



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE

New Delhi, Accredited by NAAC with 'A' Grade and 7 Programs

accredited by NBA)

Avalahalli, Doddaballapura Main Road, Yelahanka,

Bengaluru - 560064



Department of MBA

Scheme and Syllabus

2022 Scheme

Institute Vision

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

Institute Mission

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

DEPARTMENT OF MBA

About Department




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

Vision

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

Mission

The department commits itself to achieve the vision through:

-  Imparting management education that employs students with ethics, knowledge, skill, and attitude to exhibit managerial expertise.
-  Nurturing innovative thinking and creativity to promote leaders and entrepreneurs.
-  Fostering a research culture to enhance analytical and critical thinking abilities.

Program Educational Objectives

The Post Graduate students shall:

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

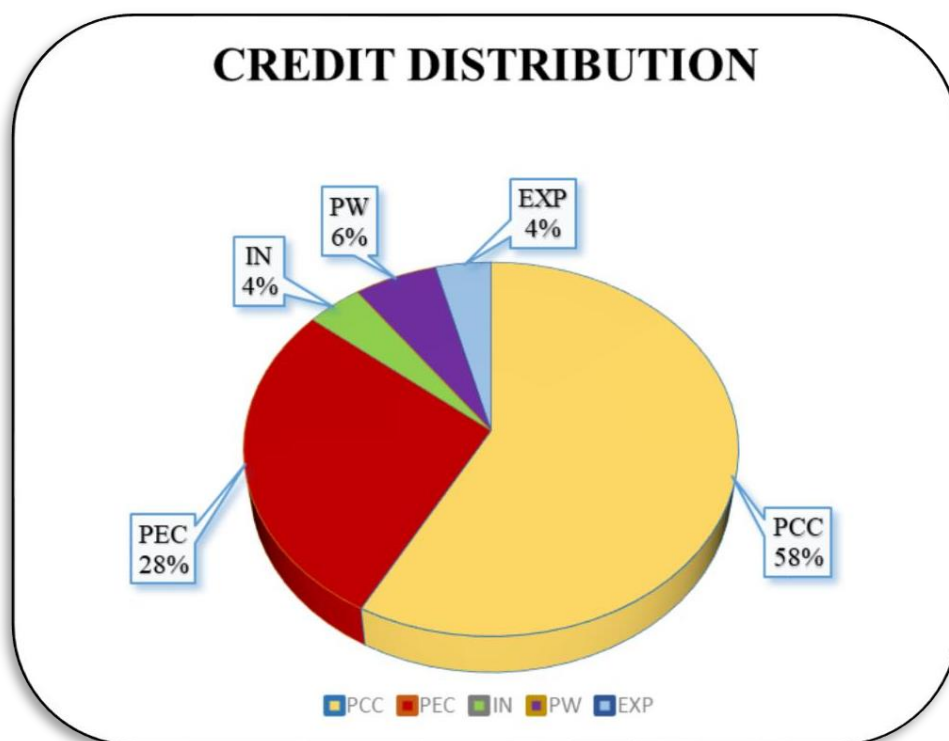
Program Outcomes

The Post Graduate Students will be able to:

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

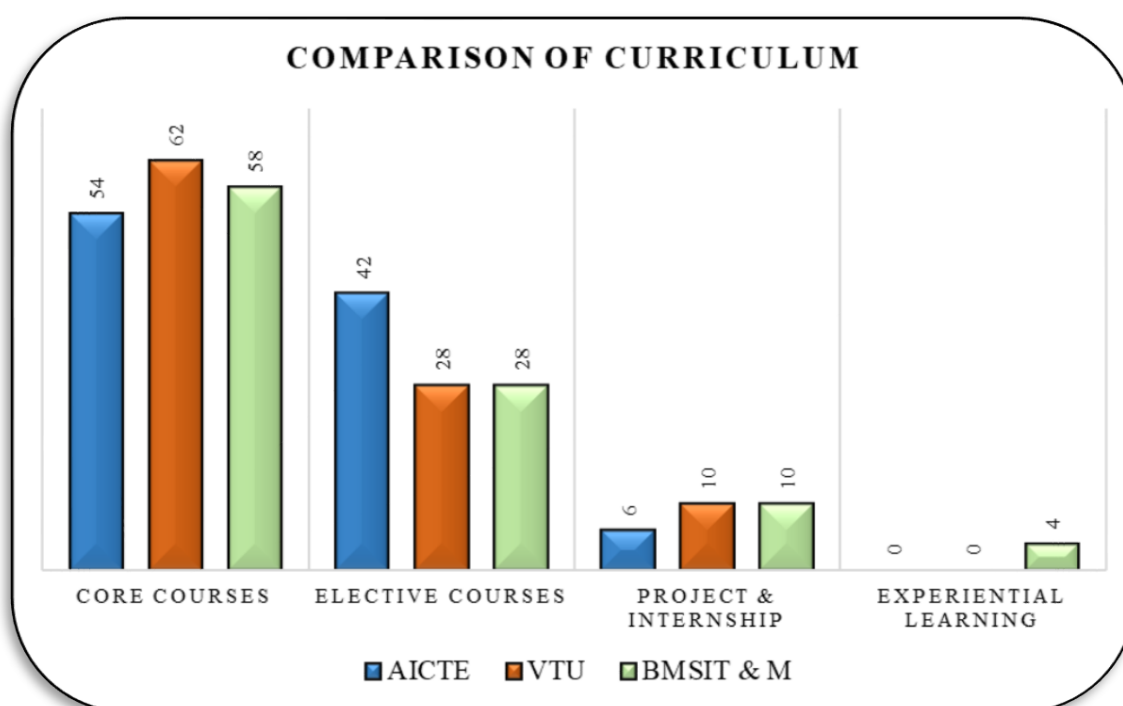
Credit Distribution of MBA (Autonomous-2022)

Semester	PCC	PEC	IN	PW	EXP	Total Credits
I	23	-	-	-	2	25
II	23	-	-	-	2	25
III	6	16	4	-	-	26
IV	6	12	-	6	-	24
Total	58	28	4	6	4	100
PCC: Professional Core Courses; PEC: Professional Electives Courses IN: Internship; PW: Project Work; EXP: Experiential Learning						



Comparison of syllabus with AICTE model curriculum and VTU

Sl. No	Curriculum Components	AICTE Curriculum	VTU Curriculum	BMSIT & M Curriculum
1	Core Courses	54	62	58
2	Elective Courses	42	28	28
3	Project & Internship	6	10	10
5	Experiential Learning	-	-	4
6	Societal Project	-	Included	Included



Program Structure
I Semester
Total Credits: 25



**BMS INSTITUTE OF TECHNOLOGY AND
MANAGEMENT**

(Autonomous Institute affiliated to VTU)

Scheme of Teaching and Examination: Effective from AY 2022 – 23

Choice Based Credit System (CBCS)

PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)								SEMESTER: I			
Sl. No	Course Category	Course Code	Course Title	Teaching Hours /Week			Credits	Examination			
				L	T	P		Duration in Hours	CIE Marks	SEE Marks	Total Marks
1	PCC	22MBA1C1	Management & Organizational Behaviour	4	0	0	4	3	50	50	100
2	PCC	22MBA1C2	Managerial Economics	4	0	0	4	3	50	50	100
3	PCC	22MBA1C3	Accounting for Managers	3	2	0	4	3	50	50	100
4	PCC	22MBA1C4	Marketing Management	4	0	0	4	3	50	50	100
5	PCC	22MBA1C5	Business Analytics and Statistics	3	2	0	4	3	50	50	100
6	PCC	22MBA1C6	Managerial Communication	3	0	0	3	3	50	50	100
7	EXP	22MBA1C7	Design Thinking and Innovation	1	0	2	2	-	50	50	100
TOTAL				22	4	2	25		350	350	700

Note:

PCC: Professional Core Course; EXP: Experiential Learning; Program Practical /Field Work / Assignment are part of contact hours.

Program Structure

II Semester

Total Credits: 25



BMS INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(Autonomous Institute affiliated to VTU)

Scheme of Teaching and Examination: Effective from AY 2022 – 23

Choice Based Credit System (CBCS)






PG PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)								SEMESTER: II			
Sl. No	Course Category	Course Code	Course Title	Teaching Hours /Week			Credits	Examination			
				L	T	P		Duration in Hours	CIE Marks	SEE Marks	Total Marks
1	PCC	22MBA2C1	Research Methodology and IPR	4	0	0	4	3	50	50	100
2	PCC	22MBA2C2	Financial Management	3	2	0	4	3	50	50	100
3	PCC	22MBA2C3	Human Resource Management	4	0	0	4	3	50	50	100
4	PCC	22MBA2C4	Operation Research	3	2	0	4	3	50	50	100
5	PCC	22MBA2C5	Strategic Management	4	0	0	4	3	50	50	100
6	PCC	22MBA2C6	Business, Governance and Society	3	0	0	3	3	50	50	100
7	EXP	22MBA2C7	Business Plan	1	0	2	2	-	50	50	100
8	SEC	22MBA2C8	Societal Project [Mandatory course (Non-Credit)]	0	0	0	0	-	50	-	50
TOTAL				22	4	2	25		400	350	750

Note:







PCC: Professional Core Course; EXP: Experiential Learning; SEC: Skill Enhanced Course; Program Practical /Field Work / Assignment are part of contact hours.

COURSE GUIDELINES







1. Credited Theory Courses with Lecture Component only

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

2. Credited Theory Courses with Lecture and Tutorial Components

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

3. Credited Theory Courses with Lecture and Practical Components

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

COURSE ASSESSMENT AND EVALUATION

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

1. Credited Theory Courses with Lecture Component only

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

CIE

- a. 3 tests will be conducted. Each test will be for 50 marks and the average will be converted to 25 marks.
- b. The Question paper format will be the same as that of SEE.

SEE

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

2. Mandatory Courses (Non-Credit)

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

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

3. Design Thinking and Innovation

Evaluation Pattern

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

Rubrics for CIE: Presentation & Report 50 Marks

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

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

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

4. Business Plan

Evaluation Pattern

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

Rubrics for CIE: Presentation & Report 50 Marks

Parameter (50 Marks)	Poor (1-5)	Average (6-8)	Outstanding (9-10)
Executive Summary (10 Marks)	Poorly summarized in report	Moderately summarized in report	Excellent summary in report
Product or Service to be Offered (10 Marks)	Inappropriate product or service offered in report	Fairly appropriate product or service offered in report	Appropriate product or service offered in report
Market Opportunity and Marketing/Sales (10 Marks)	The market opportunity is poorly exhibited in report	The market opportunity is reasonably exhibited in the report	The market opportunity is excellently exhibited in the report
Structure & Operational Plan (10 Marks)	The plan considered poor in clarity operations	The plan considered reasonable clarity in operations	The plan considered excellent clarity in operations
Financials, Risks and Sensitivities Projection (10 Marks)	Poor projection of financial, risk and sensitivities in report	Moderate projection of financial, risk and sensitivities in report	Excellent projection of financial, risk and sensitivities in report

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

Parameter (50 marks)	Poor (1-5)	Average (6-8)	Outstanding (9-10)
Presentation Skills (10 Marks)	The content is not coherently done and doesn't display the understanding in the viva	The content is done coherently, and understanding is reasonably displayed in the viva	The content is very coherently done and clearly understood from the viva
Industry Analysis & Organization Formulation (10 Marks)	Analysis & formulation is not up to the mark	Analysis & formulation is reasonable	Excellent analysis & formulation
Product or Service Commercialization Plan (10 Marks)	Unrealistic commercialization plan	Fairly realistic commercialization plan	Realistic commercialization plan
Operational & Financial Feasibility (10 Marks)	Lack of feasibility on operational & financial aspects	Fairly feasible operational & financial aspects	Excellent feasible operational & financial aspects
Viability of the Business Proposal (10 Marks)	Business proposal is not viable	Fairly viable business proposal	Excellent viability of business plan

5. Societal Project

Evaluation Pattern

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

Rubrics for CIE: Presentation & Report 50 Marks

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

SEE - Question Paper Pattern

Semester End Examination - MBA Degree Examination

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

GENERAL:

- The students will have to answer 4 full questions out of 7 questions in PART - A
- PART - B will be compulsory.
- All questions carry equal marks (20 marks)
- Questions to be framed from all the Modules.

PART - A

- Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively.
- Among the three sub questions, 3 marks should be a direct question, whereas 7 or 10 marks question must be an application oriented question.
- The three sub questions should be a **mix of all modules** with due weightage given to modules which covered for **more number of hours**.

PART - B

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

I SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS)
SEMESTER - I

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR (4:0:0) 4			
Course Code	22MBA1C1	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Exam Hours	3
Course Objectives: This course will enable students to: <ol style="list-style-type: none"> 1. Apply the learnings from theories and models of Management and organizational Behavior to solve the workplace problems. 2. Compare the appropriate framework for solving the problems at the workplace. 3. Design model in dealing with the problems in the organization. 			
Module – 1 (10 hours)			
Introduction to Management: Management - Introduction, Meaning, Nature, Objectives, Scope, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.			
Module – 2 (10 hours)			
Introduction to Functions of Management: Functions of Management- Introduction Planning- Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Decision-making- Concepts, Types, Models, Difficulties in Decision-making, Decision-making Styles. Organization- Definitions, Importance, Principles, Types of Organization Structures, Span of Control, Centralization and Decentralization of Authority.			
Module – 3 (8 hours)			
Directing- Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing. Controlling- Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques.			

Module – 4 (11 hours)

Organizational Behavior: Introduction, Approaches to organizational Behavior, Models. Attitude- Meaning, Definition, Types, Components, Attitudes and Behavior, Impact of attitude at workplace.

Perception-Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making;

Personality-Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation-Introduction, Process of Motivation (Cycle of Motivation

Module – 5 (11 hours)

Managing Human at Work:

Group Dynamics- Introduction, Group Characteristics, Classification of Groups, Models of Group Development, Group dynamics and impact of Group on Individual's Behavior, Impact of External Factors on Group Behavior. Teamwork- Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams. Organizational Power, Politics and Culture: Introduction, Sources of Power for Individuals, Managing organizational Politics. Culture- Definitions of Organizational Culture, Strong Versus Weak Culture, Dimensions, creating organizational Culture, Changing organizational Culture.

Course outcomes:

The students will be able to:

CO1 Learn and apply techniques in General Management and Organization Behavior to solve business problems.

CO2 Analyze and assess facets of Business environment for various Organizational purposes.

CO3 Nurture leadership skills required to manage the team effectively, in order to achieve Organization's objectives.

CO4 Inculcate critical thinking skills in students to enable them to analyze business data and cases and make decisions related to general management and Organization Behavior

CO5 Develop value-based leadership through oral presentation and assignments.

Question paper pattern:

- The students will have to answer 4 full questions out of 7 questions in PART – A.
- PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- PART - B will be compulsory.
- All questions carry equal marks (20 marks)
- Questions to be framed from all the Modules.

Textbooks

- | | |
|----|---|
| 1. | Management - A Global Perspective - Harold Koontz, Heinz Weirich - TMH 6th edition, 2004. |
| 2. | Management-A.F. Stoner, R. Edward Freeman, Daniel R Gilbert. J.R-Pearson Education, 6th Edition |

3.	Organizational Behaviour - Stephen Robbins Et Al - Pearson Education, 12th Edition
References	
1.	Management – Hellierigel Slocum Woodman - Cengage Learning, 10 e, 2004
2.	Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
3.	Fundamentals of Management – Stephen P. Robbins et all, Pearson Publications, Third Edition

MANAGERIAL ECONOMICS (4:0:0) 4 (Effective from the academic year 2022-23)			
Course Code	22MBA1C2	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Exam Hours	3
Course Objectives: <ol style="list-style-type: none"> 1. To introduce the fundamentals, tools and theories of managerial economics. 2. To provide an understanding of the application of demand analysis in real time. 3. To emphasize the behavior of the cost, production and profits of production. 4. To analyze the market structure and pricing policies to formulate decision making. 5. To familiarize the concepts of industrial policies & structure of policies. 			
Module – 1 (8 hours)			
Introduction to Economics: Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with Statistics, Accounting and Operations research. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Fundamental Concepts of Managerial Economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi- Marginal principles.			
Module – 2 (10 hours)			
Demand analysis: 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.			
Module – 3 (14 hours)			
Cost Analysis, Production analysis & Profits: Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve: Concepts, production function with one variable input - Law of Variable Proportions. Production functions with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.			

Module – 4 (12 hours)

Market structure and Pricing Practices:

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 (6 hours)

Industrial Policies and Structure: New Industrial Policy 1991; - Fiscal policy and Monetary Policy. Production Linked Incentive (PLI) scheme for Promoting manufacturing of Telecom & Networking Products in India, New economic initiatives proposed by Indian government for economic growth Private Sector-Growth- like Atma Nirbhar Bharath Abhiyan.

Indian Business Environment: Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Private Sector-Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects.

Self-study topics:

Structure of Indian Business Environment, Macro Economic Concepts: Open and Closed Economies, SWOT Analysis for the Indian economy. Measuring GDP and GDP Growth rate, Components of GDP.

Summary: The students will use econometric tools and techniques in solving diverse managerial problems.

Practical Component:

Assessment of Demand Elasticity – Price, Income, Cross, Advertising.

Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.

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

Course outcomes:

The students will be able to:

- CO1** Learn and apply the principles and practices of microeconomics to solve business problems.
- CO2** Apply the economic concepts such as demand, elasticity of demand, supply and demand forecasting in managerial decision making.
- CO3** Understand and analyze the demand, cost, production, pricing, profit and capital management aspects of business.

CO4 Describe and analyze the market structure and pricing strategies of different stages of market conditions in decision making.

CO5 Apply industrial policies and structure to analyze the behavior of key elements of industry like private sector, SMEs and foreign trade.

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks

- | | |
|----|--|
| 1. | Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011 |
| 2. | Managerial Economics – Dominick Salvatore, 7/e, Oxford Publishers, 2010. |
| 3. | Managerial Economics - Craig H Petersen, W. Chris Lewis & Sudhir K Jain, 4/e, Pearson Education, 2006. |

References

- | | |
|----|---|
| 1. | Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009. |
| 2. | Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010. |
| 3. | Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011. |
| 4. | Managerial Economics - D.M Mithani, HPH publications, 2016 |

ACCOUNTING FOR MANAGERS (3:0:2) 4

(Effective from the academic year 2022-23)

Course Code	22MBA1C3	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Total Number of Contact Hours	65	Exam Hours	3

Course Objectives:

This course will enable students to:

1. To understand the accounting principles and accounting cycle for preparation of accounts. depreciation and inventory valuation.
2. To understand the valuation of assets and stocks of an enterprise.
3. To analyze the accounting system to prepare financial statements of an entity.
4. To analyze the financial statement results and to interpret them in real time and recent trends of accounting.
5. To know the preparation of bank cash book and pass book through statement.

Module – 1 (18 hours)

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

Module – 2 (10 hours)

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

Module – 3 (15 hours)

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

Module – 4 (18 hours)

Analysis of Financial Performance (Theory & Problems): Different Tools of Analysis: Comparative Statements, Common Size Statements, Trend analysis, (Problems). Ratio analysis – Uses and limitations; Classification of Ratios (Problems). Cash Flow Statement – Uses and limitations (Problems only Indirect Method), Window Dressing. Emerging Trends in Accounting - Forensic Accounting, Ethics in Accounting, Sustainability Reporting.

Module – 5 (4 hours)

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

Self-study topics:

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

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

Practical Components:

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

MOOC:

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

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

Course outcomes:

The students will be able to:

- CO1** Demonstrate accounting concepts and conventions for preparation of accounts in real time.
- CO2** Analyze the accounting system to evaluate depreciation of assets.
- CO3** Appreciate the financial statement preparation as per the applicable entity.
- CO4** Deduce the financial statement analysis of an enterprise and assess various emerging trends in accounting.
- CO5** Preparation of cash book and pass book entries through bank reconciliation statement

Question paper pattern:

- The students will have to answer 4 full questions out of 7 questions in PART – A
- PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- PART - B will be compulsory (Case study).
- All questions carry equal marks (20 marks)
- Questions to be framed from all the Modules.
- Case study from Module - 3**

g. Question paper consists of 60% problem & 40% theory.

Textbooks

- | | |
|----|--|
| 1. | Financial Accounting for Management, Paresh Shah, Oxford Uni. Press, 2nd Ed., 2013 |
| 2. | Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014 |
| 3. | Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002 |

References

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|----|--|
| 1. | Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers. |
| 2. | A Text book of Accounting For Management, Maheswari SN, Maheswari Sharad |
| 3. | Accounting for Management-Text & Cases - S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd. |
| 4. | Introduction to Financial Statement Analysis - Ashish K Bhattacharya, Elsevier India. |
| 5. | Financial Accounting for Management - An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education. |
| 6. | Computerized Accounting - Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018. |

MARKETING MANAGEMENT (4:0:0) 4
(Effective from the academic year 2022-23)

Course Code	22MBA1C4	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Exam Hours	3

Course Objectives:

1. To make students understand the fundamental concepts of marketing and environment in which marketing system operates.
2. To gain knowledge on consumer buying behaviour and influencing factors
3. To describe major bases for segment marketing, target marketing, and market positioning.
4. To develop a Conceptual framework, covering basic elements of the marketing mix.
5. To understand fundamental premise underlying market driven strategies and hands on practical approach.

Module – 1 (8 hours)

Introduction to Marketing: Importance of marketing, Definitions of market and marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, evolution of marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer. Emerging trends in marketing.

Module – 2 (10 hours)

Analysing Consumer Behaviour: Meaning and Characteristics, Importance of consumer behaviour, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological factors consumer.

Module – 3 (10 hours)

Product management and Pricing: Importance and primary objective of product management, product levels, product hierarchy, Classification of products, product mix, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension- effects. Introducing to pricing, Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies- Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Module – 4 (12 hours)

Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System. Promotions- Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media

for Advertising. Push-pull strategies of promotion.

Module – 5 (10 hours)

Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.

Self-study topics:

Summary: The students will use econometric tools and techniques in solving diverse managerial problem and make effective decision, which neither statistics nor mathematics nor business can do it independently.

MOOC's and NPTEL-

https://onlinecourses.nptel.ac.in/noc23_mg08/preview

Course outcomes:

The students will be able to:

1. Develop an ability to assess the challenges and its impact on marketing function.
2. Formulate marketing strategies by analysing consumer behaviour.
3. Identifying techniques of product management and pricing.
4. Recognize the concept of distribution and promotion to manage channel and marketing distribution.
5. Identifying techniques of market segmentation in order to target, position and monitor the brands.

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks

- | | |
|----|--|
| 1. | Marketing Myopia , Theodore Levitt, Theodore Levitt , Harvard Business Press 2008 |
| 2. | Marketing Management- Indian Context, Global Perspective. Ramaswamy & Namakumari, SAGE, 6 th Edition. |

References	
1.	Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
2.	Marketing Lamb, Hair, Mc Dannel Cengage Learning 2010

BUSINESS ANALYTICS AND STATISTICS (3:2:0) 4 (Effective from the academic year 2022-23)			
Course Code	22MBA1C5	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Total Number of Contact Hours	65	Exam Hours	3
Course Objectives: <ol style="list-style-type: none"> 1. To understand the basics of Business Analytics. 2. To make students proficient in the use of descriptive analytics and data summarization. 3. To enhance the knowledge on predictive analytics. 4. To make students aware about probability and theoretical distributions. 5. To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests. 			
Module – 1 (6 hours)			
Introduction to Business analytics: Evolution and scope and importance of Business analytics. Metrics and data classification; Criteria for a good measurement – data reliability, validity and sensitivity (concept and tools). Decision models – Descriptive decision models, Predictive Decision Models, Prescriptive Decision Models.			
Module – 2 (15 hours)			
Descriptive Analytics: Visualizing and Exploring Data: Data Tabulation: Diagrams & Graphs, Graphs for discrete and continuous data. Bar graphs, Pie diagram. Concepts of univariate, bivariate and multivariate analysis. Data summarization: Descriptive Statistics: Measures of central tendency – Mean, Median, Mode, HM, GM; Measures of Dispersion - Range, Quartile deviation, Mean deviation, Standard deviation, Variance, Coefficient of Variation (Problems on Arithmetic mean, Median, mode and measures of dispersion (for raw, discrete, and continuous data))			
Module – 3 (15 hours)			
Predictive Analytics: Correlation: Scatter Diagram, Karl Pearson's coefficient of Correlation, Rank Correlation, Concurrent Deviation Regression: Method of Least Squares, Curve Fitting Time Series Analysis: Introduction, Objectives of Time Series, Identification of Trend – Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation — Methods of Estimating Trend			
Module – 4 (15 hours)			

Probability concepts

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

Theoretical Probability Distributions: Binomial, Poisson and Normal. (Problems on permutation, combination, Binomial, Poisson, and Normal Distribution).

Module – 5 (14 hours)**Hypothesis Testing: Parametric and Non-parametric**

Inferential Statistics – Hypothesis testing – meaning, steps, Type 1 and Type II Error.

Parametric tests – one sample and two sample Z & t test for mean and proportion, paired t test, Analysis of variance (Only theory)

Non parametric tests: chi square test of independence of variables, run test, sign test, Mann-Whitney U Test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

(Problems on Z test, t test, paired t test and chi square test)

Practical Component:

Business Analytics Applications in various domains like Management of customer relationships, financial management, Marketing, Supply chain management, Human resources, Sports Management, Hospitality Management, Tourism Management, Operations Management etc.

MOOC:

Introduction to Data Analytics - <https://nptel.ac.in/courses/110/106/110106064/>

Business Statistics - <https://nptel.ac.in/courses/110107114>

Course Outcomes:

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

1. To apply the business analytics in business decision making
2. To evaluate descriptive statistics and data summarization in business context.
3. To visualize and estimate the relationship between variables using correlation and regression analysis.
4. To Understand the applications of probability in business.
5. To use appropriate hypothesis testing tool for business decision making.

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks	
1.	S.C Gupta Fundamentals of Statistics, 6th edition, Himalaya Publishing House, 2007
2.	Business Analytics, 2ed: The Science of Data - Driven Decision Making, U. Dinesh Kumar, Wiley, 2020
3.	S.C Gupta, Fundamentals of Statistics, 6th edition, Himalaya Publishing House, 2007
References	
1.	James R. Evans, Business Analytics – Methods, Models and Decisions, ,1st edition, Prentice Hall, 2013
2.	J K Sharma, Business Statistics, 5th edition Vikas Publishing House.
3.	C R Kothari, Research Methodology- Methods and Techniques, Viswa Prakasam Publications. 2015

Managerial Communication (3:0:0) 3
(Effective from the academic year 2022-23)

Course Code	22MBA1C6	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	50
Total Number of Contact Hours	40	Exam Hours	3

Course Objectives:

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

Module – 1 (9 hours)

Introduction:

Communication – Definition, classification, purpose, characteristics of successful communication, barriers to communication, importance of communication in management and communication structure in organization. Oral Communication: Conversation Control, two sides of effective oral communication. Written communication: Principles of effective writing, 3x3 writing process. Listening: Process of listening, Nonverbal communication: Meaning, classification.

Module – 2 (7 hours)

Presentation skills: Purpose, elements of presentation designing a presentation. Advanced visual support for business presentation. Negotiations skills: Nature and need for negotiation, factors affecting negotiation, stages of negotiation process, negotiation strategies. Business Etiquette: Meaning and Types

Module – 3 (7 hours)

Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters. Memos- Meaning, purpose, format. Emails- Prefatory elements, Beginning, Formality, Close, Emphasis tools and Initialisms. Reports- Purpose, Report Format (Short-Long), Business proposals, Graphics

Module – 4 (10 hours)

Case method of Learning: Types of cases, case analysis–process, dos and don'ts for case preparation–reading a case properly, case analysis approaches. Employment communication: Introduction, writing CVs, Group discussions, Interview skills, Mock Interview.

Module – 5 (7 hours)

Group communication: Meetings, Planning and conducting meetings – Notice, Agenda and Minutes of the Meeting, common complaints about meetings, Timing venue of meetings. Media Management: The press release, Press conference, Media interviews. Impact of Technological Advancement on Business Communication Networks Teleconferencing, videoconferencing, Social Networks and Blogs.

Practical Component:

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

MOOC:

International Business Communication - <https://nptel.ac.in/courses/110105051>

English for Effective Business Speaking (Coursera) – <https://www.mooclist.com/tags/communication-skills>

Course Outcomes:

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

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

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks

1. Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications-, 4/e, Pearson Education, 2020.

2.	Penrose, Rasberry, Advanced Business Communication, Myers, 5/e, Cengage Learning, 2004
References	
1.	Mary Ellen Guffey, Business Communication, Process and Product, Thomson Learning
2.	Ober and Newman, Communicating in Business, Cengage learning, 8 th Edition, 2018.

Design Thinking and Innovation (1:0:2) 2 (Effective from the academic year 2022-23)			
Course Code	22MBA1C7	CIE Marks	100
Teaching Hours/Week (L:T:P)	1:0:2	SEE Marks	NA
Total Number of Contact Hours	40	Exam Hours	NA
Course Objectives: This course will provide systematic approach to new product development. Design thinking encompasses concept development, applied creativity, prototyping, and experimentation. It enables students to drive innovation, strategize growth, and increase the customer experience.			
Module – 1 (3 Hours)			
Introduction to Design Thinking and Innovation- Definition and process, Radical and Incremental Innovation, Service Innovations Curve, Identification of customer needs and problems. Case Study: Good Kitchen – A Denmark Program for Providing Meals for the Elderly. Case Study: MeYou Health			
Module – 2 (3 Hours)			
Design thinking Frame work – Tapping the ideas of customers, learning from lead users, empathetic designing, invention factories and skunk works, open market innovation. Case Analysis: George and Geoff Managers – Differing Mindsets for Innovation and Growth			
Module – 3 (3 Hours)			
Preparation of prototype- Brain storming and attribute listing for prototype, concept development for prototype, Types of development processes – staged, spiral, and agile methodologies, Types of product architecture: integral and modular, product and service architecture. Herman Miller story			
Module – 4 (3 Hours)			
Commercialization- Recognizing opportunities and Moving innovation to market- Rough -cut business evaluation Stage-gate systems, a caution on funnels and stage-gate systems, Financial issues. Case Study: IBM Trade Show Participation			
Module – 5 (2 Hours)			
Sustainable product and service- Dimensions of sustainability, The Triple Bottom Line			

Practical Component (26 hrs)

1. Talk to a strangers to identify the needs that improves their professional and personal life.
2. Formulate a framework using chart and graphs by adopting a tool.
3. Create a model of the prototype designed.
4. Conduct a basic research to check the feasibility of the commercialization.
5. Propose a sustainable business model.

Course outcomes:

The students will be able to:

CO1.Understand process of innovation and design thinking through identifying the customer needs and problems.

CO2. Identify the appropriate framework for solving the customer problems based on identified customer needs and problems

CO3.Prepare a prototype and evaluate new product and service concepts through applied creativity and innovation

CO4.Evaluate the prototype under the light of feasibility and viability to commercialize at the market.

CO5. Design products and services with sustainability in mind to plan and manage the innovative project effectively.

MOOC's and NPTEL

<https://swayam.gov.in/explorer?searchText=design%20thinking>

Textbooks

- | | |
|----|---|
| 1. | Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation by Tim Brown
Published by HarperCollins e-books , 16 September 2009 |
| 2. | This Is Service Design Doing: Applying Service Design Thinking in the Real World by Marc Stickdorn
Published by O'Reilly Media ,DOI February 6, 2018 |

References

- | | |
|----|--|
| 1. | The Innovator's Solution: Creating and Sustaining Successful Growth (Creating and Sustainability Successful Growth)
by Clayton ,Published by Harvard Business Review Press,DOI 22 October 2013. |
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II SEMESTER

Research Methodology and IPR (4:0:0) 4 (Effective from the academic year 2022-23)			
Course Code	22MBA2C1	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Exam Hours	3
Course Objectives: <ol style="list-style-type: none"> 1. To make students aware of how literature reviews can help in problem formulation and definition. 2. To understand the sampling techniques and measurement scales for conducting research. 3. To develop skills in designing questionnaire for data collection 4. To enhance the skills which helps in data summarizing and hypothesis testing 5. To develop the student skills in structured presentation of research findings using reports. 			
Module – 1 (10 hours)			
Research Methodology: An Introduction: Meaning and objectives of research, Types of research, significance of research, Research methods Vs Methodology, research approaches, research process, criteria for good research, defining research problem Research design-meaning, need, features, important concepts relating to research design, different research designs.			
Module – 2 (12 hours)			
Design of Sample surveys: Introduction, Sample design, sampling and Non-sampling errors, sample survey and census survey, Types of sampling designs, non probability sampling, probability sampling and Complex random sampling Designs. Measuring and scaling: measurement scales – sources of error – techniques of developing measurement tools. Scaling: Meaning –important scaling techniques, multidimensional scaling, Deciding the scale.			
Module – 3 (12 hours)			
Data Collection: Introduction, Experiments and surveys, collection of Primary data, Questionnaire the basics and its design with practical exercises, Collection of primary data, collection of secondary data, Selection of appropriate method for data collection, Sampling plan – Sample size – determinants optimal sample size.			
Module – 4 (10 hours)			
Data Preparation – editing – Coding –Classification, Tabulation, data cleaning Data adjusting, Data entry – Validity of data. Testing of Hypothesis, Test of Means, Analysis of Variance, Chi-Square tests, Z test, t test, multiple regression and correlation (Only Theory) Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and			

presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.

Module – 5 (6 hours)

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS, Geographical Indications.

Practical Component:

1. Review of Literature, Questionnaire design Preparing the data file.
2. Hypothesis Testing-Parametric and nonparametric data
3. Regression and correlation and Factor Analysis
4. The students are expected to do a mini project based on primary data according to the topic approved by the course coordinator.
5. The mini project report should contain necessary information on statement of the problem, review of literature, objectives, research design, methodology, data analysis, findings and suggestions.

MOOC:

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

Course Outcomes:

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

1. Identify the research problem and hypothesis based on literature review
2. Estimate the sample size and develop appropriate measurement tools.
3. Design the questionnaire to collect data.
4. Organise the data in structured manner for hypothesis testing.
5. Compile the findings of research and present it in a structured manner

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks

- | | |
|----|---|
| 1. | C R Kothari, Research Methodology Methods and Techniques, , 4/e, 2020,New Age International Publishers Ltd |
| 2. | Deepak Chawla, Neena Sondhi, Research Methodology: concepts and cases, 2 nd edition, Vikas publishing house pvt ltd,2018 |

3.	Donald R. Cooper & Pamela s Schindler, Business Research Methods, TMH/9e/2007
References	
1.	Andy Field, Discovering Statistics using IBM SPSS Statistics, 4e, Sage Publication
2.	Andrew F. Hayes, Introduction to Mediation: A Regression-Based Approach (Methodology in the Social Sciences), Guilford Publications
3.	Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.

FINANCIAL MANAGEMENT (3:2:0) 4
(Effective from the academic year 2022-23)

Course Code	22MBA2C2	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Total Number of Contact Hours	65	Exam Hours	3

Course Objectives:

1. To understand the basic concepts of financial management and applications of time value of money.
2. To calculate the cost of capital for a business or project.
3. To determine the cash flow estimation and evaluate investment proposals.
4. To understand the concepts of working capital management in a firm.
5. To analyze capital structure and dividend decision.

Module – 1 (10 hours)

Introduction: Meaning and objectives of Financial Management, Changing Role of Finance Managers. Interface of Financial Management with other Functional Areas and Decisions in Finance. **Indian Financial System:** Financial Markets, Financial Instruments, Financial Institutions and Financial Services.

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

Module – 2 (13 hours)

Sources of Financing: Shares, Debentures, Term Loans, Lease Financing, Hybrid Financing, Venture Capital, Angel Investing and Private Equity, Warrants and Convertibles (Theory Only). **Cost of Capital:** Basic Concepts - Cost of Debenture Capital, Cost of Preferential Capital, Cost of Term Loans, Cost of Equity Capital (Dividend Discounting and CAPM Model) - Cost of Retained Earnings - Determination of Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. (Theory & Problem).

Module – 3 (16 hours)

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

Module – 4 (14 hours)

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

Module – 5 (12 hours)

Capital Structure and Dividend Decisions: Planning the Capital Structure - Governance of Equity and Debt, (Does not include Capital Structure Theories) Factors Affecting Capital Structure Decisions. Leverages, EBIT and EPS analysis. **Dividend policy** – Factors Affecting the Dividend Policy - Dividend Policies- Stable Dividend, Stable Payout (No Dividend Theories to be covered). (Problems on Leverages, EBIT and EPS analysis).

Self-study topics:

Factors influencing working capital requirements - Current asset policy and current asset finance policy.

Summary:

The students will use tools and techniques in identifying and solving issues related to finance

Practical Component:

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

MOOC:

<https://www.coursera.org/specializations/financial-management>

https://onlinecourses.nptel.ac.in/noc23_mg13/preview

Course outcomes:

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

CO1: Apply the basic concepts of financial management and time value concepts for financial decision making.

CO2: Develop analytical skills for determination of cost of capital to business entity.

CO3: Estimation of cash flows to evaluate business projects using investment decisions.

CO4: Evaluate the effectiveness of working capital management of a firm.

CO5: Analyze the impact of capital structure and dividend decisions on shareholder wealth.

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.
- f. **Case Study from Module 3**
- g. **Question paper consists of 60% problem & 40% theory.**

Textbooks

1.	Financial Management - Khan M. Y.& Jain P. K, TMH.
2.	Financial Management - Pandey I. M, Vikas
3.	Financial Management - Prasanna Chandra, TMH
4.	Financial Management & Policy- Vanhorne, James C, Pearson.
5.	Financial Markets and Institutions – V K Bhalla, S Chand and Co.
References	
1.	Fundamentals of Financial Management - Brigham & Houston, Cengage Learning.
2.	Fundamentals of Financial Management –Vanhorne & Wachowicz, PHI.
3.	Principles of Managerial Finance - Gitman, Pearson Education.
4.	Fundamentals of Corporate Finance - Stephen A. Ross, Wester Field, Jordan, McGraw Hill.
5.	Principles of Corporate Finance:Theory & Practice - Brealy and Myers,TMH.
6.	Financial Management: Comprehensive Textbook with case Studies – Ravi M. Kishore, Taxmann.

HUMAN RESOURCE MANAGEMENT (4:0:0) 4

(Effective from the academic year 2022-23)

Course Code	22MBA2C3	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Exam Hours	3

Course Objectives

1. The student will be able to understand the theories and various functions of Human Resources Management
2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace.
3. The student will be able to apply and solve the workplace problems through Human Resources Management
4. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace.
5. The student will be able to design and develop an original framework and model in dealing with the problems in the organization.

Module – 1 (12 hours)

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. Human Resource Management and Performance in SMEs, Practices in Services and Manufacturing Sectors, HR roles critical for business survival, Future of Human Resource.

Module – 2 (12 hours)

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. Innovative Human Resource Management Practices, How Human Resource Management Practices Contribute to Sustainable to Organisational Innovation.

Module – 3 (8 hours)

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.

Module – 4 (8 hours)

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, How Human Resource

Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable, Readiness for Future Human Resource.

Module – 5 (10 hours)

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

Course outcomes:

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

CO1: Gain practical experience in the field of Human Resource Concepts, functions and theories.

CO2: Acquire the conceptual insight of Human Resource and various functions of HR.

CO3: Apply personnel, managerial and welfare aspects of HR.

CO4: Develop a greater understanding about HR practices, analyse the trends in the field of HR.

Practical Component:

- An visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any Service Organisation and observe HR functions; List them..

MOOC's and NPTEL

<https://swayam.gov.in/explorer?searchText=hrm>

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks

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

3	Human Resource Management: Concepts , Amitabha Sengupta, Sage Publication India Pvt. Ltd. 2019 .
References	
1.	Human Resource Management, Gary Dessler & Biju Varrkey, Sixteenth Edition By Pearson
2.	The HR Scorecard: Linking People, Strategy, and Performance , Brian Becker, Dave Ulrich, and Mark A. Huselid, Harvard Business School Press
3.	Strategic Management: Planning for Domestic and Global Competition , John A. Pearce Richard B. Robinson , McGraw Hill Education , 14/e 2015

OPERATIONS RESEARCH (3:2:0) 4
(Effective from the academic year 2022-23)

Course Code	22MBA2C4	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:2:0	SEE Marks	50
Total Number of Contact Hours	65	Exam Hours	3

Course Objectives:

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

Module – 1 (6 hours)

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

Module – 2 (15 hours)

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

Module – 3 (15 hours)

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

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

Module – 4 (15 hours)

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

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

Module – 5 (14 hours)

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

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

Practical Components:

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

MOOC

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

Course outcomes:

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

1. Demonstrate ability to apply the basic concepts of Operations Research and various OR models.
2. Apply the knowledge of LPP for business decision making.
3. Use appropriate transportation and assignment models to get feasible and optimum solutions
4. Understand and design the project network and to apply game theory for evaluating the business strategies
5. Demonstrate ability to use queuing systems and simulation models which are helpful for decision making.

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks

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

References

1.	H.A. Taha, Operation research, Person Publication 2012
2.	S. D. Sharma, Operations Research, Kedar Nath and Ram Nath & Co. Ltd.2010.

STRATEGIC MANAGEMENT (4:0:0) 4

(Effective from the academic year 2022-23)

Course Code	22MBA2C5	CIE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	SEE Marks	50
Total Number of Contact Hours	50	Exam Hours	3

Course Objectives:

1. To provide insights into the core concepts of strategic management.
2. To evaluate various business strategies in dynamic market environments.
3. To gain insights into various strategic management models.

Module – 1 (8 hours)

Introduction Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. Case Study related to the Module.

Module – 2 (10 hours)

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

Module – 3 (10 hours)

Internal Analysis: Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. Case Study on internal analysis.

Module – 4 (12 hours)

Strategy Formulation Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed with Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.

Module – 5 (10 hours)

Strategy Implementation and control : Strategy Implementation -Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies;

Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation. Strategic control establishing and implementation.

Practical Component:

- Analysing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc(Industry Note to be submitted)
- Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyse the internal and external factors.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them. Conduct SWOT analysis of companies around your campus

MOOC: Developing Strategies to Win in the Marketplace

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

Course outcomes:

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

1. Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.
3. To give the students an insight on strategy at different levels of an organization to gain competitive advantage.
4. To help students understand the strategic drive in multinational firms and their decisions in different markets.
5. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks

1.	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases , Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain , McGraw Hill Education , McGraw Hill Education , 19/e 2017
2.	Strategic Management: A South-Asian Perspective , Michael A. HittR. Duane Ireland Robert E. Hoskisson S. Manikutty , Cengage Learnin 9/e 2016
References	
1.	Strategy: Theory & Practice , Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer , Sage Publications , 3/e ,2020
2.	Strategy Management: Theory & Practice , John Parnell , Biztantra , 2004
3.	Strategic Management: Planning for Domestic and Global Competition , John A. Pearce Richard B. Robinson , McGraw Hill Education

BUSINESS, GOVERNMENT AND SOCIETY (3:0:0) 3

(Effective from the academic year 2022-23)

Course Code	22MBA2C6	CIE Marks	50
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	50
Total Number of Contact Hours	40	Exam Hours	3

Course Objectives:

1. To understand the basic models of BGS relations in different perspectives.
2. To Apply the knowledge of corporate governance in business stakeholders.
3. To understand the relationship of public policies in business entities.
4. To emphasize environmental concerns and CSR roles in business perspective.
5. To understand the basic elements of law of contract & sale of goods act in business law.

Module – 1 (4 hours)

The Study of Business, Government and Society: Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Global perspective – Historical Perspective.

Module – 2 (6 hours)

Corporate Governance: Introduction, Definition, the concept of governance, relevance of corporate governance, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, OECD on corporate governance, Issues in corporate governance.

Module – 3 (10 hours)

Public Policies: The role of public policies in governing business, Government and public policy, areas of public policy, levels of public policy, the corporation and public policy, framing of public policy, business and politics levels of involvement, BGS and media relationship, Government Regulations in business, justification of regulation, problems of regulation.

Module – 4 (8 hours)

Environmental concerns and corporations: Environmental preservation – role of stakeholders, international issues, sustainable development, costs and benefits of environmental regulation, industrial pollution, role of corporate in environmental management, waste management and pollution control, key strategies for prevention of pollution, environmental audit. Corporate Social Responsibility - Arguments for and against CSR, CSR Indian perspective, Indian examples.

Module – 5 (12 hours)

Business Law: Law of contract, meaning of contract, agreement, essential elements of a valid contract, Classification of contracts, proposal and acceptance, free consent, void agreements. Special Contracts: Bailment, Pledging, Agency – Essential elements, rights and duties of the parties involved. Sale of goods act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, Condition and Warranties, Express and Implied

Condition, “Doctrine of Caveat Emptor”, Performance of Contract of sale, Right of Unpaid Seller.

Self-study topics:

Ethical issues in business with respect to Indian context.

BALFOUR v. BALFOUR case on essentials elements of valid contract.

Summary:

The students will analyze the interaction among business, government and a Society based on qualitative data.

Practical Component:

- Identify and prioritize environmental concerns that have a high impact on the company.
- Students are expected to give a report on how the corporate governance and public policies has affected the performance of Indian Business Houses.
- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- Students are expected to know the relationship between Business, Government and Society in Indian Context and relating the same with respect the models.

MOOC:

https://onlinecourses.nptel.ac.in/noc23_mg40/preview

Course outcomes:

CO1: Comprehend the elements of business, government and society and their interrelationship.

CO2: Demonstrate the elements of corporate governance to the various stakeholders of business

CO3: Apply the knowledge of public policies in governing the business.

CO4: Demonstrate an understanding of the impacts of environmental concerns & CSR as seen from the perspectives of different stakeholders.

CO5: Discern and analyze the legal and ethical aspects of the business.

Question paper pattern:

- a. The students will have to answer 4 full questions out of 7 questions in PART – A
- b. PART – A Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively, should be a mix of all modules.
- c. PART - B will be compulsory.
- d. All questions carry equal marks (20 marks)
- e. Questions to be framed from all the Modules.

Textbooks

1. Business, Government, and Society: A Managerial Perspective, Text and Cases – John F.Steiner, 12/e, McGraw-Hill, 2011.
2. Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson,2011.

3.	Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
References	
1.	Business and Society - Lawrence and Weber, 12/e, Tata McGrawHill,2010.
2.	Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
3.	Corporate Governance - Keshoo Prasad, 2/e, PHI.

MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS)

SEMESTER - II

Business Plan (1:0:2)

(Effective from the academic year 2022-23)

Course Code	22MBA2C7	CIE Marks	100
Teaching Hours/Week (L:T:P)	1:0:2	SEE Marks	NA
Total Number of Contact Hours	40	Exam Hours	NA

Course Objectives:

This course is designed to teach how to develop, formulate, write, and implement a comprehensive Business Plan as a multifunctional tool for the company, to be proposed to the venture capitalist, investors, Chief Development Officer, and to top level managers including the CEO.

Module – 1 (3 Hours)

Introduction to Business Plan -Defining the purpose, setting strategies and tactics. developing the basic structure of business plan.

Module – 2 (3 Hours)

Strategic Planning – Executive Summary, Vision & Mission, describing the company/venture, structuring the organization, Management Team, Company & Product ,Overview. Service & Product Strategy

Module – 3 (3 Hours)

Market Analysis - Marketing & Sales Plan, Pricing Strategy, Operations Plan.

Module – 4 (3 Hours)

Financials Assumptions - Funds Required & Uses, persuading lenders and/or convincing Investors.

Module – 5 (2 Hours)

Implementation - Refining the business proposition, conducting feasibility analyses and outlining implementation

Practical Component (26 Hours)

Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:

1. Executive Summary
2. Overview of Business, industry analysis and Competitive analysis
3. Description of recommended strategy and justification
4. Broad functional objectives and Key Result Areas.
5. Financial Projections

6. Marketing Plan

Course outcomes:

The students will be able to:

CO1. Understand how do existing companies convert new ideas into ventures that enhance their mission and goals.

CO2. Identify key components of a successful venture a Business Plan

CO3. Comprehend the key components of Market analysis.

CO4. Evaluate the financial assumptions light of feasibility and viability of business plan.

CO5 Demonstrate Business Plan focused on developing a compelling and effective approach to key decision makers, stakeholders and investors.

Textbooks

1. Berry, T., (2004). Hurdle: The Book of Business Planning, Palo Alto Software, ISBN 0-9712185-0-1

2. O'Donnell, M., (1998). The Business Plan: Step by Step. 3rd Edition. UND Center for Innovation

References

1. Sahlman, W. (1997). How to write a great Business Plan. Harvard Business Review