

KISHKINDA UNIVERSITY

(A state Private University Established by the Karnataka Act No 20 of 2023)

SCHEME & SYLLABUS FOR I TO II SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)

THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

Under Outcome Based Education (OBE) & Choice-Based Credit System (CBCS)
Scheme

Effective from the academic year 2025 -26

2025

DEPARTMENT VISION

“To be the leading incubator of ideal human resource for future world of business”

DEPARTMENT MISSION

1. Well-rounded management education, blending theoretical knowledge with practical insights.
2. Incorporating experiential learning through simulations, live projects, and international exposure.
3. The dynamic learning environment, global faculty, and emphasis on entrepreneurship.
4. Strong industry collaborations, including partnerships with leading companies, provide students with valuable exposure to real-world challenges.

PROGRAM EDUCATIONAL OUTCOMES (PEOs)

PEO1- Knowledge: To provide the students with inter disciplinary Management concepts to solve complex and dynamic real world business problems.

PEO2- Skills: To develop leadership, critical thinking, team work, and communication skills among the graduates.

PEO3- Ethics: To imbibe the graduates with professional ethics and value for lifelong learning and career enrichment.

PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO1: To develop and demonstrate skills and competencies by integrating financial models to resolve unprecedented challenges.

PSO2: To demonstrate knowledge, skills and strategies to design effective marketing (products/services) capabilities in the real world environment.

PSO3: Ability to manage the human capital and ensure effective HR audits for building competitive business.

PSO4: Ability to develop appropriate approaches, techniques and strategies by integration of various factors in designing optimal solution for logistics and supply chain management.

PSO5: Equipped with the knowledge and skills to leverage data analytics to inform and drive strategic decision-making in a variety of business context.

Program Outcomes (POs):

PO 1: Apply knowledge of Management theories and practice to solve business problems.

PO 2: Foster analytical and critical thinking abilities for data based decision making.

PO 3: Ability to develop value based leadership ability.

PO 4: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.

PO 5: Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment.

Semester: I

Course Name: Management and Organization Behaviour								
Course Code: 25MBA11	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites: Basic knowledge on management practices, insights on business operations, basics of psychology.

Course Objectives:

1. To emphasis the fundamental concepts and principles of management in business situations.
2. To educate the function and applications of management.
3. To teach the concepts of employee behavior and its importance in organization.
4. To instruct process of group dynamics and managing teams.
5. To familiarize on the dynamics of cultural impact and managing the employee stress.

Module – 1: Introduction to Management (Hours:9)

Introduction to Management: Definition, Scope of Management, Objectives, functions of management, administration vs. management, Evolution of management thought, scientific management, types of managers, difference between manager and leader, Henry Mintzberg managerial roles, Managerial

Skills, Managerial Competencies, Fayol's Fourteen Principles, Recent trends in Management.

Module – 2: Functions of Management (Hours:9)

Planning: Meaning of planning, Nature of planning, Objectives, Types of Plans & the planning process, MBO, Decision making, Process of decision making, Types, Techniques in decision making. **Organizing:** Organization Structure, Formal vs

Informal Organizations, Principles of Organizations-Chain of Command, Span of Control, Decentralization Vs Centralization and Virtual Organizations.

Directing: Definitions and Importance, Elements of Directing and Principles of Directing. **Controlling:** Need for controlling, Controlling Process, Types of control, Techniques of Managerial Control, Guidelines for Effective Control.

Module – 3: Understanding Organization Behavior (Hours:9)

Organizational Behaviour: Introduction, definition, fundamental principles of OB, challenges and opportunities, Foundations of Individual Behaviour.

Personality- Meaning, Factors Influencing Personality, Traits of personality, Big Five Personality Traits, Myers-Briggs Type Indicator (MBTI), Personality Tools and Tests. **Perception-**Meaning, Perceptual Process, Factors Influencing Perception, Perception and Decision-making

Attitude – Meaning, Components, Relation between attitude and behaviour, changing Attitudes in the Workplace.

Motivation: Definitions, importance of motivation, Process of Motivation (Cycle of Motivation), Types, Theories of motivation, Application of motivational theories.

Module -4: Managing Human at Work (Hours:9)

Group Dynamics- Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Impact of Group on Individual's Behaviour, and Impact of External Factors on Group Behaviour.

Teamwork- Teams meaning, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.

Module -5: Organizational Culture and Stress Management (Hours:9)

Culture: Definitions of Organizational Culture, Characteristics, Types, Levels, Strong versus Weak Culture, Changing, Changing Organizational Culture.

Stress Management-Definitions, Understanding Stress, Relation between Stress and

Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.

General instructions to the candidates

A. Teaching-Learning Process

I. **Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Explore on industry specific management skills required for effective leadership
2. Perceive the four functions of management & learn how you can develop and use these skills to help advance your education and career goals.
3. Build your OB Toolbox to extend your OB skills, Compare successful companies effective OB practices employed.
4. Invest in building effective relationships, Teamwork Takes to the Sky: The

Case of General Electric.

5. Recognize the positive and negative aspects of power and politics.

Immerse yourself in different cultures & develop openness to different experiences. Focus on Power: The Case of Steve Jobs

B. Course Outcomes:

CO1: Apply the concepts & principles of management in building manager qualities.

CO2: Analyze the various functions of management and appropriate its business Application.

CO3: Evaluate the OB practices of employees using various personality tools and tests

CO4: Design the functioning of Group dynamics and in building effective teams.

CO5: Develop various dimensions in creating organization culture and overcome stress Management.

C. Suggested Readings:

1. K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021.
2. Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
3. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 18e, 2018.
4. Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
5. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
6. Chandrani Singh, Aditi Ktri, Principles and Practices of Management and Organizational Behaviour, Sage Publications, 1e, 2016.
7. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 1e, 2015.

D. e-Resources:

1. <https://www.tandfonline.com/toc/worg20/current>
2. <https://managementhelp.org/>
3. <https://openstax.org/details/books/organizational-behavior>
4. <https://opentextbc.ca/organizationalbehavioropenstax/>

Course Name: Managerial Economics								
Course Code: 25MBA12	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50		100	NUMBER OF HOURS OF ENGAGEMENT			
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites:

1. Knowledge of Basic Economic concepts
2. Knowledge of Indian Economy
3. Knowledge of primary, secondary and tertiary sector

Course Objectives:

1. To familiarize the fundamentals and theories of managerial economics.
2. To provide insights of demand and elasticity concepts in relation to firm and industry.
3. To teach fundamentals of Production and Cost concepts in Business scenario.
4. To emphasize the concepts of Market structure, Pricing, Profit strategies
5. To Educate the basics of Micro and Macro Economic concepts

Module – 1 (Hours:9)

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.

Module – 2 (Hours:9)

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (Simple problems).

Module – 3 (Hours:9)

Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. **Break Even Analysis** – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

Module – 4 (Hours:9)

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Descriptive Pricing Approaches: Full cost pricing, Product line pricing, **Pricing Strategies:** Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Module – 5 (Hours:9)

Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment. **Basic Macro Economic Concepts:** Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution

to the economy. Measuring GDP and GDP Growth rate, Components of GDP.

Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects.

Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

Learning Insights of Economic Gurus, Case Study

Mini Case Study on Demand and Supply Using MS-Excel

Problems on BEP Using MS-Excel

Mini Project on Market Structures and Pricing

Budget Analysis

B. Course Outcomes:

CO1: To apply the basic concepts of managerial economics in business
Scenario.

CO2: To analyze the nature of demand and supply conditions to firm
and industry.

CO3: To evaluate the Production and Cost strategies with business
environment.

CO4: To design the strategies for Market competitions and Profit analysis.

CO5: To communicate the micro and macroeconomic concepts
with reference to firm and industry.

C.Suggested Readings:

1. D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
2. Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.
3. Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e,2020.
4. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
5. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e,2018.
6. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
7. Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
8. P. N. Chopra, Managerial Economics, Kalyani Publishers,1e,2018.

C. e-Resources:

1. <https://www.youtube.com/watch?v=RaXQ8wQ6TUs>
2. https://www.youtube.com/watch?v=g_Q_agzFXi0
3. <https://www.youtube.com/watch?v=ycyMktNFZ88>
4. <https://www.youtube.com/watch?v=vLPpF0hunwc>

Course Name: Accounting for Managers								
Course Code: 25MBA13	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites:

- Basic Knowledge of mathematics.
- Fundamentals of Economics.
- Awareness of business scenario.
- Awareness of Government policies

Course objectives:

1. To understand the fundamental accounting concepts, need for accounting & Ind AS.
2. To explain the concepts of business transactions for identifying, recording & posting.
3. To prepare basic financial statements using the modern formats of Companies Act.
4. To describe the application of tools for measuring the company's financial statements using MS-Excel.
5. To utilize the concepts of standard costing and variance analysis for managerial decision making.

Module – 1

Introduction to Accounting: (Hours:9)

Financial Accounting: Meaning and Need for accounting, Types of Accounting, Concepts and Conventions of Accounting, Concept of expenses & income ; capital and revenue, Ind-AS.

Module-2

Accounting –recording, classifying & analyzing: (Hours:9)

Journal, Ledgers, differences between journal and ledger, Trial balance, differences between trial balance and balance sheet. Bank reconciliation Statements-concept and analysis.

Module – 3

Financial Statements: (Hours:9)

Concept of financial statements, Income Statements, Balance Sheets, adjustments of financial statements. Concept of Window dressing. Preparation of final accounts of companies in vertical form as per Companies Act of 2013.

Module – 4

Analysis of Financial Statements: (Hours:9)

Meaning and Purpose of Financial Statement Analysis, Financial Ratio Analysis and Cash flow Statement (indirect method).

Module – 5

Accounting for managerial decision making: (Hours:9)

Scope, Purpose of Management Accounting; **Marginal costing**–concept and areas of application of marginal costing (theory only), **Standard costing**–

Theory& application in Managerial Decision-Making.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Visit the ICAI websites and study and analyze various AS and IFRS.
2. Collect the information from Bank Passbook and Cash book details and learn the process of BRS.
3. Visit various company websites and download previous year question papers to understand the formats to prepare the financial statements.
4. Individual student should analyze the Balance sheets of blue chip companies using Excel sheet.
5. Individual student should collect the data relating to Variance analysis & make appropriate decisions.

B. Course Outcomes:

CO1: Apply theoretical knowledge of accounting for relevant business transactions.

CO2: Analyze the transactions using accounting process in business. CO3: Preparation & evaluation of financial statements of varied companies. CO4: Design the Cash flow statements & analyze the ratios using MS-Excel

CO5: Communicate the financial situation of business units using Variance analysis

C. Suggested readings

1. S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, VikasPublishing House, 5e, 2022.
2. Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.
3. Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
4. Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.
5. Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, 2015.
6. V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015

D.e-Resources:

1. https://www.icaai.org/post.html?post_id=17757
2. <https://www.icaai.org/post/icaai-e-journal-main>
3. <https://www.icaai.org/post/accounting-standards>
4. <https://www.ifrs.org/groups/international-accounting-standards-board/>
5. <https://icmai.in/icmai/index.php>
6. <https://www.aicpa.org/topic/accounting-financial-reporting>

Course Name: Business statistics								
Course Code: 25MBA14	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites: Familiar with Basic mathematical knowledge, Basic Logical reasoning and analytical thinking, communication and presentation skills.

Course objectives:

1. To teach the importance of descriptive statistics for various business data.
2. To educate the process and importance of correlation and regression in business.
3. To give insights on time series methods and its applications.
4. To familiarize the concepts of Hypothesis testing for inferential research findings.
5. Demonstrate the statistical tools for business situations using MS Excel.

Module – 1 (Hours:9)

Introduction of Statistics: Meaning, Function, Scope of statistics in business and industry, Measures of Central Tendency: Mean, Median Mode, Geometric mean, Harmonic mean.

Measures of Dispersion: Concept of dispersion Absolute and relative measures of dispersion Range Coefficient of dispersion Quartile deviation mean deviation, variance, and standard deviation, respective absolute and relative measures. Application of measures of central tendency and dispersion for business decision making.

Module – 2 (Hours:9)

Correlation &Regression: Correlation, Types of correlation, Pearson's coefficient of correlation, Spearman's rank correlation coefficient, Properties of correlation coefficient, Regression: Meaning and types of regression equations, Derivation of regression equations, Properties of regression equations, regression of Y on line X & regression of X on Y.

Module – 3 (Hours:9)

Time Series Analysis: Objectives, Variations In Time Series - Methods of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method- Ratio To Moving Average Method.

Module – 4 (Hours:9)

Testing of Hypothesis: Hypothesis testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: one sample and two sample tests for means and proportions of large samples (Z-test), one sample and two sample tests for means of small samples (T-test), F-test for two sample standard deviations. ANOVA: one-way and Two- way (Theory only)

Module – 5 (Hours:9)

Computer Lab for Statistics: MS Excel: Introduction, layout of the excel application, Functions, Formulas, Data analysis using MS-Excel- Mean, Median, Mode, Geometric Mean, Harmonic mean, Standard Deviation, Correlation.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Collecting real time data to measures of central tendency (mean, median & mode)
2. Industry data and analyze using correlation and regression.
3. Forecast sales and stock price trends using time series analysis
4. Formulate a question or hypothesis that can be investigated through the collection and analysis of relevant information.
5. Students should undertake a mini project and generate the report using MS Excel.

B. Course outcomes

CO1: Apply the basic concepts of descriptive statistic techniques to visualize data systematically.

CO2: Analyze the business situations with appropriate use of decision making techniques.

CO3: Evaluate the business scenarios to predict solution by using time series techniques.

CO4: Design the research process for appropriate data analysis for inferential decisions.

CO5: Develop the various business application and models by the use of MS Excel tools.

C. Suggested Readings

1. R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
2. Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
3. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
4. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MSEXcel, PHI, 2015.
5. Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
6. Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.

D. e-Resources

1. [http://103.5.132.213:8080/jspui/bitstream/123456789/1103/1/Business%20Statist i cs%20%28%20PDFDrive.com%20%29%20%282%29.pdf](http://103.5.132.213:8080/jspui/bitstream/123456789/1103/1/Business%20Statist%20ics%20%28%20PDFDrive.com%20%29%20%282%29.pdf)
2. <http://103.5.132.213:8080/jspui/bitstream/123456789/1103/1/Business%20Statist i cs%20%28%20PDFDrive.com%20%29%20%282%29.pdf>
3. [https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/IntroductoryBusinessStatistics- OP.pdf](https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/IntroductoryBusinessStatistics-OP.pdf)
4. [https://mba.ind.in/forum/business-statistics-notes-mba-free- download- 415321.html](https://mba.ind.in/forum/business-statistics-notes-mba-free-download-415321.html)
5. https://onlinecourses.nptel.ac.in/noc20_mg23/preview

Course Name: Marketing management								
Course Code: 25MBA15	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites: Students should have basic knowledge of

- Market and business awareness
- Language Proficiency
- Good Communication and Presentation Skills
- Logical Reasoning

Course objectives:

1. To share basic fundamental concepts and importance of marketing & its relation to business environment.
2. To teach the insights on the concepts and factors influencing the consumer behavior and purchase decision making.
3. To familiarize the fundamentals and use of segmentation, targeting and positioning as a marketer.
4. To educate the principles and elements affecting the pricing and marketing channel strategies.
5. To expound the significance of market promotional strategies to design the campaigns for products and services.

Module – 1 (Hours:9)

Introduction to Marketing: Nature and scope of marketing, Evolution, Various marketing orientations, Marketing Vs. Selling concepts, Consumer need, Want and demand concepts, Marketing Environment – Assessing the impact of micro and macro environment. Marketing challenges in the globalized economic scenario, Techniques used in Environment Analysis.

Market Basic Concepts: Customer value, Customer cost & its components, green marketing and green economy, Marketing Myopia, 3Vconcepts of Nirmalaya Kumar, Emerging areas- Neuro marketing, Sensory Marketing- concepts only, Corporate Social Responsibility, Social Responsibility of marketing

Module – 2 (Hours:9)

Analyzing Consumer Behaviour: Buying motives, Factors influencing buying behaviour, Buying habits, Buying Roles, Stages in consumer buying decision process, Types of consumer buying decisions, the black box model of consumer behaviour, B2BmarketingVs.ConsumerMarketing

Module – 3 (Hours:9)

Segmentation: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer and Industrial markets. **Targeting:** Meaning , Basis for identifying target customers, Target Market Strategies, **Positioning:** Meaning, Product differentiation strategies, Tasks involved in positioning **Branding:** Concept of Branding, Brand Types, Brand equity, Branding Strategies.

Module – 4 (Hours:9)

Product/Service Decisions: Concept, product hierarchy, new product development, diffusion process, Product Life cycle, Product mix strategies. Packaging / Labelling: Packaging as a marketing tool, requirement of good packaging, Role of labelling in packaging. Services Marketing & its Characteristics –tasks involved in service marketing. **Pricing Decisions:** Significance of pricing, pricing strategies, new product pricing – Price skimming & Penetration pricing, Pricing Procedure.

Market Channel: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

Module – 5 (Hours:9)

Integrated Marketing Communications: Concept of communication mix, steps in developing effective communication, Stages in designing message **Advertising:** Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model **Sales Promotion:** Sales Promotion Mix, Tools and Techniques of sales promotion, Push-pull strategies of promotion. **Personal selling:** Concept, Features, Functions, Steps/process involved in Personal Selling, Publicity / **Public Relation:** Meaning, Objectives, Types, Functions of Public Relations **Direct Marketing:** Meaning, Features, Functions, **Database Marketing:** Basic

concepts of e-commerce, e-business, e-marketing, m- Commerce, m-marketing, e-networking, CRM, MkIS, Digital marketing communications, Traditional Vs. Modern Media- Online and Mobile Advertising. **Marketing Planning:** Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit.

General instructions to the candidates

A. Teaching-Learning Process

- I. Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.
- II. Skill Enrichment Exercises:**
 1. To assess the micro & macro environmental analysis of various firms.
 2. Analysis of consumer behavior traits based on miniature projects
 3. Conceptualization of STP through MS Excel.
 4. Practical orientation on the new product development practices followed by various firms.
 5. Practical orientation on the new product development practices followed by various firms.

B. Course Outcomes:

- C. CO1: Access the business scenario and apply the fundamental concepts of marketing to aid business solutions.
- D. CO2: Analyze various models of consumer buying behaviour for better visualization of customer traits.
- E. CO3: Evaluating segmentation, targeting and positioning strategies to implement in business situation.
- F. CO4: Design the implementation of commercial and distribution aspects of products and service.
- G. CO5: Communicate the viable marketing campaign by appropriate marketing strategy.

C. Suggested Readings:

1. Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, SagePublications, 5e, 2021.
2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev,

- Jagdish N. Sheth, Marketing Management, Pearson, 16e, 2022.
3. Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, Pearson Education, 2020.
 4. Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018
 5. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
 6. Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications, 3e, 2016.

C. E-Resources

1. <https://www.routledge.com/Marketing-Management-Text-and-Cases/Stevens- Loudon- Wrenn/p/book/9780789002907>
2. http://link.galegroup.com/apps/pub/8OHU/GVRL?u=ggusf_main&sid=GVRL
3. <https://ebookcentral.proquest.com/lib/gguu-ebooks/detail.action?docID=4461937>
4. <https://www.classcentral.com/course/swayam-marketing-management-i-5308>
5. <https://www.classcentral.com/course/swayam-marketing-management-ii-12989>
6. https://online-degree.swayam.gov.in/dyp20_d01_s2_mg10/preview

Course Name: Managerial communication								
Course Code: 25MBA16	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites: Students should have

1. Basic Knowledge of MS-Office
2. Basic Reading fluency
3. Moderate Vocabulary Knowledge

Course Objectives:

1. To familiarize the principles and process, barriers of communication skills
2. To impart the concepts of oral communication and presentation skills.
3. To educate the mechanics of writing and procedure to draft business letters precisely.
4. To explain the importance and uses of Business report and Methodology of business case study.
5. To aid in educating the procedures and process of managerial meeting and presentation.

Module – 1 (Hours:9)

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication. Communicating within Organizations – Levels of communication, Communication flow, Communication barriers,

Communication in a cross-cultural setting. **Language**

Skills: Introduction, four skills of language- Reading, Speaking, Writing, Listening, Importance of Language skills

Module – 2 (Hours:9)

Oral Communication: Meaning – Principles of successful oral communication, Conversation control –Reflection and Empathy: two sides of effective oral communication. **Oral Presentation:** Role of business presentations, Planning and Organizing Presentation, Planning Team and Online Presentations, Developing Visual Support for Business presentation (PPT Presentation), Practicing and Delivering Presentation - Refining your delivery.

Module – 3 (Hours:9)

Written Communication: Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing – Writing – Revising.

Types of Written Communication in Business: Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, proposals and Reports, Press Releases and E-mail. **Module – 4 (Hours:9)**

Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports writing, writing executive summary.

Business Case Analysis: What is a case? Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, the structure of written cases analysis.

Module – 5 (Hours:9)

Employment communication: Putting your best self forward, Preparing your resume, Writing covering letters and Inquiry Emails, Preparing for a Job Interview, Conducting Yourself during the Interview, Following up throughout

the process, Practicing business etiquette.

Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings. **Meeting Documentation:** Notice, Agenda, and Resolution
& Minutes.

General instructions to the candidates

A. Teaching-Learning Process

- I. Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.
- II. Skill Enrichment Exercises:**
 1. Class room activity to understand the barriers of communication, flow of communication.
 2. Students have to prepare presentations on business topics
 3. Drafting letters
 4. Prepare the typical Business Reports and sketch the Case study analysis procedure.
 5. Drafting Job application and resume. Practicing interview etiquettes.

B. Course Outcomes:

CO1: To apply the communication skills for the business correspondence.

CO2: To analyze various types business presentation and adopt appropriate oral communication.

CO3: To evaluate various business letters for communication and structure the appropriate writing

skills.

CO4: To draft business reports to meet the challenges of competitive environment.

CO5: To develop interpersonal communication skills in various business situation for creating business values.

C. Suggested Readings

1. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
2. Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
3. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6e, 2019.
4. Ober Newman, Communicating in Business, Cengage Learning, 2015.
5. Rebecca Moore Howard, Writing Matters, 3e, McGraw Hill Education, 2018.
6. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
7. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
8. Elevate English, McGraw Hill, www.ellevateenglish.com.

D. e- Resources

1. <http://elearning.vtu.ac.in/>
2. <https://ndl.iitkgp.ac.in/>
3. [https://www.theknowledgeacademy.com/in/courses/communication-skills- training/](https://www.theknowledgeacademy.com/in/courses/communication-skills-training/)

Course Name: Business English								
Course Code: 25MBA17	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		2	2+0+0+2		HS	
	50	50		100	NUMBER OF HOURS OF ENGAGEMENT			
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			6	0	0	6	12
2.	MODULE-2			6	0	0	6	12
3.	MODULE-3			6	0	0	6	12
4.	MODULE-4			6	0	0	6	12
5.	MODULE-5			6	0	0	6	12
TOTAL				30	0	0	30	60

Pre-requisites: 1. Knowledge of Basic English Grammar

2. Basics of Computer knowledge

3. Familiar with basics of Etiquettes

Course Objectives:

1. To enable the students to become aware with presentation skills and built potential for organizing meetings.
2. To enable students for emulate the business etiquettes in business meetings and correspondence.
3. To enhance students to acquainted with body language practices.
4. To prepare students to develop the skills of leadership.
5. To comprehend students towards Interview skills.

MODULE – 1 (Hours:9)

PRESENTATION SKILLS: Introduction, Meaning, Definitions, Types of Presentation, Organizing Presentations, Presentation Preparation for Successful Presentation, Meeting Running a Meeting Opening a Meeting, controlling a Meeting, International Meetings, Evaluating of a Meeting. Excises on the choice of appropriate grammatical words.

MODULE – 2 (Hours:9)

BUSINESS ETIQUETTES: Introduction, Meaning, Definition, Types of Etiquettes, Rules of Business Etiquettes Greetings, Farewells, Invitations Giving Requests, Advice, Recommendations Offers, Instructions, Orders, Apologies, Regret, Gratitude, Asking the Way, Making Accommodations in Hotels, Choosing Meals, the ABC of Table Manners, Telephoning, Making Appointments by Phone.

MODULE – 3 (Hours:9)

BODY LANGUAGE: Defining Body Language, Scope and Relevance, Changing Contours, Classification, Defining Proxemics, Four Zones, Behavioral Connotations, Space and Designs, Haptics and its Role. **Behavioral Significance:** Shaking Hands and other tactile behavior. Cultural Variations, Oculistics, Right and Left Brain Associations, Different Types of Eye Contact, Individual and Group situations, Facial Expressions, Smiles and Nods, Head Tilts and Inclines Facial Expressions, Cultural Interface. **Kinesics:** Types and Contexts, Negative and Positive Gestures, Hand Movements and Steeping, Understanding Finger Movements, Fidgeting Paralanguage and Voice Modulations, Chronemics, Chromatics, Cultural and Gender Based aspects, Stereotypes.

MODULE – 4 (Hours:9)

GROUP DISCUSSION: Introduction, Meaning, Definition, Scope of Group discussion, objectives and purposes of Group Discussion, various phases of group discussion, participating rules in a group discussion, Group discussion tips, facilitating a group discussion.

MODULE – 5 (*Hours:9*)

INTERVIEW SKILLS: Introduction, Meaning, Definition, Types of Interviews, Basic rules of Interview, how to face interview with confidence, Basic interview etiquettes.

General instructions to the candidates

A. Teaching-Learning Process

- I.** Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.
- II.** Skill Enrichment Exercises:
 1. Presentation by students on selected topics and reporting
 2. Collect and Present the various forms of corporate business etiquettes
 3. Role play on various body language gesture
 4. Participation on various topics in Group discussion
 5. Conduct of mock interviews and role plays

B) Course Outcomes:

CO-1: apply then skills sets of presentation and built their potentiality for organizing meetings

CO-2: able to analysis business situation for behavior of business etiquettes.

CO-3: apply the habits of different body languages exposure during business communication

CO-4: analyze the business situation for show up leadership

qualities. CO-5: ability to demonstrate the skills sets for facing

interview.

C. Suggested Readings:

1. Lehman, C. M., Dufrene D. D., & Sinha, M. (2016). BCOM: The South Asian Perspective on Business Communication (2nd ed.). New Delhi: Cengage Learning.
2. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. (1997). Effective Business Communication (7th Revised ed.). Boston: McGraw-Hill Companies.
3. Bovee, C., & Thill, J.V., & Raina, R.L. (2016). Business Communication Today (11th ed.). Pearson
4. Mukerjee, H. S. (2012). Business Communication (2nd ed.). New-Delhi: Oxford University Press
5. Post Emily. (2005). The Etiquette Advantage in Business (2nd ed.). New York: Collins.
6. Sandra, M. O. (2004). Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

D. e-Resources:

1. <https://www.businessenglishpod.com/>
2. <http://www.businessenglishresources.com/>
3. <https://www.coursera.org/courses?languages=en&query=business+engli>
4. <https://www.gymglish.com/en/sh>

Semester: II

Course Name: Human Resource Management								
Course Code: 25MBA21	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50		100	NUMBER OF HOURS OF ENGAGEMENT			
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites:

1. Fundamentals of Management
2. Basics of Accounting
3. Understanding of firm, industry and sectors of economy

Course objectives:

1. To familiarize the theories and various functions of Human Resources Management
2. To teach the importance and functions of HR Planning, Acquisition and Employee Training.
3. To educate about significance of employee performance evaluation and compensation.
4. To give insight about the HR Practices for service sector units and small and medium enterprises.
5. To emphasize on the importance of innovative HR Practices

Module – 1 (Hours:9)

Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management

, Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.

Module – 2 (Hours:9)

Human Resource Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.

Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors

Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel

Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training.

Module – 3 (Hours:9)

Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. **Compensation and Benefits** Introduction, Definitions, Total Compensation, 360 Degree appraisal, HR Mapping Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.

Module – 4 (Hours:9)

Human Resource Management in Small and Medium Enterprises: Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.

Human Resource Management in the Service Sector

Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on “Training Program at ABC Cement”.

Module – 5 (Hours:9)

Human Resource Management Innovations: Introduction, Employee Life cycle Management, Employee engagement, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organizations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organizational Innovation, How to Make Human Resource Management Innovations Sustainable.

General instructions to the candidates

A. Teaching-Learning Process

- I. Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Study of HR Department in different industry
2. Study of different recruitment online portals
3. Study of employee benefits offered by various business units.
4. Exploratory study with an executive of an SME
5. Overview of the current trends in HR Domain special attention to IT Facilitation

B. Course Outcomes:

CO1: Apply the concepts of HRM in an Organization.

CO2: Analyze the various methods of collecting data for HRP, Acquisition, and Development of Human Resource.

CO3: Evaluate the effectiveness of performance management and structure the best possible employee benefits.

CO4: Design the best possible HR Practices for service sector units and small and medium enterprises.

CO5: Construct the appropriate and innovative HR Practices for better workplace.

Practical Component:

1. A visit to an Organization and interact with HR Manager and list out the roles played by HR manager.
2. Meet Recruitment Manager and ask- 10 questions one asks during Interview.
3. Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
4. Visit any Service Organization. Observe HR functions and List them.

C. Suggested Readings

- 1) P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
- 2) Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- 3) Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 4e, 2017.
- 4) Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.

- 5) Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- 6) K. Aswathappa, Human Resource Management: Text and Cases, TMH, 8e, 2017.
- 7) Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2016.

D. e-Resources:

1. <https://altametrics.com/en/human-resources-management/fundamentals-of-human-resource-management.html>
2. <https://www.economicdiscussion.net/human-resource-management/human-resource-planning-definition-importance-objectives-process-prerequisites/31575>
3. <https://www.whatishumanresource.com/training-and-development>
4. <https://www.emerald.com/insight/content/doi/10.1108/00483480210445962/full/html>
5. <https://www.emerald.com/insight/content/doi/10.1108/IJIS-03-2020-0027/full/html>

Course Name: Financial Management								
Course Code: 25MBA22	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50		100	NUMBER OF HOURS OF ENGAGEMENT			
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites:

1. Knowledge of basic concepts of financial management
2. Knowledge, cost of capital, capital structure, capital budgeting etc
3. Knowledge of Financial Institutions
4. Knowledge of Capital markets

Course objectives:

1. To familiarize the students with basic concepts of financial management and financial system.
2. To educate the application of Cost of capital and its implications.
3. To teach investment proposals and its decisions
4. To give insights on the importance and significance of working capital in an organization.
5. To teach the capital structure theories and dividend decision theories and its implication

Module – 1 Introduction (Hours:9)

Meaning, nature and scope of finance; financial goal - profit vs. wealth maximization;

Investment, Financing and Dividend decisions - Finance functions – organization structure – functions of finance manager in 21st century – Modern role - treasurer and controller. Emerging role of finance managers. Capital Markets.

Module – 2 Sources of Financing (Hours:9)

Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; combined cost of capital (weighted); Cost of equity and CAPM;

Module 3 Investment Decisions (Hours:9)

Capital budgeting process, Investment evaluation techniques–Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return (Problem). Risk analysis in capital budgeting– Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel

Module – 4 Working Capital Management (Hours:9)

Factors influencing working capital requirements–Current asset policy and current asset finance policy–**Determination of operating cycle and cash cycle on Excel**– Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management). Working Capital Cycle for manufacturing Units. Financial leverage and its impact on EPEvS – Operating leverage – combined leverage – degree of leverages – working capital leverages – practical use of leverages.

Module – 5 Capital structure and dividend decisions (Hours:9)

Capital structure and dividend decisions – Planning the capital structure–Governance of Equity and Debt, fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages

General instructions to the candidates

A. Teaching-Learning Process

- I. **Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Study the organization structure of Nationalized Banks
2. Case Study on Cost of Capital
3. Practical orientation on the Project Evaluation (Case Study)
4. Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability
5. **Case study on Dividend Policy, MS-excel.**

B. Course Outcomes:

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

CO1: Apply the basic financial concepts of financial management for

business use CO2: Analyze the concept of cost of capital for inferential decisions

CO3: Evaluate the investment decisions in changing business environment

CO4: Estimate working capital requirements for business situations.

CO5: Design capital structure and dividend decisions for varied industries

C. Suggested Reading:

1. Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, Mc Graw Hill, 8e, 2019.
3. I M Pandey, Financial Management, Vikas Publications, 11e, 2015.
4. James Cvan Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi, 12e, 2011.
5. Eugene F. Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
6. Arindam Banerjee, Financial Management, Oxford Publications, 2016.

D. e- Resources:

1. <http://egyankosh.ac.in/handle/123456789/10310>
2. <https://nptel.ac.in/courses/110/107/110107144/>

Course Name: Research Methodology								
Course Code: 25MBA23	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites:

Students must have the basics of Managerial process, Role of Data & Information in Research, Basics of Statistics or equivalent in order to pursue this course.

Course objectives:

1. To teach the fundamentals and importance of research methodology in business.
2. To foster insight on various research designs and techniques as base for business research.
3. To emphasize the basics of sampling methods and the use different sampling techniques.
4. To teach the methods of data collection with measurement & Scaling Techniques
5. To enable students to identify the problem and procedures for data analysis and report writing skills and presentation.

Module – 1 (Hours:9)

Introduction: Meaning, types, manager-researcher relationship, process of research-management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study, Internet and research. Ethics in Research

Module – 2 (Hours:9)

Business Research Design

Meaning and significance - Types: Exploratory and Conclusive Research Design.

Exploratory Research

Meaning, purpose, methods- Literature review process, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

Module – 3 (Hours:9)

Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling - Sample size, Determination of Sample Size, Characteristics of a Good Sample, Errors in sampling.

Module – 4 (Hours:9)

Data Collection

Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning

- process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Measurement and Scaling Techniques

Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi- Dimensional Scaling.

Module – 5 (Hours:9)

Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Presentation of Statistics. Oral presentation: Aristotle's 3 Principles of Persuasive Communication. Audience analysis. Organize, Support, visualize Deliver Practice & Arrange. Research analysis by the application of SPSS software.

General instructions to the candidates

A. Teaching-Learning Process

- I. Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Conducting Research with teen demographics
2. Methods for collecting, sampling, recording, storing and analysing data.
3. Recognize the types of probability sampling and non-probability sampling methods
4. Identifying differences between primary and secondary sources, preparation of the questionnaire.
5. Drawing Conclusions from Qualitative Data

B. Course Outcomes:

- CO1: Ability to apply the methods and research techniques to business and management issues.
- CO2: Analyze the appropriate research design, techniques and strategies in the research process.
- CO3: To Evaluate the different methods of sampling of empirical information for better inferences.
- CO4: To Design various research data collection methods by measurement & scaling techniques for quantitative data analysis.
- CO 5: To communicate the effective reporting of the business to aid in managerial decisions.

C. Suggested Readings

1. Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e,2022.
2. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e,2021.
3. Shashik.Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, KalyaniPublishers,6e, 2020.
4. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e,2019
5. Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
6. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin,Business Research Methods Cengage Learning, 8e, 2016.
7. P.C. Tulsian, Bharat Jhunjunwala, Business Statistics, S. Chand Publishing, 2016.

D. e-Resources:

1. https://onlinecourses.nptel.ac.in/noc22_ge08/preview
2. <https://nptel.ac.in/courses/121/106/121106007/>
3. https://www.youtube.com/watch?v=XEMyDu_VoeQ
4. <https://www.emeraldinsight.com/>
5. <https://www.proquest.com/165290>
6. <https://www.bitm.knimbus.com>

Course Name: Computer Applications for Management								
Course Code: 25MBA24	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50		100	NUMBER OF HOURS OF ENGAGEMENT			
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites: Familiar with the MS word, Basic knowledge with MS Excel, Basic logical and analytical knowledge, basic mathematic knowledge.

Course Objectives

1. To contemplate the Computer Concepts and applicable in field of Management.
2. To Analyze the excel functions as a tool for decision making in business situations.
3. To Evaluate data by use of MS Access for managerial decision making
4. To share Insights the concept of e-commerce using web technologies
5. To explain the concept of IOT and Business Analytics

Module – 1 (Hours:9)

Introduction to Computer: Introduction, Information and Data, Importance of Hardware and software, CPU, Primary and Secondary storage, I/O devices, Bus structure, Computer Peripherals- VDU, Keyboard, Mouse, Printer. Software and Types of Software, Operation system and types, Programming Languages-, High Level Language

Module – 2 (Hours:9)

Introduction to Excel: Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, basic statement; SUM, AUTOSUM, SUMPRODUCT, AVG, IF, COUNTIF.

Formatting a Worksheet: Formatting Cells – changing data alignment, changing date, number, character or currency format, changing font, adding borders and colors, Printing worksheets, Charts and Graphs – Creating, Previewing, Modifying Charts.

Functions: Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard.

Module – 3 (Hours:9)

Introduction to DBMS: Database Management System & Applications Overview of Database Management – File oriented approach versus database oriented approach to data management, Disadvantage of file oriented approach.

MS-Access: Introduction, creation of database and table, inserting values in a table, Sorting, deletion, Merging of rows, Linking on table and another, Report generation, Embedding MS excel in access.

Module – 4 (Hours:9)

Introduction to Internet and Web Technologies: Definition, application, threats, working of Internet, Web Technology: Introduction, Types of servers, crypto currency concepts- Commerce: Structure of e-commerce, Types of e-Commerce, analytics of e-commerce, ethics of E-commerce

Module – 5 (Hours:9)

Introduction to IOT and Business Analytics : Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home.

Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data

General instructions to the candidates

A. Teaching-Learning Process

- I. Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Lab session Demonstrations and Videos clippings, Presentation of Hard ware components
2. Lab session of excel function and formula, Solving practical business Problems.
3. Lab session of MS Access Solving practical business Problems
4. Basics Theoretical exercise on e-commerce and its application
5. Basics Theoretical exercise on IOT its application

B. Course outcomes:

CO1: To apply the basis of computer application for visualization of data to aid

decisions CO2: To analysis and interpret the data for interpretation business situation

CO3: To evaluate the different business scenarios with the DBMS

Concept CO4: To Demonstrate the data structuring and constructing the business Models

CO5: To Comprehend the latest developments in the area of technology to support business

C. Suggested Readings:

1. Follett, J., Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things, O'Reilly Media, 2014
2. Vong, J., & Song, I., Emerging Technologies for Emerging Markets, Springer Singapore, 2014.
3. Matthew Harris, Teach Yourself Excel, SAM, 1999.
4. Julitta Korol, MS Access Programming by Example, Wordware Publishing Inc. 2001.
5. W. K. Sarwade & Anuranjan Misra, A Textbook on E-Commerce: Text & Cases, A.K. Publications

D. e-Resources:

1. <https://www.ddegjust.ac.in/studymaterial/mba/cp-106.pdf>
2. <https://lumenlearning.com/courses/computer-applications-for-managers/>
3. <https://www.encyclopedia.com/computing/news-wires-white-papers-and-books/library-applications>

Course Name: Strategic Management								
Course Code: 25MBA25	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

Pre-requisites: Students should have basic knowledge of

1. Management and Organizational Behaviour Principles
2. Basic economic terminologies and concepts.
3. Basic Finance fundamentals.
4. Logical Reasoning

Course objectives:

- 1.To provide insights on applications of core concepts and models of strategic management.
- 2.To emphasize various business models in dynamic market environments.
- 3.To infer insights about various strategic management models used in different business phases.
- 4.To educate the importance of overview of business and formulating and implementation of strategies.
- 5.To teach the importance of strategic controlling measures for better decision making.

Module – 1 (Hours:9)

Introduction: Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, the Strategic Management Process. Relationship between a Companies' Strategy and its Business Model.

Strategy Formulation: Developing Strategic Vision and Mission for a company – Setting Objectives – Strategic Objectives and Financial Objectives – Goals, Long Term Objectives, Short-Term Objectives, Strategic group mapping, Strategic Intent, Strategic Fit, Gap Analysis, Balanced Scorecard

Module – 2 (Hours:9)

External Analysis:

Strategically Relevant Components of a Company's External Environment –
Industry Analysis - Factors Driving Industry Change and its Impact - Porter's
Dominant Economic Feature - Competitive Environment Analysis - Porter's Five
Forces Model – Key Success Factors Concept and Implementation.

Module – 3

Internal Analysis: Analyzing a company's resources and competitive position –
Analysis of a Company's present strategies - SWOT Analysis – Resource Based View
of the firm (RBV)

- Value Chain Analysis – Benchmarking, Generic Competitive Strategic – Low cost
provider Strategy - Differentiation Strategy - Best cost provider Strategy – Focused
Strategy – Growth strategies & retrenchment strategies - Strategic Alliance and
Collaborative Partnerships – Mergers and Acquisition Strategic - Outsourcing
Strategic - International Business level.

Module – 4

Business planning in different environment:

Business planning in different environment - Entrepreneurial level Business planning
– Multistage wealth creation model for entrepreneurs – Planning for large and
diversified companies – brief overview of Innovation, integration, Diversification,
Turnaround Strategic – GE nine cell planning grid – BCG matrix.

Module – 5

Strategic Implementation & Control:

Organizational design, structures, culture, Importance of integrating strategy
implementation and strategy formulation. Organizational structures used to implement
different business level strategies and corporate level strategy. Strategic control,
Types, Role of Corporate Governance.

General instructions to the candidates

A. Teaching-Learning Process

I. **Pedagogy:** Chalk & Talk method. Power point presentations,
videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Study of strategic overview of companies across industries,
Applications of balanced scorecard in an organization
2. Assignments for assessing the critical success factors by appropriate models.
3. SWOT analysis on various organizations with strategic intent.
4. Contemplating various strategic models across industries
5. Case studies on corporate governance practices of varied organizations.

B. Course Outcomes:

1. At the end of the course the student will be able to:
2. CO1: Apply concepts and models of strategic management.
3. CO2: Analysis the business environment to formulating appropriate strategy for business development.
4. CO3: Evaluate the competitive situation using strategic models in dealing with business environment.
5. CO4: Develop the driving strategies for the holistic business challenges in varied industries.
6. CO5: Design strategic performance using controlling measures for business situations.

C. Suggested Readings:

1. Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
2. Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory and Practice, Sage Publications, 3e, 2020.
3. Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017.
4. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
5. V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012
6. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
7. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

D. e-Resources:

1. https://youtu.be/ZG3_8fG7RzQ [BBC Documentary]-Worlds Most Powerful-
- Bill Gates Vs Steve Jobs
2. <https://youtu.be/0FoTFal0KAA> - BBC Documentary_ Steve Jobs
- Billion Dollar Hippy
3. <https://youtu.be/5WiDIhIkPoM> - Mark Zuckerberg_ Inside Facebook (BBC)
4. https://youtu.be/y5I_cnpP99U - Michael Porter on Competitiveness

Course Name: Entrepreneurship and Legal Aspects								
Course Code: 25MBA26	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		4	3+0+2+3		PC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			9	0	6	9	24
2.	MODULE-2			9	0	6	9	24
3.	MODULE-3			9	0	6	9	24
4.	MODULE-4			9	0	6	9	24
5.	MODULE-5			9	0	6	9	24
TOTAL				45	0	30	45	120

5. <https://youtu.be/xcZG5sIqSHE>

6. <https://www.classcentral.com/course/swayam-strategic-management-14306>

7. https://onlinecourses.swayam2.ac.in/imb20_mg33/preview

8. https://swayam.gov.in/nc_details/IIMB

Pre-requisites:

1. Basic Fundamentals of Marketing, HR, Finance & Accounting skills inclination to innovation
2. Good communication & presentation skills
3. Inquisitiveness for entrepreneurship
4. Knowledge about business environment

Course objectives:

1. To educate the nature, characteristics and importance of entrepreneur.
2. To impart planning insights and preparation feasibility business reports.
3. To provide an overview of entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4. To familiarize the concept family business performance, and strategies for its development.
5. To emphasize the various rules and legislations related to various acts for entrepreneurial development.

Module – 1 (Hours:9)

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Classification of Entrepreneur – Role of an Entrepreneur- Intrapreneur- an emerging class – Concept - Entrepreneur Vs Intrapreneur Vs Manager - Evolution and Development of Entrepreneurship - Entrepreneurial mind-set and process. **Creativity and Innovation:** The role of

creativity- The innovation Process -Sources & Methods of Generating New Ideas & Creative Problem Solving.

Module – 2 (Hours:9)

Business Planning Process: Importance of Business Model- Components of an Effective Business Model, Osterwalder Business Model Canvas. Meaning of business plan - Business plan process - Advantages of business planning – Why do Business plans fail - Marketing plan

- Production/operations plan - Organization plan – Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Module – 3 (Hours:9)

Entrepreneurial finance: Estimating the financial needs of a new venture, internal & external sources of finance **Informal Risk Capital and Venture Capital:** Informal risk capital market

- venture capital – nature, overview and process – professionals involved in venture capital – venture capital industry in India.

Institutions supporting Entrepreneurs: Small industry financing developing countries – A brief overview of financial institutions in India - Central level and state level institutions – SIDBI- NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC – Single Window - Latest Industrial Policy of Government of India.

Module – 4 (Hours:9)

Family Business: Importance of family business – Types- Various Forms of business organization - History - Responsibilities and rights of shareholders of a family business – 3- circle model of family business -Succession in family business - Pitfalls of the family business

- strategies for improving the capability of family business - improving family business performance. Success stories of entrepreneurial knowledge exercises.

Startup Business: Startup Process, and its feasibility

Module – 5 (Hours:9)

Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act; 1930; Industrial Dispute Act 1947.

General instructions to the candidates

A. Teaching-Learning Process

- I. Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Students should submit a profile summary of a successful local entrepreneur indicating milestone achievements.
2. Students should develop a business model for a new product/service including feasibility report.
3. Students should visit a bank/financial institution to enquire about various funding schemes for small scale enterprise. Student engagement in Karnataka Udyog web sites <https://www.india.gov.in/karnataka-udyog-mitra-portal>
4. Students should analyze the performance of listed family firms and should submit a short report by studying the ideology and working of partnership firm, cooperative society, private and public company. Case study related to performance of family business.
5. Students should submit report by assessing the applicability of various acts by selecting different companies. Case study related to Factories Act 1948.

B. Course Outcomes:

CO1: Apply the concept of entrepreneurship to various business plans.

CO2: Analyze the feasibility of different stages in business planning process. CO3: Evaluate the various sources of funding to support entrepreneurship.

CO4: Develop the key elements of entrepreneurship in relation to family business organizations.

CO5: Comprehend the various rules, legislations and their applicability in entrepreneurial development.

C. Suggested Readings:

1. Hisrich Peters shepherd: Entrepreneurship (Tata McGraw Hill), 2020
2. Prasanna Chandra: Projects Planning Analysis, Reductions implementation & Review (Tata McGraw Hill), 2019
3. Harvard Business Review, Entrepreneur's Handbook: Everything you need to launch and grow your new business. (HBR Handbook)
4. Dhruv Nath, Sushanto Mitra: Funding your Startup and other Nightmares

Course Name: Business Ethics and Human Values								
Course Code: 25MBA27	Exam Hrs : 3			Credits	Hours P/W		CATEGORY	
	Marks		Total Marks		(L+T+P+SL)			
	CIE	SEE		2	2+0+0+2		AEC	
	50	50	100	NUMBER OF HOURS OF ENGAGEMENT				
S.NO				L	T	P	SL	TOTAL
1.	MODULE-1			6	0	0	6	12
2.	MODULE-2			6	0	0	6	12
3.	MODULE-3			6	0	0	6	12
4.	MODULE-4			6	0	0	6	12
5.	MODULE-5			6	0	0	6	12
TOTAL				30	0	0	30	60

D. e-Resources:

1. https://www.youtube.com/watch?v=Bf_nEWxSSkQ
2. <https://www.youtube.com/watch?v=sOjeQV5pHh4>
3. <https://www.youtube.com/watch?v=Fqch5OrUPvA>
4. <https://www.youtube.com/watch?v=sC236knTsYw>
5. <https://www.youtube.com/watch?v=YlQFRzW6USQ>

Pre-requisites: Familiar with the basic management concepts and human Relation and Finance concepts, familiar with basics concepts of corporate social responsibility (CSR).

Course objectives:

1. To familiarize the business Ethics and to provide best practices of business situation.
2. To learn the values and ethical issues in corporate governance and to adhere to the ethical codes.
3. To teach the work ethos and values required for good managers and ethical careers.

4. To educate the significance of stress management and mechanism to handle employee stress.
5. To give insights on the contemporary Indian ethos in work environment.

Module – 1(Hours:9)

Introduction: Values-Concept, types and formation of values, ethics, values and behaviour, Values of Indian Managers, Ethics, development of ethics, ethical decision making and decision making process, relevance of ethics and values in business.

Module – 2 (Hours:9)

Corporate Social Responsibility & Consumer Protection: Corporate responsibility of business: employees, consumers and community, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

Module – 3 (Hours:9)

Work Ethos and Values: Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos. **Values:** Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Relevance of values in management: need for values in global change-Indian perspective; values for managers; holistic approach for managers in decision making; secular versus spiritual values in management, Trans-Cultural Human Values in Management and Management Education, Importance of Value System in Work Culture, teaching ethics, Concept of Value Champions.

Module – 4 (Hours:9)

Stress Management: Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress, Problems relating to stress in corporate management – Indian perspective, Stress Management Techniques: Meditation-Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance.

Module – 5 (Hours:9)

Leadership: Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta; Motivation: Meaning, Indian Approach to Motivation, Techniques. Self-Management: Personal growth and Lessons from Ancient Indian Education System, Personality Development: Meaning, Determinants, Indian Ethos and Personality Development, science and human values. Trans-cultural human values in management education.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Learn the principal of ethic by corporate example
2. Collect the Data of various companies involved in CSR activities
3. Case Study on Work Ethos and Values.
4. Role plays on handling stress Management.
5. Role Plays of various leadership styles

B. Course Outcomes:

- 1) CO1: Illustrate and apply the theoretical foundations of business ethics.
- 2) CO2: Analyze the knowledge of corporate governance and business concepts from an ethical perspective.
- 3) CO3: Evaluate the importance of Work Ethos and Values of business with community and ethical conduct.
- 4) CO4: Develop proactive steps to stressful business situations and resolve ethical.
- 5) CO5: Communicate and reflect by critically examine the values and importance of the ethical dimension in business and workplace decision making.

C. SUGGSTED READINGS

1. R. S. Naagarazan -A TEXT BOOK ON PROFESSIONAL ETHICS AND HUMAN VALUES- -New age International (p) Ltd.
2. M. Govindarajan, S. Natarajan, V.S. Senthil kumar- PROFESSIONAL ETHICS & HUMAN VALUES.
3. R. R. Gran, R. Sangal, G. P. Baganian -FOUNDATION COURSE IN HUMAN VALUES & PROFESSIONAL ETHICS
4. Jayshree Suresh, B.S. Raghavan- HUMAN VALUES AND PROFESSIONAL ETHICS

D. e-Resources:

1. <https://soaneemrana.org/onewebmedia/Professional%20Ethics%20and%20Human%20Values%20by%20R.S%20NAAGARAZAN.pdf>
2. https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet
3. <https://soaneemrana.org/onewebmedia/Professional%20Ethics%20and%20Human%20Values%20by%20R.S%20NAAGARAZAN.pdf>