

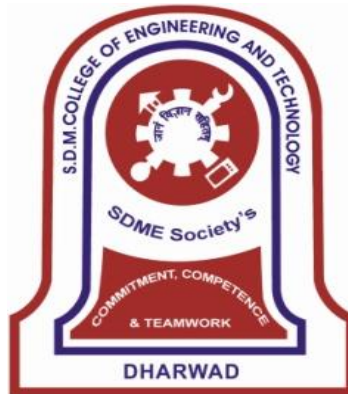
Academic Program: PG

Academic Year 2021-22

Department of Management Studies

I & II Semester M.B.A

Syllabus



**SHRI DHARMASTHALA MANJUNATHESHWARA COLLEGE OF ENGINEERING &
TECHNOLOGY,**

DHARWAD – 580 002

(An Autonomous Institution Approved by AICTE & Affiliated to VTU, Belagavi)

Ph: 0836-2447465 Fax: 0836-2464638

Web: www.sdmcet.ac.in

**SDM College of Engineering & Technology, Dharwad
Department of Management Studies**

College Vision and Mission

Vision:

To develop competent professionals with human values.

Mission:

1. To have contextually relevant Curricula.
2. To promote effective Teaching Learning Practices supported by Modern Educational Tools and Techniques.
3. To enhance Research Culture.
4. To involve Industrial Expertise for connecting classroom content to real life situations.
5. To inculcate Ethics and impart soft-skills leading to overall Personality Development.

SDMCET- Quality Policy

- In its quest to be a role model institution, committed to meet or exceed the utmost interest of all the stake holders.

SDMCET- Core Values

- Competency
- Commitment
- Equity
- Team work and
- Trust

Department Vision and Mission

Vision

To develop competent management professionals with human values.

Mission

- To provide quality education in management with contextually relevant curricula.
- To promote management education, adopting contemporary practices for effective teaching and learning.
- To foster research culture.
- To involve industrial expertise for connecting classroom content to relevant business.
- To inculcate ethics, soft skills and entrepreneurial culture for all-round personality development.

SDM College of Engineering & Technology, Dharwad

It is certified that the scheme and syllabus for I & II semester M.B.A is recommended by the Board of Studies of Department of Management studies and approved by the Academic Council, SDM College of Engineering & Technology, Dharwad. This scheme and syllabus will be in force from the academic year 2021-22 till further revision.

Chairman BoS & Director-MBA

Principal

Program Educational Objectives:

- To build managerial competence by providing necessary background and foundations in business management domain so that students are acceptable globally to industry, government, academia, research and entrepreneurial pursuit.
- To develop analytical and critical thinking ability by enhancing research culture to solve business problems.
- To prepare students to be committed citizens with social concern.
- To prepare students to be ethical and value based competent business leaders and good team players.
- To encourage students towards continuous learning.

Program Outcomes:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to understand, analyze and communicate global, economic, legal and ethical aspects.
4. Ability to develop value based leadership.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program specific outcomes:

6. Demonstrate the knowledge of business management to provide effective solutions across finance, human resource and marketing domains in a given organization context.
7. Assess business opportunities and develop effective business solutions to establish new entities.
8. Develop effective oral and written communication especially in business applications, with the use of technology

Scheme of Teaching and Examination

I Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/ Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration in hours
20PMBAC101	Management & Organizational Behavior	3-0-2	4	50	100	3	-	-
20PMBAC102	Managerial Economics	3-0-2	4	50	100	3	-	-
20PMBAC103	Business Statistics and Analytics for Decision making	3-0-2	4	50	100	3	-	-
20PMBAC104	Marketing Management	3-0-2	4	50	100	3		
20PMBAC105	Accounting for Managers	3-0-2	4	50	100	3	-	-
20PMBAC106	Business Communication	3-0-2	4	50	100	3	-	-
Total		18-0-12	24	300	600			

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

***P:** Practical

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

SDMCET: Syllabus**II Semester MBA**

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration in hours
20PMBAC201	Strategic Management	3-0-2	4	50	100	3	-	-
20PMBAC202	Business Research Methods	3-0-2	4	50	100	3	-	-
20PMBAC203	Corporate Finance	3-0-2	4	50	100	3	-	-
20PMBAC204	Human Resource Management	3-0-2	4	50	100	3	-	-
20PMBAC205	Indian Business Environment	3-0-2	4	50	100	3	-	-
20PMBAC206	Entrepreneurship Development	3-0-2	4	50	100	3	-	-
Total		18-0-12	24	300	600			

CIE: Continuous Internal Evaluation Examination

SEE: Semester End

L: Lecture

T: Tutorials

***P:** Practical

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

Course Learning Objectives (CLOs):

- To understand fundamental concepts and principals of management, including the basic roles, skills, and functions of management.
- To knowledgeable of historical development, theoretical aspects and practice application of managerial process.
- To understand the basic concepts and theories underlying individual behavior besides developing better insight into one's own self.
- To be aware of individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSO (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management.	1	6	3
CO-2	Comprehend the overview of management, theory of management and practical applications of the same	3	1	4
CO-3	Effectively use their skills for self grooming, working in groups and to achieve organizational goals	1	8	4
CO-4	Demonstrate their acumen in applying managerial and behavioral concept in real world/situation	1	2,5	3
CO-5	Demonstrate their exposure on recent trends in management.	5		3,7

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.75	1	1.6	1	2.5	2	1	2

Contents:

Part - A- Principles of Management

- 1) Management : Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers evolution of management thought, Fayol's fourteen principles of management and recent trends in management. **5L+1P=06 Hrs.**
- 2) Nature of planning, planning process, objectives, MOB, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions techniques in decision making. **7L+3P=10 Hrs.**
- 3) Organizing: Organization structure, formal and informal organizations principles of organization- chain of command, span of control, delegation, decentralization and empowerment. Functional, divisional, geographical, customer based and matrix organization, team based structures, virtual organizations, boundary less organizations. Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness. **3L+1P= 04 Hrs.**

Reference books:

- 1) Koontz, "Essentials of Management", 12/e McGraw Hill.
- 2) VSP Rao, "Management: Text and Cases", Excel Books.
- 3) Chandan J. S, "Management Theory & practice", Vikas Publishing House.

Part B - Organizational Behavior

- 4) Introduction: Organizational behavior; introduction definition, historical development, fundamental principles of OB contributing disciplines, challenges and opportunities. **3L+1P= 04 Hrs.**
- 5) Foundations of Individual behavior: Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities. Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB. Attitude: Formation, components of attitudes, relation between attitude and behavior. Perception: Process of perception, factors influencing perception, link between perception and individual decision making. Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self- management, social awareness, relationship management. **10L+4P=14 Hrs.**
- 6) Motivation and Leadership: Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories. Leadership: Meaning, styles of leadership, Leadership theories, trait theory, behavioral theories, managerial grid, situational theories-Fiedler's model, SLT, transactional and transformation leadership.

Group Behavior: Definition, types, formation of groups building effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution, Power and politics.

11L+3P= 14 Hrs.

Reference books:

- 1) Chandrani Singh and Aditi Khatri “Principles & Practices of Management and Organizational Behaviour” Sage publications, New Delhi 2016
- 2) Stephen P Robbins, Timothy A. Judge, Neharika Vohra , “Organizational behavior”, 14th Edition, Pearson, 2012.
- 3) Ashwathappa , “Organization Behaviour”, Himalaya Publication House
- 4) Rao V. S. P, “Organizational Behaviour”, Excel BOOKS, 2009.
- 5) Fred Luthans, “Organizational Behaviour”, 12/e, McGraw Hill International, 2011.

20PMBAC102	Managerial Economics	(3-0-2) 4
		Contact Hours: 52

Course Learning Objectives (CLOs):

- To introduce the fundamentals, tools and theories of managerial Economics.
- To orient on micro economic techniques as a decision making Process.
- To introduce the students to various industrial policies essential for business Managers.
- To introduce the vital characteristics of different market structures to students.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Apply the theory of demand, theory of production and cost in decision making.	1		
CO-2	Differentiate between various markets structure, functioning and Pricing decisions.	1,6	2	
CO-3	Discuss about the Indian Industrial Policies, its impact on industrial development so as to develop proper strategy in day to day management.		2,6	
CO-4	Explain the Macroeconomic concepts of the Indian economy.			3

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2	1			2.5		

Contents:

- 1) Managerial Economics:** Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Objectives of business firms.
 Alternative hypothesis of the firm- The Baumol's Model, Marris's Theory and Behavioral model of Cyert and March. **3L+1P=04 Hrs.**
- 2) Demand Analysis:** Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand: Price elasticity, Income elasticity, Cross elasticity and Advertising Elasticity. Uses of Elasticity of Demand for Decision Making.
Demand Forecasting: Meaning and Significance.
Supply Analysis: Meaning, Determinants of supply, Law of supply, Elasticity of supply, factors determining elasticity of supply. **08 Hrs.**
- 3) Production Analysis:** Concept of Production analysis, Production Function, Total, Average and Marginal Product, Law of Variable Proportions and Law of Returns to Scale. IsoQuants & IsoCosts, Least cost factor combination.
 Economies and Diseconomies of Scale, Technological progress and Production function. **6L+2P= 08 Hrs.**
- 4) Cost Functions:** Cost Concepts, Fixed and variable costs, Total Cost, Average Cost, Marginal Cost and Opportunity Cost. Short-run and Long-run Cost Curves.
Break Even Analysis: Meaning, Assumptions, Determination of BEA, Limitations and Uses of Break Even Analysis in Managerial Economics. **6L+2P=08 Hrs.**
- 5) Market Structure:**
 Perfect Competition: Features, Determination of Price under Perfect Competition.
 Monopoly: Features, Pricing under Monopoly, Price Discrimination.
 Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership.
 Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product differentiation. **10L+2P=12 Hrs.**
- 6) Indian Economic Environment:**
 Overview of Indian Economy, Recent changes in Indian Economy. SWOT Analysis of Indian Economy. Primary, Secondary and Tertiary Sectors and their contribution to the Economy.
 Business Cycle: Features, Phases, Economic Indicators.
 Inflation: Inflation and its sources, Demand Pull inflation, Cost Push inflation, interrelations.
 Economic Policies: Fiscal Policy: Objectives, Instruments, Union Budget.
 Monetary Policy: Measures of Money Supply, Monetary Policy in India, objectives, tools for Credit Control. **9L+3P=12 Hrs.**

Reference Books:

- 1) Dr.D.M Mithani, “Managerial Economics- Theory and Applications”, Himalaya Publications.
- 2) Mishra and Puri, “Indian Economy”, Himalaya Publication.
- 3) D.N Dwivedi, “Managerial Economics”, 8th edition, Vikas Publication.
- 4) Geetika, Piyali Ghosh, Purba Roy Choudhury, “Managerial Economics”, 3rd edition, McGraw Hill Education.

20PMBAC103 Business Statistics and Analytics for Decision Making (3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- The students will study business analytics as a tool for business decision making
- Students will use bivariate/multivariate statistical methods to explain or predict the business parameters
- Students will learn to use prescriptive analytics tools to enable optimal managerial decisions
- Students will study and use project management techniques used in managing complex projects

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the concepts of business analytics.		1	
CO-2	Apply the analytics concepts of descriptive statistics to analyze data related to management decision making.	2	1	3, 8
CO-3	Apply the concepts of predictive analytics to analyze data related to management decision making.		1	
CO-4	Develop work breakdown structures and networks related to project management.		2	1
CO-5	Develop optimal solutions of linear programming problems using transportation, assignment problems algorithms.		2	1

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	1.6	2.33	1	-	-	-	-	1

Contents:

1) Foundations of Analytics & Descriptive Statistics: Introduction, Evolution, Scope, Data for Analytics, Decision models – Descriptive, Predictive, Prescriptive analytics

Introduction to data warehousing, Dashboards and reporting – (only theory)

Descriptive Statistics: Measures of central tendency (mean, median, mode), Measures of dispersion (range, variance, standard deviation)

Activity 1 (1 hour-practical component): MS-Excel to calculate Measures of Central Tendency

Activity 2 (1 hour-practical component): MS-Excel to calculate Measures of Dispersion

8L+2P=10 Hrs.

2) Decision Theory & Probability Distributions: Introduction, Steps of decision-making process, types of decision-making environments, Decision-making under uncertainty, Decision-making under Risk, Decision tree analysis (only theory).

Probability Distribution: Concept and definition, Rules of probability, Random variables

Concept of probability distribution – Theoretical probability distributions: Normal distribution only

6L+2P=08 Hrs.

3) Predictive Analytics: Karl Pearson correlation, Spearman's Rank correlation, Regression analysis- simple and multiple regressions (problems on simple regression only)

Activity 3 (1 hour-practical component): MS-Excel Application to calculate Correlation

Activity 4 (1 hour-practical component): MS-Excel Application to calculate Regression coefficients and intercept.

6L+2P= 08 Hrs.

4) Prescriptive Analytics: Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using graphical method.

6L+2P=08 Hrs.

5) Transportation & Assignment Problems: Transportation Problems: Basic feasible solution using NWCM, LCM and VAM, Optimisation using MODI method.

Assignment Model: Hungarian method, Multiple solution problems, Maximization case, Unbalanced case.

7L+3P=10 Hrs.

6) Project Management: Introduction: Basic difference between PERT & CPM, Network components and precedence relationships (using AOA) , Critical path analysis using CPM , PERT networks (Calculation of probability of completion of projects).

6L+2P= 08 Hrs.

2) Consumer Behavior

The model of consumer behavior, factors influencing consumer behavior, cultural, social, personal factors, key psychological processes, motivation, perception, learning, emotions and memory, stages of consumer buying decision process, problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior. **Market segmentation and targeting:** Bases of segmenting, geographic, demographic, psychographic and behavioral segmentation, target market selection patterns, full market coverage, multiple segment specialization, single segment concentration and individual marketing. **6L+2P=08 Hrs.**

3) Positioning and Brand Equity

Positioning: Developing brand positioning, determining competitive frame of reference, identifying optimal Points-of-Difference and Points-of-Parity, choosing POPs and PODs, brand mantras, and establishing brand positioning. **Brand Equity:** Brand, role of brand, brand equity, branding strategies, branding decisions, brand portfolios, brand extensions. **Product-Life Cycle:** Concept and Marketing strategies in introduction, growth, maturity and decline stages. **Socially Responsible Marketing:** Corporate social responsibility, socially responsible business models, cause-related marketing, social marketing. **8L+2P= 10 Hrs.**

4) Marketing Mix – Product and Price

Product: Product, product levels, product mix, width, length, depth, consistency, product line analysis, sales and profits, product line length, line stretching, modernization, featuring and pruning, packaging, labelling, warranties and guarantees. **Price:** Forms of pricing, consumer psychology and pricing, steps in setting price, objectives, determining demand, estimating costs, analyzing competitor's costs, prices, offers, selecting a pricing method, selecting the final price, price adaptation strategies, geographical pricing, discounts & allowances, promotional pricing, differentiated pricing, initiating and responding to price changes, initiating price cuts, price increases, responding to competitor's price changes. **7L+2P=09 Hrs.**

5) Marketing Mix – Promotion

Promotion: Role of marketing communications, marketing communications mix, deciding on the marketing communications mix. **Mass Communications: Advertising:** Developing advertising program (5 Ms), setting objectives, advertising budget, developing advertising campaign (message generation & execution), deciding on media, and measuring effectiveness. **Sales Promotions:** Objectives, major consumer and trade promotion tools. **Public Relations:** Functions of public relations, marketing public relations. **Personal Communications: Direct marketing:** Benefits of direct marketing, direct mail and telemarketing, interactive marketing, advantages and disadvantages, options, websites, email, mobile marketing. **Word-of-mouth and Social Media:** online communities, blogs and social networks. **Personal Selling:** Types of personal selling, the six steps in personal selling. **8L+2P=10 Hrs.**

6) Marketing Mix – Place

Place: Consumer distribution channels/marketing channels, role of marketing channels, channel design decisions, analyzing customer needs & wants, establishing objectives & constraints, identifying major channel alternatives, evaluating major channel alternatives, conflict management in channels, types of conflicts, horizontal, vertical, multichannel, managing channel conflicts, super ordinate goals, employee exchange, diplomacy, mediation, arbitration, e-commerce marketing practices, m-commerce marketing practices. **4L+1P=05 Hrs.**

Reference books:

- 1) Kotler & Keller, "Marketing Management 15/e, Pearson Education, 2016
- 2) Grewal/Levy, "Marketing", McGraw Hill Education
- 3) Ramaswamy V. S. & Namakumari, "Marketing Management", 4/e, Tata McGraw Hill, 2014
- 4) Etzel M.J BJ Walker & William J. Stanton, "Fundamentals of Marketing Management", 14/e, McGraw Hill, 2012
- 5) Tapan Panda, "Marketing Management", 2/e, Excel Publication

20PMBAC105

Accounting for Managers

(3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- Provide insights to students on fundamental accounting concepts and conventions, basic accounting vocabulary and different branches of accounting
- Enable students to the use of the accounting equation in basic financial analysis and explain how the business transactions impact on assets, liabilities, capital and earnings position.
- Explain students to about accurate and meaningful manner of preparation of basic financial statements and explain the articulation between the basic statements.
- Make students to learn about analyzing company's financial statements and to draw conclusion about the financial situation of the company.
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Acquire the knowledge about the concepts and fundamental principles of accounting.	1		

SDMCET: Syllabus

CO-2	Demonstrate theoretical knowledge and its application in real time accounting.		3	2
CO-3	Capable of preparing financial statement of sole trading concerns and companies.	2	3	
CO-4	Independently undertake financial statement analysis and take decisions.		2,3	6
CO-5	Comprehend emerging trends in accounting and taxation.			1, 6

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2	2	2			1		

Contents:

- 1) Introduction to Accounting:** Need and Types of accounts, Users of accounting, concept and conventions of accounting, Indian GAAP, USGAAP and IFRS, Effect of business transactions on accounting equation. **7L+0P=07 Hrs.**
- 2) Preparation of books of Account:** Journals, Subsidiary books, three column cash book, Ledgers and trial balance, Depreciation – Straight line and written down value methods. **6L+2P=08 Hrs.**
- 3) Preparation of financial Statements:** Preparation of final accounts of sole traders and partnership firms, Trading & Profit and loss account, Balance sheet. **7L+5P=12 Hrs.**
- 4) Analysis of financial Annual Reports:** Understanding of annual report of companies- Contents, Treatment of special items like deferred revenue expenditures, tax liability, depreciation, EPS, Effect of significant events, etc in corporate financial statements, Special purpose reports (Theory only) **5L+2P=07 Hrs.**
- 5) Analysis of Financial Statement:** Ratio analysis, Preparation of financial statements using ratios, Common size statements and trend analysis, Preparation of Cash flow statement as per AS- 03 (Only indirect method). **8L+4P=12 Hrs.**
- 6) Emerging issues in accounting: Corporate Governance, Human Resource Accounting, Forensic Accounting, Sustainability Reporting, and GST. Income Tax:** Heads of Income, Salary, Profit in lieu of salary, Perquisites, deductions u/s 80C, Income Tax rates – For Individuals only. (Only Theory) **06 Hrs.**

Reference books:

- 1) Maheswari S. N, Maheswari Sharad K. Maheswari, "A Text book of Accounting For Management", 2/e, Vikas Publishing house (P) Ltd.
- 2) Ambrish Gupta, "Financial Accounting for Management: An Analytical Perspective", 4/e, Pearson Education.
- 3) Ashish K Bhattacharya, "Introduction to Financial Statement Analysis", Elsevier India.

- 4) Arora M. N, "Accounting For Management", Himalaya Publishing House.
 5) Bhattacharya, "Essentials of Financial Accounting (Based on IFRS)", 3/e, Prentice Hall India.

20PMBAC106 Business communication (3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- To enable the students to become aware of their verbal and non-verbal communication skills and sensitize them to their potential to become successful managers.
- To enable learners with the mechanics of written and oral communication.
- To prepare students to develop the art of business communication with emphasis on analyzing business situations.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe and develop written and oral communications.	8	3	
CO-2	Independently prepare business letters, memos, reports and other business communications.	8	6	5
CO-3	To demonstrate verbal and non-verbal communication ability through presentations, interviews and negotiations.	8		3,5
CO-4	Exhibit understanding by analyzing any given business situation.	8	6	1,2

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	1		1.5		1	2		3

Contents:

- 1) Communication: Defining communication, Role of communication, Importance of communication today, Classification of communication, Purpose of communication, Communication Process – The Linear concept of communication, The Shannon Weaver model, the two way communication process, Elements in communication, The 7 C's for successful communication, Barriers to communication. **7L+2P=09 Hrs.**

2) Communication Skills:

Oral communication and its importance, principles and guidelines for effective communication. Conversation Skills, Listening skills. Writing Skills: Art of writing, purpose, principles of effective writing. Non Verbal Skills: Definition, significance, forms of non-verbal communication, elements of non-verbal communication.

7L+2P=09 Hrs.

3) Written communication for Business:

Business letters: Introduction, types of letters, Writing Memos, Writing E - Mails.

Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings Communicating through Technology- Role of Social media in communication: meaning, characteristics, classification, nature and scope of social media.

7L+2P=09 Hrs.

4) Business Reports: Meaning, purpose, kinds of reports, writing reports, long format reports. **Oral Presentations:** Role of business presentations, planning the presentation, organizing the presentation, use of visual aids, practicing and delivering presentations.

6L+2P=08 Hrs.

5) Business Etiquette: Self Introduction, introducing others, handshakes & gestures. Telephone Etiquette, Dining Etiquettes.

Written analysis of cases: Meaning, process of a case analysis, requirements of case analysis.

Negotiation & Conflict management.

3L+2P= 05 Hrs.

6) Employment communication: Preparing your resume, writing cover letters, Preparing for job interview, Group discussion.

6L+2P=08 Hrs.

Reference Books:

- 1) Chaturvedi P. D & Mukesh Chaturvedi , “Business Communication : Concepts, Cases And Applications”, 2nd edition, Pearson Education,2011
- 2) Ober & Newman, “Communicating in business”, 8th Edition, Cengage
- 3) Mary Ellen Guffey, “Business Communication: Process and Product”, 3rd edition, Cengage Learning, 2002.
- 4) Lesikar, Flatley, Rentz & Pande “Business Communication”, 13th edition, McGraw Hill, 2010
- 5) Raman & Singh, “Business Communication”, 2nd Edition, Oxford University press.
- 6) Duck & McMahan, “ The Basics of communication –A relational Perspective”, 2nd edition, Sage, 2016

Course Learning Objectives (CLOs):

- To provide insights into the core concepts of strategic management.
- To evaluate various business strategies in dynamic market environments.
- To gain insights into various strategic management theories and models.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Formulate a strategic plan that operationalizes the goals and objectives of the firm.	1,3		6
CO-2	Use management concepts to analyze complex business situations	1,4	6	
CO-3	Associate with various Strategic Management models for Business situations		1,5	
CO-4	Ability to evaluate and critique theories and models in corporate environment.	1,4	7,	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.75		3	3	2	1.5	1	

Contents:

- 1) Meaning and Nature of Strategic Management, its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process, Relationship between a Companies' Strategy and its Business Model. **6L+0P=06 Hrs.**
- 2) Strategy Formulation: Developing Strategic Vision and Mission for a Company, Setting Objectives, Strategic Objectives and Financial Objectives, Balanced Scorecard. Company Goals and Company Philosophy. The hierarchy of Strategic Intent, Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan. **6L+2P=08 Hrs.**
- 3) Analyzing a Company's External Environment, The Strategically relevant components of a Company's External Environment, Industry Analysis, Industry Analysis, Porter's dominant economic features, Competitive Environment Analysis, Porter's Five Forces model, Industry driving forces, Key Success Factors, concept and implementation.

7L+3P=10 Hrs.

4) Analyzing a company's resources and competitive position: Analysis of a Company's present strategies, SWOT analysis, Value Chain Analysis, Benchmarking Generic Competitive Strategies, Low cost provider Strategy, Differentiation Strategy, Best cost provider Strategy, Focused Strategy, Strategic Alliances and Collaborative Partnerships, Mergers and Acquisition Strategies, Outsourcing Strategies, International Business level Strategies. **6L+2P=08 Hrs.**

5) Business Planning in different environments: Entrepreneurial Level Business planning, Multi stage wealth creation model for entrepreneurs, Planning for large and diversified companies, brief overview of Innovation, integration, Diversification, Turnaround Strategies, GE nine cell planning grid and BCG matrix, McKinsey 7S Framework. **7L+3P=10 Hrs.**

6) Strategy Implementation: Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise Policies. Institutionalizing the strategy. Strategy, Leadership and Culture. Ethical Process and Corporate Social Responsibility. Strategic Control, guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems. **7L+3P=10 Hrs.**

Reference Books:

- 1) Arthur A. Thompson Jr, AJ Strickland III, John E Gamble "Crafting and Executing Strategy", 19/e, Tata McGraw Hill, 2017.
- 2) Alex Miller, Irwin, "Strategic Management", McGraw Hill.
- 3) Nag A, "Strategic Management - Analysis, Implementation, Control", 1/e, Vikas, 2017.
- 4) Charles W. L. Hill, Gareth R.Jones, "Strategic Management - An Integrated Approach", Cengage Learning.

20PMBAC202	Business Research Methods	(3-0-2) 4
-------------------	----------------------------------	------------------

Contact Hours: 52

Course Learning Objectives (CLOs):

- To provide students the required knowledge about Research Methods concept.
- To enable the students opting to work in Research area about the various possible research designs that they would use.
- To provide students adequate knowledge about the Research methods with which they are able to serve their stake holders efficiently.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSO (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Identify a business problem/ need, translate it into a research question,	1,2	3	

SDMCET: Syllabus

	and design an appropriate way to answer it.			
CO-2	Formulate testable hypotheses and choose the most appropriate tools for testing them.	2		
CO-3	Design sampling and data collection tools.	2		
CO-4	Analyse data and interpret results.	2	3,6	
CO-5	Communicate research findings and their implications in a clear and well organized way, both orally and in writing.	8		6

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	3	2			1.5		3

Contents:

1) Introduction to Business Research Methods:

Meaning of Research, Objectives of Research, Types of Research, Significance of Research, Research Methods versus Methodology, Research and Scientific Method, Research Process, Criteria of Good Research, Problems Encountered by Researchers in India, Research applications in business decisions. **7L+2P=09 Hrs.**

2) Defining the Research Problem: What is a Research Problem? Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem.

Research design: Exploratory, descriptive and causal. **6L+1P= 07 Hrs.**

3) Data Collection and Preparation:

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, Measurement and scaling.

Secondary data: Sources, advantages and disadvantages.

Data Preparation: Editing, Coding, Classification, Tabulation, Validation.

Selecting a sample: Sample Design, Determination of sample size, Errors in sampling, Types of Sampling: Probability Sampling & Non Probability Sampling. **9L+3P=12 Hrs.**

4) Data Analysis:-

Hypothesis Testing: Meaning, Types, characteristics, Formulation of Hypothesis, Errors in Hypothesis

Parametric tests: T-Test, Z-Test, One- way ANOVA. **09 Hrs.**

5) Data Analysis- Non Parametric Tests

Non Parametric Tests: Run test, Sign test, U-Test, K-W Test, Chi-Square test. **09 Hrs.**

6) Report Writing & Presentation of Results

Importance of report writing, types of research report, report structure, guidelines for effective documentation. **06 Hrs.**

Reference books:

- 1) C R Kothari & Gaurav Garg, “Research Methodology methods & Techniques”, New age international publishers.
- 2) Deepak Chawla and Neena Sondhi, “Research Methodology – concepts and cases” Vikas Publication -2014
- 3) Donald R. Cooper & Pamela. S. Schindler, “Business Research Methods”, 9/e, TMH /2007.
- 4) Uma Sekaran, “Research methods for business” Wiley Publishers, 2008

20PMBAC203	Corporate Finance	(3-0-2) 4
Contact Hours: 52		

Course Learning Objectives (CLOs):

- To familiarize the students with basic concepts of financial management.
- To convey the applications of time value of money and cost of capital concepts to the students.
- To enable the students to analyze capital structure, capital budgeting and dividend decisions.
- To enable the students to learn the management of working capital.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the basic financial concepts	1,2,6,7	3	4,8
CO-2	Apply the concept of time value of money	1,2,6,7	3	
CO-3	Evaluate the investment decisions	1,2,6,7	5,	4
CO-4	Analyze the capital structure and dividend decisions.	1,2,6,7	5,	4
CO-5	Estimate working capital requirements.	1,2,6,7	3	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	3	2	1	2	3	3	1

Contents:

1) Introduction to financial management

Financial Management-An Overview: Finance and related disciplines, scope of financial management, objectives of financial management

Time Value of Money: Rationale, Techniques: 1) Compounding Technique: A) Future Value of a Single Cash flow: i) Annual Compounding ii) Semi-Annual Compounding, iii) Quarterly Compounding B) Compound Sum of an Annuity (Future Value of Annuity) 2) Discounting Technique (Present Value): i) Present Value of a Single Cash flow ii) Present Value of Annuity iii) Present Value of Perpetuity **8L+2P= 10 Hrs.**

2) Long-term investment decision – capital budgeting

Capital Budgeting: Principles and Techniques: Determination of Relevant Cash flows; Categories of Capital Projects: 1) Single Proposal 2) Replacement Situation 3) Mutually Exclusive. Evaluation Techniques, 1) Traditional Techniques: i) Average Rate of Return ii) Pay-back Period 2) Time Adjusted (Discounted Cash flow): i) Net Present Value ii) Internal Rate of Return iii) Profitability Index **9L+3P=12 Hrs.**

3) Long-term investment decision – measurement of cost of capital

Concept and Measurement of Cost of Capital: Importance and concept, Measurement of Specific Costs: i) cost of debt ii) cost of preference shares iii) cost of equity capital: Dividend Approach and Capital Asset Pricing Model iv) cost of retained earnings. Computation of Overall Cost of Capital **7L+3P=10 Hrs.**

4) Current assets management

Working Capital Management – An overview: Nature of working capital, Planning of working capital: Need for working capital, Operating Cycle, Determinants of working capital, Computation of working capital **6L+2P=08 Hrs.**

5) Financing decision

Operating, Financial and Combined Leverage: Operating Leverage, Financial Leverage and Combined Leverage

Designing Capital Structure: Factors determining capital structure: Profitability aspect, liquidity aspect, control, leverage ratios for other firms in the industry, nature of industry, consultation with investment bankers and lenders, maintaining maneuverability for commercial strategy, timing of issue, characteristics of the company, tax planning **6L+2P=08 Hrs.**

6) Dividend decision: Determinants of Dividend Policy: Factors determining dividend policy: dividend payout ratio, stability of dividends, legal, contractual and internal constraints and restrictions, owner's considerations, capital market considerations and inflation. **04 Hrs.**

Reference books:

- 1) Khan M. Y. & Jain P. K, "Financial Management-Text, Problems and Cases", 7/e, McGraw Hill Education, 2014
- 2) Prasanna Chandra, "Financial Management", 8/e, Tata McGraw Hill, 2014

- 3) I M Pandey, "Financial Management" 11/e, Vikas Publishing -2016
- 4) Sheridan Titman, Arthur J. Keown and John D. Martin, "Financial Management Principles And Applications", PEARSON INDIA
- 5) Ross, Westerfield, Jaffe and Jordan, "CORPORATE FINANCE", McGraw Hill

20PMBAC204 Human Resource Management (3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- To make students know the HRM concepts and theory.
- Students will be enabled to demonstrate the knowledge of various HRM functions and practices.
- The students have to interpret various statutory provisions.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Apply HRM functions, human resource planning, Job analysis that facilitates students to design a job description and job specification for various levels of employees	1,6		2
CO-2	Apply the conceptual knowledge of recruitment, selection, placement and induction.	1, 6		
CO-3	Identify the various training methods and design a training program.	1,6		5,4
CO-4	Explain performance appraisal process in an organization.	6	2	3,8
CO-5	Associate regulations governing employee benefits to the real time practices.	6	3	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	1.5	1.5	1	1	3		1

Contents:

- 1) Human Resource Management:** Introduction, meaning of HRM & SHRM, nature, scope, objectives, importance of HRM, Evolution of the concept of HRM, Functions of HR Manager, Principles of HRM, Roles of HR Manager. **8L+1P=09 Hrs.**
- 2) Job Analysis:** Meaning, uses of job analysis, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.
Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP. **8L+1P=09 Hrs.**
- 3) Recruitment:** Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.
Selection: Definition, process of Selection.
Placement: Meaning
Induction/Orientation: meaning, objectives
Internal Mobility: meaning, purposes, Types: Transfer, Promotion, Demotion
Employee Separation: Meaning, reasons for employee separation. **7L+2P=09 Hrs.**
- 4) Training and development:** Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods. **5L+1P=06 Hrs.**
- 5) Performance Appraisal:** Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal.
Compensation: Objectives of Compensation Planning, Job Evaluation, Components of pay structure in India, factors influencing compensation levels, Executive compensation. **7L+2P=09 Hrs.**
- 6) Employee Welfare:** Introduction, Types of Welfare Facilities and Statutory Provisions.
Employee Grievances: Introduction, Employee Grievance procedure, Grievances Management in Indian Industry.
Discipline: Meaning approaches to discipline, essentials of a good disciplinary system, managing difficult employees.
Recent trends in HR: HR as a business partner, integrating HR strategy with Business strategy. **7L+3P=10 Hrs.**

Reference books:

- 1) Rao V. S. P, "Human Resource Management ", Excel Books, 2010
- 2) Denski / Griffin / Sarkar, "Human Resources Management: A South Asian Perspective," Cengage Learning, 2012.
- 3) Lawrence S. Kleeman, "Human Resource Management", Biztantra, 2012.
- 4) Dr. T.P Renuka Murthy, "Human Resource Management", HPH
- 5) Amitabha Sengupta, "Human Resource Management-Concepts, Practices, and New Paradigms," Sage texts

Course Learning Objectives (CLOs):

- To provide exposure towards the nature of business environment.
- To enable student to understand the rationale of globalization and its impact on the business environment.
- To sensitize the students about the impact of the cultural, economic and technological environment on businesses.
- To sensitize the students to the role of business and society and the impact they have on each other.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Identify and evaluate the complexities of business environment and their impact on the business.	2	1	6
CO-2	Apply the understanding of complexities of globalization and provide effective business solutions.	7,1	2	
CO-3	Analyze cultural, economical, social and technological impact on business environment.	3		
CO-4	Analyse the relationship between Business and society and their roles in mutual development.	4		

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.5	2.5	3	3		1	3	

Contents:

1. Understanding the nature of Business:

Nature of Business, Scope of business, Characteristics of contemporary business, Business objectives, Critics of Business

Environment and Strategic Management:

Nature and types of environment, Internal and external forces, Knowing the environment, Objectives and uses of study, Limitations of Environmental Analysis, the process of environmental analysis, Linkages among stages, organization for analysis, Inputs for strategic Management, Strategic management process.

6L+2P=8Hrs

2. Meaning and rationale for Globalization: Nature of Globalization, drivers of globalization, Ripple effects of globalization, players in international business, India's

presence, Goals of MNC's, Fundamental goals of host governments, Criticisms of MNC's, How can MNC's become acceptable, Fading globalization, Challenges of international business.

Strategies for going Global: Strategies of globalization

Foreign Direct Investment: Nature of FDI, Why FDI, Factors influencing FDI, India's share, attracting foreign capital, Destination India, FDI outflows. **6L+2P=8Hrs**

3. Technological Environment: Features of technology, Impact of technology, Management of Technology, Status of technology in India, Science and Technology Policy 2003, Institutional and other facilities to promote Science and Technology, Science, Technology and Innovation policy 2013.

Economic Environment: Nature of Economic environment, Economic factors, NITI Ayog, Claims and counter claims, Agenda for future, Make in India.

6L+2P=8Hrs

4. Public Sectors Enterprises: Definition, objectives, Evolution of the Public sector, Rationale for State owned Enterprises, Growth and Role, Performance, What needs to be done, 1991 industrial policy and Public Sector, Challenges of PSU's, Expert panel Recommendations, Ownership pattern of PSU's, Private sector.

Privatization: History, Nature and objectives, Privatization routes, Record to date, Disinvestment in India, Arguments for Privatization, Arguments against privatization, Organization for disinvestment, Present stand of the Government, National Investment Fund, Public Private partnership.

Micro, Small and Medium Enterprises: Meaning, Growth, Significance of Small scale enterprises, Facilities, Problems and Remedies, Small Sector industrial Policy, Recommendations of Abid Hussain Committee, Mudra card. **10L+2P=12 Hrs**

5. Social Responsibility of Business: Social responsibility models, Forces pressurizing social responsiveness, The CSR debate, Prominence of Social responsibility, Barriers to social responsibility, Social responsibility implementation, Principles of CSR, Limits of CSR, Common characteristics, Indian scenario, Governments Responsibility.

Cultural environment: Nature of culture, Cultural dimensions, impact of culture on business. **6L+2P=8Hrs**

6. Business Ethics: Nature of ethics, Source of business ethics, why ethics is important, Are businessmen ethical, Ethical dilemmas, Managing Ethics, Improving ethical decision Making.

Corporate Governance: Nature of corporate Governance, the context, Factors influencing corporate governance, Mechanisms of Corporate Governance, The present, Towards better governance, the future, Regulatory framework in different countries, Models of Corporate governance. **7L+1P=8Hrs**

Reference Book:

- 1) K. Aswanthappa, Essentials of Business Environment, 15th edition, Himalaya Publications.
- 2) Justin Paul, Business environment, 4th edition, McGraw Hill Publication.

3) Francis Cherunilam, Business Environment Text and cases, 27th Edition, Himalaya Publishing.

20PMBAC206 Entrepreneurship Development (3-0-2) 4

Contact Hours: 52

Course Learning Objectives (CLOs):

- To make students to feel the significance of entrepreneurship and to develop and strengthen entrepreneurial quality in them
- To make them to realize the role of the family in shaping the mind of entrepreneurs.
- To understand the role of Technology and other factors influence on entrepreneurs.
- To understand the role of Social entrepreneurship and Social responsibilities.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Develop and strengthen entrepreneurial quality and motivation.	7	2	5
CO-2	Impart basic entrepreneurial skills and understandings to run a business efficiently and effectively	1	6,8	4
CO-3	Identify entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs	2	1	3
CO-4	Realize the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country	3	4	5
CO-5	Prepare their own business plan and realizing the benefit of becoming an Entrepreneur	1, 5,7	2,8	4

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.67	2.34	2	1.34	1.67	2	3	2

1) Meaning of entrepreneur; Introduction, Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- Manager & entrepreneur - an emerging class – Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process, Problems faced by entrepreneurs. New age entrepreneurs. **8L+4P= 12 Hrs.**

2) Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - 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. **6L+2P=08 Hrs.**

- 3) 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. **7L+2P=09 Hrs.**
- 4) Family Business:** Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance. **5L+1P= 06 Hrs.**
- 5) International Entrepreneurship Opportunities:** The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade. **6L+2P=08 Hrs.**
- 6) Social Entrepreneurship:** Social enterprise-need - types - characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship-need and problems of rural entrepreneurship - challenges and opportunities - Role of government. Make in India, Smart India, Digitalized India. **8L+1P=09Hrs.**

PRACTICAL COMPONENTS:

- Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impacts of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.
- Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

Reference Books:

- 1) Poornima Charantimath ,”Entrepreneurship Development-Small Business Enterprise”, Pearson Education
- 2) Rober D Hisrich, Michael P Peters ,“Entrepreneurship”, Dean A Shepherd, 6/e, The McGraw-Hill companies,

- 3) Khanka "Entrepreneurship Development" , S Chand Publications
- 4) Vasant Desai , "Entrepreneurship Development and Management", Himalaya Publishing House
- 5) Kurakto , "Entrepreneurship-Principles and Practices", 7/e, Thomson Publication