About
Bapuji Institute of Engineering & Technology

Bapuji Institute of Engineering and Technology (BIET) is a distinguished self-financing private institute established in 1979 by the Bapuji Educational Association (BEA) in Davanagere, Karnataka. Renowned for its commitment to value-based technical education, BIET has significantly impacted India's educational landscape under the leadership of Dr. Shamanuru Shivashankarappa, the Honorable Secretary of BEA, Chairman of BIET, and the sitting MLA of Davanagere (South) constituency, along with Sri. S S Mallikarjun, the Joint Secretary of BEA and a Cabinet-grade Minister of Karnataka.

BIET is an autonomous institution affiliated with Visvesvaraya Technological University (VTU), Belagavi, and approved by AICTE. The institute currently offers 13 undergraduate programs with a total intake of 1,480 students and 5 postgraduate programs with a total intake of 366 students. Additionally, BIET fosters research through its 14 recognized research centers. It is one of the most sought-after institutions in Central Karnataka and is consistently rated among the top ten technical institutes in the state.

BIET has been recognized by the All India Council for Technical Education (AICTE) and the University Grants Commission (UGC) under sections 2(f) and 12(b). BIET's undergraduate programs in Civil Engineering, Mechanical Engineering, Computer Science & Engineering, and Electronics & Communication Engineering have received accreditation from the National Board of Accreditation (NBA) for two consecutive periods: from 2021 to 2024 and from 2024 to 2027. The Electrical and Electronics Engineering program was accredited from 2022 to 2025. Other programs, including Biotechnology, Information Science & Engineering, Chemical Engineering, and Textile Technology, received accreditation from the NBA from 2023 to 2026.

The institute is also accredited by the National Assessment and Accreditation Council (NAAC) with an 'A' grade, awarded in 2017 and 2023. BIET boasts a lush green campus with state-of-the-art infrastructure, including spacious classrooms, a well-equipped library, modern laboratories, seminar halls, a guest house, hostels, and a high-tech indoor auditorium. The institute has also established the New Age Incubation Network (NAIN) center, Skill Development Centers, and a Centre for Intellectual Property Rights, and has MoUs for industry-institute collaboration.

In 2024, the UGC and VTU granted academic autonomy to BIET, enabling it to design its curriculum in line with the current Education Policy (NEP) 2020 and evolving technological advancements. This autonomy has facilitated the adoption of a student-centric teaching-learning process, continuous evaluation with a grading system, and implementation of Outcome-Based Education (OBE), creating a vibrant academic environment conducive to effective and meaningful engineering education.

INSTITUTE VISION

To be a centre of excellence recognized nationally and internationally, in distinctive areas of engineering education and research, based on a culture of innovation and invention

INSTITUTE MISSION

BIET contributes to the growth and development of its students by imparting a broad-based engineering education and empowering them to be successful in their chosen field by inculcating in them positive approach, leadership qualities and ethical values.

QUALITY POLICY

- Inculcating the concepts of discipline, punctuality and ethics into the thought process of students to promote their overall growth.
- Motivating teachers to impart knowledge continuous interaction with students.
- Carrying out objective evaluation of student's performance.
- Enhancing the academic skills of the faculty through faculty development programs.
- Creating an atmosphere conducive to research in the campus.

ABOUT MBA PROGRAMME

MBA Programme – Bapuji Institute of Engineering & Technology, is an intellectual journey in management education. It comprises a variety of academic and non-academic learning which goes beyond conventional classroom learning. The institute is located in Davangere with a lush green state-of-the-art campus with world-class infrastructure and learning ambiance in Davangere. The institute is offering a two-year full-time master's degree in management, at an autonomous institute affiliated with Visvesvaraya Technological University, Belagavi. Approved by AICTE, New Delhi.

Today corporates are looking for skilled, self-aware managers who can tackle global problems, act creatively in uncertain, ambiguous environments, and get things done in complex situations. In the MBA Programme, the entire learning process is focused on inculcating the needed skills and sensitivity to the real world in students and sculpting them to become modern-day managers with built-in values and ethics and acting as change agents in their chosen field.

To achieve these goals, the MBA Programme initiated the Center for Skill Development which believes in three inter-related components; "Knowing", "Doing" and "being" through time tested pyramid approach of "Discover", "Understand" and "Practice" for gaining the success in EMPLOYABILITY and ENTREPRENEURSHIP by designing the entire programmes to inculcate Conceptual, Human and Technical skills.

DEPARTMENT VISION

To be recognized as premier management institution that is dedicated to educational excellence and prepare our students with required skills to meet the challenges of both domestic and globalized business environment.

DEPARTMENT MISSION

Developing effective and responsible managers by providing the managerial / leadership skills with insightful knowledge and inspiring minds in dialogue with world around us..

PROGRAMME OUTCOMES (POS)

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

PROGRAM SPECIFIC OUTCOMES (PSOs)

- Apply the knowledge and skills learned in the Programme for a successful and ethical career
- Develop and acquire sufficient conceptual knowledge of various functions of the management and specializations
- Successfully accept and adapt to the changing corporate environment and different cultures.
- Develop as a self-confident individual who are aware of social and environmental concerns.

PROGRAM EDUCATIONAL OBJECTIVES (PEOS)

- Students will have a successful career in the field of various management disciplines and research by following professional ethics and contributing to society and the nation at large.
- Encourage them to become an entrepreneur with a sense of social responsibility to accomplish the socio-economic needs
- Developing effective communication skills so that they will become effective managers and leaders in their profession.
- Become an effective manager, leader and team member to gain new professional competencies through advanced degrees, courses and professional body registration to compete and develop and sustain the business, environmental and societal changes.

SCHEME OF TEACHING AND EXAMINATION

1st to 4th Semester MBA Programme

Total Credits for MBA Programme

	Semester	Credit per Semester	Total Credit
1st year	1	24	48
	2	24	
2nd Year	3	28	52
	4	24	
Total			100

Curriculum Frame Work:

Sl.No	Course		Credits
1	Professional Core course	PCC	62
2	Professional Elective Course	PEC	28
3	Internship	IN	4
4	Project	PR	6
5	Skill Development Programme/ Minor Projects	SDP	MNC
	Total		100

*(MNC)Mandatory non-credit course

Theory Course Credit	
Duration	**Credits**
50 hours of course content	4
40 hours of course content	3
Lecture one hour per week	1
Practical two hours per week	1

Scheme of Teaching and Examinations: 2024- 25

MASTER OF BUSINESS ADMINISTRATION (MBA)

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

I SEMESTER										
Sl. No.	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBA101	Management and Organizational Behavior	04	00	03	50	50	100	04
2	PCC	MBA102	Financial Accounting & Reporting	04	00	03	50	50	100	04
3	PCC	MBA103	Economics for Decision Making	04	00	03	50	50	100	04
4	PCC	MBA104	Business Statistics	04	00	03	50	50	100	04
5	PCC	MBA105	Marketing Management	04	00	03	50	50	100	04
6	PCC	MBA106	Managerial Communication	04	00	03	50	50	100	04
7	MNC	MBA111	Excel Foundation for Management	00	01	01	50	00	50	00
8	MNC	MBA112	Data Visualization with Tableau and Power BI	00	01	01	50	00	50	00
TOTAL				**24**	**00**	**18**	**300**	**300**	**600**	**24**

Note: ***PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process.***

Note:

1. Each Course has a theory component of 04 hrs (04 credits). Practical and real-life corporate results/events, cases, and occurrences that must be used to demonstrate the concepts in the classroom. The Time allotment for each course should be 04 hrs. The practical component must be embedded in the theory classes, and it is mandatory to maintain a record of all tools and cases used in the teaching-learning process.
2. Based on practical components, 20% of marks should be allocated for application-oriented questions in the SEE Question Paper.
3. Each course content has indicative case studies that the instructor can deal with in the class. In addition to this, the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
4. The Students and course instructor/s should be involved either individually or in groups to interact together to enhance the learning and application skills.
5. Practical component: Students should interact with industry after regular contact hours (small, medium, and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
6. Societal Project (one week) is mandatory for all the students and this has to be carried out after the first semester during vacation and the report should be submitted by the students and should be assessed internally during the second semester, it is a noncredit but mandatory course.

MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

II SEMESTER											
Sl. No	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBA201	Human Resources Management	04	00	03	50	50	100	04
2	PCC	MBA202	Financial Management	04	00	03	50	50	100	04
3	PCC	MBA203	Research Methodology	04	00	03	50	50	100	04
4	PCC	MBA204	Operations Research	04	00	03	50	50	100	04
5	PCC	MBA205	Corporate Strategy	04	00	03	50	50	100	04
6	PCC	MBA206	Entrepreneurship Development and IPR	04	00	03	50	50	100	04
7	MNC	MBA221	Excel for Data Driven Decision	00	01	01	50	00	50	00
8	MNC	MBA222	Introduction to Python	00	01	01	50	00	50	00
7	SEC	MBA207	Societal Project	-	-	-	-	-	-	-
TOTAL				**24**	**00**	**18**	**300**	**300**	**600**	**24**

Note:

PCC: Professional Core Course, SEC: Skill Enhancement Course

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

Note:

1. Each Course has a theory component of 04 hrs (04credits). Practical and real-life corporate results/events, cases, and occurrences that must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical components must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in the teaching-learning process
2. Based on practical components, 20% of marks should be allocated for application-oriented questions in the SEE Question Paper.
3. Each course content has indicative case studies that the course instructor can address in class. In addition, the course instructor may use an extra case from Harvard or Sage business cases /Case Centre.
4. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium, and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
5. Internship-MBAIN307* (four weeks): Students will carry out this internship during vacation after the second semester. They should submit a report, which will be assessed internally during the third semester.

MASTER OF BUSINESS ADMINISTRATION (MBA)

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

III SEMESTER (Core Courses and Dual Specialization Courses)												
Sl. No.	Course	Subject Code				Teaching Hours Per Week		Examination				Credits
		Marketing	Finance	Human Resources	Business Analytics	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC*	MBA301*	MBA301*	MBA301*	MBA301*	04	00	03	50	50	100	04
2	PCC*	MBA302*	MBA302*	MBA302*	MBA302*	04	00	03	50	50	100	04
3	PEC	MBAMM303	MBAFM303	MBAHR303	MBABA303	04	00	03	50	50	100	04
4	PEC	MBAMM304	MBAFM304	MBAHR304	MBABA304	04	00	03	50	50	100	04
5	PEC	MBAMM305	MBAFM305	MBAHR305	MBABA305	04	00	03	50	50	100	04
6	PEC	MBAMM306	MBAFM306	MBAHR306	MBABA306	04	00	03	50	50	100	04
7	PCC*	MBAIN307*	MBAIN307*	MBAIN307*	MBAIN307*	-	08	-	50	50	100	04
Total						**24**	**08**	**18**	**350**	**350**	**700**	**28**

Note: ***PCC*: Professional Core Course, PEC: Professional Elective Course. Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process.***

Note:

1. Each Course has a theory component of 04 hrs (04 credits). Practical and real-life corporate results/events, cases, and occurrences that must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical components must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in the teaching-learning process
2. Based on the practical component, 20% of marks should be allocated for application-oriented questions in the SEE Question Paper.
3. In the case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in the case of Dual specialization, the students will be studying 2 core subjects and First 2 subjects in any two specializations. For Example 2 core, 2 marketing and 2 HR specialization subjects, etc.
4. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
5. Project Work-MBAPR407 (six weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester.
6. Publication in Scopus / reputed Journal / presentation at national and international conference is mandatory for all the students and this has to be carried out after the third semester before the commencement of the fourth semester. The publication copy should be submitted by the students bearing the journal name and ISSN number. It is a non-credit but mandatory course.

MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

III SEMESTER Core Courses	
Subject Code	**Subject**
MBA 301	Logistics & Supply Chain Management
MBA 302	International Business

Specialization Courses

Marketing		**Finance**		**Human**		**Business Analytics**		**Digital Marketing**	
MBA MM303	Consumer Behaviour	MBA FM303	Strategic Cost Management	MBA HR303	Recruitment & Selection	MBA BA303	Introduction to Python data and Control systems	MBA DM303	Fundamentals of Digital Marketing
MBA MM304	Sales & Retail Management	MBA FM304	Investment Analysis & Portfolio Management	MBA HR304	Industrial Relations & Legislations	MBA BA304	Data Visualization	MBA DM304	Social Media Marketing
MBA MM305	Services Marketing	MBA FM305	Advanced Financial Management	MBA HR305	Organizational Change & Development	MBA BA305	Business Analytics and Intelligence	MBA DM305	Search Engine Optimization and Marketing
MBA MM306	Rural Marketing	MBA FM306	Banking & Financial Services	MBA HR306	Compensation & Reward Management	MBA BA306	Big Data Analytics	MBA BA306	Web Digital Analytics
MBA IN307	Internship	MBA IN307	Internship	MBA IN307	Internship	MBA IN307	Internship	MBA IN307	Internship

MASTER OF BUSINESS ADMINISTRATION (MBA)

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

IV SEMESTER (Core Courses and Dual Specialization)													
Sl. No	Course	Subject Code					Teaching Hours /Week		Examination				Credits
		Marketing	Finance	Human Resource	Business Analytics	Digital Marketing	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC*	MBA401*	MBA401*	MBA401*	MBA401*	MBA401*	02	02	03	50	50	100	3
2	PCC*	MBA402*	MBA402*	MBA402*	MBA402*	MBA402*	02	02	03	50	50	100	3
3	PEC	MBAMM403	MBAFM403	MBAHR403	MBABA403	MBABA403	02	02	03	50	50	100	3
4	PEC	MBAMM404	MBAFM404	MBAHR404	MBABA404	MBABA404	02	02	03	50	50	100	3
5	PEC	MBAMM405	MBAFM405	MBAHR405	MBABA405	MBABA405	02	02	03	50	50	100	3
6	PEC	MBAMM406	MBAFM406	MBAHR406	MBABA406	MBABA406	02	02	03	50	50	100	3
7	PCC*	MBAPR407*	MBAPR407*	MBAPR407*	MBAPR407*	MBAPR407*	-	12	-	50	50	100	6
Total							**12**	**24**	**18**	**350**	**350**	**700**	**24**

Note:

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

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only.

Three credit courses are designed for 40 hours Teaching – Learning process

Note:

1. Each Course has a theory component of 2 hrs and a Practical Component of 2 hrs (3 credits). The Time-Table allotment for each course should be 4 hrs.
2. Based on the practical component, 20% of marks should be allocated for application-oriented questions in the SEE Question Paper.
3. In the case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in the case of Dual specialization, the students will be studying 2 core subjects and First 2 subjects in any two specializations. For Example 2 core, 2 marketing, and 2 HR specialization subjects, etc.
4. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

IV SEMESTER Core Courses									
Subject Code		**Title of the Subject**							
MBA 401		Emerging Technologies for Business							
MBA 402		Innovation & Design Thinking							
Specialization Courses									
Marketing		**Finance**		**Human Resource**		**Business Analytics**		**Digital Marketing**	
MBA MM403	Strategic Brand Management	MBA FM403	Tax Management	MBA HR403	Conflict & Negotiation Management	MBA BA403	Machine Learning	MBA DM403	Content Marketing
MBA MM404	Integrated Marketing Communication	MBA FM404	International Financial Management	MBA HR404	International HRM	MBA BA404	Predictive Analytics	MBA DM404	Affiliate Marketing and google Ad works and ad sense
MBA MM405	Digital & Social Media Marketing	MBA FM405	Risk Management & Insurance	MBA HR405	Personal Growth & Interpersonal Effectiveness	MBA BA405	Digital Analytics	MBA DM405	Mobile Marketing
MBA MM406	B2B Marketing	MBA FM406	Mergers, Acquisitions & Corporate Restructuring	MBA HR406	Strategic Talent Management	MBA BA 406	Strategy Analytics	MBA DM406	Artificial Intelligence and Neural Marketing
MBA PR407*	Project Report	MBA PR407*	Project Report	MBA PR407*	Project Report	MBA PR407*	Project Report	MBA PR407*	Project Report

SYLLABUS OF FIRST AND SECOND SEMESTER

MANAGEMENT & ORGANISATIONAL BEHAVIOUR			
Course Code	**MBA101**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand and analyse Management and Organisational Behaviour theories and models.
- To classify and differentiate between the best methods to solve the problems.
- To compare the appropriate framework for solving the problems at the workplace.
- To apply Management and OB concepts to real-world business scenarios.

Module-1 (9 Hours)

Introduction, Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, Historical evolution of Management thought, Contemporary issues in Management – sustainability, diversity, equity & inclusion in the workplace.

Module-2 (9 Hours)

Planning - Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. **Organizing -** Meaning, Types of Organization structures, Traditional structures, Directions in organization structures. **Leading** - Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. **Controlling** - Meaning, Importance, Steps in the Control Process, Types of Control.

Module-3 (7 Hours)

Organisational Behaviour - Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, OB in a global context.

Module-4 (9 Hours)

Introduction, MARS Model of individual Behaviour and performance, Types of Individual Behaviour, Personality in Organization, Values in the workplace, Types of values, **Perception–**Meaning, Model of Perceptual process. Emotions in the workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management. **Motivation–** Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation.

Module-5 (8 Hours)

Teams: Meaning of Teams, Advantages of Teams, Model of Team Effectiveness, Stages of Team Development. **Power & Politics**: Meaning, Sources, Contingencies of Power, Consequences of Power, Politics in organization. **Conflict and Negotiation in the workplace**: Constructive & Relationship conflict, Conflict Process Model, Structural sources of Conflict Management, Resolving conflict through negotiation and Third-Party Conflict Resolution.

Module-6 (8 Hours)

Utilizing behavioral assessment tools such as the Big Five Personality Test, MBTI (Myers-Briggs Type Indicator), Values Questionnaire, Emotional Intelligence Test, and the Johari Window that provide insights into students' personality types, traits, values, emotions, and interpersonal skills. Students will develop a personal profile based on the outcomes of these assessments, enhancing their ability to apply behavioral concepts to practical business scenarios.

Note: 100 percent Theory in SEE.

Suggested Learning Resources:

Books

1. Management– John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
2. Organizational Behavior–Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015.
3. Management & Organisational Behaviour – Laurie J. Mullins, 7/e, Prentice Hall, 2005.
4. Essentials of Management – Koontz, McGraw Hill, 8/e, 2014.
5. MGMT –Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
6. Organizational Behaviour – Fred Luthans, 12/e, McGraw Hill International, 2011.
7. Fast tracking to Managerial & CEO Roles- Ajit Singhvi & Sapta Sheel, Primedia E-Launch,2022.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_mg104/preview
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview
- https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters
- https://openstax.org/details/books/organizational-behavior
- https://www.classcentral.com/course/introduction-organisational-behaviour-11892

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities suggested

- Visit an Organization and note the various functions played in a day.
- Conduct a professional event in the department and try to understand the various roles played by students in relation to Team and Organisational environment.
- Develop questions, interact with people in the Organization and try to observe personality.
- Meet any Leader / HoD / Dean and observe the Management of various department and record the changes along with reasons for change.
- Student should do self-profiling after undergoing different psychometric tests.

Course Outcomes (Course Skill Set)

Sl.No.	Description	Bloom's Level
CO1	Gain practical experience in the field of Management and Organisational Behaviour.	L1
CO2	Acquire the conceptual knowledge of management, various functions ofManagement and theories in OB.	L3
CO3	Develop management and behavioral models related to attitude,perception, power, politics and conflict in workplace.	L2
CO4	Analyzing the recent trends in Management and OB models.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	**1**				**2**	**3**			
CO2		**2**	**2**				**2**		
CO3				**3**		**3**		**2**	
CO4		**2**		**2**			**1**		**2**

FINANCIAL ACCOUNTING & REPORTING			
Course Code	**MBA102**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To enable the students to understand the conceptual framework of accounting, reporting and financial statements.
- To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off.
- To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making.

Module-1 (7 Hours)

Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles (GAAP), Indian Accounting Standards, IFRS, (Theory only)

Module-2 (9 Hours)

Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cashbook only.
(Theory and Problems).

Module-3 (9 Hours)

Final Accounts of Companies: Preparation of final accounts of Companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).

Module-4 (9 Hours)

Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).

Module-5 (6 Hours)

Depreciation and Emerging Issues in Accounting: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method).

Module-6 (10 Hours)

Emerging Areas in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Block chain, AI in Accounting, Big Data in Accounting (Theory only). Practical Component – Software to be used in preparation of Final Accounts and Financial Statements of Companies

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting for Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S. K. Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.

Web links and Video Lectures (e-Resources):

- https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf
- https://journals.sagepub.com/home/jaf
- https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5- Revised.pdf
- https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf
- https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf
- https://www.pdfdrive.com/accountancy-books.html
- https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
- https://www.youtube.com/watch?v=mq6KNVeTE3A

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- To collect Annual reports of the companies and analyze the financial statements using different techniques and presenting the same in the class.
- To get exposed to use of accounting software (preferably Tally or ERP).
- To identify the sustainability report of a company and study the contents.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Know what and how books of accounts and financial statements are prepared. .	L1
CO2	How to interpret financial statements of companies for decision making.	L1
CO3	Independently undertake financial statement analysis and take decisions.	L4,L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	**1**				**2**	**3**			
CO2			**2**				**2**		
CO3				**3**				**2**	

ECONOMICS FOR DECISION MAKING			
Course Code	**MBA103**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**4**	**Exam Hours**	**3**

Course Learning objectives:

- To introduce the fundamentals, tools and theories of managerial economics.
- To provide an understanding of the application of Economics in Business
- To learn the basic Micro and Macro-economic concepts.
- To understand Demand, Production, Cost, Profit and Market competitions with reference to firmand industry.

Module-1 (7 Hours)

Introduction: Managerial Economics: Meaning, Nature, Scope & Significance, Uses of ManagerialEconomics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's model of growth maximization, Williamson's modelof managerial discretion.

Module-2 (9 Hours)

Demand Analysis

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price,Income & Cross elasticity, 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. (Problems on Price elasticity of demand, and demand forecasting using Time-series method).

Module-3 (9 Hours)

Cost Analysis & Production Analysis

Concepts of Production, production function with one variable input - Law of Variable Proportion,Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Types of cost, Cost curves, Cost – Output Relationship in the short run andin the long run, Long- Run Average Cost (LAC)curve. **Break Even Analysis**–Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA In Managerial decisions (Theory and simple problems).

Module-4 (9 Hours)

Market structure and Pricing Practices

Perfect Competition: Features, Determination of price under perfect competition, **Monopolistic Competition**: Features, Pricing Under monopolistic competition, Product differentiation. **Oligopoly:** Features, Kinked demand Curve, Cartels, Price leadership. **Monopoly:** Features, Pricing under monopoly, Price Discrimination. **Descriptive Pricing Approaches:** Loss leader pricing, Peak Load pricing, Transfer pricing.

Module-5 (9 Hours)

Indian Business Environment

Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio–Cultural Environment, Global Environment. Private Sector, Growth, Problems and Prospects, SMEs, Significance in Indian economy, challenges and prospects. **Fiscal policy and Monetary Policy:** Meaning of Fiscal policy, three main types of fiscal policy – neutral policy, expansionary, and contractionary. Monetary policy: Meaning, **Objectives of monetary policies:** Controlling inflation, managing employment levels, and maintaining long-term interest rates. (Theory only)

Module-6 (7 Hours)

Indian Industrial Policy: New industrial policy 1991**, 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.

Practical Component:

Mini Project: Role of the PLI Scheme in Building India as a Telecom Manufacturing Hub and Growth Story of India through New Economic Initiatives. **Assignment Title:** Analysis of the Production Linked Incentive Scheme for Telecom Products and Private Sector Growth in the Atma Nirbhar Bharat Abhiyan

Note: The SEE question paper should have the weightage of 80% theory and 20% problems.

Suggested Learning Resources:

Books

1. Managerial Economics by Dr. A.B. Kalkundrikar and Dr.Rajendra M. Inamdar, 2022
2. Managerial Economics by Geethika,Ghosh & Choudhury, McGrawHill 2/e,2011
3. Managerial Economics by Dominick Salvotore, Oxford Publishers, 2e, 2016
4. Managerial Economics by D.M Mithani, HPH publications, 2016
5. Managerial Economics by Samuelson & Marks, Wiley, 5/e,2015

Web links and Video Lectures (e-Resources):

- https://www.edx.org/learn/managerial-economics
- https://www.indiabudget.gov.in/
- https://onlinecourses.swayam2.ac.in/imb19_mg16/preview
- https://www.youtube.com/watch?v=ZXDKdJO3V6Y

Note: The aforesaid links and study materials are suggestive in nature, they may be used withdue regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Assessment of Demand Elasticity–Price, Income and Cross
- Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India. Students are expected to assess the impact of advertisement or sales promotion on the demand of a product
- An in-depth study of economic indicators on the growth rate and presentation on the same
- Analyze the impact of the Union Budget on different sectors of the Indian economy, fiscal discipline and disinvestment proposals of the GOI and presentation on the same
- A study on the effect of monetary policy on banking and NBFCs. A debate can be held on the pros and cons of the monetary policy. Use of MS Excel in the above mentioned activities should be encouraged.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	The student will understand the application of Economic Principles inManagement decision making.	L2
CO2	The student will earn the microeconomic concepts and apply them foreffective functioning of a Firm and Industry.	L3
CO3	The Student will be able to understand, assess and forecast the demand.	L5
CO4	The student will apply the concepts of production and cost for optimization of production	L3
CO5	The student will design competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.	L6
CO6	The student will be able to understand the impact of macroeconomicconcepts.	L2

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3		1			3			
CO2	3	2		1			3		
CO3	2				1			1	
CO4	2		3		1				1
CO5	2			1	3		3		
CO6	3			1					2

BUSINESS STATISTICS			
Course Code	**MBA104**	CIE Marks	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	SEE Marks	**50**
Total Hours of Pedagogy	**50**	Total Marks	**100**
Credits	**04**	Exam Hours	**03**

Course Learning Objectives:

1. To facilitate the students to compute the various measures of central tendency and dispersion using descriptive statistics
2. To enhance the skills to visualize and estimate the relationship between variables using correlation and regression analysis.
3. To equip with the skills of decision-making using probability techniques.
4. To empower students with knowledge of trend analysis.
5. To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests.
6. To familiarize the students with excel to perform descriptive and inferential statistics.

Module-1 (8 Hours)

Introduction to Statistics: Meaning and Definition, Importance, Types Measures of Central Tendency -Arithmetic mean, Geometric mean, Harmonic mean, Median, Quartiles, Deciles, Percentiles, Mode. Measures of Dispersion-Range, Quartile deviation, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness, Moments and Kurtosis (Theory and Problems).

Module-2 (7 Hours)

Correlation and Regression: Correlation - Significance, Types, and Methods-Scatter diagram, Karl Pearson correlation, Spearman's Rank correlation, Regression- Significance, Linear Regression Analysis, Types of regression models, Lines of Regression, Standard error of Estimate (Theory and Problems).

Module-3 (9 Hours)

Probability Distribution: Concept of probability, Counting rules for determining number of outcomes, Permutation and Combination, Rules of probability- Addition and Multiplication, Baye's Theorem. Concept of Probability Distribution, Theoretical Probability Distributions - Binomial, Poisson, Normal (Problems only on Binomial, Poisson and Normal). (Theory and Problems).

Module-4 (8 Hours)

Time Series Analysis: Objectives, Variations in Time Series. Measurement of Trend, Graphic Method, Moving Average Method, Semi-Average Method, Least Square Method. Measurement of Seasonal Variations- Method of Simple Averages, Ratio to Trend Methods-Ratio to Moving AverageMethod, Link Relative Method. (Theory and Problems).

Module-5 (8 Hours)

Hypotheses Testing: Definition, Types, Procedure for testing, Errors in hypotheses testing. Parametric and Non-Parametric Tests -t-test, z-test, f-test, Chi-square test, u-test, K-W Test (problems on all tests).Analysis of Variance (theory only)

Module-6 (10 Hours)

Computer lab for Statistics: Excel for Statistics - Calculation of Mean, Median, Mode, Quartiles, Deciles, and Percentiles using Excel functions. Application of Excel to calculate Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, and Coefficient of Variation. Scatter Plot creation and trendline analysis. Calculations of correlations, conducting regression analysis. Measurement of Trend using Excel: Moving Averages, Semi-Average, and Least Squares Methods. Conducting hypothesis tests using Excel's Data Analysis Toolpak. Analysis of Variance (ANOVA) using Excel's built-in ANOVA tool.

(Mandatory all the students should be taught in the lab and give them the practical knowledge which will be beneficial for their research work and Industrial applications.)

Note: 40 percent theory and 60 percent problems in SEE.

Suggested Learning Resources:

Books

1. S C Gupta (2018), Fundamentals of Statistics, 7th edition Himalaya Publications.
2. J K Sharma (2020), Business Statistics 5th edition Vikas Publishing House.
3. S P Gupta (2021), Statistical Methods 46th edition Sultan Chand Publications.
4. C R Kothari (2015), Research Methodology- Methods and Techniques, Viswa Prakasam Publications.

Web links and Video Lectures (e-Resources):

- Students should opt Swayam NPTEL Course on Business Statistics offered by Prof. M.K.Barua Dept. of Management studies IIT Roorkee.
- https://www.Youtube.com/watch? v=VDLyk6z8uCg Swayam NPTEL Course on Business Statistics by Dr. P. M. Shiva Prasad, Department of Commerce, Teresian College, Mysuru.

Skill Development Activities Suggested

- Role Play Techniques, Quizzes, Field Surveys, Assignment

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Understand how to organize, manage, and present the data	L2
CO2	Use and apply a wide variety of specific statistical tools	L3
CO3	Understand the applications of probability in business	L4
CO4	Effectively interpret the results of statistical analysis	L5
CO5	Develop competence of using computer packages to solve the problems	L6

Mapping of COs and POs

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

MARKETING MANAGEMENT			
Course Code	**MBA105**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

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

Module-1 (7 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.

Module-2 (9 Hours)

Analyzing Consumer Behaviour: Meaning and Characteristics, Importance of consumer behavior, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behavior 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 (9 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 (9 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 (9 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.

Module-6 (7 Hours)

Emerging Trends in Marketing and Digital Marketing analytics: Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Neuro Marketing, Social Marketing, Marketing Audit, IInstagram Analytics, Facebook Analytics, Twitter Analytics, Analyzing customer reviews, Google analytics, CLV.

Note: 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumariby SAGE publication, 6th Edition.
2. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha byPearson publication, Latest Edition.
3. New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill.
4. Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications.
5. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
6. Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.

Web links and Video Lectures (e-Resources):

- https://youtu.be/5fdx5Laavkc, https://youtu.be/Ule8n6GgE1g
- https://youtu.be/ob5KWs3I3aY?t=131, https://youtu.be/U1VWUHLhmdk
- https://youtu.be/iWuYUhSHXHg https://youtu.be/IErR_YYfP3Y
- https://youtu.be/mLV7MASrDlQ

Skill Development Activities Suggested

- Group of students scan the macro environment to come up with opportunities.
- Students to study market research to understand consumers.
- Students to ideate product, packing pricing and channels.
- Students to develop ad creatives and measure it on digital platforms.

Course Outcome

Sl. No.	Description	Blooms Level
CO1	Comprehend the concepts of Marketing Management.	L1
CO2	Gain knowledge on consumer behaviour and buying process	L3
CO3	Understand concept of Product and Brand Management, Branding and Pricing strategies	L2
CO4	Identify marketing channels and the concept of product distribution, techniques of sales promotion	L4
CO5	Apply ideas into a viable marketing plan for various modes of marketing	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	**1**				**2**	**3**			
CO2	**1**		**2**				**2**		
CO3				**3**				**2**	
CO4		**2**		**2**					**3**
CO5		**2**			**2**				

MANAGERIAL COMMUNICATION			
Course Code	**MBA106**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

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

Module-1 (7 Hours)

Introduction: Meaning & Definition, Role, Classification, Purpose of communication, Communication Process, Characteristics of successful communication, Importance of communicationin management, Communication structure in organization, Communication in conflict resolution, Communication in crisis. Communication and negotiation, Communication in a cross-cultural setting, Barriers to communication.

Module-2 (9 Hours)

Oral Communication: Meaning, Principles of successful oral communication, Barriers to oral communication, Conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Effectiveness of oral communication.

Listening as a Communication Skill: Approaches to listening, how to be a better listener, Process of listening, Nonverbal communication: Meaning, classification.

Presentation skills: Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for managers.

Module-3 (9 Hours)

Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, approaching the writing process systematically: The 3X3 writing process for business communication Pre writing, Writing, Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages.

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

Module-4 (9 Hours)

Business Reports: Purpose, Kinds and Objectives of reports, Organization & Preparing reports, short and long reports. Writing Proposals: Structure & preparation, Writing memos, Media Management: The press release, Press conference, Media interviews.

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

Module-5 (9 Hours)

Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills. **Negotiation skills:** Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies.

Etiquette Advantage in Managerial Communication: Meaning, types and advantages of Etiquette.

Module-6 (7 Hours)

Effective Role of AI in communication – Introduction**, AI in prompting,** Types of AI Prompts, Importance of Clear and Effective Prompting, Prompt Engineering, Applications of AI Prompting, and Challenges in Prompting AI**-Virtual teams** - characteristics, Benefits of Virtual teams. **Hybrid work model** – meaning, types of hybrid work model, features, advantages and disadvantages of Hybrid work model. **Blogs** – Meaning, types of blogs, challenges of blogs and benefits of blogs.

Note: 100 percent theory in SEE.

Suggested Learning Resources:

Books

1. Business Communication: Concepts, Cases and Applications- Chaturvedi P. D, & Mukesh Chaturvedi, 4/e, Pearson Education, 2020.
2. Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018.
3. Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning,2002.
4. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGESouth Asia Edition, 2017.
5. Business Communication: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014.
6. Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e,2017.
7. Contemporary Business Communication - Scot Ober-Biztanntra, 5/e, 2015.
8. Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=yml9dx9nUco
- https://www.edx.org/learn/business-communications
- https://onlinecourses.swayam2.ac.in/imb19_mg14/preview
- https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org
- https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf
- http://www.mim.ac.mw/books/Business%20Communication.pdf
- https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by
- https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian- edition.pdf
- https://sagepub.libguides.com/c.php?g=964634&p=6968892
- https://nptel.ac.in/courses/110105052
- https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatri-online Classes-3476.asp

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Students should enact and analyze the non-verbal cues.
- 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.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Student should prepare press release of the events at campus with its key elements.
- Students should be given an assignment to draft a proposal to undertake research project.

Course Outcome

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

Sl. No.	Description	Blooms Level
CO1	The students will be aware of their communication skills and know theirpotential to become successful managers.	L1
CO2	The students will be enabled with the mechanics of writing and cancompose business letters in English precisely and effectively.	L3
CO3	The students will be introduced to the managerial communication practicesin business those are in vogue.	L2
CO4	Students will get trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	**1**				**2**	**3**			
CO2			**2**				**2**		
CO3				**3**				**2**	
CO4		**2**		**2**					**3**

EXCEL FOUNDATION FOR MANAGEMENT			
Course Code	**MBA111**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**0:0:1**	**SEE Marks**	**00**
Total Hours of Pedagogy	**50**	**Total Marks**	**50**
Credits	**MNC**	**Exam Hours**	**00**

Course Learning Objective:

This course aims to equip students with the foundational skills needed to use Excel effectively for business purposes. It focuses on building a solid understanding of the basic tools and functions of Excel, enabling students to organize, manipulate, and present data to support business decisions.

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Introduction to Excel & Basic Navigation	- Excel interface overview (ribbon, cells, rows, columns) - Basic navigation (selecting cells, rows, columns) - Saving, opening, and closing workbooks - Data entry & formatting (font, alignment, colors)	- Input data into a table and practice basic formatting - Navigate through a sample workbook
Unit 2: Basic Arithmetic Operations and Formulas	- Arithmetic operations (addition, subtraction, multiplication, division) - Introduction to basic formulas (SUM, AVERAGE, MIN, MAX) - Using AutoSum for quick calculations	- Create a simple budget or sales sheet - Calculate totals and averages for a dataset
Unit 3: Working with Rows, Columns, and Cells	- Inserting & deleting rows/columns - Merging cells, adjusting column width/row height - Freezing panes for large datasets	- Adjust rows & columns in a sample sheet - Use freeze panes to navigate large datasets
Unit 4: Introduction to Functions (Part 1)	- Overview of functions & syntax - Common functions: COUNT, COUNTA, TODAY, NOW - How to apply & edit functions	- Count records in a dataset - Calculate dates/ages using TODAY function
Unit 5: Introduction to Functions (Part 2)	- Text functions: CONCATENATE, LEFT, RIGHT, UPPER, LOWER - Cleaning text data using functions - Basic error handling (IFERROR)	- Clean names (change case, combine first/last names) - Handle errors in calculations
Unit 6: Sorting and Filtering Data	- Sorting data (ascending/descending, custom sorting) - Filtering data to show specific records - Multi-level sorting & filtering	- Sort and filter a sales or employee dataset - Apply filters to find specific data points
Unit 7: Formatting Data for Readability	- Number formatting (currency, percentages) - Conditional formatting basics - Using cell styles/themes for presentation	- Format a financial report with number formatting - Apply conditional formatting to highlight trends
Unit 8: Working with Basic Charts	- Basic charts: Bar, column, pie charts - Creating charts from datasets - Chart formatting (titles, labels, legends)	- Create a chart to visualize sales/budget data - Format chart elements for a presentation

Unit Name & Number	Content Covered	Task / Practice
Unit 9: Introduction to Data Validation	- Data validation overview - Creating drop-down lists - Setting validation rules for clean data entry	- Create a data entry form with validation rules - Set up drop-downs for selecting specific data
Unit 10: Basic Data Cleaning Techniques	- Removing duplicates - Using text-to-columns for splitting data - Find and replace	- Clean a raw dataset (remove duplicates, split combined data) - Use find and replace to clean data
Unit 11: Introduction to Basic Tables	- Converting data ranges into Excel Tables - Table features: Filters, total row, structured references - Benefits of using tables	- Convert a dataset into a table - Use table features to summarize and filter data
Unit 12: Final Review and Project	- Apply all learned skills to a mini-project - Clean data, perform basic analysis, create visualizations, and present findings	- Complete a mini-project: clean data, analyze, visualize, and present with insights

Course Outcomes:

By the end of this course, students will be able to:

1. Understand and navigate the Excel interface confidently.
2. Perform basic data entry, formatting, and editing tasks in Excel.
3. Use basic formulas and functions (SUM, AVERAGE, MIN, MAX, COUNT) to perform simple calculations.
4. Create and format charts to visually represent data.
5. Implement conditional formatting for quick data insights.
6. Organize and sort data using filters and basic sorting techniques.
7. Create professional reports and summaries for business scenarios.

DATA VISUALIZATION WITH TABLEAU AND POWER BI			
Course Code	**MBA112**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**0:0:1**	**SEE Marks**	**00**
Total Hours of Pedagogy	**50**	**Total Marks**	**50**
Credits	**MNC**	**Exam Hours**	**00**

Course Learning Objective:

- To introduce students to the concepts and importance of data visualization in business decision-making.
- To provide hands-on experience with industry-standard data visualization tools-Tableau and Power BI.
- To enable students to import, manipulate, and organize data from various sources for visualization.
- To help students develop skills in creating basic visualizations and interactive dashboards for data analysis.
- To teach students the best practices for publishing and sharing visual reports and dashboards.

Part 1: Tableau (6 Hours)

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Introduction to Tableau	- Overview of Tableau - Role of data visualization in decision-making - Introduction to Tableau ecosystem (Desktop, Public, Online, Prep)	- Explore Tableau interface and basic navigation
Unit 2: Connecting and Importing Data	- Data connections (Excel, CSV, databases) - Data import process - Understanding Tableau's data handling features (live vs. extract)	- Import a dataset from Excel/CSV and explore the data in Tableau
Unit 3: Basic Visualizations (Part 1)	- Creating basic charts (bar charts, line charts, scatter plots) - Data filtering and sorting techniques	- Create a bar chart, line chart, and scatter plot using a sample dataset
Unit 4: Basic Visualizations (Part 2)	- Adding dimensions and measures - Building hierarchies - Working with colors and labels for visual clarity	- Create charts with hierarchical data and customize using colors and labels
Unit 5: Creating Dashboards in Tableau	- Introduction to dashboards - Combining multiple visualizations in one dashboard - Using filters and actions	- Create a simple dashboard with multiple charts and add interactive filters
Unit 6: Publishing and Sharing Dashboards	- Sharing dashboards on Tableau Public or Tableau Server - Exporting reports and presentations - Best practices for dashboard design	- Publish a dashboard on Tableau Public and present it as a report for business decision-making

Part 2: Power BI (6 Hours)

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Introduction to Power BI	- Overview of Power BI - Introduction to Power BI ecosystem (Desktop, Service, Mobile) - Power BI vs Tableau comparison	- Explore the Power BI interface and basic components
Unit 2: Connecting and Importing Data	- Connecting to various data sources (Excel, databases, web, APIs) - Data import process - Understanding Power BI's data model	- Import a dataset and explore the Power BI data model
Unit 3: Basic Visualizations (Part 1)	- Creating basic visualizations (bar charts, line charts, pie charts) - Formatting and customizing visual elements	- Create basic charts and customize them using Power BI's formatting tools
Unit 4: Basic Visualizations (Part 2)	- Working with filters and slicers - Using drill-down features for interactive visualizations - Adding calculated columns	- Create charts with drill-downs and slicers, and add calculated columns for analysis
Unit 5: Building Dashboards in Power BI	- Creating and organizing dashboards - Adding multiple visualizations and setting up interactions - Working with tiles and KPIs	- Build a dashboard with multiple interactive visualizations
Unit 6: Publishing and Sharing Dashboards	- Publishing reports to Power BI Service - Sharing and collaborating on dashboards - Exporting reports and embedding dashboards	- Publish a dashboard to Power BI Service and share it with others for review

Course Outcomes:

By the end of this course, students will be able to:

- **Understand the Role of Data Visualization:** Grasp the significance of data visualization in transforming raw data into actionable business insights.
- **Navigate and Use Tableau and Power BI:** Demonstrate proficiency in navigating the Tableau and Power BI interfaces, understanding their ecosystems, and utilizing key features.
- **Import and Organize Data:** Import data from multiple sources like Excel, CSV, and databases, and organize it for visual analysis in Tableau and Power BI.
- **Create Basic Visualizations:** Design basic charts and visualizations (bar charts, line charts, scatter plots, etc.) and apply filters, hierarchies, and drill-downs to enhance the depth of data analysis.
- **Develop Interactive Dashboards:** Build interactive dashboards using multiple visualizations, filters, slicers, and KPIs for insightful reporting.
- **Publish and Share Visualizations:** Publish and share dashboards on Tableau Public, Tableau Server, and Power BI Service, and export reports for presentations and collaboration.

SECOND SEMESTER MBA SYLLABUS

HUMAN RESOURCE MANAGEMENT			
Course Code	**MBA201**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning objectives:

- Recite the theories and various functions of Human Resources Management.
- Describe and explain the relevance and importance of Human Resources Management at workplace.
- Apply and solve the workplace problems through Human Resources Management intervention.
- Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace.
- Design and develop an original framework and model in dealing with the problems in the organization.

Module-1 (6 Hours)

Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance andEvolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human ResourceManagement, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.

Module-2 (12 Hours)

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

Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Types of Selection Tests; Factors Influencing Selection.

Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development.

Module-3 (9 Hours)

Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits.

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.

Industrial Relations: Decent Workplace, International Labour Organization, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.

Module-4 (7 Hours)

Human Resource Management and Innovations: Factors Affecting the Innovation Process in organizations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management.

HR Information Systems: Introduction to HRIS. HRIS in the digital age.

Module-5 (9 Hours)

Future Trends in Human Resource Management: Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools.

Introduction to Human Resource Information System (HRIS): The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS.

Module-6 (7 Hours)

HR Analytics: The third wave for HR value creation, HR measurement journey in tune with the HR maturity journey, the importance of HR measurement and metrics, and HR measurement in terms of effectiveness, efficiency, and impact. HR Analytics frameworks: a) LAMP Framework, b) HCM: 21 Framework. HR Analytics maturity journey phases - Descriptive, Diagnostic, Predictive, and Prescriptive analytics.

Suggested Learning Resources:

Books

1. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition.
2. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
3. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.
4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.
5. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, DaveUlrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.
5. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.
6. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.
7. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.
8. Human Resource Management by V.S.P Rao, 2014 edition.
9. Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006)

Web links and Video Lectures (e-Resources):

1. https://youtu.be/hHE4ilceiXs
2. https://youtu.be/_d5QMwLC19Y
3. https://youtu.be/uMQMDQI7Hpk
4. https://youtu.be/vXgt9yASs_k
5. https://youtu.be/pqtYQb9nbRk
6. https://youtu.be/e1F3xnF5LKg
7. https://youtu.be/4Kr0VpM14LI

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards tocopy rights, patenting and other IPR rules.

Skill Development Activities Suggested

1. Make students visit an organization and know the various HR roles in the organization
2. Conduct mock interviews.
3. Role play for acquainting and addressing HR challenges.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.	L1
CO2	Acquire conceptual insight of Human Resource and various functions of HR.	L2
CO3	Apply personnel, managerial and welfare aspects of HR.	L3
CO4	Perceive greater understanding about HR practices.	L4
CO5	Perceive knowledge about the future trends in HRM	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO 4
CO1	**1**				**2**	**3**			
CO2	**1**		**2**				**2**		
CO3		**2**		**3**				**2**	
CO4	**1**	**2**		**2**					**3**
CO5		**2**			**2**				

FINANCIAL MANAGEMENT			
Course Code	**MBA202**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Leaning Objectives:

- To familiarise the students with basic concepts of financial management, financial system and financial analytics
- To understand the concept of time value of money and its implication.
- To evaluate investment proposals.
- To understand the management of working capital in an organization.
- To analyse the capital structure and dividend decision of an organization

Module 1 - Introduction (6 Hours)

Introduction: Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs).
Emerging areas in Financial Management: Risk Management- Behavioral Finance- Financial Engineering- Derivatives (Theory).

Module 2 - Time Value of Money (10 Hours)

Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem).
Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycleand cash cycle - Estimation of working capital requirements of a firm (Theory and Problems on estimation of Working capital requirements)

Module 3 - Long term sources of Finance & Cost of Capital (7 Hours)

Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).

Module 4 - Investment Decisions (10 Hours)

Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, AccountingRate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).

Module 5– Capital Structure and Dividend Decisions (10 Hours)

Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis (Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only).

Module6 - Financial Analytics (7 Hours)

Introduction to Business Analytics: Meaning, Business Analytics in Decision Making; Financial Analytics; Importance -uses-Features; Time Series data Handling, Seasonality and trend analysis, forecasting techniques -Model ARIMA using Excel (Only Theory)

Note: 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial Management, M.Y. Khan & P.K. Jain,TMH 7/e, 2017.
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3. Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015.
4. Financial Management, Ravi M Kishor Taxmann‟s, 6/e.
5. Financial Management, Rajiv Srivastava & Anil Misra, Oxford University press, 2/e.
6. Financial Management, Principals and Practice, Sudhindra Bhat, Excel Books, 2/e.

Web links and Video Lectures (e-Resources):

1. https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-tohelp-you-master-financial-management-and-analysis-e158595305.html
2. https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html
3. https://www.youtube.com/watch?v=CCQwz_Gwo6o
4. https://www.digimat.in/nptel/courses/video/110107144/L01.html

Note: The aforesaid links and study material are suggestive in nature, they may be used with dueregards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Identifying the small or medium sized companies and understanding the Investment evaluationtechniques 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
- Students can do Company analysis for select companies using profitability and liquidity ratios.

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Understand the basic financial concepts	2
CO2	Apply time value of money	3
CO3	Evaluate the investment decisions	2
CO4	Estimate working capital requirements	3
CO5	Analyze the capital structure and dividend decisions	4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	3	2	1	-	-	-	-
CO2	1	1	2	1	-	-	-	-	-
CO3	2	2	3	1	1	-	-	-	-
CO4	3	2	2	2	1	-	-	-	-
CO5	2	3	1	-	2	-	-	-	-

RESEARCH METHODOLOGY			
Course Code	**MBA203**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning objectives:

- To understand the basic components of research.
- To Gain an insight into the applications of research methods.
- To equip students with various research analytical tools used in business research.
- To inculcate self-confidence of conducting research independently.
- To equip students with data analysis skill.

Module-1 (7 Hours)

Introduction to Business Research: Meaning, types, significance of research, process of research-management problem, defining the research problem, formulating the research Hypothesis, developingthe research proposals, research design formulation, sampling design, planning and collecting the datafor research, data analysis and interpretation. Motives in doing research, Research Application in business decisions, Ethical issues in business research. Features of a good research study.

Module-2 (9 Hours)

Business Research Design: Meaning, types and significance of research design, Process of research design, errors affecting research design.

Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies.

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

Module-3 (7 Hours)

Sampling: Concepts, Types of Sampling, Process of sampling, **Probability Sampling**: simple random sampling, systematic sampling, stratified random sampling, cluster sampling.

Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quotasampling, Errors in sampling.

Module-4 (9 Hours)

Data Collection: Meaning, types, **Data collection methods**: Observations, survey and interview techniques, **Questionnaire design**: Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale., comparative and non-comparative scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Discriminate Analysis, Cluster Analysis, Factor Analysis. Multi-Dimensional Scaling (Theory Only)

Module-5 (9 Hours)

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-6 (9 Hours)

Hypothesis Testing with SPSS: Overview of SPSS, Creating, saving and editing files, importing files from other formats. Transforming Variables - Compute, Multiple responses. Organization and Presentation of Information - Measures of Central Tendency and Variability, Frequency Distributions. Charts and Graphs, Hypotheses testing using means and cross-tabulation, Paired t, Independent sample t, Chi- square. Correlation, Regression Analysis, Linear, Logistic, Analysis of Variance- One Way ANOVA, ANOVA in regression.

Note: 100 Percent theory in SEE.

Suggested Learning Resources:

Books

1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.
2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007.
3. Business Research Methods: S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016.
4. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
5. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012.
6. Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K VCengage Learning India Private Limited, 2019.
7. Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, Eastern Book Company,2nd Edition, 2014.
8. Marketing Research- Naresh K Malhotra- Pearson Education- PHI-Se,2010

Web links and Video Lectures (e-Resources):

- https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf
- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- https://www.digimat.in/nptel/courses/video/121106007/L01.html
- https://www.coursera.org/learn/research-methods
- https://www.pdfdrive.com/research-methodology-books.html
- https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf

Skill Development Activities Suggested

- Identify research problem and collect relevant literatures for data analysis.
- Write the research design by using Exploratory and Descriptive Research methods.
- Prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Demonstrate Report writing and Presentation methods.
- Study Intellectual Property challenges in the field of business.

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Understand various research approaches, techniques and strategies in the appropriate in business.	2
CO2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.	3
CO3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.	2
CO4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.	3
CO5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR.	6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	**1**				**2**	**3**			
CO2			**2**				**2**		
CO3				**3**				**2**	
CO4		**2**		**2**					**3**
CO5	**2**		**3**		**2**			**3**	

OPERATIONS RESEARCH			
Course Code	**MBA204**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To understand the mathematical tools that are needed to solve optimization problems.
- To elucidate optimization techniques for various problems.
- To understand and practice allocation problems, Assignment problems, Transportation problems and **Network Analysis** (PERT and CPM)

Module-1 (7 Hours)

Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)

Module-2 (9 Hours)

Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization), Simplex method. (Theory and Problems).

Solving LPP using Excel Solver Package: Introduction to Excel Solver, setting up LPP models in Excel, and solving for optimal solutions (minimization and maximization) using Solver.

Module-3 (8 Hours)

Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision underRisk-Expected Value, Simple decision tree problems. (Only theory). **Job Sequencing**" jobs on 2 machines, "n" jobs on 3 machines, "n" jobs on „m" machines.Sequencing of 2 jobs on "m" machines. (Theory and Problems).

Module-4 (8 Hours)

Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution(IBFS) using North-West Corner Method (NWCM), Least Cost Method (LCM) and Vogel"s Approximation Method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) Method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems).

Module-5 (9 Hours)

Theory of Games: Definition, Pure strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). **Assignment Problem:** Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems-Unbalanced, Maximization assignment problems. (Theory and Problems)

Module-6 (9 Hours)

Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning **(Theory only)** Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems). Excel as a tool to create Gantt charts, project progress charts, timelines, and cost calculations. Introduction to Trello a visual project management tool.

Note: 40 percent theory and 60 percent problem in SEE.

Suggested Learning Resources: Books

1. Operation research .H.A. Taha, Person Publication 2012
2. Operation research , J.K.Sharma, McMillan Publication 2014
3. Quantitative Techniques in management, N D Vohra McGraw Hill 2015.
4. Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson 2006

Web links and Video Lectures (e-Resources):

- https://youtu.be/vuKK3HAOB74
- https://lipas.uwasa.fi/-tsottine/lecture_notes/or.pdf
- https://onlinecourses.nptel.ac.in/noc20_ma23/preview
- https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org_.pdf
- https://youtu.be/vUMGvpsb8dc
- https://youtu.be/fSuqTgnCVRg
- https://www.youtube.com/results?search_query=operation+research+transportation+problem
- https://www.youtube.com/watch?v=fSuqTgnCVRg

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- To comprehend the operation research models
- Analyze various organizational problems using LPP, Assignment and Game theory principles.
- Applying techniques of OR for project management.
- Evaluate the constraints and challenges faced by the manufacturing and service organizations using methods of operation research.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases	L1
CO2	Use appropriate quantitative techniques to get feasible and optimal solutions	L3
CO3	Understand the usage of Game Theory , Queuing Theory and Simulation for solving Business Problems	L2
CO4	Understand and apply the network diagram for project completion.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

CORPORATE STRATEGY			
Course Code	**MBA205**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning 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 and tools.
4. To apply the models and tools of strategic management in real-time scenarios.

Module-1 OVERVIEW OF STRATEGIC MANAGEMENT (7 Hours)

Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long-term objectives, strategies, annual objectives and policies. Relationship Between a Company‟s Strategy and its Business Model.

Module-2 ASSESSING EXTERNAL ENVIRONMENT (9 Hours)

The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis, Porter's Five Forces Model, and Key Success Factors.

Module-3 ASSESSINGINTERNAL ENVIRONMENT (9 Hours)

Nature of internal audit, key internal forces, the internal audit process, Resource-Based View (RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Benchmarking, and Internal Factor Evaluation matrix.

Module-4 STRATEGY FORMULATION (9 Hours)

The business vision and mission, the process of developing vision and mission, the importance of vision and mission statement, characteristics of mission statement, long-term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies,defensive strategies, Porter's generic strategies, Blue Ocean Strategy, and Strategic Decision Making.

Module-5 STRATEGY IMPLEMENTATION (9 Hours)

Nature of strategy implementation, issues in strategy implementation, model of strategic implementation, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, managing resistance to change, creating a
strategy-supportive culture, and production/operations concerns in implementing strategies.

Module-6 STRATEGY EVALUATION (7 Hours)

The process of evaluating strategies, strategy evaluation framework, balanced scorecard, characteristics of an effective evaluation system, contingency planning, Role of organizational systems in evaluation, Emerging trends and issues in strategic management – ESG initiatives and the role of technology.

Practical Components

Report on: The Role of the Balanced Scorecard in Evaluating Business Strategie for Amazon and Google. How ESG (Environmental, Social, Governance) and Technology Shape Modern Business Strategies for Microsoft and Tesla.

Note: 100 Percent theory in SEE.

Suggested Learning Resources:

Books

1. Strategic Management, Fred R. David, Prentice Hall India Publication.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and asesArthur A. Thompson Jr. Margaret A. Petera f John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e
4. Strategic Management-Concepts and Cases, Upendra Kachru, Excel Books, New Delhi,2005.

Web links and Video Lectures (e-Resources):

https://www.youtube.com/watch?v=uY_ywciZUnM https://www.youtube.com/watch?v=qGU-etCqbtQ
https://www.youtube.com/watch?v=TzcuoTOkPKg https://www.youtube.com/watch?v=mgY864U-OH0
https://www.youtube.com/watch?v=MIOLtFPYfsE https://www.youtube.com/watch?v=d2GoZDOXzzw
https://www.youtube.com/watch?v=ZmRK9wc3hjI
https://www.youtube.com/watch?v=tyUw0h5i9yI

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Skill Development Activities Suggested

- Conduct environmental analysis of the local industry.
- Identify and list out the Key Success Factors of the industries located in your area.
- Apply SWOT analysis to any of the locally functioning companies.
- Draft a Vision and Mission statement of your institute.
- Identify the organisations and list the corporate social responsibilities they have undertaken.

Course outcome (Course Skill Set)

At the end of the course,

Sl. No.	Description	Bloom's Level
CO1	Students should have a clear understanding of the concepts of StrategicManagement, its relevance, Characteristics, process, nature, and purpose.	L1
CO2	Students will acquire an understanding of how firms successfully institutionalize a strategy, create an organizational structure for domestic and overseas operations and gain competitive advantage.	L3
CO3	Students gain insights into strategies at various organizational levels toachieve a competitive advantage.	L2
CO4	Students should understand the strategic motivations of multinational firmsand their decisions in various markets.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

ENTREPRENEURSHIP DEVELOPMENT AND IPR			
Course Code	**MBA206**	**CIE Marks**	**50**
Teaching Hours/Week (L:P:SDA)	**4:0:0**	**SEE Marks**	**50**
Total Hours of Pedagogy	**50**	**Total Marks**	**100**
Credits	**04**	**Exam Hours**	**03**

Course Learning Objectives:

- To develop and strengthen entrepreneurial qualities and motivation among students.
- To impart basic entrepreneurial skills and understanding to run a business efficiently andeffectively.
- To provide insights to students on entrepreneurship opportunities, sources of funding andinstitutions supporting entrepreneurs.
- To make students understand the ways of starting a company of their own.

Module-1 (7 Hours)

Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs – Intrapreneur - an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity, the innovation Process, Sources of New Ideas, Methods of Generating Ideas, Creative Problem Solving, Entrepreneurial Process.

Module-2 (9 Hours)

Developing Business Model: Importance of Business Model, Starting a small-scale industry- Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. **Lab Component and assignment: Designing a Business Model Canvas**

Module-3 (9 Hours)

Managing and Growing New Venture: Preparing for the new venture launch - early managementdecisions, Managing early growth of the new venture - new venture expansion strategies and issues. Getting Financing or Funding for the New Venture: Estimating the financial needs of a new venture and preparation of a financial plan, Sources of Personal Financing, Preparing to Raise Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks. Other Sources of Debt Financing, Leasing. Forms of business organization: Sole Proprietorship, Partnership, Limited liability partnership - Joint Stock Companies and Cooperatives.

Module-4 (9 Hours)

Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available - Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women. Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI – NABARD-IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India. Latest e – government portals supporting entrepreneurship.

Module-5 (7 Hours)

Process of Company Incorporation; process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Four stages of Start Up, Intellectual property protection and Ethics: Patents , Copyright - Trademark- Geographical indications , Ethical and social responsibility and challenges.

Module-6 (9 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, Industrial Designs - Integrated Circuits - Geographical Indications - Establishment of WIPO-Application & Procedures.

Suggested Learning Resources:

Books

1. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, HimalayaPublishing House, 2010.
2. Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.
3. Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.
4. Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009.

Web links and Video Lectures (e-Resources):

- https://youtu.be/rbmz5VEW90A
- https://www.youtube.com/watch?v=RLQivEQUgUc

Skill Development Activities Suggested

- Make a business plan for your intended business, talk to bankers to find out what they look forin a business plan, modify accordingly and present it in the class.

Practical Component:

- Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/start-ups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
- 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?
- 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.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules in order to setup a business and tothink creatively.	L6
CO2	To know about the various business models and B-Plans across Businesssectors.	L3
CO3	Able to understand the importance of marketing and different forms ofbusinesses.	L2
CO4	Become aware about various sources of funding and institutions supporting entrepreneurs.	L4
CO5	Awareness about legal aspects and ways to protect the ideas.	L2
CO6	To understand the ways of starting a business and to know how to foster their ideas.	L3

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	**2**				**3**	**1**			**1**
CO2	**1**	**2**			**2**		**2**		
CO3	**1**		**1**	**2**					
CO4	**1**				**1**				
CO5	**1**		**3**		**1**			**3**	
CO6	**1**		**1**						**2**

EXCEL FOR DATA-DRIVEN DECISIONS			
Course Code	MBA221	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	0:0:1	SEE Marks	00
Total Hours of Pedagogy	12	Total Marks	50
Credits	MNC	Exam Hours	00

Course Learning Objective:

The objective of this course is to advance students' Excel skills by introducing more sophisticated data analysis and visualization techniques. Students will learn to extract actionable insights from data, design complex formulas, and create dynamic reports to support decision-making in business environments.

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Advanced Functions & Nested Formulas (Part 1)	- Logical functions: AND, OR - Basic nested IF statements - Lookup functions: VLOOKUP, HLOOKUP	- Create logical formulas with AND, OR, and simple nested IF - Perform lookups with VLOOKUP/HLOOKUP
Unit 2: Lookup and Reference Functions	- Introduction to INDEX and MATCH - Combining INDEX & MATCH with VLOOKUP - Lookup across sheets	- Use INDEX & MATCH to perform advanced lookups across multiple sheets
Unit 3: Conditional Formatting (Intermediate)	- Applying conditional formatting rules - Highlighting cells based on specific criteria - Data bars, color scales, and icon sets	- Apply conditional formatting to highlight cells that meet certain criteria (e.g., above average, duplicates)
Unit 4: Data Validation (Intermediate)	- Setting data validation rules (number limits, text length) - Creating simple drop-down lists - Error messages for incorrect data entry	- Create drop-down lists for specific data inputs - Use data validation to restrict user inputs
Unit 5: Sorting and Filtering	- Multi-level sorting - Filtering data by multiple criteria - Custom sorting options	- Sort a dataset by multiple columns - Filter data to extract specific information based on criteria
Unit 6: Pivot Tables (Introduction)	- Creating simple Pivot Tables - Understanding rows, columns, values, filters in Pivot Tables - Summarizing data with basic Pivot Tables	- Create a basic Pivot Table to summarize sales or HR data
Unit 7: Working with Large Data Sets	- Sorting and filtering large datasets - Splitting large datasets across multiple sheets - Structuring data for efficiency	- Organize and structure a large dataset for easier analysis
Unit 8: Data Visualization (Part 1)	- Introduction to chart types (line, bar, column) - Creating basic charts for data representation - Customizing charts with titles, labels	- Create a chart to represent sales or financial data - Customize chart layout with labels and colors

Unit Name & Number	Content Covered	Task / Practice
Unit 9: What-If Analysis	- Introduction to Goal Seek - Simple What-If scenarios for decision making - Creating data tables (one variable)	- Use Goal Seek to find break-even points - Create a simple data table for scenario analysis
Unit 10: Macros (Introduction)	- Recording simple macros for repetitive tasks - Running and managing recorded macros - Understanding the basics of VBA	- Record a macro to automate a repetitive task - Edit a simple macro using the VBA editor
fUnit 11: Dashboard Creation (Part 1)	- Introduction to dashboards - Creating simple interactive dashboards with charts and slicers - Linking data to dashboards	- Build a basic interactive dashboard with linked charts
Unit 12: Final Project	- Complete a mini-project utilizing all intermediate skills - Data cleaning, Pivot Tables, simple macros, and charts	- Analyze a dataset and create a simple report with Pivot Tables and visualizations

Course Outcomes:

By the end of this course, students will be able to:

1. Use intermediate formulas and functions (VLOOKUP, HLOOKUP, IF, COUNTIF, etc.) for complex calculations and data manipulation.
2. Create and manage Pivot Tables for summarizing large datasets.
3. Design dynamic charts and graphs for clear data communication.
4. Perform basic data cleaning, validation, and error-checking techniques.
5. Utilize Excel's data visualization tools (Pivot Charts, slicers) to create interactive dashboards.
6. Analyze datasets using basic statistical tools such as mean, median, and standard deviation.
7. Present and interpret data to support decision-making in business contexts.

INTRODUCTION TO PYTHON			
Course Code	MBA221	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	0:0:1	SEE Marks	00
Total Hours of Pedagogy	12	Total Marks	00
Credits	MNC	Exam Hours	00

Course Learning Objective:

- Provide management students, particularly those pursuing Business Analytics, with a **foundational understanding of Python programming**.
- Focus on basic Python **syntax**, **data types**, **control structures**, and key libraries for **data manipulation** and **visualization**.
- Enable students to handle **real-world data** through hands-on practice.
- Teach students how to perform **basic data analysis** and create **data visualizations**.
- Equip students with the essential Python skills to pursue **advanced business analytics and data science studies**.

Unit Name & Number	Content Covered	Task / Practice
Unit 1: Introduction to Python & Installation	Introduction to Python and its applications in data science and business analytics. Installing Python and setting up the development environment (Jupyter Notebook/Anaconda). Overview of Python syntax.	Install Python, set up Jupyter Notebook, and write a simple program (e.g., "Hello, World!")
Unit 2: Python Basics & Variables	Understanding Python syntax, variables, and data types (int, float, str). Discussing variable assignment and basic operations with these types.	Practice creating variables and performing arithmetic operations (e.g., adding integers, concatenating strings).
Unit 3: Control Structures (Conditionals)	Introduction to control structures (if, else, elif) and logical operators. Writing simple conditional statements.	Write a Python script to check whether a number is positive, negative, or zero.
Unit 4: Loops (For & While)	Introduction to loops in Python (for loop, while loop). Using loops to iterate through sequences.	Write programs that use loops to display numbers or process lists (e.g., find the sum of a list of numbers).
Unit 5: Python Functions	Defining and calling functions in Python. Understanding parameters and return values. Discussing built-in functions vs. user-defined functions.	Create a Python function that takes a number as input and returns its factorial.
Unit 6: Introduction to Python Libraries	Introduction to important Python libraries such as NumPy, Pandas, and Matplotlib. Understanding how to import libraries and use their functions.	Write a script that imports NumPy and creates an array. Perform basic array operations like summing and multiplying elements.
Unit 7: Working with Lists, Tuples, and Sets	Introduction to lists, tuples, and sets. Differences between these data structures and their use cases. Basic operations like adding, removing, and slicing elements.	Create a Python list, tuple, and set, and perform common operations such as adding/removing elements and checking membership.

Unit Name & Number	Content Covered	Task / Practice
Unit 8: Introduction to Dictionaries	Understanding Python dictionaries and their usage. Accessing, updating, and deleting elements from dictionaries.	Write a script to create a dictionary of student names and their grades. Perform operations to add, update, and delete entries.
Unit 9: File Handling in Python	Reading from and writing to files in Python. Working with file input/output and handling exceptions (try-except block).	Write a Python program to read data from a text file and count the number of words in the file.
Unit 10: Data Type Conversions and String Manipulation	Converting between different data types (int, float, str) and working with string manipulation methods.	Write a Python script to convert a string into a list of words and perform operations like sorting and joining them.
Unit 11: Introduction to Data Frames using Pandas	Introduction to Pandas library and Data Frames. Creating, reading, and manipulating Data Frames for business data analysis.	Load a CSV file into a Pandas Data Frame and perform basic operations such as filtering, sorting, and summarizing the data.
Unit 12: Basic Data Visualization using Matplotlib	Introduction to data visualization using Matplotlib. Creating basic plots like line charts, bar charts, and histograms.	Use Matplotlib to create a bar chart displaying sales data from a Pandas Data Frame.

Course Outcome:

1. **Understand Python Syntax and Fundamentals** – Demonstrate knowledge of basic Python syntax, including variables, data types, control structures (loops, conditionals), and functions.
2. **Work with Key Python Data Structures** – Use essential Python data structures such as lists, tuples, sets, and dictionaries to organize and manipulate data.
3. **Handle and Analyze Data with Pandas** – Read, write, and manipulate data using Python's Pandas library to perform basic data analysis.
4. **Create Data Visualizations** – Utilize the Matplotlib library to generate simple data visualizations such as bar charts and line graphs.
5. **Develop Practical Python Scripts** – Write Python scripts to solve basic business-related problems, such as processing sales data, analyzing customer feedback, and visualizing trends.
6. **Apply File Handling Techniques** – Perform file operations such as reading from and writing to text files for data input/output.

SOCIETAL PROJECT			
Course Code	**MBA207**	**CIE Marks**	**00**
Teaching Hours/Week (L:T:P)	**0:0:0**	**SEE Marks**	**00**
Credits	**00**	**Exam Hours**	**00**

Course Learning Objectives:

1. To understand the social issues and to promote the social interests among students.
2. To undertake studies and Projects, which have a social bearing on the Society.
3. To enhance human values and help meet basic and complex needs of the society.

Guidelines:

1. It is a Non-Credit and a mandatory Course.
2. The duration of the Project is ONE week
3. Students should undertake the project between First and Second Semester
4. Students need to identify any one of the social issues individually and collect relevant data. Group Projects are not permitted.
5. Students should get guidance from the Internal/External Guide regarding identification, collection of data and for preparations of Societal Project Report. However External Guide/Certificate is not mandatory.
6. Students can approach any NGOs, Trust and such similar Organization to identify the societal issues OR they can identify the general societal issues for the purpose of study.
7. After completion of presentations from students, the department will issue a certificate on successful completion of Societal Project and certified by Guide, HOD and Principal
8. Students should submit a report with a minimum of 10 pages in the prescribed format.
9. The department will conduct the viva-voce examination after submission of the Societal Project Report.
10. Normal binding is suggested for the report.

General Format of The Societal Project Report

1. Cover page
2. General Introduction of the Societal Project
3. Background of the Social issues. (at past, present and the future)
4. Identification of the Social issue/s
5. Review of Literature (Minimum Five)
6. Data analysis/Results and Discussion (Primary or secondary)
7. Suggestions to overcome issues.
8. Conclusion

EXAMINATION
CIE AND SEE PATTERN

CONTINUOUS INTERNAL EVALUATION (CIE)

BREAKUP OF CIE	
THEORY	
Continuous Internal Evaluation (CIE)	
• Continuous Assessment Test (CAT) -1	50 Marks
• Continuous Assessment Test (CAT) -2	50 Marks
• Continuous Assessment Test (CAT) -3	50 Marks
A. Total of Best of two CAT Scores	100 Marks
(Best of two CAT Score scaled down to 25)	25 Marks
B. Assignment	10 Marks
C. Mini Projects / Quiz / Experiential work	10 Marks
D. Seminar/ Presentation	05 Marks
1. Total of CIE (A+B+ C+D)	50 Marks

Assessment Details: CIE

The weightage of Continuous Internal Evaluation (CIE) is 50% and the minimum passing mark for the CIE is 50% of the maximum mark. There shall be a maximum of 50 CIE Marks.

General Guidelines for CIE:

- Each internal assessment will be conducted for a total of 50 marks.
- Three internal assessments will be conducted, with the two highest scores being averaged and scaled down to 25 marks.
- Assignment Carries Five marks
    - Each subject includes five assignments and students must complete and submit each assignment separately.
    - Assignments should be handwritten. Students are required to upload signed copy of assignments in the Rove Labs only after corrections have been made by respective subject faculty members before deadline.
    - Submission of assignments is a prerequisite for eligibility to take internal assessments and it must be submitted before the internal assessment date for that course.
- Mini-project or field work component carries 10 marks.
    - 5 marks are allocated for periodic project reviews until completion, and 5 marks for the final project presentation.
    - The Mini Project is to be carried out in groups of 5 students, with groups assigned by the respective subject faculty members.
    - The Mini Project report must be a minimum of 10 pages and maximum based on their project carried out. Each student must upload a PDF of the Mini Project report in the Rove Labs after obtaining the faculty's signature, The file should be saved as "Student Name_USN No."
    - A hard copy of the report and the final project presentation should be submitted prior to the third Internal Assessment.

- Presentation carries 5 Marks
    - Students are required to deliver presentations in each subject on course-related topics assigned by respective faculty members during class hours for 10 minutes

INTERNSHIP BETWEEN 2ND AND 3RD SEMESTER MBA (FOR MBA PROGRAMME) MBAIN307

Sl. No	Evaluation Type	Particulars	Marks
1	CIE	Assessment by the Guide - Interaction with the Student by Seminars, etc.,	25
2	CIE	Report Evaluation by the Guide	25
SEE Assessment for Internship			
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	50
Total			100

GENERAL GUIDELINES

- The Internship shall consist of organization study for four weeks with four credits.
- The Internship shall be immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd-semester classes.
- The Course code of the Internship shall be MBAIN307 and shall be compulsory for all students.
- No two students shall work in the same organization.
- The student shall seek the guidance of the internal examiner (guide) and need to identify an external guide from the organization.

EVALUATION

- Internal evaluation will be done by the internal guide.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the department by the HOD or Senior Professor from the institute.
- The department can have an external guide from the industry/ faculty from another any reputed institution. In case of non-availability of industry professionals, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva voce examination.
- The internship carries 100 marks consisting of 50 marks for (CIE) Internship report (evaluated by the internal guide) and 50 marks (SEE) for the viva voce examination. The minimum passing mark of the Project work is 50% in each of the components such as internal marks, report evaluation, and viva-voce examination.

SUBMISSION OF REPORT

Students are required to submit one hardbound copy of the report to the college, with a cover page in royal blue color, along with a soft copy in PDF format (un-editable format).

PROJECT REPORT BETWEEN 3RD AND 4TH SEMESTER MBA MBAPR407

Sl. No.	Evaluation Type	Particulars	Marks
1	CIE	Internal Assessment by the Guide Based on Three Presentations by Students	50
2	SEE	Report Evaluation by the Guide (25 marks) & External Examiner (25 marks) The average of the marks awarded by the two Examiners shallbe the final evaluation marks for the Dissertation.	25
3	SEE	The Viva-Voce Examination is to be conducted by the Guide and an external examiner.	25
Total			100

GENERAL GUIDELINES:

- The project work shall be for 6 weeks immediately after the completion of the 3rd semester SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be "MBAPR407" and shall be compulsory for all the students opting for all specializations.
- Two copies of the project report shall be submitted to the department before the commencement of the 4th-semester examination. Copies of the project report should be sent to the control of examination with intimation to the principal.
- By keeping the business trend in the present scenario, the department has given an option to the students to select the research problem either from a business organization or they can carry out the project on a freelance basis subject to the approval of the department committee.
- The responsibility to monitor the freelance project.is with the internal guide.
- In case, of a business problem selected from a Company, no two students of a department shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.

PROJECT REPORT EVALUATION:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by faculty members of any reputed institutions with a minimum of 10 years of experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective department where a student is expected to give a presentation of his/ her work.
- The viva - voce examination will be conducted by the HOD / Senior faculty of the department and an expert drawn from the various institutes with a minimum of 10 years of experience.
- Project work carries 100 marks consisting of 50 marks for internal marks by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva voce examination.
- Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

PROJECT REPORT FORMAT:

- Project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with a 1-inch margin on all sides (1.5 inches on the left side) and 1.5 line spacing.
- The Project report shall not exceed 100 pages.
- Plagiarism: It is compulsory for the students to use Drill bit software before submission of the project report.
- Plagiarism of up to 25% is allowed in the project work and the report should consist of 75% of the original content/work.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences / Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide.
- Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

SEMESTER END EXAMINATION: PATTERN OF QUESTION PAPER FOR THEORY COURSES

GUIDELINES:

1. The Question paper consists of a total of 8 questions.
2. Part A- Shall consist of 7 of questions. Students can answer FOUR full questions from Q. No. 1 to Q. No. 7
3. Each question carries 20 marks and is subdivided into 3,7,10 Marks
4. Question No. 8 is a compulsory question on case study / application-based questions for 20 marks. The question may contain a maximum of 4 sub-divisions.
5. Total marks for SEE are 100

EVALUATION:

1. For a pass in all the courses, the student shall secure a minimum of 40% of the maximum marks prescribed in the Semester End Examination 50% of marks in CIE and 50 % in the aggregate of CIE and SEE marks.
2. The Minimum Passing Grade in a course is C.

FORMAT OF COVER PAGE

(Title of the Social Project Report)

Submitted
(Student Name)

USN

Submitted to

M.B.A Programme
Bapuji Institute of Engineering and Technology, Davangere
(An Autonomous Institute Affiliated to Visvesvaraya Technological University,)
Approved by AICTE, New Delhi | Accredited by NAAC with 'A' Grade

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

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

EXTERNAL GUIDE
(Name & Designation)

MBA PROGRAMME
Bapuji Institute of Engineering and Technology, Davangere

(Month & Year of submission)