	24MBABA44	24MBABA44	2	0	2	3	3	50	50	100
19	PCC	24MBA47	24MBA47	24MBA47	0	0	12	6	-	50	50	100
TOTAL					12	0	24	24	18	350	350	700

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only. Three credit courses are designed for 40 hours Teaching – Learning process.

The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.,

Note:


- Each Course has a theory component of 2 hrs and Practical Component of 2 hrs (3credits). The Time-Table allotment for each course should be 4 hrs.
- 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

RNS INSTITUTE OF TECHNOLOGY, BENGALURU

Scheme of Teaching and Examinations – 2024 - 25
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)
IV SEMESTER MBA

IV SEMESTER (Core Courses)							
Subject Code		Title of the Subject					
24MBA41		Emerging Technologies for Business					
24MBA42		Innovation & Design Thinking					
Specialization Courses							
Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
24MBAMM43	Strategic Brand Management	24MBAFM43	Tax Management	24MBAHR43	Conflict and Negotiation Management	24MBABA43	Machine Learning
24MBAMM44	Integrated Marketing Communications	24MBAFM44	International Financial Management	24MBAHR44	Global HRM	24MBABA44	Predictive Analytics
24MBAMM45	Digital and Social Media Marketing	24MBAFM45	Risk Management and Insurance	24MBAHR45	Personal Growth and Interpersonal Effectiveness	24MBABA45	Digital Analytics
24MBAMM46	B2B Marketing	24MBAFM46	Mergers, Acquisitions and Corporate Restructuring	24MBAHR46	Strategic Talent Management	24MBABA46	Strategy Analytics
24MBA47	Project Work	24MBA47	Project Work	24MBA47	Project Work	24MBA47	Project Work

I SEMESTER

	MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR			
	Course Code	24MBA11	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> To understand and analyze Management and Organizational Behaviour theories and models. To classify and differentiate between the best methods to solve the problems. To compare the appropriate framework for solving the problems at the workplace. To apply Management and OB concepts to real-world business scenarios. 				
Module 1 - Introduction to Management				10 Hours
Introduction: Meaning, Nature, Objectives, Importance, Functions of Management, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Evolution of Management Thought, Recent Trends in Management.				
Module 2 – Functions of Management				10 Hours
Planning - Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques.				
Organizing - Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralization and Decentralization of Authority.				
Leadership – Meaning, Leadership Styles, Behavioural Approach, Contingency Approach, Transactional v/s Transformational Leadership.				
Controlling - Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Types of Control, Control Techniques.				
Module 3 – Organisational Behaviour				10 Hours
Organisational Behaviour: Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behavior, Models.				
Attitude - Meaning, Definition, Types, Components, Attitudes and Behaviour,				
Perception - Perception, Perceptual Process, Factors Influencing Perception,				
Personality - Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers-Briggs Type Indicator (MBTI),				
Motivation - Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.				
Module 4 – Managing Human at Work				10 Hours
Group Dynamics - Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour.				
Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.				
Module 5 – Organizational Power, Politics & Culture				10 Hours
Power and Politics - Nature of Power and Politics, Sources of Power for Individuals, Managing Organisational Politics.				
Culture - Definitions of Organisational Culture, Strong v/s Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.				

COURSE OUTCOMES

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

CO1	Understand the conceptual knowledge of Management, various functions of Management
CO2	Summarise managerial and behaviour knowledge in real world situations.
CO3	Apply organisational behaviour concepts to analyse individual behaviour, attitude, perception, personality and motivation.
CO4	Examine strategies of managing human at work place.
CO5	Assess dynamics of Organizational Power, Politics, Culture and managing stress.

PRACTICAL COMPONENTS

1	Visit an organization, speak with the manager or HR representative, and take note of the roles that are performed each day.
2	Organize a formal function within the department and make an effort to comprehend the diverse roles that students play within the context of the team and organizational environment.
3	Develop few questions, interact with people in the organisation and try observing personality and reaction.
4	Meet any Leader / HoD / Dean and observe the Management of various departments and record the changes in administrative pattern.

SELF STUDY

1. Concept of leadership styles.
2. Learning and Types of Learning.

MOOCS

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/organizational-behaviour>
2. <https://alison.com/course/organizational-behavior-and-management>
3. <https://www.udemy.com/course/management-and-organizational-behavior/>
4. https://onlinecourses.nptel.ac.in/noc22_mg78/preview

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25 Marks) based on average of all the three CIE and
 b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Essentials of Management	Harold Koontz, Heinz Wehrich, Mark V Cannice	McGraw Hill	11e 2021
2	Principles of Management	Tony morden	Innovative business Textbooks	2021
3	Organizational Behaviour	Stephen P Robbins, Timothy A Judge, Neharika Vohra	Pearson	18e 2022

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Principles of Management essentials you wanted to know	Vibrant; Daum	Callie Publishers	2020
2	Principles & Practice of Management	L M Prasad	Sultan Chand & Sons	10e 2020
3	Organizational Behavior	Stephen P. Robbins	Pearson	18e 2022

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	-	-	-	-	2	-	-	-
CO2	-	2	-	-	-	-	-	-	2	-	-
CO3	-	-	2	-	-	-	-	-	-	2	-
CO4	-	-	-	-	3	-	-	-	-	-	-
CO5	-	-	-	2	-	-	-	-	-	-	3

	ENTREPRENEURSHIP DEVELOPMENT			
	Course Code	24MBA12	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> 1. To develop and strengthen entrepreneurial quality and motivation in students. 2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. 3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. 4. To make students understand the ways of starting a company of their own 				
Module 1 - Introduction to Entrepreneur & Entrepreneurship				10 Hours
<p>Introduction to Entrepreneur & Entrepreneurship - Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process.</p> <p>Creativity and Innovation: The role of Creativity – The Innovation Process – Sources of New Ideas – Methods of Generating Ideas – Creative Problem Solving – Entrepreneurial Process.</p>				
Module 2 – Developing Business Model				10 Hours
<p>Developing Business Model - Importance of Business Model – Starting a Small-Scale Industry -Components of an Effective Business Model, Osterwalder Business Model Canvas.</p> <p>Business Planning Process: Meaning of Business Plan - Business Plan Process - Advantages of Business Planning - Final Project Report with Feasibility Study - Preparing a Model Project Report for Starting a New Venture.</p>				
Module 3 – Managing and Growing New Venture				10 Hours
<p>Preparing for the New Venture Launch - Early Management Decisions, Managing Early Growth of the New Venture - New Venture Expansion Strategies and Issues. Getting Financing or Funding for the New Venture: Estimating the Financial Needs of a New Venture and Preparation of a Financial Plan, Sources of Personal Financing, Preparing to Raise Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing, Leasing.</p> <p>Forms of Business Organization: Sole Proprietorship, Partnership, Limited Liability Partnership - Joint Stock Companies and Cooperatives.</p>				
Module 4 – Entrepreneurship and Government				10 Hours
<p>Entrepreneurship and Government - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Modules - Fiscal and Tax concessions available- Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women.</p> <p>Institutions Supporting Entrepreneurs: A Brief Overview of Financial Institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.</p>				

Module 5 – Emerging Trends in Entrepreneurship Development**10 Hours**

Digital Entrepreneurship , Meaning, Scope and Opportunities. Social Entrepreneur , Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur , Meaning of Rural Entrepreneur, Potential Opportunities for Rural Entrepreneurship in India

COURSE OUTCOMES

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

CO1	Outline the concepts of entrepreneurship, entrepreneurial opportunity.
CO2	Organize the various business models and B-Plans across Business sectors
CO3	Identify the sources of financing new Ventures, growing business, understand the forms of business.
CO4	Categorize the various central and state government schemes for training and encourage development of entrepreneurship.
CO5	Appraise emerging trends in the area of entrepreneurship opportunities.

PRACTICAL COMPONENTS

1	Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
2	Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/startups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
3	Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
4	Study a local for-profit business and try to list out the positive social impacts of the business.
5	Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.

SELF STUDY

1. Start-up Ecosystem in India
2. Entrepreneurial Motivation – The Needs Framework, Manifest Needs Theory.
3. Policy measures for Technology startups & Ecommerce startups

MOOCS

1. <https://alison.com/tag/entrepreneurship>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/entrepreneurial-management>
3. <https://www.classcentral.com/subject/social-entrepreneurship>
4. <https://www.edx.org/learn/entrepreneurship>
5. <https://www.futurelearn.com/subjects/business-and-management-courses/entrepreneurship>

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25 Marks) based on average of all the three CIE and
- b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	The Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House	2010
2	Entrepreneurship	Donald F Kuratko and Richard M Hodgetts	South-Western	2012

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Entrepreneurship Development	Gupta S L & Arun Mittal	International Book House	2012
2	Management and Entrepreneurship Development	Sudha G S	Indus Valley Publication	2009

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	-	-	-	-	3	-	-	-
CO2	-	3	-	-	-	-	-	-	3	-	-
CO3	-	-	-	-	3	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	3	-	3
CO5	-	-	-	-	-	-	3	-	3	-	-

	ACCOUNTING FOR MANAGERS			
	Course Code	24MBA13	CIE Marks	50
	Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> To enable the students to understand the conceptual framework of accounting, reporting and financial statements. To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off. To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making. 				
Module 1 – Introduction to Accounting				6 Hours
Meaning and objectives, Branches of Accounting, GAAP, IAS, Concepts and Conventions, Users of accounting, accounting terminologies.				
Module 2 – Accounting Cycle				12 Hours
Journal, Ledgers, Trial balance, accounting equation, subsidiary books including cash book (Problems on Journal, Trial balance, accounting equation and three column cash book).				
Module 3 – Depreciation and Bank Reconciliation Statement				10 Hours
<p>Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation, amortization. (Problems only on straight line and WDV method).</p> <p>Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank passbook, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement. (Theory and Problems).</p>				
Module 4 – Final Accounts of Companies				10 Hours
Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company. (Theory and Problems).				
Module 5 – Analysis of Financial Statements				12 Hours
Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Common Size Statement, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Preparation of Cash flow Statement (indirect method). Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).				

COURSE OUTCOMES

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

CO1	<i>Recall the basic accounting concepts and terminologies.</i>
CO2	<i>Understand preparation of journal, ledger, trial balance subsidiary books and accounting equation.</i>
CO3	<i>Apply the concepts of depreciation and bank reconciliation statement in business decisions.</i>
CO4	<i>Analyse emerging trends in accounting.</i>
CO5	<i>Evaluate financial statement analysis for decision making.</i>

PRACTICAL COMPONENTS

1	To collect Annual reports of the companies and analyse the financial statements using different techniques and presenting the same in the class.
2	To analyse the companies' cash flow statements and presenting the same in the class.
3	To get exposed to use of accounting software (preferably Tally or ERP).

SELF STUDY

1. GAAP (Generally Accepted Accounting Principles)
2. Subsidiary Books excluding Cash Book
3. Du-Pont Analysis

MOOCS

1. <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
2. <https://journals.sagepub.com/home/jaf>
3. https://icmai.in/upload/Students/Syllabus2012/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-ccounting/what-is-accounting-eXQEc>
9. <https://www.youtube.com/watch?v=mq6KNVeTE3A>

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The Teaching and Practical Hours for the above course are 40:20 respectively.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Problem theory ratio is 60:40.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- Tests (for 25 Marks) based on average of all the three CIE and
- Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Financial Accounting: A Managerial Perspective	Narayanaswamy R	PHI	7e April 2022
2	A Text book of Accounting For Management	Maheswari S. N, Maheswari Sharad K. Maheswari	Vikas Publishing House (P) Ltd.	11e July 2018

REFERENCE BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Computerized Accounting	Neeraj Goyal, Rohit Sachdeva	Kalyani Publishers	1e 2018
2	Accounting and Finance for Non-finance Managers	Jai Kumar Batra, Sage Publications	Vikas Publishing House (P) Ltd.	1e Nov 2018

READING JOURNALS

- Journal Of Accounting Research.
- The Accounting Reviews.
- Journal Of Management Accounting Research.
- Journal Of Accounting & Economics.
- Accounts, Auditing& Accountability Journal.

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	-	-	-	-	3	-	-	-
CO2	-	3	-	-	-	-	-	-	3	-	-
CO3	-	-	-	-	3	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	3	-	3
CO5	-	-	-	-	-	-	3	-	3	-	-

	MARKETING MANAGEMENT			
	Course Code	24MBA14	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> 1. To make students understand the fundamental concepts of marketing and environment in which marketing system operates. 2. To gain knowledge on consumer buying behaviour and influencing factors 3. To describe major bases for segment marketing, target marketing, and market positioning. 4. To develop a Conceptual framework, covering basic elements of the marketing mix. 5. To understand fundamental premise underlying market driven strategies and hands on practical approach 				
Module 1 - Introduction to Marketing				10 Hours
Importance of Marketing, Definitions of Market and Marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, Evolution of Marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in Environment Analysis, Characteristics (Micro and Macro), Marketing to the 21st Century Customer.				
Module 2 – Analysing Consumer Behaviour				10 Hours
Meaning and Characteristics, Importance of Consumer Behaviour, Factors Influencing Consumer Behaviour, Consumer Characteristics Influencing Buying Behaviour Personal Factors and Cultural Factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The Black Box Model of Consumer Behaviour. Psychological Factors Consumer.				
Module 3 – Product Management and Pricing				10 Hours
Importance and Primary Objective of Product Management, Product Levels, Product Hierarchy, Classification of Products, Product Mix, Product Mix Strategies, Managing Product Life Cycle. New Product Development, Packing as a Marketing Tool, Role of Labelling in Packing. Concept of Branding, Brand Equity, Branding Strategies, Selecting Logo, Brand Extension- Effects. Introducing to Pricing, Significance of Pricing, Factor Influencing Pricing (Internal Factor and External Factor), Objectives, Pricing Strategies-Value Based, Cost Based, Market Based, Competitor Based, Pricing Procedure.				
Module 4 – Distribution and Promotion				10 Hours
Roles and Purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a Physical Distribution System. Promotions- Marketing Communications- Integrated Marketing Communications (IMC)- Communication Objectives, Steps in Developing Effective Communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA Model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Push-Pull strategies of promotion				

Module 5 – Market Segmentation, Targeting and Positioning		10 Hours
Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies		
COURSE OUTCOMES		
At the end of the course the student will be able to:		
CO1	Recall the concepts of Marketing Management	
CO2	Demonstrate knowledge on consumer behaviour and buying process	
CO3	Organize concept of Product and Brand Management, Branding and Pricing strategies	
CO4	Analyze marketing channels and the concept of product distribution, techniques of sales promotion	
CO5	Defend ideas into a viable marketing plan for various modes of marketing	
PRACTICAL COMPONENTS		
1	Students to develop a marketing plan for a new product launch, outlining strategies to reach the target audience effectively and achieve business objectives.	
2	Design surveys, conduct focus groups, and analyze data to provide actionable insights for a company's marketing strategy	
3	Platforms like HubSpot offer marketing simulation games where students can manage marketing campaigns, budget allocations, and measure ROI in a simulated business environment.	
4	Students to conduct a SWOT analysis for a company like Tesla to evaluate its market position and strategic opportunities	
5	Learning to use marketing analytics tools to measure campaign effectiveness, customer engagement, and return on investment (ROI).	
6	Collaborating with local businesses or start-ups on marketing projects to gain hands-on experience.	
SELF STUDY		
<ol style="list-style-type: none"> 1. Chatbot and AI-Powered customer service 2. Influencer marketing 3. Augmented and virtual reality in marketing products and services 		
MOOCS		
<ol style="list-style-type: none"> 1. https://www.coursera.org/learn/wharton-marketing 2. https://www.coursera.org/professional-certificates/google-digital-marketing-ecommerce 3. https://www.coursera.org/specializations/marketing-strategy 4. https://www.coursera.org/learn/brand 		

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25 Marks) based on average of all the three CIE and
- b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Marketing Management- Indian Context, Global Perspective	Ramaswamy & Namakumari	SAGE	6 th
2	Marketing Management: A South Asian Perspective	Kotler, Keller, Koshy & Jha	Pearson	Latest
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw Hill	Latest

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Advertisement Brands & Consumer Behaviour	Ramesh Kumar	SAGE	2020
2	Marketing in India: Text and Cases	Neelamegham S	Vikas publication	Latest
3	Marketing	Lamb, Hair, Mc Danniel	Cengage	Latest

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	-	-	-	-	1	-	-	-	1	-
CO2	-	-	1	-	-	-	2	-	-	-	-
CO3	-	3	-	-	-	-	-	3	-	-	3
CO4	-	-	-	2	-	-	-	-	1	-	-
CO5	-	-	-	-	3	1	-	-	-	-	-

	STATISTICS FOR MANAGERS			
	Course Code	24MBA15	CIE Marks	50
	Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> 1. To impart conceptual knowledge of descriptive statistical theories and applications. 2. To facilitate usage of statistical techniques of relationship and prediction analysis for insightful decisions. 3. To orient learners towards the application of hypothesis and probability techniques for decision making. 4. To facilitate an understanding of the concept and applications of tests of hypothesis. 				
Module 1				12 Hours
<p>Statistics: Meaning, functions & applications; Descriptive vs. Inferential Statistics; Limitations of Statistics;</p> <p>Descriptive Statistics: Measures of Central Tendency – Mean, Median & Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation & Coefficient of Variation; Skewness (Theory & Problems)</p>				
Module 2				8 Hours
<p>Correlation – Relevance for Business; Types of Correlation; Scatter diagrams; Karl Pearson's coefficient of correlation & Spearman's Rank Correlation (Theory & Problems);</p> <p>Regression – Meaning, Simple vs. Multiple regression; Lines of Regression; Problems on simple regression only. (Theory & Problems)</p>				
Module 3				6 Hours
<p>Time Series Analysis: Meaning, objectives and components of time series; Measurement of Time Series – Secular trend (Least squares method, moving averages method and graphical method); Seasonal indices (Simple average method, ratio to moving averages method and ratio to trend method) (Theory & Problems)</p>				
Module 4				12 Hours
<p>Probability – Basic concepts & rules of probability; Bayes' theorem; Theoretical Distributions – Binomial Distribution, Poisson Distribution & Normal Distribution; (Theory & Problems)</p>				
Module 5				14 Hours
<p>Hypothesis Testing – Basic concepts; Process; Type I and Type II Errors; Parametric Tests and Non-Parametric tests – An overview; Z Test, T test, F test, ANOVA (One way and Two Way), Mann-Whitney U test and Kruskal – Wallis test – (Theory and Problems)</p>				

COURSE OUTCOMES

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

CO1	Understand the conceptual and practical dimensions of basics of statistics and data summarization.
CO2	Infer the relationships between data sets and discover hidden patterns in data leading to prediction.
CO3	Apply tools of time series analysis as a measure to enhance statistical understanding.
CO4	Analyze statistical theories of uncertainties via probability measures.
CO5	Evaluate best alternatives for decision problems via tests of hypotheses.

PRACTICAL COMPONENTS

1	Lab: MS Excel classes to be taken up towards understanding of Module II and Module III.
2	SPSS: Basic Classes for data analysis with a special focus on Module IV.
3	Data Crunching via Situation Analysis – Estimation Activity. Learners to scout for data published by several governmental agencies and use it as a basis for forecasts.
4	Group Seminar: Business Analytics Applications in various domains like Management of customer relationships, financial management, Marketing, Supply chain management, Human resources, Sports Management, Hospitality Management, Tourism Management etc.

SELF STUDY

1. Index Number – Concept and Measurement
2. Fundamentals of Mathematics for Statistical Analysis – Permutations & Combinations; Simultaneous Equations; Rule of Indices & Set Theory

MOOCS

1. <https://online.stanford.edu/courses/xfds110-introduction-statistics>
2. <https://nptel.ac.in/courses/110106064>
3. <https://www.coursera.org/learn/basic-statistics>

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Problem theory ratio is 60:40.

CONTINUOUS INTERNAL EVALUATION (CIE)

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE. The Teaching and Practical Hours for the above course are 40:20 respectively

CIE Marks shall be based on:

- Tests (for 25 Marks) based on average of all the three CIE and
- Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Statistics for Business & Economics	David Anderson & Dennis J Sweeney	Cengage	13e 2019
2	Statistics for Management	J K Sharma	Pearson	Latest edition
3	Fundamentals of Statistics	S C Gupta	Himalaya Publishing House	Latest

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Statistics for Management	Richard I Levin	Pearson	Latest
2	Statistical Methods	S P Gupta	Sultan Chand & Sons	46e 2023
3	Business Statistics	R S Bhardwaj	Excel Books	Latest edition

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	-	3	-	-	-	-	-	2	-	-	-
CO2	-	-	-	-	-	3	-	-	2	-	-
CO3	2	-	-	-	-	-	-	1	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	3
CO5	-	2	-	-	-	-	3	-	-	2	-

	BUSINESS COMMUNICATION			
	Course Code	24MBA16	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03

COURSE OBJECTIVES

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

Module 1**7 Hours**

Introduction: Meaning & Definition, Role, Classification, Purpose of Communication, Communication Process, Characteristics of Successful Communication, Importance of communication in Management, Communication Structure in Organization, Communication in Conflict Resolution, Communication in Crisis. Communication and Negotiation, Communication in a Cross-Cultural Setting, Barriers to Communication.

Module 2**9 Hours**

Oral Communication: Meaning, Principles of Successful Oral Communication, Barriers to Oral Communication, Conversation Control, Reflection and Empathy: Two Sides of Effective Oral Communication. Modes of Oral Communication, Effectiveness of Oral Communication. Listening as a Communication Skill: Approaches to Listening, How To Be a Better Listener, Process of Listening, Nonverbal Communication: Meaning, Classification.

Module 3**9 Hours**

Written Communication: Purpose of Writing, Clarity in Writing, Principles of Effective Writing, Approaching the Writing Process Systematically: The 3X3 Writing Process for Business Communication Prewriting, Writing, Revising. Audience Analysis, Writing Positive, Neutral, Persuasive and Bad-News Messages.

Types of Written Communication in Business: Business Letters: Introduction to Business Letters, Types of Business Letters, Writing Routine and Persuasive Letters, Positive and Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters.

Module 4**9 Hours**

Business Reports: Purpose, Kinds And Objectives Of Reports, Organization & Preparing Reports, Short And Long Reports Writing Proposals: Structure & Preparation, Writing Memos.

Media Management: The Press Release, Press Conference, Media Interviews.

Group Communication: Meetings, Planning Meetings, Objectives, Participants, Timing, Venue of Meetings.

Meeting Documentation: Notice, Agenda and Resolution & Minutes

Module 5		9 Hours
<p>Case method of learning: Understanding the Case Method Of Learning, Different Types of Cases, Overcoming the Difficulties of the Case Method, Reading a Case Properly, Case Analysis Approaches, Analyzing the Case, Dos and Don'ts for Case Preparation.</p> <p>Employment Communication: Introduction, Writing CVs, Group Discussion, Interview Skills.</p> <p>Impact of Technological Advancement on Business Communication: Technology-Enabled Communication-Communication Networks, Intranet, Internet, E-Mails, SMS, Teleconferencing, Videoconferencing.</p> <p>Negotiation Skills: Definition of negotiation, Nature and Need for Negotiation, Factors Affecting Negotiation, Stages of Negotiation Process, Negotiation Strategies.</p> <p>Etiquette Advantage in Managerial Communication: Meaning, Types and Advantages of Etiquette.</p>		
COURSE OUTCOMES		
At the end of the course the student will be able to:		
CO1	Recall awareness of communication skills and know their potential to become successful managers.	
CO2	Outline the mechanics of writing and demonstrate composing of business letters in English precisely and effectively.	
CO3	Make use of the latest managerial communication practices in business.	
CO4	Simplify the art of drafting business proposals and reports.	
CO5	Evaluate practices of employment communication and negotiation.	
PRACTICAL COMPONENTS		
1	Students enact and analyse the non-verbal cues.	
2	Demonstrating using Communication Equipment's like Fax, Telex, Intercoms, etc.	
3	Demonstrating Video conferencing & teleconferencing in the class.	
4	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.	
5	Students should be given an assignment to draft a proposal to undertake research project.	
SELF STUDY		
<ol style="list-style-type: none"> 1. Concept of videoconferencing, Social Networks and Blogs. 2. Inter-cultural communications 		
MOOCS		
<ol style="list-style-type: none"> 1. https://nptel.ac.in/courses/110105052 2. https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatrionline-classes-3476.asp 3. https://onlinecourses.swayam2.ac.in/imb19_mg14/preview 		

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25 Marks) based on average of all the three CIE and
- b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Business Communication: Concepts, Cases and Applications.	Chaturvedi P. D, & Mukesh Chaturvedi	Pearson	4e 2020
2	Business Communication: Process and Product	Mary Ellen Guffey	Cengage Learning	3/e 2022
3	Business and Professional Communication	Kelly M, Quintanilla, Shawn T and Wahl	SAGE	4e February 2024


REFERENCE BOOKS

1	Effective Technical Communication	M Ashraf Rizvi	TMH	3/e September 2024
2	The Business Communication Profession	Janis Forman	Biztantra	September 2022

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	-	3	-	-	-	-	-	2	-	-	-
CO2	3	-	-	-	-	-	-	-	2	-	-
CO3	-	-	-	-	2	-	-	-	-	-	2
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	2	-	-	-	-	-	-	2	-

II SEMESTER

	HUMAN RESOURCE MANAGEMENT			
	Course Code	24MBA21	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> 1. Orient learners to the challenges solve the workplace problems through Human Resources Management intervention 2. Assess the impact of application of different approaches of HRM for solving the complex issues and problems at the workplace 3. Develop critical insights into the concept and conceptual understanding of theories and various functions of Human Resources Management. 				
Module 1 – Introduction HRM			10 Hours	
Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.				
Module 2 – HR Planning			10 Hours	
<p>HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis, Job Description and Job Evaluation.</p> <p>Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections.</p>				
Module 3 – Performance Management and Appraisal			10 Hours	
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.				
Module 4 – Compensation and Benefits			10 Hours	
Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits. Industrial Relations: Decent Workplace, International Labour Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.				
Module 5 – Future trends in Human Resource Management			10 Hours	
Competency Model Development, Competency Models, People Capability Maturity Model, Developing Competency Framework, Competency Profiling, Competency Mapping Tools, Use Of Psychological Testing In Competency Mapping, Competency-Based Interviewing.				

COURSE OUTCOMES

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

CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.
CO2	Summarize conceptual insight of Human Resource and various functions of HR.
CO3	Identify personnel, managerial and welfare aspects of HR.
CO4	Examine knowledge about the future trends in HRM.
CO5	Analyze the knowledge of industrial relations.

PRACTICAL COMPONENTS

1	Students are expected visit an organization and know the various HR roles in the organization
2	Identify the important positions in your organization and conduct mock interviews
3	Presentation by students about the Difference in Adoption of Human Resource Management
4	Role plays for acquainting and addressing HR challenges

SELF STUDY

1. Assessment of Factors Affecting the Innovation Process in organisations
2. Innovative Human Resource Management Practices in India.
3. Sustainable and innovative Human Resource Management.

MOOCS

1. <https://www.my-mooc.com/en/mooc/preparing-to-manage-human-resources>
2. <https://www.mooc-list.com/tags/human-resources>
3. <https://www.coursera.org/professional-certificates/hrci-human-resource-associate>
4. <https://www.coursera.org/learn/human-resources-analytics>
5. <https://www.coursera.org/specializations/human-resource-management>
6. https://onlinecourses.swayam2.ac.in/cec24_mg09/preview

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25Marks) based on average of all the three CIE and
 b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd	2019
2	Human Resource Management: Theory and Practices	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd	2019

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Human Resource Management: Text and Cases	K Aswathappa and Sadhna Dash	McGrawHill	10e May 2023
2	Human Resource Management	V.S.P Rao	Taxxman	2019

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	-	-	-	-	2	-	-	-
CO2	-	1	-	-	-	-	-	-	2	-	-
CO3	-	-	-	2	-	-	-	-	-	2	-
CO4	-	-	3	-	-	-	-	-	3	-	1
CO5	-	-	-	-	2	-	-	-	-	1	-

	FINANCIAL MANAGEMENT			
	Course Code	24MBA22	CIE Marks	50
	Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> 1. To familiarise the students with basic concepts of financial management and financial system. 2. To understand the concept of time value of money and its implication. 3. To evaluate investment proposals. 4. To understand the management of working capital in an organization. 5. To analyse the capital structure and dividend decision of an organisation 				
Module 1 - Introduction		10 Hours		
<p>Introduction: Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets-Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs). Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Derivatives (Theory).</p> <p>Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem).</p>				
Module 2 – Long term sources of Finance & Cost of Capital		8 Hours		
<p>Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity-Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).</p>				
Module 3 – Investment Decisions		12 Hours		
<p>Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).</p>				
Module 4 – Capital Structure and Dividend Decisions		10 Hours		
<p>Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis (Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only)</p>				

Module 5 – Working Capital Management		10 Hours
Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem).		
COURSE OUTCOMES		
At the end of the course the student will be able to:		
CO1	Recall the basic terminologies and goals of financial management.	
CO2	Interpret the weighted average cost of capital (WACC) in financial decision-making.	
CO3	Model the impact of capital structure on EPS and factors affecting capital structure.	
CO4	Analyze investment projects using capital budgeting techniques.	
CO5	Determine the working capital financing strategy for a hypothetical firm.	
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	
5	Students can do Company analysis for select companies using profitability and liquidity ratios.	
SELF STUDY		
<ol style="list-style-type: none"> 1. Non-Banking Financial Companies (NBFCs) 2. Behavioral Finance 3. Venture Capital-Angel Investing. 		
READING JOURNALS		
<ol style="list-style-type: none"> 1. Journal of Financial Economics. 2. Journal of Financial and Quantitative Analysis. 3. Journal of Corporate Finance. 4. Journal of Risk and Financial Management. 		
MOOCS		
<ol style="list-style-type: none"> 1. https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-tohelp-you-master-financial-management-and-analysis-e158595305.html 2. https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html 3. https://www.youtube.com/watch?v=CCQwz_Gwo6o 4. https://www.digimat.in/nptel/courses/video/110107144/L01.html 		

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Theory problem ratio is 60:40.
- Case study drawn from Module 3 and Module 5 only.

CONTINUOUS INTERNAL EVALUATION (CIE)

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE. The Teaching and Practical Hours for the above course are 40:20 respectively

CIE Marks shall be based on:

- a) Tests (for 25Marks) based on average of all the three CIE and
- b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
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

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Financial Management	Ravi M Kishor	Taxmann's	6/e
2	Financial Management	Rajiv Srivastava & Anil Misra	Oxford University press	2/e
3	Financial Management Principals And Practice	Sudhindra Bhat	Excel Books	2/e

MAPPING OF CO's, PO's & PSO's

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CO2	-	3	-	-	-	-	-	-	2	-	-
CO3	-	-	-	-	3	-	-	-	3	-	-
CO4	-	-	-	-	-	-	3	-	-	-	2
CO5	-	-	-	2	-	-	-	-	-	2	-

	RESEARCH METHODOLOGY & IPR			
	Course Code	24MBA23	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> 1. To understand the basic components of research design 2. To Gain an insight into the applications of research methods 3. To equip students with various research analytical tools used in business research 4. To provide the insights of IPR and IPR system in India 				
Module 1 – Introduction to Business Research			11 Hours	
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.				
Module 2 – Business Research Design			12 Hours	
<p>Business Research Design: Meaning, types and significance of research design, errors affecting research design.</p> <p>Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods.</p> <p>Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies.</p> <p>Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre-experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.</p>				
Module 3 – Sampling			7 Hours	
<p>Sampling: Concepts, Types of Sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling,</p> <p>Non-Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.</p>				
Module 4 – Data Collection			10 Hours	
<p>Data Collection: Meaning, types, Data collection methods: Observations, survey and interview techniques,</p> <p>Questionnaire Design: Meaning, process of designing questionnaire. Qualitative Techniques of data collection Secondary data Sources: advantages and disadvantages.</p> <p>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,</p> <p>Multi-Dimensional Scaling: Non-comparative scaling techniques</p>				
Module 5 – Data Analysis and Report Writing & IPR			10 Hours	
<p>Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.</p>				

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India.

COURSE OUTCOMES

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

CO1	Recall various research approaches, techniques and strategies in the appropriate in business.
CO2	Infer a range of quantitative / qualitative research techniques to business and day to day management problems.
CO3	Organize knowledge and understanding of data analysis, interpretation and report writing.
CO4	Examine necessary critical thinking skills in order to evaluate different research approaches in Business.
CO5	Appraise various forms of the intellectual property, its relevance and business impact

PRACTICAL COMPONENTS

1	Understand various research approaches, techniques and strategies in the appropriate in business.
2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.
3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.
4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.
5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR.

SELF STUDY

1. Social Media Analytics
2. AGILE Research Methods
3. Mixed Method Research

MOOCS

1. <https://www.coursera.org/learn/research-methods>
2. <https://www.coursera.org/learn/quantitative-methods>
3. <https://www.coursera.org/specializations/social-science>

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25Marks) based on average of all the three CIE and
 b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Business Research Methods	S. N. Murthy & U. Bhojanna	Excel Books	3e, 2016
2	Business Research Methods	Donald R. Cooper & Pamela s Schindler	TMH	9e, 2007
3	Research Methodology	C R Kothari	Viswa Prakasam Publication	2014

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Research Methods	M M Munshi & K Gayathri Reddy	HPH	2015
2	Intellectual Property Rights. India	Neeraj, P., & Khusdeep, D	PHI learning Private Limited	2014
3	Marketing	Lamb, Hair, Mc Dannel	Cengage	Latest

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	-	-	-	-	1	-	-	-	1	-
CO2	-	2	-	-	-	-	2	-	-	-	2
CO3	-	-	3	-	-	-	-	1	-	-	-
CO4	-	-	-	3	-	-	2	-	-	-	-
CO5	-	-	-	-	2	-	-	-	3	-	-

	OPERATIONS RESEARCH			
	Course Code	24MBA24	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> To impart conceptual knowledge of operations research theories and applications. To facilitate usage of techniques of linear programming, transportation and assignment problems for better problem solving. To orient learners towards the application of theories of games, sequencing and simulation for decision making. To examine the concept and applications of network analyses techniques. 				
Module 1		6 Hours		
Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)				
Module 2		10 Hours		
Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization). (Theory & Problems)				
Module 3		14 Hours		
Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. (Theory & Problems)				
Module 4		10 Hours		
Project Management: Introduction, Construction of networks, Structure of projects, phases of project management, network planning (Theory only) Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project. (Theory & Problems)				
Module 5		10 Hours		
Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods)				

COURSE OUTCOMES

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

CO1	Recall conceptual and practical dimensions of basics of operations research.
CO2	Illustrate the optimal solutions pertaining to aspects of linear programming.
CO3	Apply tools of route and cost optimization techniques in transportation and assignment scenarios.
CO4	Analyze networks for successful project management conditions.
CO5	Evaluate alternatives for decision problems via theory of games and sequencing.

PRACTICAL COMPONENTS

1	Design a PERT/CPM network for major events to be planned in the Institute and analyze the completion times.
2	Employ sequencing techniques to analyze real life applications in the education sector.
3	Analyze various organizational problems using LPP, Assignments and Game theory principles.
4	Evaluate the constraints and challenges faced by the manufacturing and service organisations using methods of operation research.

SELF STUDY

1. Degeneracy situations in transportation problems.
2. The concept, approach, process and applications of Simulation.

MOOCS

1. https://onlinecourses.nptel.ac.in/noc20_ma23/preview
2. <https://www.coursera.org/learn/operations-research-modeling>
3. <https://ugcmoocs.inflibnet.ac.in/index.php/courses/view Ug/275>

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- Problem theory ratio is 60:40.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25Marks) based on average of all the three CIE and
- b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Quantitative Techniques in Management	N D Vohra	McGraw Hill	2015
2	Operations Research	J K Sharma	McMillan	2014

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Operations Research	H A Taha	Pearson	2012
2	Quantitative Techniques: Theory & Problems	Tulsian & Vishal Pandey	Pearson India	2006

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	-	2	-	-	-	-	-	2	-	-	-
CO2	-	3	-	-	-	-	-	-	-	-	3
CO3	3	-	-	-	-	-	-	-	1	-	-
CO4	-	-	-	-	-	3	-	-	-	-	2
CO5	-	-	-	2	-	-	-	-	3	-	-

	STRATEGIC MANAGEMENT			
	Course Code	24MBA25	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
1. Development of an understanding of fundamental concepts in Strategic Management 2. To evaluate various business strategies in dynamic market environments 3. To gain insights into various strategic management models				
Module 1 – Overview of Strategic Management			10 Hours	
Meaning of Strategy and Strategic Management, Stages of Strategic Management, The Strategic Management Model, Benefits of Strategic Management, Key Terms in Strategic Management, Competitive Advantage, Strategists, Vision, Mission, Long Term Objectives, Strategies, Annual Objectives and Policies.				
Module 2 – External & Internal Assessment			17 Hours	
External Assessment: The Process of Performing an External Audit, Nature of an External Audit, Key External Forces, Industry Analysis, Competitive Forces, Competitive Analysis-Porter's Five Forces Model, Key Success Factors Internal Assessment: Nature of Internal Audit, Key Internal Forces, The Process of Performing Internal Audit, Resource Based View (RBV), Integrating Strategy and Culture, SWOT Analysis, Value Chain Analysis, Bench Marking, Internal Factor Evaluation Matrix				
Module 3 – Strategy Formulation			8 Hours	
The Business Vision and Mission, Process of Developing Vision and Mission, Importance of Vision and Mission Statement, Characteristics of Mission Statement, Long Term Objectives, Types of Strategies, Levels of Strategies, Integration Strategies, Intensive Strategies, Diversification Strategies, Defensive Strategies, Porters Generic Strategies, Blue Ocean Strategy				
Module 4 – Strategy Implementation			8 Hours	
Nature of Strategy Implementation, Annual Objectives, Policies, Resource Allocation, Managing Conflicts, Restructuring, Reengineering and E-Engineering, Linking Performance and Pay to Strategies, Creating a Strategy-Supportive Culture, Operations Concerns in Implementing Strategies				
Module 5 – Strategy Evaluation			7 Hours	
The Process of Evaluating Strategies, Strategy Evaluation Framework, Balanced Score Card, Characteristics of an Effective Evaluation System, Contingency Planning, 21st Century Challenges in Strategic Management				

COURSE OUTCOMES

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

CO1	Understand the concept of Strategic Management, its relevance, Characteristics, process nature and purpose
CO2	Interpret how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.
CO3	Apply strategy at different levels of an organization to achieve competitive advantage.
CO4	Analyse the strategic drive-in multinational firms and their decisions in different markets.
CO5	Evaluate strategy implementation and the control measures for effective decision-making.

PRACTICAL COMPONENTS

1	Analyzing the Mission and Vision statements of selected Indian companies.
2	Applying Michael Porter’s model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc. (Industry Note to be submitted)
3	Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
4	Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
5	Conduct SWOT analysis of companies around your campus.

SELF STUDY

1. AI in Strategic Decision Making
2. Leveraging Digital Marketing Strategies.

MOOCS

1. <https://www.coursera.org/learn/strategic-management>
2. <https://www.classcentral.com/course/strategic-management-4279>
3. <https://www.my-mooc.com/en/mooc/strategic-management-iimbx-st101x/>
4. <https://alison.com/courses/diploma-in-strategic-management-revised/content>

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.
- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25Marks) based on average of all the three CIE and
 b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
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	19/e 2017
2	Contemporary Strategy Analysis	Robert M. Grant	Wiley India	10e

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Strategic Management	Fred R David	PHI	Latest Edition
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	14/e 2015

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	-	-	-	-	3	-	-	-
CO2	-	2	-	-	-	-	-	-	3	-	-
CO3	-	-	-	-	3	-	-	-	-	-	2
CO4	-	-	-	3	-	-	-	-	-	3	-
CO5	-	-	-	-	-	-	2	-	3	-	-

	MANAGERIAL ECONOMICS			
	Course Code	24MBA26	CIE Marks	50
	Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
	Credits	04	Exam Hours	03
COURSE OBJECTIVES				
<ol style="list-style-type: none"> <i>To impart conceptual and practical knowhow pertaining to solving industrial problems from an economic perspective.</i> <i>To enable deeper understanding of demand, cost, production, profit and investment theories as a basis to foster innovation.</i> <i>To appraise the working of the economy from macroeconomic aspect.</i> 				
Module 1 – Introduction to Managerial Economics & Demand Analysis 10 Hours				
<p>Managerial Economics – Meaning, Nature, Scope & Significance. Theory of Demand – Demand Determinants; Law of Demand & Exceptions; Elasticity of Demand – An overview of the meaning, types and relevance of Price, Income & Cross elasticities (Theory Only); Demand Forecasting – Relevance & Methods; (Theory Only); Supply – Meaning & Determinants; Law of Supply.</p>				
Module 2 – Production, Cost & Profit Analysis 10 Hours				
<p>Theory of Production – Law of Variable Proportions; Law of Returns to Scale; Isoquants; Economies & Diseconomies of Scale –Forms; Economies of Scope. Theory of Costs – Types of costs for decision making; Short run cost output relations; Long run costs – features; Envelope curve & U shaped curves. Breakeven Analysis – Meaning, Assumptions & managerial applications; numerical problems in BEA.</p>				
Module 3 – Market Structures 10 Hours				
<p>Perfect Competition – Meaning, Features, Price output determination; Monopoly – Features, Sources, Short run & Long run pricing under monopoly; Price Discrimination – Meaning, Types (Degrees) & Relevance; Monopolistic Competition – Meaning, Features, Short run & Long run pricing; Product Differentiation; Oligopoly – Meaning, Features, Kinked demand curve concept; Cartels – an overview.</p>				
Module 4 – Macro Economic Concepts 12 Hours				
<p>Macroeconomics – An introduction; Indian Economy – Salient Features; Business Cycles – Meaning, Features, Phases; GDP – Meaning & Components; National Income – Concepts, Methods to Compute National Income, Difficulties in Measurement of National Income; Inflation – Meaning, Causes & Types.</p>				
Module 5 – Economic Policies & Globalization 10 Hours				

Industrial Policy – Need, New Industrial Policy 1991 – aims & components; Monetary Policy – Meaning, objectives, instruments (credit control tools); Fiscal Policy – Meaning, objectives & instruments; Fiscal Deficit – Causes & Remedies; WTO – Role, Functions & Impact of WTO on Indian Economy.

COURSE OUTCOMES

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

CO1	Relate the role of economics in tackling various managerial problems faced by organizations & review dynamics of their market demand.
CO2	Illustrate problems pertaining to optimization of costs and maximization of returns from production.
CO3	Apply theories of pricing under different market forms and serve as a base for setting price policies for entrepreneurs.
CO4	Examine factors contributing to the performance and stability of an economy from a macro standpoint.
CO5	Interpret monetary and fiscal components of an economy and use it as a basis for business idea analysis.

PRACTICAL COMPONENTS

1	Submit a report on the demand forecasting of any service of your choice. (Indicate the objective, variables used, forecasting technique employed and other assumptions for the calculation)
2	Review the practices and the working of a Cartel from any part of the world. Illustrate its impact on Indian Economy.
3	Suggest a pricing strategy to be employed by a firm in any sector (F&B, Textile, Healthcare, IT etc.) by reviewing their demand potential and analyzing their market structure in detail. Furnish a document.

SELF STUDY

1. Basics of Investment, Consumption and Capital functions from a macroeconomic perspective.
2. An overview of major economic indices and their impact on various sectors
3. Market Equilibrium and its dynamics

MOOCS

1. <https://www.coursera.org/specializations/managerial-economics-business-analysis>
2. <https://elearn.nptel.ac.in/shop/nptel/foundation-course-in-managerial-economics/>
3. <https://www.conted.ox.ac.uk/courses/macro-economics-an-introduction-online>
4. <https://www.edx.org/learn/macro-economics>

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

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- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have 3 sub questions drawn from different Modules.
- Appropriate weightage to be given in setting question paper based on the number of hours allotted for each Module.

- The students will have to answer five full questions; selecting four full questions from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.
- Problem Theory ration is 10:90.

CONTINUOUS INTERNAL EVALUATION (CIE)

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

CIE Marks shall be based on:

- a) Tests (for 25Marks) based on average of all the three CIE and
- b) Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

RECOMMENDED BOOKS


SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Managerial Economics	Geethika, Piyali, Purba Roy	McGraw-Hill	3/e 2017
2	Managerial Economics	D M Mithani	HPH Publications	2016
3	Economic Environment of Business	SK Misra, VK Puri	HPH Publications	Latest

REFERENCE BOOKS

SL. No.	Title of the Book	Name of the Authors	Publisher Name	Edition and Year
1	Managerial Economics	Craig Petersen, Cris Lewis	Pearson	Latest
2	Managerial Economics, Texts, problems and cases	Varshney & Maheswari	Sultan Chand & sons	2/e 2021
3	The Indian Economy: A Macroeconomic Perspective	Nilanjan Banik	SAGE	2017

MAPPING OF CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	-	-	-	-	-	3	-	-
CO2	-	3	-	-	-	-	-	-	-	-	2
CO3	-	-	3	-	-	-	-	-	-	2	-
CO4	-	-	-	3	-	-	-	-	2	-	-
CO5	-	-	-	-	-	-	2	2	-	-	-

	SOCIETAL PROJECT			
	Course Code	24MBA27	CIE Marks	00
	Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	00
	Credits	00	Exam Hours	00
COURSE OBJECTIVES				
<ol style="list-style-type: none"> 1. <i>To understand the social issues and to promote the social interests among students.</i> 2. <i>To undertake studies and Projects, which have a social bearing on the Society.</i> 3. <i>To enhance human values and help meet basic and complex needs of the society</i> 				
GUIDELINES				
<ol style="list-style-type: none"> 1. It is a Non-Credit and a mandatory Course. 2. The duration of the Project is ONE week 3. Students should undertake the project between First and Second Semester 4. Students need to identify any one of the social issues individually and collect relevant data. Group Projects are not permitted. 5. Students should get guidance from the Internal/External Guide regarding identification, collection of data and for preparations of Societal Project Report. However External Guide/Certificate is not mandatory. 6. Students can approach any NGOs, Trust and such similar Organisation to identify the Societal issues OR they can identify the general societal issues for the purpose of study. 7. The Institute is required to issue a certificate on successful completion of Societal Project and certified by Guide, HOD and Principal 8. Students should submit a report with a minimum of 10 pages in the prescribed format. 9. The institute should conduct the viva-voce examination after submission of the Societal Project Report. 10. The Institute should prepare a suitable rubric to assess the eligibility of societal project of students. With successful completion of the Societal project, student may be awarded the MBA degree. 11. Normal binding is suggested for the report. 				
GENERAL FORMAT OF THE SOCIETAL PROJECT REPORT				
<ol style="list-style-type: none"> 1. Cover page 2. General Introduction of the Societal Project 3. Background of the Social issues. (at past, present and the future) 4. Identification of the Social issue/s 5. Review of Literature (Minimum Five) 6. Data analysis/Results and Discussion (Primary or secondary) 7. Suggestions to overcome issues. 8. Conclusion 				

FORMAT OF COVER PAGE

(Title of the Social Project Report)

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

**Submitted to
RNS INSTITUTE OF TECHNOLOGY
AUTONOMOUS INSTITUTE UNDER
VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**

**In partial fulfilment of the requirements for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION**

Under the guidance of

**INTERNAL GUIDE
(Name & Designation)**

**EXTERNAL GUIDE
(Name & Designation)**

**(Institute Logo)
Department of MBA
RNS INSTITUTE OF TECHNOLOGY**

(Month & Year of submission)

FORMAT OF CERTIFICATE

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration Program of RNS INSTITUTE OF TECHNOLOGY (Batch), an Autonomous Institution under Visvesvaraya Technological University, Belagavi. Societal Project report on “(Title of Report)” is prepared by Him/her under the guidance of (Name of the Guide), as mandatory requirements for the award of the degree of Master of Business Administration.

Signature of Internal Guide

Signature of HOD

Signature of Principal

DECLARATION

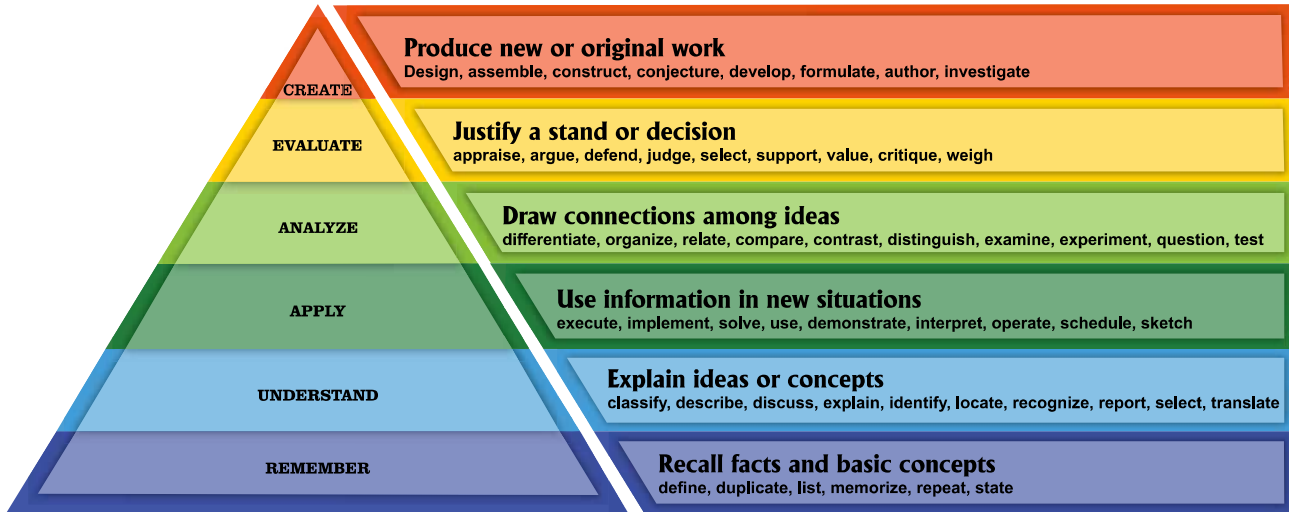
I, (Student Name), hereby declare that the Societal Project report entitled “(Title)” with reference to (Name of the Organization with place) prepared by me under the guidance of (Guide Name & Designation) of MBA Department, (Institute name) and external assistance by (External Guide Name, Designation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

**Place:
Date:**







Signature of the Student

BLOOM'S TAXONOMY

Bloom's taxonomy is a framework for categorizing educational goals, developed by a committee of educators chaired by Benjamin Bloom in 1956. Bloom's Taxonomy was developed to guide educators in creating instruction that fosters higher-order thinking skills. Instead of focusing on memorization and repetition, it encourages critical and creative thinking that can be applied in various areas of life.



Revised Bloom's Taxonomy Action Verbs

Definitions	 I Remembering	 II Understanding	 III Applying	 IV Analyzing	 V Evaluating	 VI Creating
Bloom's Definition	Exhibit memory of previously learned material by recalling facts, terms, basic concepts and answers	Demonstrate understanding of facts and ideas by organizing, comparing, translating interpreting giving descriptions and stating main ideas	Solve problems to new situations by applying acquired knowledge, facts, techniques and rules in a different way	Examine & break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations	Present & defend opinions by making judgements about information, validity of ideas or quality of work based on a set of criteria	Compile information together in a different way by combining elements in a new pattern or proposing alternative solutions
Verbs	<ul style="list-style-type: none"> ➤ Choose ➤ Define ➤ Find ➤ How ➤ Label ➤ List ➤ Match ➤ Name ➤ Omit ➤ Recall ➤ Relate ➤ Select ➤ Show ➤ Spell ➤ Tell ➤ What ➤ When ➤ Where ➤ Which ➤ Who ➤ Why 	<ul style="list-style-type: none"> ➤ Classify ➤ Compare ➤ Contrast ➤ Demonstrate ➤ Explain ➤ Extend ➤ Illustrate ➤ Infer ➤ Interpret ➤ Outline ➤ Relate ➤ Rephrase ➤ Show ➤ Summarize ➤ Translate 	<ul style="list-style-type: none"> ➤ Apply ➤ Build ➤ Choose ➤ Construct ➤ Develop ➤ Experiment with ➤ Identify ➤ Interview ➤ Make use of ➤ Model ➤ Organize ➤ Plan ➤ Select ➤ Solve ➤ Utilize 	<ul style="list-style-type: none"> ➤ Analyze ➤ Assume ➤ Categorize ➤ Classify ➤ Compare ➤ Conclusion ➤ Contrast ➤ Discover ➤ Dissect ➤ Distinguish ➤ Divide ➤ Examine ➤ Function ➤ Inference ➤ Inspect ➤ List ➤ Motive ➤ Relationships ➤ Simplify ➤ Survey ➤ Take part in ➤ Test for ➤ Theme 	<ul style="list-style-type: none"> ➤ Agree ➤ Appraise ➤ Assess ➤ Award ➤ Choose ➤ Compare ➤ Conclude ➤ Criteria ➤ Criticize ➤ Decide ➤ Deduct ➤ Defend ➤ Determine ➤ Disprove ➤ Estimate ➤ Evaluate ➤ Explain ➤ Importance ➤ Influence ➤ Interpret ➤ Judge ➤ Justify ➤ Mark ➤ Measure ➤ Opinion ➤ Perceive ➤ Prioritize ➤ Prove ➤ Rate ➤ Recommend ➤ Rule on ➤ Select ➤ Support 	<ul style="list-style-type: none"> ➤ Adapt ➤ Build ➤ Change ➤ Choose ➤ Combine ➤ Compile ➤ Compose ➤ Construct ➤ Create ➤ Delete ➤ Design ➤ Develop ➤ Discuss ➤ Elaborate ➤ Estimate ➤ Formulate ➤ Happen ➤ Imagine ➤ Improve ➤ Invent ➤ Make up ➤ Maximize ➤ Minimize ➤ Modify ➤ Original ➤ Originate ➤ Plan ➤ Predict ➤ Propose ➤ Solution ➤ Solve ➤ Suppose ➤ Test



Master of Business Administration (MBA)
The Scheme and Syllabus of I & II Semesters
(2024 Autonomous Scheme)



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