

School of Management Studies and Research

Curriculum Structure and Content

Academic Batch: 2022-2025

Bachelor of Business Administration

School of Management Studies and Research**INDEX**

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School of Management Studies and Research

Vision and Mission Statements of the KLE Technological University

Vision

KLE Technological University will be a national leader in Higher Education –recognised globally for innovative culture, outstanding student experience, research excellence and social impact.

Mission

KLE Technological University is dedicated to teaching that meets highest standards of excellence, generation and application of new knowledge through research and creative endeavours.

The three-fold mission of the University is:

- To offer undergraduate and post-graduate programs with engaged and experiential learning environment enriched by high quality instruction that prepares students to succeed in their lives and professional careers.
- To enable and grow disciplinary and inter-disciplinary areas of research that build on present strengths and future opportunities aligning with areas of national strategic importance and priority.
- To actively engage in the Socio-economic development of the region by contributing our expertise, experience and leadership, to enhance competitiveness and quality of life.

As a unified community of faculty, staff and students, we work together with the spirit of collaboration and partnership to accomplish our mission.

School of Management Studies and Research

Vision and Mission Statements of the Department/School

Vision

A business school of national repute by achieving excellence through teaching–learning, research and impacting society

Mission

To impart quality management education that caters to socio-economic development of the region

To provide scholarly learning environment that enables students and staff to achieve personal and professional growth

To contribute to the body of knowledge in management science

To positively impact the society by upholding the values of KLE Society

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Consolidated View of Program Educational Objectives (PEOs) /Program Outcomes (POs) and Program-Specific Objectives (PSOs)

Program Educational Objectives (PEO)	Program Outcomes (PO)
Apply management concepts and frame works to make effective decisions in complex situations.	An ability to understand management theories and practices
Apply appropriate quantitative and qualitative techniques in solving business problems	Ability to analyze and communicate Political, Economical, Social, Legal and Technological aspects of business/entrepreneurship
Acquire the ability to engage in independent and life -long learning in the context of professional and community	An ability to analyze organizational and societal issues and identify possible solutions
Practice social, ethical and moral principles in professional and personal life.	An ability to showcase creativity and demonstrate critical thinking skills and orient towards research
	Illustrate leadership, teamwork, communication and interpersonal skills.
	An ability to use Information Technology
	An ability to practice ethics and values and be human
	An ability to engage in lifelong learning

Curriculum Overall

Semester			Total Program Credits: 135 credits			
Course with course code	I	II	III	IV	V	VI
	Introduction to Indian Business Environment 21MBAC101	Business Statistics 21MBAC106	Financial Management 21MBAC201	Operations Management 21MBAC205	Quality Management 21MBAC301	Family Business 21MBAC304
	Principles of Management 21MBAC102	Business Mathematics 21MBAC107	Human Resource Management 21MBAC202	Organizational Behavior 21MBAC206	Legal Environment and IPR 21MBAC302	International Business Environment 24MBAC302
	Management Accounting 21MBAC103	Business Economics 21MBAC108	Marketing Management 21MBAC203	Business Taxation 21MBAC207	Technology for Business 21MBAC303	Elective - III (Marketing, HR & Finance)
	Entrepreneurship 21MBAC104	Environmental Studies 21MBAC109	Research Methodology 22MBAC201	Project Management 21MBAC208	Vocational – I Supply Chain Management 24MBAC301	Elective - IV (Marketing, HR & Finance)
	English - I 21MBAC105	English – II 21MBAC110	Tally and Advanced excel 21MBAP201	Indian Constitution 21MBAC209	Elective – I (Marketing, HR & Finance)	Vocational - II Event Management 21MBAP303
	Introduction to Ms Office 21MBAP101	Business Communication 21MBAP104	Small Business Management 21MBAP202	Digital Marketing 21MBAC204	Elective – II (Marketing, HR & Finance)	Internship 24MBAP301
	Balake Kannada – I 21MBAP102	Self Development 21MBAP105	Web Design 21MBAP203	Sports and Yoga 21MBAP207	Ethics & Self Awareness 21MBAP304	
	Adalitha Kannada – I 21MBAP103	Entrepreneurship Project 21MBAW101		Industry Internship 21MBAI201		
Credits	23	25	23	25	20	19

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Curriculum Structure

I Year BBA

Semester I

Sl. No.	Code	Course	L-T-P	Credits	Contact Sessions	ISA Marks	ESA Marks	Total Marks	Exam Duration
1	21MBAC101	Introduction to Indian Business Environment	4-0-0	4	4	50	50	100	3 hours
2	21MBAC102	Principles of Management	3-0-1	4	5	50	50	100	3 hours
3	21MBAC103	Management Accounting	3-0-1	4	5	50	50	100	3 hours
4	21MBAC104	Entrepreneurship Development	2-0-1	3	4	50	50	100	3 hours
5	21MBAC105	English - I	3-0-0	3	3	50	50	100	3 hours
6	21MBAP101	Introduction to Ms Office	1-0-1	2	3	100		100	
7	21MBAP102	Balake Kannada – I	2-0-1	3	4	100		100	
	21MBAP103	Adalitha Kannada – I							
		Total	18-0-5	23					

- Introduction to Ms Office (21MBAP101), Balake Kannada- I (21MBAP102) and Adalitha Kannada – I (21MBAP103) courses will have In Semester Assessment (ISA) only

Semester II

Sl. No.	Code	Course	L-T-P	Credits	Contact Sessions	ISA Marks	ESA Marks	Total Marks	Exam Duration
1	21MBAC106	Business Statistics	3-0-1	4	5	50	50	100	3 hours
2	21MBAC107	Business Mathematics	3-1-0	4	5	50	50	100	3 hours
3	21MBAC108	Business Economics	4-0-0	4	4	50	50	100	3 hours
4	21MBAC109	Environmental Studies	1-0-1	2	3	50	50	100	1.5 hours
5	21MBAC110	English – II	3-0-0	3	3	50	50	100	3 hours
6	22MBAP101	Business Communication	2-0-1	3	4	100		100	
7	21MBAP105	Self Development	0-0-2	2	4	100		100	
8	21MBAW101	Entrepreneurship Project	0-0-3	3	6	100		100	
		Total	16-1-8	25					

Business Communication (22MBAP101), Self Development (21MBAP105) and Entrepreneurship Project (21MBAW101) courses will have In Semester Assessment (ISA) only.

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II Year BBA

Semester III

Sl. No.	Code	Course	L-T-P	Credits	Contact Sessions	ISA Marks	ESA Marks	Total Marks	Exam Duration
1	21MBAC201	Financial Management	4-0-0	4	4	50	50	100	3 hours
2	21MBAC202	Human Resource Management	3-0-1	4	5	50	50	100	3 hours
3	21MBAC203	Marketing Management	3-0-1	4	5	50	50	100	3 hours
4	22MBAC201	Research Methodology	3-0-0	3	3	50	50	100	3 hours
5	21MBAP201	Tally and Advanced excel	1-0-1	2	3	100	--	100	--
6	21MBAP202	Small Business Management	1-0-2	3	5	100	--	100	--
7	21MBAP203	Web Design	2-0-1	3	4	100	--	100	--
		Total	17-0-6	23					

- Tally and Advanced excel (21MBAP201) and Small Business Management (21MBAP202), and Web design (21MBAP203) courses will have In Semester Assessment (ISA) only.

Semester IV

Sl. No.	Code	Course	L-T-P	Credits	Contact Sessions	ISA Marks	ESA Marks	Total Marks	Exam Duration
1	21MBAC205	Operations Management	3-0-1	4	5	50	50	100	3 hours
2	21MBAC206	Organizational Behavior	3-0-1	4	5	50	50	100	3 hours
3	21MBAC207	Business Taxation	4-0-0	4	4	50	50	100	3 hours
4	21MBAC208	Project Management	3-0-0	3	3	50	50	100	3 hours
5	21MBAC209	Indian Constitution	2-0-0	2	2	50	50	100	3 hours
6	21MBAC204	Digital Marketing	2-0-1	3	4	50	50	100	3 hours
7	21MBAP207	Sports & Yoga	0-0-2	2	4	100	--	100	--
8	21MBAI201	Industry Internship	0-0-3	3	6	100	--	100	--
		Total	17-0-8	25					

- Sports & Yoga (21MBAP207) and Industry Internship (21MBAI201) courses will have In Semester Assessment (ISA) only.

III Year BBA

Semester V

Sl. No.	Code	Course	L-T-P	Credits	Contact Sessions	ISA Marks	ESA Marks	Total Marks	Exam Duration
1	21MBAC301	Quality Management	4-0-0	4	4	50	50	100	3 hours
2	21MBAC302	Legal Environment and IPR	3-0-0	3	3	50	50	100	3 hours
3	21MBAC303	Technology for Business	2-0-1	3	4	50	50	100	3 hours--
4	24MBAC301	Vocational – I Supply chain management	3-0-0	3	3	50	50	100	3 hours
5	XXMBAEXXX	Elective – I (Marketing, HR & Finance)	3-0-0	3	3	50	50	100	3 hours
6	XXMBAEXXX	Elective – II (Marketing, HR & Finance)	3-0-0	3	3	50	50	100	3 hours
7	21MBAP304	Ethics & Self Awareness	1-0-0	1	1	100	--	100	--
		Total	19-0-1	20					

Ethics & Self Awareness (21MBAP304) course will have In Semester Assessment (ISA) only.

Semester VI

Sl. No.	Code	Course	L-T-P	Credits	Contact Sessions	ISA Marks	ESA Marks	Total Marks	Exam Duration
1	21MBAC304	Family Business	3-0-0	3	3	50	50	100	3 hours
2	24MBAC302	International Business Environment	3-0-0	3	3	50	50	100	3 hours
3	24MBAC303	Analytics for Business	2-0-0	2	2	50	50	100	3 hours
4	XXMBAEXXX	Elective - III (Marketing, HR & Finance)	3-0-0	3	3	50	50	100	3 hours
5	XXMBAEXXX	Elective - IV (Marketing, HR & Finance)	3-0-0	3	3	50	50	100	3 hours
6	21MBAP303	Vocational - II Event Management	0-0-2	2	4	100	--	100	--
7	24MBAP301	Internship	0-0-3	3	6	100	--	100	--
		Total	14-0-5	19					

- **Event Management (21MBAP303) and Internship (24MBAP301) courses will have In Semester Assessment (ISA) only**

DSE –I, II & III, IV

HR Specialization	Marketing Specialization	Finance Specialization
HR Planning and Talent Acquisition Industrial and Labour Law	Sales and Distribution Management Integrated Marketing Communication	Security Analysis and Portfolio Management Advanced Financial Management
Performance and Compensation Management Training and Development	International Marketing Consumer Behavior	International Finance Management Risk management

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Curriculum content

Semester I

Course Code: 21MBAC101	Course Title: <u>Introduction to Indian Business Environment</u>	
L-T-P: 4-0-0	Credits: 4	Contact Hrs: 04 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 50hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Environment: Meaning, concept & scope of environment Business & its environment for effective performance, micro environmental and macro environmental factors, Indian economy-its main features, macro environment- Economic consideration, political & government setup, socio cultural factors, social responsibility of business towards employee, community share holders consumers, business & economy;- meaning of business economy, Types of Economies-free, capitalization, socialistic, socialistic & mixed economy.		07 hrs
Module 2: Political Environment: Environmental analysis- stages, approaches & Techniques to environmental analysis, Benefits of environmental analysis, Functions of State , classification of functions of state, Economic roles of the government, government and legal environment, economic roles of government of India, the constitutional environment. Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions, per capita income.		07 hrs
Module 3: Social Environment: Business and society, business and culture, language, culture and organizational behavior, other social/cultural factors, social responsibility of business ,Social orientations of business, factors affecting social orientation, Social Audit, the Indian Situations- social involvement. Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration .technological leadership and technological followership, technology and competitive advantage, Sources of technological dynamics, time lags in technology.		06 hrs
Module 4: Economic Growth & Development – Meaning of economic growth, factors affecting economic growth, impact of circular flow of money on business, large scale & small scale business. Role of foreign Investments, private foreign investment limitations & degree of foreign investments, Govt. policy, event changes, Business & Law _ Business cycle, Inflation - Meaning, causes& Measures to check inflation and price spiral, Role of FDI & FII, Concept of GDP, GNP, NNP.		10 hrs

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Module 5: Multinational – Definition, Investment motives, Benefits, Demerits, Recent trends, Multinational in India- Introduction, public, private joint & co-operative sectors, village, small & ancillary industry, MRTP, FERA, Monetary, & fiscal policy, Money & Capital market. Financial Institutions - an overview. International Trade Theories.	10 hrs
Module 6: Global environment: Meaning and nature of globalization, Manifestation of globalization, Benefits from multinational companies, factors influencing globalization, Steps towards globalization, globalization in India, effects of globalization, Impact of technology on globalization. modes of going global, Functions of world trading organization, Difference, between GATT and WTO, WTO, Structure implication for India.	10 hrs
References: <ul style="list-style-type: none"> Economic Environment of Business by M. Ashikary, Sultan Chand and Sons Business Environment by Francis Cherrinulam, Himalaya Publishing House 	

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Course Code: 21MBAC102	Course Title: <u>Principles of Management</u>	
L-T-P: 3-0-1	Credits: 4	Contact Hrs: 05 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Nature and Functions of Management: Importance of Management, Definitions of Management, Management Functions or the Process of Management, Roles of a Manager, Levels of Management, Managerial Skills, Management and Administrations, Management- A Science or an Art? Management-A Profession? Professional Management vs. Family Management.		08 hrs
Module 2: Management Theory: Approaches to management – Classical, Neo-classical and modern; Contributors to management thought – Taylor and Scientific theory, Fayol and Administrative theory, Mayo and Hawthorne Experiments.		09 hrs
Module 3: Function of management: Planning, Directing, Staffing and Leading :Planning: Meaning, Process, Types, Principles, Significance, Limitations, Strategic Planning – meaning and process, MBO – meaning, process and requirements for implementation. Organizing – Meaning & Process of Organizing. Staffing – Concept, types & Importance. Leading-meaning, concept, different type and approaches of leadership.		08 hrs
Module 4: Organization Design and Structure: Organization – Meaning, Process, Principles; Organization structure – Determinants and forms line, functional, line and staff, project, matrix and committees; Formal and Informal Organization, Departmentation – Meaning and Bases; Span of Control – Meaning and Factors influencing; Authority, Responsibility and Accountability; Delegation – Meaning, Process; Centralization and Decentralization – Meaning; Degree of decentralization; Difference between delegation and decentralization.		09 hrs
Module 5: Coordination, Controlling and Decision making: Co-ordination: Concept of co-ordination, need for co-ordination, principles of co-ordination, techniques of co-ordination. Decision Making: Meaning, Types of decisions, Process, Significance, Limitations, Models – Rational economic model and Administrative model. Controlling – Meaning; Steps; Types; Techniques; Significance; Limitations.		06 hrs
Reference: <ul style="list-style-type: none"> • P C Tripathi and P N Reddy, Principles of Management, The McGraw-Hill Companies • Massie JI, Essentials of Management, Prentice Hall of India. • Drucker PF, The Practice of Management, Allied Publishers. • Robbins SP and Mary Coulter M, 2007, Management, 9th Edition, Prentice Hall of India. • Weihrich H and Koontz H, 2004, Management: A Global Perspective, 11th EdnMHE. • Certo SC and Certo ST, Modern Management, 9th edition, Prentice Hall. 		

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Course Code: 21MBAC103	Course Title: Management Accounting	
L-T-P: 3-0-1	Credits: 4	Contact Hrs: 05 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Introduction to Accounting: Meaning of Accounting, Accounting as a Source of Information, Objectives of Accounting, Role of Accounting, Basic Terms in Accounting, Generally Accepted Accounting Principles (GAAP), Basic Accounting Concepts, Accounting Standards.		06 hrs
Module 2: Recording of Transactions: Business Transactions and Source Document, Accounting Equation, Using Debit and Credit, Books of Original Entry, The Ledger, Posting from Journal, Stakeholders and Their Information Requirements, Distinction between Capital and Revenue, Depreciation, Need for Depreciation, Straight Line Method and Written Down Method of depreciation.		07 hrs
Module 3: Financial Statements: Stakeholders and Their Information Requirements, Distinction between Capital and Revenue, Trading and Profit and Loss Account, Operating Profit (EBIT), Balance Sheet.		07 hrs
Module 4: Analysis of Financial Statements: Objectives of Analysis of Financial Statements, Accounting Ratios-Meaning, advantages, limitations, Types of ratios-Liquidity, Solvency, Activity, Profitability.		12 hrs
Module 5: Not-for-Profit Organization and Partnership Accounts: Meaning and Characteristics of Not-for-Profit Organization, Accounting Records of Not-for-Profit Organizations, Nature of Partnership, Partnership Deed, Special Aspects of Partnership Accounts, Modes of Reconstitution of a Partnership Firm, Admission of a New Partner, New Profit Sharing Ratio, Dissolution of Partnership.		08 hrs
References <ul style="list-style-type: none"> R. Narayanaswamy, <i>Financial Accounting: A Managerial Perspective</i>, 3rd edn, Prentice Hall of India. N. Ramachandran and Ram Kumar Kakani, <i>Financial Accounting for Management</i>, 1st edn, TMH Publications. Ashish K Bhattacharya, <i>Financial Accounting for Business Managers</i>, 3rd edn, Prentice Hall of India. 		

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Course Code: 21MBAC104	Course Title: Entrepreneurship Development	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Entrepreneurship and the Entrepreneurial Mind-Set: Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concept and Need of entrepreneurship Development in the Indian context, entrepreneurial traits, types and significance in today's context, functions of successful entrepreneurs, the importance of entrepreneurs in economic growth, Entrepreneurship as a career.		06 hrs
Module 2: Evolution and Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen, Effectuation theory of entrepreneurship, A positive theory of social entrepreneurship by Santos.		07 hrs
Module 3: Venture Process: Opportunity sensing and idea generation, Environmental assessment, marketing plan, organizational plan and financial plan, Sources of finance and financial planning, business plan, entrepreneurial growth strategies, franchising, stalling, sickness and revival, and exiting the venture.		08 hrs
Module 4: Emerging trends in entrepreneurship and contemporary issues and practices: Rural entrepreneurship, Social entrepreneurship, family business and entrepreneurship, and technology-driven entrepreneurship. Ethical and Environmental challenges.		07 hrs
References: <ul style="list-style-type: none"> Hisrich, Robert D; Peters, Michael P and Shepherd, Dean A, <i>Entrepreneurship</i>, Tata McGraw Hill Publishing Company Limited Bagchi, Subroto, <i>The-High Performance Entrepreneurs</i> Penguin Books International Private Limited, New Delhi Kuratko F Donald & Hodgetts M Richard, <i>Entrepreneurship a Contemporary Approach</i>, The Dryden Press. Robert A Baron and Scott A Shane, <i>Entrepreneurship A Process Perspective</i>, Thomson South Western. David H. Holt, <i>Entrepreneurship: New Venture Creation</i>, Prentice Hall of India 2002 Raj Shankar, <i>Entrepreneurship Theory & Practice</i>, Vijay Nicole Imprints Pvt Ltd 		



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Course Code: 21MBAC105	Course Title: English -I	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Grammar <ul style="list-style-type: none"> Overview of English Grammar Parts of speech Tenses & Verb Structures Articles Prepositions Voices (Passive & Active) Direct and Indirect speech Punctuations & Capitalization Typical mistakes by Non-English Speaking Individuals 		08 hrs
Module 2 : Vocabulary & Orthography <ul style="list-style-type: none"> Confusable Words One Word Substitutes Acronyms Synonyms & Antonyms Homophones Eponyms Idioms & Phrases Plurals Prefix & Suffix Etymology 		08 hrs
Module 3: Composition <ul style="list-style-type: none"> Paragraph Writing Essay Writing 		08 hrs
Module 4: Correspondence <ul style="list-style-type: none"> Format of Letter Writing Types of letters –General Formal Letters - Invitations; Apologies; Permissions; Condolences & Official Letters – Covering Letters; Applications E-mails 		08 hrs
Module 5: Reading Skill <ul style="list-style-type: none"> Gathering ideas and information from a given text, Evaluating these ideas and information Interpreting the text - understanding the text, to understand what a text does, to understand what a text means 		08 hrs



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Course Code: 21MBAP101	Course Title: <u>Introduction to MS Office</u>	
L-T-P: 1-0-1	Credits: 2	Contact Hrs: 03 Sessions/week
ISA Marks: 100	ESA Marks: --	Total Marks: 100
Teaching Hrs: 14hrs		Exam Duration: --
Course Content		
Particulars		Hours
Information Technology: Introduction, New Developments, Information Systems, Software and data, Application of IT in Business MS - Word: Creating and editing files, basic formatting and text enhancement, block operations, printing, file management global searches & substitutions, special print features merging files with mail merge, checking spelling with spell star, index & table of contents. MS - Excel: Concepts of spreadsheet, building a spreadsheet application using formulae, conditional calculations and inbuilt functions; printing worksheets; using graph plotting Capabilities of spreadsheet package to display and print graphs; database management & interfacing spreadsheets with database systems; writing macros and creating customized menus with macros MS - PowerPoint: Creation of new slides; Slides from templates; Animation effects; Inserting objects in the slides; Creating hyperlinks; embedding audio/video files , MS- Access		14 hrs
References <ul style="list-style-type: none">• Joseph A. Brady and Ellen F Monk, (2007) Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.• Rajaraman, V., (2009) Introduction to Information Technology, Prentice Hall of India.• ITL, ESL, (2005) Introduction to Infotech, 1st edition, Pearson Education.• Goyal, Anita, (2010) Computer Fundamentals, 1st Edition, Pearson Education.		

Balake Kannada-I

Course Code: **21MBAP102**

L-T-P: **2-0-1**

ISA Marks: **100**

Teaching Hrs: **28 hrs**

Credits: 3

ESA Marks: -

Course Title: **Balake Kannada-I**

Contact Hrs: **04 Sessions/week**

Total Marks: **100**

Exam Duration: **NA**

1. ವರ್ಣಮಾಲೆ

- Introducing each other Personal Pronouns, Possessive, forms Interrogative words.

ಅ. ನಾವು ಮತ್ತು ಬಾಡೆ ಬ. ಅಕ್ಕರಗಳಿಂದ ಪದಗಳು

2. Introducing each other personal Pronouns Possessive forms, Yes/No Type Interrogative.

3. About Ramayana. Possessive forms of nouns debitive question, Relative nouns

4. Helping verbs "Iru and Irala" corresponding future and negative verbs

5. Enquiring about college Qualitative and quantitative adjectives.

6. Vegetable Market Dative Case. Case, basic numerals.

7. In a cloth shop Color Adjectives, defective verbs.

8. Plan to go for a picnic Imperative, permissive and hortative

9. Enquiring about one's family Verb iru and corresponding negation

ಕನ್ನಡ ಚಿತ್ರಪಟಗಳಲ್ಲಿನ ಅಕ್ಕರಗಳನ್ನು ಗುರುತಿಸಿ ಓದಿ. ದಿನಪತ್ರಿಕೆ ಓದುವ ಹವ್ಯಾಸ ಸಂವಹನ ಮಾಧ್ಯಮದ ಬಗ್ಗೆ ಪರಿಚಯ.

10. ಅಕ್ಕರ ಜ್ಞಾನದಿಂದ ಪದಸಂಪತ್ತು ಹೆಚ್ಚಿಸಿ (ನೇಹಿತ, ತರಕಾರಿ, ದೋಸೆ, ತಿಂಡಿ, ನಿಡ್ಡೆ, ಬಿಸಿ ಬೇಳೆ, ಆಕಾಶ, ಓದು ಇತ್ಯಾದಿ ನಿತ್ಯ ಬಳಸಿಯ ಪದಗಳಿಂದ ವಾಕ್ಯರಚನೆ ಮತ್ತು ೨೫ ರಿಂದ ೫೦ ಪದಗಳ ಕಿರು ಲೇಖನ ರಚನೆ)

11. Do's and Don'ts in learning kannada language

12. ಸಂಬಾಡಣೆಯಲ್ಲಿ ದಿನೋಪಯೋಗಿ ಕನ್ನಡ ಪದಗಳು.

28 Hrs

Adalitha Kannada-I

Course Code: **21MBAP103**

L-T-P: **2-0-1**

ISA Marks: **100**

Teaching Hrs: **28 hrs**

Credits: 3

ESA Marks: -

Course Title: **Adalitha Kannada-I**

Contact Hrs: **04 Sessions/week**

Total Marks: **100**

Exam Duration: **NA**

1. ವರ್ಣಮಾಲೆ
2. ಸಂಯುಕ್ತಾಕ್ಷರ, ತತ್ವಮ - ತತ್ವಮ - ತದ್ವವ
3. ಕನ್ನಡ ಬಾಷೆ - ಸಂಕ್ಷಿಪ್ತ ವಿವರಣೆ
4. ಸಮಾನಾರ್ಥಕ, ನಾನಾರ್ಥಗಳು
5. ಬಾಷಾ ಪ್ರಯೋಗದಲಾಗುವ ಲೋಪದೋಷಗಳು ಮತ್ತು ಅವುಗಳ ನಿವಾರಣೆ
6. ಲೇಖನ ಚಿಹ್ನೆಗಳು
7. ಜೀವನ ಚರಿತ್ರೆ / ಕಥೆ
8. ನುಡಿಗಟ್ಟು, ದ್ವಿರುಕ್ತ, ಜೋಡುನುಡಿ
9. ಜೀವನ ಚರಿತ್ರೆ ವರಕವಿ ದ ರಾ ಬೇಂದ್ರೆ
10. ಪದ್ಯ (ಹಾಚೇವು ಕನ್ನಡದ ದೀಪ)
11. ಚಟುವಟಿಕೆಗಳು
12. ವ್ಯಕ್ತಿತ್ವ ಪತ್ರಗಳು

28 Hrs

School of Management Studies and Research

Semester II

Course Code: 21MBAC106	Course Title: Business Statistics	
L-T-P: 3-0-1	Credits: 4	Contact Hrs: 05 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Introduction to Statistics – Origin, meaning and purpose of statistics, Scope and limitations of statistics, Science or Art and sit rust of statistics, Collection and presentation of data, Sources and methods of data collection.		08 hrs
Module 2: Principles of data classification, Tabulation of data, Frequency Distributions and measures of central tendency – Frequency Distribution and graphic representation of frequency distributions.		06 hrs
Module 3: Measures of Central Tendency – Mean Mode, Merits and demerits of Mean, Mode and Median Measures of Variations – Skewness and Dispersion.		08 hrs
Module 4: Correlation and Regression Analysis: Introduction to Correlation and Regression. Simple linear regression model and coefficients of regression. Correlation Analysis – Significance and types of correlation, Methods of Correlation analysis – Scatter diagram, Karl Pearson coefficient of correlation, Rank correlation and method of least squares.		12 hrs
Module 5: Time series Analysis – Introduction, Utility of time series analysis, Components and analysis of time series. Measuring Trends of time series, moving averages and method of least squares.		06 hrs
Reference Books: <ul style="list-style-type: none"> Lewin and David S Rubin, <i>Statistics for Management</i>, 7th edition, Pearson. ND Vohra, “Business Statistics”, TMH Publication, 2017. JK Sharma, “Business Statistics”, Pearson Publication, 2017. 		



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Course Code: 21MBAC107	Course Title: Business Mathematics	
L-T-P: 3-1-0	Credits: 4	Contact Hrs: 05 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Ratio, Proportion and Percentage: Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage Meaning and Computations of Percentages .		08 hrs
Module 2: Profit And Loss: Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission and brokerage.		08 hrs
Module 3: Interest Calculation: Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Installments (EMI), Problems		08 hrs
Module 4: Shares & Dividends: Concept of Shares, Stock exchange, Face Value, Market Value, Dividend, Equity Shares, Preferential Shares, Bonus Shares, Examples.		08 hrs
Module – 5 : Costing Introduction, nature and scope of cost accounting, distinction between cost and financial accounting. Elements of cost, classification of cost, cost sheet (problems on output costing, tenders and estimate)		08 hrs
References: <ul style="list-style-type: none"> • Raghavachar – A First Course in Mathematics for Management, TMH, New Delhi. • SuranjanShaha – Practical Business Mathematics & Statistics, Himalaya, Mumbai. • Business Mathematics by Dr. AmarnathDikshit& Dr. Jinendra Kumar Jain. • Business Mathematics by V. K. Kapoor - Sultan chand& sons, Delhi • Business Mathematics by Bari - New Literature publishing company, Mumbai 		

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Course Code: 21MBAC108	Course Title: Business Economics	
L-T-P: 4-0-0	Credits: 4	Contact Hrs: 04 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 50hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module1 : The Fundamentals of Economics Nature and Scope, application of economics, Objectives of Business firms, theories of profit, , alternative objectives of business firm, opportunity cost, decision rule, marginal principle and decision rule, incremental principle and decision rule, equi marginal principle, contribution analysis.		08 hrs
Module 2: Basic Elements of Demand and Supply Demand Meaning, Demand Schedule, Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Changes in Demand; Supply- Meaning, Supply Schedule, Individual and Market Supply Curve, Determinants of Supply, Law of Supply, Changes in Supply; Equilibrium of Demand and Supply, Determination of Equilibrium Price and Quantity, Effect of a shift in Demand or Supply; Elasticity of Demand and Supply.		10 hrs
Module 3: Theory of Consumer Demand Analysis of Individual Demand, Elasticity of Demand, Demand Forecasting, Utility, Law of diminishing marginal utility , Graphical Presentation ,Law of equi-marginal utility , Consumer equilibrium , Application of the Cardinal Utility Approach ,Ordinal utility approach or indifference curve analysis , Meaning of indifference curve.		08 hrs
Module 4: Theory of Production and Costs Theory of Production- Factors of Production, Basic Concepts, Production Function, Law of Variable Proportions, Returns to Scale; Producer's Equilibrium- Least-Cost Factor Combination and Output Maximization for a given Level of Outlay; Theory of Costs-Basic Concepts, Short-run Total Cost Curves, Fixed and Variable, Short-run Average and Marginal Cost Curves, Relationship between Average and Marginal Cost Curve, Average and Marginal Cost Curves in the Long-run.		10 hrs
Module 5 : Analysis of Markets Basic Concepts of Revenue, Revenue Curves, Relationship between Average and Marginal Revenue Curve; Concept of Market and Main Forms of Market; Equilibrium of the Firm- Meaning, Objectives of the Firm, Total Revenue-Total Cost Approach, Marginal Revenue-Marginal Cost Approach; Price and Output under Determination Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.		07 hrs
Module 6 : Basic of Money and Banking Concept of Money-Its Functions, Quantity Theory of Money, Credit Creation; Central Bank (Reserve Bank of India)-Role and Functions; Commercial Banks-Role and Functions; Basic Elements of E-Banking; Monetary Policy in India, Overview of Indian Economy.		07hrs
References: <ul style="list-style-type: none"> • D N Dwivedi Essentials of Business Economics • Samuelson & Economics; McGraw Hills. William D. Nordhans 		

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<ul style="list-style-type: none"> P. N. Chopra Advanced Economics Theory; Kalyani Publishers, New Delhi. 		
Course Code: 21MBAC109	Course Title: Environmental Studies	
L-T-P: 1-0-1	Credits: 2	Contact Hrs: 03 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 14hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Environmental Education - Objectives, Principles, Scope and functions of environmental education. Role of NGOs. Managing Natural Resources – Importance – Water, Land.		05 hrs
Module 2: Global Warming – Problem, Implications, Concept of Carbon Credit, Role of Government and Non-Government Agencies & Businesses. Disaster management – Concept, causes and consequences, disaster mitigation. Environmental challenges faced society. Necessary implications and adoption strategies for environment		09 hrs
Books Recommended:- <ul style="list-style-type: none"> Environmental Policy – By. James Lester, Duke University Press Environmental Management System ISO 14001 – By Dr. Ashok Joshi, L.Ramkrishnan, NiveditaSarnaik 		

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Course Code: 21MBAC110	Course Title: English -II	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Report Writing <ul style="list-style-type: none"> Format of Report Writing Types of Reports – Information Reports; Analytical Reports; Press Reports 		10 hrs
Module2: Creative Writing <ul style="list-style-type: none"> Tag Lines Short Stories 		10 hrs
Module 3: Job Application & Interview Skills <ul style="list-style-type: none"> Curriculum Vitae Group Discussion Interview 		10 hrs
Module 4: Basics of Business Presentations <ul style="list-style-type: none"> Making Effective Business Presentations Effective Use of Illustrations 		10 hrs

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Course Code: 22MBAP101	Course Title: <u>Business Communication</u>	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Sessions/week
ISA Marks: 100	ESA Marks: ---	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: ---
Course Content		
Particulars		Hours
Module 1: Introduction to Communication, Meaning and Definition - Process - Functions - Objectives - Importance - Essentials of good communication - Communication barriers - Overcoming communication barriers, Types of Communication Written - Oral - Face-to-face - Silence - Merits and limitations of each type.		06 hrs
Module 2: Business Letters Need and functions of business letters - Planning & layout of business letter - Kinds of business letters - Essentials of effective correspondence, Essentials of an effective letter writing, Need and function of Business letter.		06 hrs
Module 3: Drafting of Business letters Enquiries and replies - Placing and fulfilling orders - Complaints and follow-up - Sales letters - Circular letters - Application for employment - Notices, Agenda and Minutes of the Meetings - Memos. The art of listening - Principles of good listening. Mass Communication – Nature & Scope of Mass Communication, function of mass communication – Media of mass communication, Role of Mass – Media in India.		08 hrs
Module 4: Oral Communication Meaning, nature and scope - Principles of effective oral communication - Techniques of effective speech - Media of oral communication (Face-to-face conversation - Teleconferences - Press Conference – Demonstration - Radio Recording - Dictaphone – Meetings - Rumor - Demonstration and Dramatization - Public address system - Grapevine - Group Discussion - Oral report - Closed circuit TV). Customer Care/Customers Relations - Public Relations (Concept, Principles, Do's and Don'ts etc. to be studied for each type).		08 hrs



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Course Code: 21MBAP105	Course Title: <u>Self Development</u>	
L-T-P: 0-0-2	Credits: 2	Contact Hrs: 04 Sessions/week
ISA Marks: 100	ESA Marks: ---	Total Marks: 100
Teaching Hrs: 64hrs		Exam Duration: ---
Course Content		
Particulars		Hours
<ul style="list-style-type: none">• Introduction to mediation practice, benefits• Goal setting in life• Values and Attitudes• Time, stress and conflict management• Team work• Interpersonal Skills• Intuitive decision making• Creative thinking• Success and Excellence		64 hrs

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Course Code: 21MBAW101	Course Title: Entrepreneurship Project	
L-T-P: 0-0-3	Credits: 2	Contact Hrs: 06 Sessions/week
ISA Marks: 100	ESA Marks: ---	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: ---
Course Content		
Particulars		Hours
Tasks: <ul style="list-style-type: none"> • Opportunity analysis and Ideation • Idea to opportunity mapping • Business Plan Development <ol style="list-style-type: none"> 1. Industry Analysis 2. Business environment analysis 3. Marketing Plan development 4. Organizational plan and Operational plan development 5. Financial plan Development 6. Enterprise growth strategy 7. Exit plan 		90 hrs



School of Management Studies and Research

Bachelor of Business Administration

Curriculum content 2021-24

Semester III

Course Code: 21MBAC201	Course Title: Financial Management	
L-T-P: 4-0-0	Credits: 4	Contact Hrs: 04 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 50hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module 1: Introduction, Planning and Financial System: Introduction – Financial management and Indian Financial System, Business finance, Profit Vs Wealth maximization, Agency problem, Financial planning, Budgets and budgetary control: meaning, types of budgets ,production-sales-cash and master budgets.		07 hrs
Module 2: Time Value and Capital Budgeting Time value of money, Capital budgeting, Different phases of capital budgeting, Criteria for selection of projects, NPV, IRR, BCR, ARR, Simple and Discounted payback period criteria. Capital rationing and replacement projects.		12 hrs
Module 3: Working Capital Management & Financing: Working capital management, Sources of working capital, Working capital estimation and financing (short term and long term).		07 hrs
Module 4: Cash and Receivables and Inventory management Cash and Receivables: Cash management – Nature and motives, Marketable securities, Basic strategies. Receivables Management – Objectives, Credit policies, Credit terms, Collection policies. Inventory management – objectives, techniques and problems.		10 hrs
Module 5: Financing Decision Leverages: Operating, Financial, and Combined leverages, Capital structure decisions, Planning the capital structure, Cost of capital: specific and composite cost.		08 hrs
Module 6 : Long Term and short term Sources of Capital: Introduction to long term and short termsources of capital, Hybrid Financing and modern methods of financing and valuation, Lease finance and hire purchase finance.		06 hrs
Text Book (List of books as mentioned in the approved syllabus)		
<ul style="list-style-type: none"> Prasanna Chandra, Fundamentals of Financial Management, 7th Edn, Tata McGraw Hill. I M Pandey, Essentials of Financial Management, 9th Edn, Vikas Publishing House. M. Y. Khan and P. K. Jain, Financial Management, 5th Edn, Tata McGraw Hill. 		

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Course Code: 21MBAC202	Course Title: <u>Human Resource Management</u>	
L-T-P: 3-0-1	Credits: 4	Contact Hrs: 05 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module 1: Introduction to Human Resource Management, Definition and Evolution of Human Resource / Personnel Management. Importance & Functions of Human Resource Management. Organization of HRM Role of Personnel Manager. Personnel Management .Difference between personnel management and human resource management.		08 hrs
Module 2: Human Resources Planning HRP- Definition, Objectives, Factors influencing estimation of Human Resources & Process of Human Resource Planning. Recruitment- Meaning, Factors affecting Recruitment, Sources & Process. Selection- Concept of Selection & Process Distinguish between Recruitment and Selection. Recent challenges face by recruitment and selection.		08 hrs
Module 3: Training and Development Training- Meaning and Definition, Objectives & Importance of Training, Methods, Process & Evaluation of Training Programme. Management Development- Meaning, Methods, Process & Evaluation of Management Development Programme. Distinguish between training and Development Performance Appraisal. Concept, Objectives, Process of Performance Appraisal & Methods. Factors affecting Performance Appraisal Errors & Challenges in Performance Management.		10 hrs
Module 4: Compensation Management, meaning, components, different types of compensation, Wage and Salary Administration-Meaning-Wage & Salary Administration, Methods of Wage Payment, Factors. Determining the level of remuneration, Profit sharing, Fringe Benefits, Employee services.		08 hrs
Module 5: Industrial Relations. meaning, importance, employee relations, trade union, Industrial Dispute, Collective bargaining, workers participation management, collective bargaining, recent challenges ,HR Audit and Human resource information system.		06 hrs
Text book <ul style="list-style-type: none"> Human Resource Management – Text and Cases by K. Aswathappa Human Resource Management – Gary Dessler Human Resource Management – P.C. Pardeshi Personnel Management- C. B. Mamoria Human Resource Management. Texts and Cases - V.S. P. Rao Human Resource Management -L.M. Prasad 		

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Course Code: 21MBAC203	Course Title: Marketing Management	
L-T-P: 3-0-1	Credits: 4	Contact Hrs: 05 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module 1: Overview of Marketing, Origin of Marketing, Definition, nature & scope of Marketing. Need for marketing. Types of markets. Demand & supply Need & its types. Marketing Management – Marketing Concept – Production concept, Selling concept, Societal, Marketing concept. Selling Vs marketing – Mix, Promotion – Mix.		06hrs
Module 2 : Buyer behavior – Factors influencing buyer behavior – Buying Motives – Stages of buying decision process - Market segmentation – Need and basis of Segmentation – Concept of Marketing Mix – Marketing Strategy. Targeting & positioning. Product. Product concept. Types of products. PLC – Product life cycle.		09hrs
Module 3 Pricing – Objectives – Pricing Policies and Procedures – Factors influencing pricing decisions – New product pricing – Psychological aspects in pricing. Physical distribution – Channels of distribution – Types of Channels – Channel Policy – Wholesalers, Retailers and Middle men and their functions.		09hrs
Module 4: Promotion – Advertising – Personal Selling – Sales Promotion – Publicity- Recent Trends in Marketing: E-marketing, Relationship marketing, Mobile marketing.		09hrs
Module 5: Emerging Trends in Marketing: Societal marketing, Green Marketing. International Marketing: Concept & factors for becoming Global Player. Rural Marketing.		07hrs
Reference: 1. Gupta C.B. Nair N. Rajan, (2020), Marketing Management - Text & Cases,19th edition, Sultan Chand & Sons, New Delhi . 2. Philip Kotler &Kevin Lane Keller, (2016), Marketing Management, 15th Edition, Pearson Education India, Noida 3. V S Ramaswamy& S Namakumari, (2010), Marketing Management, 4th Edition, Om Books International, New Delhi. 4. Rustom S. Davar, (1993), Modern Marketing Management, Ubs Publishers’ Distributors Pvt.Ltd, New Delhi. 5. S.A. Sherlekar& R. Krishnamoorthy (2015), Principles of Marketing, Himalaya Publishing House Pvt. Ltd.,- Mumbai		



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Course Code: 22MBAC201	Course Title: Research Methodology	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Research Process & Research Designs: Introduction to research Objectives of Research, Applications of Research, Role of Research, Problem formulation, Various Steps in Research process, Types of Qualitative Research, Types of Quantitative research, Types of research design, Exploratory, Descriptive, and Experimental.		10 hrs
Module 2: Data Collection Methods & Measurement Types of data Collection: Primary and Secondary Data, Collection Methods, Data Sources, Sampling fundamentals, Determination of sample size, Sampling errors, Measurement, & Scaling Techniques Questionnaire Designing.		12hrs
Module 3: Estimation and Hypothesis testing Point and Interval Estimates of Means, Hypothesis formulation, & Testing, Basic Concept: Type-I and Type-II Error, One Tailed and Two Tailed Tests. Concept of level of significance, Degree of freedom, Z-Test (for large sample), t-Test (for small sample), F-Test, Chi-square Test (Non-parametric).		10 hrs
Module 4: Report Writing Structure and Components of Research Report, Types of Research Report, Criterion for Good Research Report, Methodology of writing technical reports, Components of research Reports, Formulation of research report, Presentation of research reports.		08 hrs
References: <ul style="list-style-type: none">Kothari, C. R. (2016), Research Methodology, New age international publishers, ISBN: 978-93- 86649-22-5Eswaran, S & Singh, S J (2010), Marketing Research, OXFORD University Press, ISBN: 978-0-19- 567696-9.Ghuri, Pervez & Gronhaug, Kjell (2010), Research Methods in Business Studies, Pearson, ISBN: 978-0273712046		



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Course Code: 21MBAP201	Course Title: Tally and Advanced Excel	
L-T-P: 1-0-1	Credits: 2	Contact Hrs: 03 Sessions/week
ISA Marks: 100	ESA Marks: --	Total Marks: 100
Teaching Hrs: 14hrs		Exam Duration: --
Course Content		
Particulars		Hours
Tally 9.0: Creating ledgers, vouchers (payments, receipts, sales & purchases etc.), preparing P&L Account. MS-Excel (Spreadsheet software) Basic features of spreadsheet package formatting the spreadsheets, renaming, rows & columns, graphic representations, using formulas in areas like marketing, finance, production, etc. Most frequently used built-in functions in Excel changing workbook appearance performing calculations on data focusing on specific data by using specific filters recording and summarizing data, data tools, excel tables, pivot tables, charts, and solver.		14hrs



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Course Code: 21MBAP202	Course Title: <u>Small Business Management</u>	
L-T-P: 1-0-2	Credits: 3	Contact Hrs: 05 Sessions/week
ISA Marks: 100	ESA Marks: --	Total Marks: 100
Teaching Hrs: 14hrs		Exam Duration: --
Course Content		
Particulars		Hours
Module 1: Introduction to small business Foundation for Small Business in the Indian Context: A Brief History of Small Business, Definition of Small Business, Small Business in the Indian Economy, Success and Failure in Small Businesses, Evolution, Ethics, SBM and E-Commerce, E-Commerce operations and Technology, Family owned small business: An Overview and Family Business Issues.		08hrs
Module 2: Small business environment Human resource management (HRM) in SBMs, Process of decision making in SBM, HRM challenges in SBM. Marketing: Marketing for small businesses, market challenges - local and global markets, Opportunities for exporting small businesses products. Finance: Financial performance of small businesses, SBM challenges of accessing funds, government funding agencies.		06hrs
Reference Books: <ul style="list-style-type: none"> • Small Business Management- Launching & growing Entrepreneurial Venture by Justin G. Longenecker, 18th edition, Cengage Learning India. • Research paper: M. Aggarwal, Aneet, <i>Small and Medium Enterprises In Transitional Economies: Challenges And Opportunities</i> • Small Business Management: Theory & Practice by Tim Mazzarol, Sophie Reboud, 4th edition, SpringerLink • Essential of entrepreneurship and small business management- Thomas W Zimmer and Norman .M. Scarborough, Edition 4.2008, Pearson. • Fundamentals of Entrepreneurship and Small Business Management by Vasant Desai 8th Edition 2005, Himalaya Publications 		



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Course Code: 21MBAP203	Course Title: Web Design	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Sessions/week
ISA Marks: 100	ESA Marks:	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration:
Course Content		
Particulars		Hours
Module-1: Basics of Web Designing , Introduction to Web Technologies o Introduction to Web Technologies Careers in Web Technologies and Job Roles How the Website Works? Client and Server Scripting Languages, Domains and Hosting, Responsive Web Designing, Types of Websites (Static and Dynamic Websites) Web Standards and recommendation.		10hrs
Module-2: Abode Photo shop and Animation, Planning the client website Introduction to websites, Protocols and port numbers, Corel draw and Photoshop, Creating brochures, Client and server software.		09hrs
Module-3: Available software applications for Web design HTML , CSS , JavaScript , Bootstrap , Adobe Dreamweaver , Adobe Flash .		09hrs
Reference Books: <ul style="list-style-type: none">• Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics, Fifth Edition Paperback – 1 January 2018'by Jennifer Robbins• Designing with Web Standards Paperback –2009,by Jeffrey Zeldman		

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Semester -IV

Course Code: 21MBAC205	Course Title: Operations Management	
L-T-P: 3-0-1	Credits: 4	Contact Hrs: 05 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module 1: Operations management & operations decision making: Introduction, the importance of operations management in manufacturing and service industries, Information and Non-manufacturing systems. Factors affecting productivity. The environment of operation. Characteristics of decisions, framework for decision-making, decision methodology, decision support systems, economic models and statistical models.		06hrs
Module 2: Facility Layouts. Meaning, objectives and factors influencing facility layout, Classifying of layout: Process layout, Product layout, fixed layout and combination layout, service facility layout. Layout planning and design: Layout tools and techniques, templates, models, travel chart, load distance analysis.		09hrs
Module 3: Production and Inventory Control: Basic types of production – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock – ABC classification – Procedure for Stock Control, Materials Requirement Planning (MRP). JIT.		09hrs
Module 4: Methods Analysis and Work Measurement: Methods Study Procedures – The Purpose of Time Study – Stop Watch Time Study – Performance Rating – Allowance Factors – Standard Time – Work Sampling Technique. Quality Control: Purposes of Inspection and Quality Control — Control Charts. Total Quality Management, Principles of TQM.		08 hrs
Module 5: Supply Chain Management :Strategic importance, supply chain strategies, vendor selection, logistics management, measuring supply chain performance, outsourcing, risks in outsourcing, ethical issues in outsourcing.		08 hrs
Reference: Operation Research by J.L. Sharma Operation Research by Gupta and Gupta Reference Books <ul style="list-style-type: none"> • Buffa, E.S. and Sarin, R., Modern Productions / Operations Management, 8th Edition, Wiley, 2007. • Chary, S.N., Production and Operations Management, 5th Edition, Tata McGraw-Hill, 2012. • B.Mahadevan, Operations Management, 2nd Edition, Pearson, 2010. • Lee Krajewski, Larry P Ritzman., Manoj K Malhotra & Samir K Srivastava, Operations Management, 9th Edition, Pearson, 2011. 		

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Course Code: 21MBAC206	Course Title: Organizational Behavior	
L-T-P: 3-0-1	Credits: 4	Contact Hrs: 05 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module 1: Organization behavior. Definitions and meaning of OB, foundation of OB, Scope of OB, Implication of the study of OB, Models of OB, Contributing disciplines to OB, Challenges and opportunities for OB.		06hrs
Module 2: Foundation of individual behaviour, factors exerting influence on human behaviour, Personal factors, Psychological Factors, Organizational factors, Environmental Factors, Personality, Meaning and definition of personality, Determinants and types of Personality, Theories of Personality- Psycho-analytical and self-theory, Eriksons stages of personality development, major personality attributes influencing OB.		08 hrs
Module 3: Perception, Meaning and Definition, Perception Vs Sensation, Perpetual Process, Factors affecting Perception, Its application in Organization. Attitudes, Values and Job satisfaction, Meaning and definition of Attitudes, Formation of attitudes, Job- related attitudes, Meaning and definition of Values, Types of values, Job satisfaction, Determinants of Job satisfaction, Impact of satisfied and dis-satisfied employees on workplace.		09hrs
Module 4: Foundation of Group Behaviour, Meaning and Definition, Types of Groups, Stages of Group Formation, Group Cohesiveness and Productivity, Group Decision Making, Techniques of improving Group Decision Making. Team Management, development, process.		07hrs
Module 5: Organizational Culture, Meaning and definition, Types of culture, Functions of culture, Creating, Sub-staining and changing organizational culture, How employees learn culture Job stress, Meaning and Definition, Reasons behind job stress, Consequences of job stress, How to manage job stress. Employee Morale: - Meaning, Morale & Productivity, Measures to strengthen employee morale.		10 hrs
Suggested Books: <ul style="list-style-type: none"> Organizational Behaviour-12th edition, by Stephen Robbins and Timothy.A.Judge, Prentice Hall of India Pvt Ltd, New Delhi Organizational Behaviour: By: Fred Luthans, Mc Graw Hill Irwin, New-Delhi Organizational Behaviour: By: K.Ashwatappa Himalaya Publishing House, Bangalore 		



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Course Code: 21MBAC207	Course Title: Business Taxation	
L-T-P: 4-0-0	Credits: 4	Contact Hrs: 04 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 50hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module – I Basic concept: Meaning of income, Agricultural income, Previous year, Assessment year, Assessment, Assesses person, Gross Total Income and Total income, Capital Receipts and Expenditure and Revenue Receipts and Expenditure.		05hrs
Module – II Heads of Income, Residential status and tax liability, status of different assesses – Incidence of Tax Individual and Company, Income Exempted from Tax.		06hrs
Module – III Tax-Free incomes, Section 10: Sub section 1, 2, 2A, 10,10A, 10AA, 11, 12,1 3, 13A and 15 Nature of indirect taxes. 2. Features of central exercise act. 3. Concept of manufacture. 4. Excisable goods. 5. Features of customs act. 6. Salient features of CST and GST.		12hrs
Module – IV Computation of income under various heads. Income form Salary (simple problems) , Income from House Property , Profits and Gains of Business and Profession , Capital Gains (no problems) , Income from other sources (no problems)		10 hrs
Module – V Deduction from gross total income Under section 80: 80C, 80D, 80DD, 80G, 80GGA and 80U.		07hrs
Module – VI Assessment of individuals and assessment of partnership firms. Indirect Taxes-Only theory, No problems.		10 hrs
Suggested Books: <ul style="list-style-type: none"> • Direct Tax Laws – by Dr. Vinod K Singhania – Taxmann Publications-Mumbai. • Income-Tax Law and Practice by Dr.H.C.Mehrotra-Sahitya Mahal Prakashan, Agra. • Indirect Taxes – by V.S.Datey – Taxmann publications Pvt Ltd. – New Delhi • Indirect Taxes – by DinkarPagre – Sultan Chand and sons- New Delhi. Central Sales Tax Act – Bare Acts. 		

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Course Code: 21MBAC208	Course Title: Project Management	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module No. 1. Idea Generation and Feasibility Study Capital resource scarcity, Organizational Context, Idea generation and screening, Project feasibility study -Market, Technical, Financial and environmental.		10hrs
Module No2. Project Life Cycle Management Leadership and Project Manager's role, Scope Management, Work Breakdown Structure Project charter, Project Team Building, Process Groups, Conflict and Negotiation.		10hrs
Module 3. Project Scheduling Project Scheduling : Introduction Network construction, Activity on Arrow, Activity on node, Dummy activity, Computation of activity times, Critical Path, Program Review and Evaluation Technique, Project scheduling with CPM, Crashing of events, resource leveling.		10hrs
Module 4. Social cost benefit analysis Rationale for SCBA, UNIDO approach, Multiple project constraints , forms of project organisation		04hrs
Module 5. Project Closure Project Appraisal, Project Closure and Termination, Post closure analysis of project impact on society and environment.		06hrs
References <ul style="list-style-type: none"> Prasanna Chandra , Projects , CFM-TMH Professional Series in Finance Jeffrey K.Pinto, Project Management Pearson Publication 2009. Gido I Clements, Project Management Cengage Learning. The Managerial Process ,Project Management- by Clifford Gray and Erik Larson Tata McGraw Hill, 3rd Edition. 		



School of Management Studies and Research

Course Code: 21MBAC209	Course Title: Indian Constitution	
L-T-P: 2-0-0	Credits: 2	Contact Hrs: 02 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module 1: Introduction Constitution' meaning of the term, Indian Constitution: Sources and constitutional history, Salient Features, Citizenship, Preamble. Fundamental Rights, Fundamental Duties, Directive Principles of State Policy		08hrs
Module 2: Union Government and its Administration Structure of the Indian Union: Federalism, Centre State relationship, President: Role, power and position, Prime Minister and Council of ministers, Cabinet and Central Secretariat, Lok Sabha, Rajya Sabha State Government and its Administration Governor: Role and Position, Chief Minister and Council of ministers, State Secretariat: Organization, Structure and Functions.		6hrs
Module 3: Local Administration District's Administration head: Role and Importance, Municipalities: Introduction, Mayor and role of Elected Representative, CEO of Municipal Corporation, Pachayati raj: Introduction, PRI: ZilaPachayat, Elected officials and their roles, CEO Zila Panchayat: Position and role, Block level: Organizational Hierarchy (Different departments), Village level: Role of Elected and Appointed officials, Importance of grass root democracy.		9hrs
Module 4: Election Commission Election Commission: Role and Functioning, Chief Election Commissioner and Election Commissioners, State Election Commission: Role and Functioning, Institute and Bodies for the welfare of SC/ST/OBC and women.		05hrs
Reference: <ul style="list-style-type: none"> • M.V.Pylee, An Introduction to the Constitution of India, NewDelhi, Vikas, 2005. • Subhash C. Kashyap, Our Constitution: An Introduction to India's Constitution and constitutional Law, New Delhi, National Book Trust, 2000. • Durga Das Basu, Introduction to the Constitution of India, NewDelhi, Prentice Hall of India, 2001. • D.C.Gupta, Indian Government and Politics, VIII Edition, New Delhi, Vikas, 1994. • J.C.Johari, Indian Government and Politics, Delhi, SterlingPublishers,2004 		

School of Management Studies and Research

Course Code: 21MBAC204	Course Title: Digital Marketing	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module 1: Introduction to digital marketing, Journey from Traditional Marketing to Digital Marketing, the modern digital consumer, new consumer's digital journey, Marketing strategies for the digital world - latest practices. Online marketing mix, Consumer buying behavior in the digital age.		08 hrs
Module2: Search marketing, mobile marketing, video marketing, and social media marketing. Online campaign management; using marketing analytic tools to segment, target, and position; overview of search engine optimization (SEO). Paid search engine marketing, pay-per-click advertising (PPC); option in email and Email Marketing.		08 hrs
Module 3: ROI of digital strategies, how digital marketing is adding value to the business, evaluating the cost effectiveness of digital strategies. Security and privatization issues with digital marketing, Create website, Keyword research, Blogging, Facebook for business, Email Marketing, and tools of the game.		12 hrs
Reference Book <ul style="list-style-type: none"> Digital Marketing by Seema Gupta (IIM-B) Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey & Fiona EllisChadwick Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation – Damian Ryan and Calvin Jones 		



School of Management Studies and Research

Course Code: 21MBAP207	Course Title: <u>Sports and Yoga</u>	
L-T-P: 0-0-2	Credits: 2	Contact Hrs: 04 Sessions/week
ISA Marks: 100	ESA Marks: --	Total Marks: 100
Teaching Hrs: 64hrs		Exam Duration: --
Course Content		
Particulars		Hours
Sports and Physical Education: Aims, Objectives and Importance of Physical Education, Sports. Modern trends of Physical Education, Sports and Yoga. Brief concept of Education in relation to Physical Education, Sports and Yoga. Career opportunities for Sports and Yoga. (Practical sessions of Yoga).		64Hrs
Indoor Game- Meaning ,Importance and Trends <i>Chess, Ludo, snakes, ladders, Table tennis, scrabble, Carrom, etc.</i>		
Outdoor Game- Meaning ,Importance and Trends Cricket Football Volleyball Throw ball <i>Kho-kho, kabaddi, hockey, etc</i> Lagori (Team Game)		

School of Management Studies and Research

Course Code: 21MBAI201	Course Title: Industry Internship	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Sessions/week
ISA Marks: 100	ESA Marks: --	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: --
Course Content		
Particulars		Hours
<p>Student has to visit an organization on daily basis and perform the below mentioned tasks:</p> <ul style="list-style-type: none"> • Organization Profile (Mission ,vision, objective) • Types and organizational Structure • Ethical Practices and Organizational policy (code of conduct and Practices) • Department study (Staffing) • Audits/Certification • Environment, Health and Safety • SWOT Analysis of the organization(strength, Weakness, opportunity and threats) 		90Hrs

III Year BBA Semester V

Course Code: 21MBAC301	Course Title: Quality Management	
L-T-P-: 4-0-0	Credits: 4	Contact Sessions: 4 Sessions /week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 50 Hrs		Exam Duration: 3hrs
Course content		Hours
Module No. 1: Introduction Definition of Quality, Dimensions of Quality, Quality costs, Top Management Commitment, Quality Council, Quality Statements, Barriers to TQM Implementation, Contributions of Deming, Juran and Crosby, Team Balancing.		9 hrs
Module No. 2: TQM Principles-customer perspective Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality & Customer Retention.		8 hrs
Module No. 3: TQM Principles Company's Perspective: Continuous Process Improvement, 5S, Kaizen, Just-In-Time and TPS. Introduction to Six sigma- History, Features, Key elements and process of six sigma		8 hrs
Module No. 4: Statistical process control The seven tools of quality, New seven Management tools, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Concept of six sigma.		9 hrs
Module No. 5: TQM Tools Quality Policy Deployment (QPD), Quality Function Deployment (QFD), Benchmarking, Taguchi Quality Loss Function, Total Productive Maintenance (TPM), FMEA.		8 hrs
Module No. 6: Quality systems Need for ISO 9000 and Other Quality Systems, ISO 9001:2008 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14001:2004.		8 hrs
References books: <ul style="list-style-type: none"> • Dale H. Besterfield, "Total Quality Management", 3rd edition 2011 Pearson Education. • James R. Evans & William M. Lidsay, —"The Management and Control of Quality", 9th Edition South-Western (Thomson Learning). • Feigenbaum, A.V. —Total Quality Management; 4 edition (August 1, , McGraw-Hill Professional. 		

Course Code: 21MBAC302	Course Title: Legal Environment and IPR	
L-T-P-: 3-0-0	Credits: 3	Contact Sessions: 3 Sessions /week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40hrs		Exam Duration: 3 hours
Particulars		Hours
Module No. 1: The Indian Contract Act, 1872 Introduction – Definition of contract – agreement – offer – acceptance – consideration capacity to contract – contingent contract – Quasi-contract – performance – Discharge – Remedies to breach of contract.		8 hrs
Module No. 2: Sales of Goods Act – 1930 Contact of Sale of Goods - Conditions and Warranties - Transfer of property (title) in goods - Right and Duties of the buyer and Seller - Delivery of goods – Rules - Unpaid Seller.		8 hrs
Module No. 3: Companies Amendment Companies Act 2013 Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, Prospectus. Directors: Powers & duties.		8 hrs
Module No. 4: Consumer Protection Act – 2019 Consumer and Markets, Consumer Protection Law in India, Grievance Redressal Mechanism, and Leading Cases decided under Consumer Protection law by Supreme Court/National Commission.		6 hrs
Module. 5 : Negotiable Instruments Act - 1881 Definition and characteristics - Promissory Notes - Bill of Exchange - Cheque - Other relevant legal provisions on Negotiable Instruments. Introduction to Intellectual Property Rights, International Regime Relating to IPR, Concept and Theories, Kinds of Intellectual Property Rights Advantages and Disadvantages of IPR. Criticisms of Intellectual Property Rights.		10 hrs
Reference books: <ul style="list-style-type: none"> Kucchal M. C., Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.Edition 2021 Kucchal M. C. & Kucchal Vivek, Business Legislation for Management, Vikas Publishing House (P) Ltd,Edition 2018 Kapoor G. K. & Dhamija Sanjay, Company Law and Practice-A comprehensive text book on Companies Act 2013, Taxmann.September - 2022 		

Course Code: 21MBAC303	Course Title: Technology For Business	
L-T-P-: 2-0-1	Credits: 3	Contact Sessions: 4 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 28hrs		Exam Duration: 3 hrs
Particulars		Hours
Module No. 1: Evolution of Technology-Effects of New Technology Technology Innovation- Invention-Innovation Diffusion- Revolutionary and Evolutionary Innovation- Product and Process Innovation-Strategic Implications of Technology- Technology - Strategy Alliance- -Convergent and Divergent Cycle-The Balanced Approach.		9 hrs
Module No. 2: Technology Assessment Technology Choice- Technological Leadership and Followership-Technology Acquisition- Technological Forecasting- Exploratory, Intuitive, Extrapolation, Growth Curves, Technology Monitoring- Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram		9 hrs
Module No. 3: Financial Aspects & Human Aspects in Technology Management Financial Aspects in Technology Management- Improving Traditional Cost – Management System- Barriers to the Evaluation of New Technology- Social Issues in Technology Management Human Aspects in Technology Management- Integration of People and Technology- Organizational and Psychological Factors- Organizational Outcome- Technology Transfer-Technology Management Scenario in India. Contemporary topics		10 hrs
Reference Books: <ul style="list-style-type: none"> • Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983. • Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi. • Betz Fredrick: Managing Technology, Prentice Hall, New Jersey. 		

Course Code: 24MBAC301	Course Title: Supply Chain Management	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 3 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		Hours
Module 1: Understanding the Supply Chain Supply Chain -meaning, objectives, importance, Decision Phases in a Supply Chain, Process View of a Supply Chain, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, and pricing. Introduction to logistics management.		06hrs
Module 2:Supply Chain Network Designing the Supply Chain Network- Designing the Distribution Network – role of Distribution – Factors Influencing Distribution – design options – e-business and its Impact – distribution networks in Practice – Network Design in the supply chain – role of the Network – factors affecting the network design decisions.		09hrs
Module 3: Planning Demand and Supply Role of forecasting – demand forecasting – approaches – the role of IT. Planning and Managing Inventories- Safety inventory and its appropriate level – the impact of supply uncertainty, aggregation, and replenishment policies.		09hrs
Module 4: Transportation Networks and Sourcing- Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource.		09 hrs
Module 5: Information Technology Jn a Supply Chain The Role of IT in a Supply Chain, The Supply Chain IT Framework , Customer Relationship Management, Internal Supply Chain Management , Supplier Relationship Management, The Transaction Management Foundation, The Future of IT in the Supply Chain , Risk Management in IT		07hrs
Reference: 1. Chopra S and Meindl P, Supply Chain Management Strategy, Planning and Operation, 4e, Pearson/PHI, 2011 2. Coyle J ,C John Langley, Gibson B , Novack R and Bardi E , , A Logistics Approach to Supply Chain Management,, Cengage Learning India Pvt Ltd,2009 3. Narayana Rangaraj, G raghuram, Mandyam M Srinivasan, Supply Chain Management for Competitive Advantage Concepts and Cases, 2, Tata Mcgraw Hill, 2011		

Course Code: 21MBAP304	Course Title: Ethics and Self Awareness	
L-T-P: 1-0-0	Credits: 1	Contact Hours: 1 Session /week
ISA Marks: 100	ESA Marks: NA	Total Marks: 100
Teaching Hrs: 14 Hrs		Exam Duration: NA
Particulars		Hours
Module 1: – Introduction to Ethics Nature, Scope, Sources, Types, Functions and Factors influencing Ethics, Approaches to Ethics – Psychological, Philosophical and Social, Broader Ethical Issues in Society. Concept of Business Ethics – Nature, Objectives and Factors influencing, Business Ethics, 3 C's of Business Ethics, Ethics in Business, Activities, Ethical Dilemmas in Business, Managing Ethics.		6 hrs
Module 2: Values, Norms, Standards and Morality Concept and Role, Relation with Ethics, Psycho-Social Theories of Moral Development – Kohlberg and Carol Gilligan.		4 hrs
Module 4: Self-Awareness Concept of Self Awareness – Need, Elements, Self Assessment – SWOT Analysis, Self Concepts – Self-Knowledge, Assertiveness and Self-Confidence, Self-Esteem.		4 hrs
Reference books: <ul style="list-style-type: none"> • Ethics, Integrity and Aptitude (4th Edition) –M Kartikeyan THM Publication 2021. • Introduction To Ethics (First Edition) by William Lillie, Allied Publisher 		

Semester VI

Course Code: 21MBAC304	Course Title: Family Business	
L-T-P: 3-0-0	Credits: 3	Contact Hours: 3 sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40 hrs		Exam Duration: 3 hrs
Course Content		Hours
Module 1: Family Business Concept of Family Business- Importance and Characteristics of Family Business, Uniqueness of Family Business- what makes the family enterprise so successful? Difference between family-owned firm and family controlled firm, Family Business v/s Non family Business, Systems theory perspective, 3 Circle Model of Family Business		10 hrs
Module 2: Understanding Family Business dynamics The Family Systems theory, Role of Genograms in family system- Family and ownership of business dichotomy- Responsibilities and rights of a shareholder of a family business, effective governance,		8 hrs
Module 3: Family Constitution Planning for Succession in law, Conflicts in the family, Resolving the conflicts, Stages of Conflict. , Life cycle of Family Business- Ownership, business and family dimension, Advantages of FB, key challenges facing the family businesses in India.		8 hrs
Module 4: Family Business and Governance: meaning and challenges to family governance, Advisory board and board of directors- Responsibilities, Family meetings and Family Councils– Role and benefits, Family offices, Board and Family Council- how they work together, professional management, effective outside boards.		6 hrs
Module 5: Leadership and the imperatives for family business Succession and Continuity, Succession- importance, Family leaders- roles and responsibilities. Succession- importance, succession planning and continuity planning mindset, CEO exit styles, next generation leader characteristics, steps in succession planning and transfer of power		8 hrs
Reference books: Ernesto J. Poza and Mary S. Duagherty(2015) Family Business, Cengage Learning, New Delhi. Gersick, K.E., Davis, J.A., Hampton, M.M., & Lansberg, I. (1997). Generation to Generation: Life Cycles of the Family Business. Harvard Business School Press. 1.Bork, Jaffe, Lane, Dashew, Heisler (1996). Working with family businesses: A guide for professionals. Jossey Bass Publishers.		

Course Code: 24MBAC302	Course Title: International Business Environment	
L-T-P-: 3-0-0	Credits: 3	Contact Sessions: 3 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40 Hrs		Exam Duration: 3 hrs
Course content		Hours
Module No. 1: An Overview of Globalized Business Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization. Intra industry trade.		7 hrs
Module No. 2: International Trade and Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories –stopler –Samuelson theorem, International Product life Cycles. Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy. Gravity model, Dunning electric approach		10 hrs
Module No. 3: Socio-cultural environment : Significance, Religion, Language, Education, Aesthetics, Attitudes, Culture (Hofstede's 5 Dimensions Theory), Cross cultural literacy, Managing Diversity, Strategy, Compatibility, Social Responsibility of Business.		7 hrs
Module No. 4: Global Trading Environment: Free Trade Verses Protection, Liberalization of World Trade. FDI and their Impact on the Economy, PESTLE Factor- (Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multination's; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries, Social Factor).		8 hrs
Module No. 5 : International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, TRIMS, TRIPS, Features of TRIMS/TRPIS, International Legal Environment as related to Business- WTO, Role and Advantages of WTO. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business. Letters of Credit (LC), FEMA – Double Taxation Agreements (DTA). UCP 600, URC 522		8 hrs
Reference Books: John D. Daniels & Lee Radfaugh: International Business, Pearson 2003 John. J. Wild (et al): International Business, Prentice Hall of India, 2003. Richard M. Schaffer (et al): International Business Law and its environment, Thomson 2002. Adhikary, Manab, GLOBAL BUSINESS MANAGEMENT, Macmillan, New Delhi. Aswathappa, International business, Tata Mc Graw Hill publications, New Delhi.		

Course Code: 24MBAC303	Course Title: Analytics for Business	
L-T-P: 2-0-0	Credits: 2	Contact Hrs: 02 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3 hrs
Course Content		Hours
Module 1: Introduction Data and information, Concepts of management information systems, Information systems in organization, information as resource of competitive advantage, Decision making with MIS, Types of MIS, Data Warehousing and security, ethical and social issues related to systems.		10Hrs
Module 2: Contemporary Technologies of Management Concept of Technology, Technology management, Applications of Technology in Business and daily life, RFID, Machine Learning, Introduction to e-commerce, Big Data and Business, Artificial Intelligence and Internet on things (IoT).		06 Hrs
Module 3: Analytics Introduction: Analytics, What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in analytics, Data and network, database, DBMS, Actors on the scene, database administrators.		06 Hrs
Module 4: Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.		06 Hrs
References: Regi Mathew, Business Analytics: For Decision Making, Pearson Publications, 2020 U. Dinesh Kumar, Business Analytics: The Science of Data driven decision making, Wiley, 2021 RamezElmasri,ShamkantB.Navathe, Fundamentals of Database systems:, Pearson Publications,2019 Rahul De, Managing Information Systems in Business, Government and Society, Wily India Publication; 1st Edition, 2012 Gordon B. Davis and Margrethe H. Olson, Management Information Systems (Conceptual foundations, Structure and Development) McGraw Hill Education India Private Limited; 2 edition,2015 James O'Brien and George Marakas, Management Information Systems, McGraw Hill EducationIndia Private Limited; 10 edition, 2011		

Course Code: 21MBAP303	Course Title: Event Management	
L-T-P: 0-0-2	Credits: 2	Contact Hrs: 04 Sessions/week
ISA Marks: 100	ESA Marks: NA	Total Marks: 100
Teaching Hrs: NA		Exam Duration: NA
Particulars		Hours
Introduction Meaning , Definition of planning, Importance of Planning , Scope of Planning in event management , Process of planning Planning an Event: Client Coordination, Objectives and agenda of event, Understanding ethical issues in event planning.		50 Hrs
Organizing the event Pre event stage Event committee ,Budgeting and financial management , Components of budget , Site selection Space requirements, Site inspection and confirmation Promotion , marketing of an Event Tools used for marketing, publicity, Advertising, Sponsorship , Focusing on basic needs- Transportation, Housing, Communication, Food arrangements, Legal Compliances. Planning During event: Resources management, Crowd, Attendee comfort, Participants Management , Media Management , Resources Planning , Risk preparedness Post Event Planning : Media Management , Feedback and communication.		
Reference books: <ul style="list-style-type: none">• Event Management: A Blooming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh - Har-an and Publications Pvt. Ltd. – 2012• Event Management by Swarup K. Goyal - Adhyayan Publisher – 2009• Event Management & Public Relations by Savita Mohan - Enkay Publishing House 201• Event Management by Lynn Van Der Wagen Pearson Publication		

Course Code: 24MBAP301	Course Title: Internship	
L-T-P: 0-0-3	Credit: 3	Contact Hrs: 06 Sessions /week
ISA Marks: 100	ESA Marks: NA	Total Marks: 100
Teaching Hrs: NA		Exam Duration: NA

Content	Hrs
<ul style="list-style-type: none"> ● Introduction ● Industry and company overview ● Review of literature ● Objectives ● Research methodology ● Data analysis, Results and Interpretation ● Conclusion ● Limitation of the project ● Recommendations 	100

Course Code: 23MBAE311	Course Title: HR Planning and Talent Acquisition	
L-T-P-: 3-0-0	Credits: 3	Contact Sessions: 3 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40hrs		Exam Duration: 3 hrs
Particulars		Hours
Module No. 1:Basics of HR Planning Concept, Process, Methods and Techniques: Demand forecasting, Managerial estimates, Trend analysis, Markov Analysis, Utilization analysis, Work Study, Supply forecasting, Inventory analysis, , Balancing supply and demand, Issues of shortage and surplus.		8 hrs
Module No. 2:Recruitment & Selection Process and Methods of Recruitment Process-Types of Recruitment & Selection Methods - Competency Based Selection (CBS), Principles and Techniques of Interviewing. Psychometric tests for selection process.		8 hrs
Module No. 3:Talent Procurement and Development Concept of Talent Management, Talent imperatives, Need for Talent Management, Key processes of Talent Management, Scope of Talent Management, and Importance of Talent Management: Role of HR in Talent Management Developing a Talent Management System, Identifying Talent needs, Sourcing Talent, Recruiting process, Developing talent, Deploying Talent, Talent multiplication.		10 hrs
Module No. 4: Talent Engagement Cost and consequences of talent departure, Diagnosing causing the cause of talent departure, Measuring and Monitoring turnover and retention data, Concept of Talent Engagement, Designing engagement strategies.		7 hrs
Module No. 5:Retention Management Redeployment, Redundancy, Retention, Productivity plan, training plan,Career plan, Succession plan, strategic reward management. Basics of Absenteeism, Employee Turnover/Attrition and Retention of HR.		7 hrs
Reference Books: <ul style="list-style-type: none"> • Friga,Paul N.(2009), The McKinsey Engagement, Tata McGraw-Hill,India • Dessler, G. (1997), Human Resource Management, Prentice Hall, India • AmritTiwana, The essential Guide to Knowledge Management, Person Education 		

Course Code : 23MBAE312	Course Title: Industrial and Labour Law	
L-T-P-: 3-0-0	Credits: 3	Contact Sessions: 3 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40hrs		Exam Duration: 3 hrs
Particulars		Hours
Module No. 1: Introduction to Labour Legislations and Regulatory Laws Meaning and classification of Labour legislations in India. History & Development of Labour Legislations in India. Laws relating to working conditions – Factories Act, Shops & Establishment Act, Contract Labor (Abolition & Regulation) Act, The Plantations Act, The Indian Mines Act, Motor Transport Act, The Special Economic Zones Act, 2005. Construction workers.		10 hrs
Module No. 2: Employment & Service conditions Laws relating to employment, service conditions, Employee Relations-Factory Act-The Industrial Disputes Act-1947 Industrial Employment (Standing Orders) Act.		8 hrs
Module No. 3: Legislations related to Wages & Social Security Laws relating to Wages-The Minimum Wages Act- The Payment of Wages Act-Equal Remuneration Act-Payment of Bonus Act. Laws relating to Social Security-Employees Provident Fund Act- -Payment of Gratuity Act-		9 hrs
Module No. 4: Legislation related to social security Employees State Insurance Act 1948. Workmen’s Compensation Act 1923.Maternity Benefit Act, Sexual harassment at workplace. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013		8 hrs
Module No. 5: Compliances: Returns and Forms for all labour Legislations. Guidelines for young professionals. Recent Amendments. Recent amendments of Labour Law		5 hrs
Reference Books: <ul style="list-style-type: none"> • Bare Acts of the relevant Legislations • Garg, K.C.; Sharma, Mukesh; Sareen, V.K. (2002). Commercial and Labour Laws. Ludhiana: Kalyani Publishers. • Kumar H.L.,(2000). Practical Guide to Labour Management. New Delhi : Universal Law Publishing. 		

Course Code: 23MBAE313	Course Title: Training and Development	
L-T-P-: 3-0-0	Credits: 3	Contact Hours: 3 sessions / week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40hrs		Exam Duration: 3 hrs
Content		Hours
Module-1: Learning and Development Learning Process and Training- Learning through Training, Adult Learning, Pedagogy Vs Andragogy, Learning Theories and Learning Curve, Learning Styles.		6 hrs
Module No. 2: Training : Concept and overview Introduction to Training and Development: Meaning, Importance of Training and Development, Difference between Training and Development . An Overview–Role of training in organisations –Structure of Training Organisations – Training Process Model–Forces influencing the workplace and training–Learning Theories & Training–The Trainer: Roles and competencies of Trainers.		10 hrs
Module No. 3: Training Design and Administration: Need Assessment –Importance and Process, Implementing Training Programs (Training methods), Technique and Aids, E-learning and Use of Technology in Training.		6 hrs
Module No. 4: Training Methods and Evaluation Matching training methods with outcomes–Lectures & Demonstrations, Computer-based Training, Online training, Games & Simulations, On-the-Job Training and off-the job Training Methods–Audiovisual Enhancements to Training–Training facilities–Key Areas of Organisational Training: Orientation Training, Diversity Training, Rationale for Evaluation–Training outcomes–Training Evaluation Design Issues–Types of Evaluation Techniques & Instruments–Costing Training Programmes–Measuring ROI of training programmes, Online evaluation.		12 hrs
Module No. 5: Contemporary Drives Career Planning, Succession Planning Management Development – Management Development Implications– Approaches for Management Development–Strategies for Development of Technical Managers, Executives and Future Executives. Potential Appraisal theory		6 hrs
Reference Books: Agochiya: Every Tariner’s Handbook, Sage Publications. R. L. Graig: Training and Development Handbook, Mc Graw Hill international I. Dayal: Management Training in Organisation, Prentice Hall of India D. L. Kirpatrick : Evaluating Training Programmes, Berret-Koehler, San Francisco. Bhirmani and Seth: Evaluating Management Training and Development, Vision. Raymond Noe, Employee Training, McGraw Hill		

Course Code: 23MBAE314	Course Title: Performance and Compensation Management	
L-T-P-: 3-0-0	Credits: 3	Contact Hours: 3 sessions / Week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40hrs		Exam Duration: 3 hrs
Content		Hours
Module-1:Introduction to performance management		6 hrs
Meaning of Performance, Performance Appraisal and Performance Management; Purposes and Contribution of Performance Management System in Organizational Development.		
Module No. 2: Performance management system (PMS)		8 hrs
Characteristics of an Ideal PMS; Dangers of Poorly Implemented Performance Management System. Performance Management Process- Prerequisites, Execution and Assessment, Performance Review and Performance Standards		
Module No. 3: Methods & techniques of evaluation		10 hrs
Traditional & Modern Methods of Performance Appraisal – Behaviorally Anchored Rating Scale, MBO, 360 Degree Feedback & Balanced Scorecard. Issues in evaluation: Normalization of Bell Curve; Forced distribution Vs Forced Ranking; Role of Key Result Area(KRA), Key Performance Area (KPA) and Key Performance Indicators(KPIs) in Appraisal.		
Module No. 4: Compensation management		10 hrs
Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory, Criteria of wage fixation. Methods of Payment, Broad- banding, Executive compensation, Emerging trends of compensation management inIT industries.		
Module No. 5: Wage determination		6 hrs
Principles of wage and salary administration, Job Evaluation: Concept ,Scope, Methods and techniques, Performance based pay systems ;Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials.		
Reference Books: Aguinis, H. (2014). Performance Management (3rd ed.). Pearson India Newman, J., & Gerhart, B. (2019). Compensation (13th ed.). McGraw Hill. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. Sage India. Varkkey, B., & Dessler, G. (2018). Human Resource Management (15 th ed.). Pearson India.		

Course Code: 23MBAE321	Course Title: Sales and Distribution Management	
L-T-P-: 3-0-0	Credits: 3	Contact Sessions: 3 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40 Hrs		Exam Duration: 3hrs
Particulars		Hours
Module No. 1: Introduction to sales management Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations.		8 hrs
Module No. 2: Selling skills, selling strategies Management of Sales Territory: Selling and buying Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-u action. Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.		7 hrs
Module No. 3: Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process-international sales management -international market selection market survey approach or strategy.		7 hrs
Module No. 4: Sales Manager, Sales Person & Selling on internet: Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person. Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card.		9 hrs
Module No. 5: Distribution Management Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners.		9 hrs
Reference Books: <ul style="list-style-type: none"> Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books,2007. Salesmanship and Sales Management-P.K Sahu & K C Raut, 3/e, Vikas PublishingHouse.2003 Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co. 		

Course Code: 23MBAE322	Course Title: Integrated Marketing Communication	
L-T-P-: 3-0-0	Credits: 3	Contact Sessions: 3 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40		Exam Duration: 3hrs
Particulars		Hours
Module No. 1:An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship.		6 hrs
Module No. 2:Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model		8 hrs
Module No. 3:Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Method to determine marcom budget.		10 hrs
Module No. 4: Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC		10 hrs
Module No. 5: Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR.		6 hrs
Reference Books: <ul style="list-style-type: none"> Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press.2012 Advertising & Promotions: An IMC perspective, Kruti Shah and Alan 'Souza, Tata McGraw Hill.2009 Advertising Management, Aakar, Batra and Myers, Prentice,2002 		

Course Code: 23MBAE323	Course Title: Consumer Behavior	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 hours / week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3hrs
Course Content		
Particulars		Hours
Module 1: Introduction to Consumer Behavior Introduction to Consumer Behaviour – A managerial and Consumer perspective, why study Consumer Behaviour, Market Segment and Consumer Behavior.		05 hrs
Module 2 : Factors affecting Consumer Behaviour Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes.		10 hrs
Module 3 Consumer Decision Making Process Types of consumer decisions, Consumer Decision Making Process - Problem Recognition -Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era.		10 hrs
Module 4: Marketing Communication & Consumer Models Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication, Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model, Pavlovian Model Researching Consumer Behaviour.		10 hrs
Module 5: Consumerism Concept of consumerism ; Consumerism in India ; the Indian Consumer ; Reason for growth of consumerism in India ; Consumer Satisfaction & Dealing with consumer complaint, Rights of consumers.		05 hrs
Reference: Lean. G. Schiffman, Joseph Wisenblit , Consumer Behaviour, Global Edition12thEdition, Pearson Publications, 2019. Geoffrey P Lantos, Consumer Behavior in Action, Yen Dee Publishing pvt Ltd, 2011. Suja R Nair, Consumer Behaviour in Indian Perspective, Himalaya Publishing House 2009. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi Suja R Nair – Consumer Behaviour cases & Texts. Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House NewDelhi		

Course Code: 23MBAE324	Course Title: International Marketing Management	
L-T-P-: 3-0-0	Credits: 3	Contact Sessions : 3 hrs/ week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Sessions: 40hrs		ESA Duration: 3 Hours
Course Content		Hours
Module No. 1. Introduction to International Marketing Meaning, features, reasons for entering international markets, trends in international trade, challenges of international marketing, driving and restraining forces in intentional marketing, maintenance of international marketing decision, Global economic environment, social and cultural environment, political, legal and regulatory environment in the International market, trade barriers, overview of India's foreign trade and problems of India's export sector. INCO terms.		9 Hrs
Module No. 2. International marketing strategy Market entry strategies, selection of markets, product decision, pricing, decisions, physical distribution, promotion strategies) incl. advertising and e-marketing).		8 Hrs
Module No. 3. Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in the global economy, Media advertising, PR, and Trade Fairs.		8 Hrs
Module No. 4. Pricing for the International Market Key factors in global pricing and methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping and legal aspects.		7 Hrs
Module No. 5. Distribution and Promotion in International marketing International channel system; direct exports; indirect exports; types of intermediaries; marketing environment and distribution strategies; international logistics. Marketing environment and promotion strategies; major decisions in international marketing communications; communication mix; role of export promotion organisations; trade fairs and exhibitions; personnel selling in international marketing; problems in international marketing communication		8 Hrs

Reference Books

- International Marketing – Bhattacharya, Himalaya Publications,
- Global Marketing 10th Edition – Mark C. Green ,Warren J. Keegan , Published by Pearson (March 19, 2019)
- Global Marketing: Foreign Entry, Local Marketing, and Global Management 5th Edition by Johny Johansson (Author)

Course Code: 23MBAE331	Course Title: Security Analysis and Portfolio Management	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 3 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40Hrs		Exam Duration: 3 hrs
Particulars		Hours
Module 1:Introduction to Investments Concepts of investment-characteristics and objectives of investment, investment Vs speculation, forms of investment, alternative investments, marketable and non marketable financial assets, Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs). Analysis of risk & return, concept of total risk, elements of risk – systematic and unsystematic risk, business risk, interest rate risk, market risk, management risk, purchasing power risk. Measuring Risk and Return.		9 hrs
Module 2:Introduction of fundamental and technical analysis Fundamental analysis, equity valuation, balance sheet analysis, ratio analysis technique, Bond characteristics, bond price, bond yield, Price, yield relationship, risk in bonds, rating, yield theories, segmentation theory. Technical analysis: introduction, the concept of Dow Theory, trend and trend reversals, chart patterns, Eliot wave theory, mathematical indicators.		11 hrs
Module 3:Efficient market hypothesis and portfolio Management Behavior of market, efficient market hypothesis, portfolio Analysis, return and risk of portfolio, portfolios with more than two securities Portfolio Selection, feasible set of portfolios, optimal portfolio, Markowitz model, single index model, multi index model, CAPM, Arbitrage Pricing Theory.		10 hrs
Module 4: Portfolio Performance, Evaluation and Revision Portfolio revision, meaning and constraints, revision strategies portfolio evaluation, need and meaning, differential return, Treynor ratio pros and cons, residential and other forms.		10 hrs
References Books: <ul style="list-style-type: none"> ● Kevin S, Portfolio Management, 2nd edition, Prentice Hall. ● Alexander, Sharpe, Bailey, Fundamentals of Investment, Pearson. ● Chandra Prasanna, Investment Analysis and Portfolio Management, 3rd Edition, TMH ● Punithavati Pandyan, Security Analysis and Portfolio Management, Latest edition, Vikas 		

Course Code: 23MBAE332	Course Title: Risk Management	
L-T-P-: 3-0-0	Credits: 3	Contact Sessions: 3 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40 Hrs		Exam Duration: 3 Hrs
Course content		Hours
Module No. 1: Introduction to derivatives and risk Introduction to risk, types, need for risk management system, risk management process, risk Identification and evaluation, risk control. Introduction to Derivatives, types of derivatives, forward, futures, options, futures, pricing of future contract, forward contract.		10 hrs
Module No. 2: Valuation of futures and forwards Futures and forwards, valuation of futures and forwards, buying and selling futures, margins, hedging using futures, commodity futures index futures, interest rate futures and arbitrage.		10 hrs
Module No. 3: Risk management using swaps Risk management using swaps: Mechanics of interest rate swaps, volatility of interest rate swaps, currency swaps, valuation of currency swaps.		10 hrs
Module No. 4: Risk management using options Risk management using options, option pricing, option valuation, basic, binomial and black & scholes model, hedging and trading strategies, arbitrage profits in options, Value at Risk.		10 hrs
Reference Books : <ul style="list-style-type: none"> • Vohra and Bagri, Options and Futures, 2nd edn, TMH. • John C Hull, Options, Futures and other Derivatives, 6th, Pearson Education. • S SS Kumar Financial Derivatives PHI. • Rajiv Srivastava, Derivatives and Risk Management, Oxford University Press. • Dhanesh Khatri, Derivatives and Risk Management, Macmillan Publishing. • Sundaram Das Derivatives Principles and Practice TMH 		

Course Code: 23MBAE335	Course Title: International Finance Management	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 3 sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40 Hrs		Exam Duration: 03hrs
Course Content		Hrs
Module No.1: Introduction International financial environment, the emerging challenges, recent changes in global financial market, risk management and wealth maximization, the nature and measurement of exposure and risk. Exposure and risk: Classification of exposure and risk, exchange rate, interest rate, Inflation rate and exposure, IBRD (International Bank for Reconstruction and Development). Introduction to International Standard Banking Practice The International Monetary System Introduction, exchange rate regimes, IMF, EMU. Balance of Payments: Introduction, accounting principles, importance, valuation and timing, debits and credit entries and corrections methods.		08
Module No.2: Global financial markets and interest rates Introduction, domestic and offshore markets, Euro markets, the foreign exchange market, PPP. Forwards, swaps and interest parity – Introduction, swaps and deposit markets, Interbank forward dealing, option forwards, Forward Spread Agreements (FSA), Exchange Rate Agreements (ERA), Forward Exchange Agreements (FEA), forward currency market in India. Currency and Interest rate future -Future contract and trading process, spot and future prices, Interest futures, Hedging and speculation with interest rate and currency futures, Negative interest rate. Currency options – Exchange rate determination, swift mechanism.		12
Module No.3: Exposure management Introduction, types of exposure, tools and techniques of foreign exchange risk management, management of transactions exposure, management of operating exposure, economic exposure. International practices standardization , Uniform Customs & Practice for Documentary Credits- 600		09
Module No. 4: Short term and long-term borrowing and investment Short-term borrowing and investment, long-term borrowing in global capital market, international equity investment, the international CAPM, risk and return, accounting for foreign currency transaction and operations.		06
Module No. 5: International Capital Budgeting: Review of Domestic Capital Budgeting, The Adjusted Present Value Model, Capital Budgeting from the Parent Firm’s Perspective, Risk Adjustment in the Capital Budgeting Process, Sensitivity Analysis.		05

References

1. Jeff Madhura, International Financial Management, South-Western
2. Prakash G Apte, International Financial Management, 5th edn, TMH
3. David K Eiteman, Arthur I Stonehill and Michel H Moffett, Multinational Business Finance, 10th edn, Pearson Education
4. Sharan, International Financial Management, Prentice Hall. Shapiro, International Financial M

Course Code: 24MBAE341	Course Title: Advanced Financial Management	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 3 sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40 Hrs		Exam Duration: 03hrs
Course Content		Hrs
Module 1: Working Capital Management & Financing Working capital management, Sources of working capital, Bank finance for working capital, (problems on estimation of working capital). Working capital estimation and financing (short term and long term). Determination of level of current assets, Working capital leverages.		8 Hrs
Module 2: Cash and Receivables and Inventory management Cash management – Nature and motives, Marketable securities, Basic strategies, Receivables Management – Objectives, Credit policies, Credit terms, Collection policies. Inventory management – objectives, techniques and problems.		8 Hrs
Module 3: Lease finance and hire purchase finance Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision. Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Installment sale and Leasing. Reverse mortgage (Problems related to outright purchase, HP and Leasing)		8 Hrs
Module 4: Cash flow statement and fund flow statement Cash flow statement and fund flow statement (Numerical)		8 Hrs
Module 5 Dividend policy Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies –stable dividend, stable payout and growth, Bonus shares and stock split corporate dividend behavior. Legal & procedural aspects of dividends Corporate Dividend Tax.		8 Hrs
Reference Books: 1. Prasanna Chandra, Fundamentals of Financial Management, 7th Edn, Tata McGraw Hill. I M Pandey, Essentials of Financial Management, 9th Edn, Vikas Publishing House. 2. M. Y. Khan and P. K. Jain, Financial Management, 5th Edn, Tata McGraw Hill. Vanhorne, Financial Management & Policy, 12/e, Pearson 3. Ashwath Damodaran, Corporate Finance: Theory& Practice, 2/e, Wiley India Pvt. Ltd., 2009. 4. Ravi M. Kishore, Financial Management, 7/e, Taxmann's		