Central University of Karnataka

Established by Act of the Parliament in 2009

School of Business Studies
Department of Business Studies

Master of Business Administration [MBA]

SYLLABUS - 2024-25

Central University of Karnataka, Kalaburagi

Department of Business Studies

School of Business Studies

Vision

To Become a Center of Excellence in Management and Entrepreneurship Education, Research, Consultancy, and Extension Services Under University-based Education.

Mission

1. To excel in assimilating and disseminating management and entrepreneurship knowledge and skills through innovative courses and creative students-centric learning pedagogy.
2. To foster the advancement of management and entrepreneurship knowledge and skills through research and consultancy.
3. To establish linkages and networks with industries, industry associations, alumni, non-profit organizations, universities, etc., in management and entrepreneurship for sustainable mutual benefit.
4. To transform students into management professionals, leaders, research scholars, and potential entrepreneurs who respect and practice human values and business ethics in their careers for inclusive and sustainable development.

Central University of Karnataka, Kalaburagi

Department of Business Studies

School of Business Studies

Name of the Academic Program: Master in Business Administration (MBA)

Program Specific Objectives (PSOs)

After completion of this academic program, the students will be able to

PSO-1: **Demonstrate knowledge and skill sets of HRM practices required to meet the volatile demands of the organization.**

PSO-2: **Demonstrate the knowledge of accounting standards and application of financial concepts, tools, and digital software to analyze complex financial data to arrive at optimum financial decisions in an organization.**

PSO-3: **Display innovative and creative ways of thinking to generate start-up ideas, identify entrepreneurial opportunities, and convert the ideas into Business Models and Start-Ups.**

PSO-4: **To Demonstrate competencies and skills to match marketing principles with the changing perspective of global markets and meet the needs of Digital Marketing and online resources.**

Name of the Academic Program: Master in Business Administration (MBA)

Program Outcomes (POs)

PO 1	Generic and specific knowledge: **Demonstrate ability to understand, analyze, and evaluate real-life organizational ambiguities and challenges with the help of theoretical knowledge and application skills of the management subjects learned in the classroom and on the job internship**
PO 2	Innovative problem solutions: **Demonstrate competency to identify, formulate, and provide innovative solutions to societal and business problems using qualitative and quantitative techniques and tools.**
PO 3	Research attitude: **Show passion for research to investigate business problems and suggest solutions based on data-driven analysis**
PO 4	Effective communication & presentation: **Express thoughts and ideas effectively and communicate with different groups and business organizations using appropriate media clearly and concisely.**
PO 5	Intrinsic motivation and leadership: **Demonstrate awareness that self-motivation is a perennial source of strength in facing all life and career challenges and display leadership skills in inspiring and collaborating with team members and stakeholders.**
PO 6	Professional Ethics: **Apply ethical principles and commit to professional ethics, responsibilities, and norms of the practice in any business organization as an employee or entrepreneur.**
PO 7	Multicultural Competence: **Demonstrate abilities to work with multi-disciplinary & cross culture teams to easily manage change ambiguity and complexities of the organizations.**
PO 8	Sustainable growth and development: **Demonstrate awareness and respect for time and real resources that are limited always while pursuing organizational and personal goals with a focus on sustainability principles.**
PO 9	Digital knowledge and skills: **Apply skill sets to use digital tools, software, platforms, computing, and techniques to improve performance and better outputs.**
PO 10	Life-long learning: **Demonstrate the ability to engage in independent and life-long learning to meet the demands of changing trades and workplace**

Course Structure for the batches 2022-23 onwards

Semester I **MBA** **No. of Credits =28**

Code	Type	Title	Credits	Hours	L	T	P	Total Marks
PMBTC11001	Core -1	Principles of Management and Organizational Behaviour	4	4	3	1	0	100 40+60
PMBTC11002	Core -2	Managerial Economics	4	4	3	1	0	100 40+60
PMBTC11003	Core -3	Accounting for Managers	4	4	3	1	0	100 40+60
PMBTC11004	Core -4	Business Environment	4	4	3	1	0	100 40+60
PMBTC11005	Core -5	Quantitative Techniques	4	4	3	1	0	100 40+60
PMBTG11301	Open/Generic Elective-1	Principles of Management	3	3	2	1	0	75 30+45
PMBTA11101	Ability Enhancement-1	Communication and Personality Development	3	3	2	0	1	75 30+45
PMBCS11201	Elective Foundation-1	Computer Application in Management	2	2	1	0	1	50 20+30

Semester II **MBA** **No. of Credits =28**

Code	Type	Title	Credits	Hours	L	T	P	Total Marks
PMBTC21006	Core -6	Marketing Management	4	4	3	1	0	100 40+60
PMBTC21007	Core -7	Human Resource Management	4	4	3	1	0	100 40+60
PMBTC21008	Core -8	Financial Management	4	4	3	1	0	100 40+60
PMBTC21009	Core -9	Operations Research	4	4	3	1	0	100 40+60
PMBTC21010	Core -10	Operations Management	4	4	3	1	0	100 40+60
PMBTG21302	Open/Generic Elective-2	Entrepreneurship Development	3	3	2	1	0	75 30+45
PMBTA21102	Ability Enhancement-2	Business Research Methods	3	3	2	0	1	75 30+45
PMBTD21202	Elective Foundation-2	Society and Business	2	2	1	0	1	50 20+30

L=Lecture T=Tutorial P=Practical

Semester III **MBA** **No. of Credits =23**

Code	**Type**	**Title**	**Credits**	**Hours**	**L**	**T**	**P**	**Total Marks**
PMBTC31011	Core -11	Strategic Management	4	4	3	1	0	100 40+60
PMBIC31012	Core -12	Internship	4	4		4		100
PMBTD31201	HRM DSE-1	Compensation Management	3	3	2	1	0	75 30+45
PMBTD31202	HRM DSE-2	Training and Development	3	3	2	1	0	75 30+45
PMBTD31203	HRM DSE-3	Performance Management	3	3	2	1	0	75 30+45
PMBTD31204	Marketing DSE-1	Integrated Marketing Communication	3	3	2	1	0	75 30+45
PMBTD31205	Marketing DSE-2	Consumer Behaviour	3	3	2	1	0	75 30+45
PMBTD31206	Marketing DSE-3	Customer Relationship Management	3	3	2	1	0	75 30+45
PMBTD31207	Finance DSE-1	Security Analysis and Portfolio Management	3	3	2	1	0	75 30+45
PMBTD31208	Finance DSE-2	Financial Institutions and Financial Services	3	3	2	1	0	75 30+45
PMBTD31209	Finance DSE-3	Financial Inclusion	3	3	2	1	0	75 30+45
PMBCA31103	Ability Enhancement-3	Business Analytics	3	3	2	1	0	75 30+45

Semester IV **MBA** **No. of Credits =20**

Code	Type	Title	Credits	Hours	L	T	P	Total Marks
PMBTC41013	Core -13	Entrepreneurship Development and Small Business Management	4	4	3	1	0	100 40+60
PMBRC41014	Core -14	Dissertation	4	4	0	0	4	100
PMBTD41210	HRM DSE-4	Global HR Practices	3	3	2	1	0	75 30+45
PMBTD41211	HRM DSE-5	Industrial Relation and Labour Laws	3	3	2	1	0	75 30+45
PMBTD41212	HRM DSE-6	Strategic HR Management	3	3	2	1	0	75 30+45
PMBTD41213	Marketing DSE-4	Marketing of Services	3	3	2	1	0	75 30+45
PMBTD41214	Marketing DSE-5	Strategic Brand Management	3	3	2	1	0	75 30+45
PMBTD41215	Marketing DSE-6	E-Business and Retail Management	3	3	2	1	0	75 30+45
PMBTD41216	Finance DSE-4	International Financial Management	3	3	2	1	0	75 30+45
PMBTD41217	Finance DSE-5	Risk Management and Financial Derivatives	3	3	2	1	0	75 30+45
PMBTD41218	Finance DSE-6	Project Appraisal & Finance	3	3	2	1	0	75 30+45

Note: Any two specialization courses in the 3rd and 4th semesters. Two courses each in both the specializations.

L=Lecture T=Tutorial P=Practical

Semester-Wise Distribution of Credits

Semester	I	II	III	IV	Total
Core Course	20	20	4	4	**48**
Open/Generic Elective-2	3	3	0	0	**06**
Ability Enhancement	3	3	3	0	**09**
Elective Foundation	2	2	0	0	**04**
Discipline Specific	0	0	12	12	**24**
Internship	0	0	4	0	**04**
Dissertation	0	0	0	4	**04**
Total	**28**	**28**	**23**	**20**	**99**

Note: Any two specialization courses in 3rd and 4th semesters. Two courses each in both specializations

Total No. of Credits= 99

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Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
PMBTC11001	**Core**	**Principles Of Management and Organizational Behaviour**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO 1: Describe the concepts of Management practices and Organizational behavior.
CLO 2: Understand the theories, models, and different schools of thought.
CLO 3: Integrate management principles into practices. Build leadership skills.
CLO 4: Assess global situations leading to opportunities/threats for the organization.
CLO 5: Explain the dynamics both in person and environment to meet organizational effectiveness.
CLO 6: Enhance decision-making capacity based on learning.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3		1	3	2	3	3	3	3	2			
CLO2	3	3	1	1	2	2	3	3	2	3				
CLO3	3	2		3	3	3	3	3	3	3	3		2	
CLO4	2	3	2	2	2	2	3	3	2	3				3
CLO5	3	3	2				2	2		3			2	3
CLO6	3	3		2	3	2	1	3	2	3			2	2

Detailed Syllabus

Unit 1: Nature and Evolution of Management Thought: (12h)

Indian Management Thoughts: Beliefs-Behaviour-Business, Decoding Western, Chinese and Indian Beliefs, Indian Approach to Management, Management Principles in Kautilya's Arthasastra,

Western Management Thoughts: Scientific, process, human behavior and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Social and Ethical issues in management,

Challenges of managing 21st-century corporations/organization

Unit 2: Managerial Functions: (11h)

Planning: concept, significance, types; Organizing -concept, principles, theories, types of organizations, authority, responsibility, power, delegation. Decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

Unit 3: Study of Organizational Behaviour: (15h)

Organizational Behaviour: concept and significance; Relationship between management and organizational behavior; organizational culture, Attitudes, Perception, Learning; Personality and values; emotions and moods.

Motivation: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two-factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Unit 4: Leadership: (14h)

Leadership styles: Theories -trait theory, behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory, Managerial grid, Likert's four systems of leadership, contemporary issues in leadership

Group Dynamics and Team Development: Group dynamics -definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.

Unit 5: Organizational Conflict and Negotiation: (8h)

Dynamics and Management: Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict.

Organizational Development: Concept; Need for change, resistance to change; Theories of planned change; organization change and stress management, Organizational diagnosis,

Text Book

1. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of Management, Tata McGraw-Hili, New Delhi.
2. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

References Books

3. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
4. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South-Western College Publishing, Ohio.
5. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
6. Ivancevich; John and MicheeolT.Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.

7. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hili, New Delhi.
8. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi. Robbins, Stephen P: Organizational Behavior" Prentice Hall, New Delhi.
9. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
10. Govindarajan & Natarajan: Principles of Management, Prentice Hall of India Private Limited, New Delhi.
11. Stoner, Freeman & Gilbert, Jr.: Management**,** Prentice Hall of India Private Limited, New Delhi.
12. Tripathy& Reddy: Principles of Management, Tata McGraw-Hill Publications, New Delhi.
13. Fred Luthans: Organizational Behaviour, Tata McGraw-Hill Publications, New Delhi.
14. Udai Pareek: Understanding Organizational Behaviour, Oxford University Press, New Delhi.
15. S. Stephen P. Robbins: Organizational Behaviour, Prentice Hall of India Private Limited, New Delhi.

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
PMBTC11002	**Core**	**Managerial Economics**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO 1: Perform the functions of a managerial economist
CLO 2: Analyse market demand and estimate it
CLO 3: Determine the appropriate production function
CLO 4: Identify the nature of competition and frame competitive and profitable pricing strategy
CLO5: Apply micro and macro-economic concepts and tools for effective business decision
CLO6: Enhance decision-making capacity based on learning

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2									3			
CLO2			3								3			
CLO3														
CLO4				4									3	
CLO5														
CLO6	3			2	3			3		3			2	2

Detailed Syllabus

Unit 1: Nature and Scope of Managerial Economics: (12h)

Nature and Scope of Managerial Economics - Objective of a firm; Managerial economist's role and responsibilities -Fundamental economic concepts –incremental, opportunity - cost, discounting, equi-marginal principle

Unit 2: Demand Analysis: (11h)

Demand Analysis: Individual and market demand function - Law of demand, determinants of demand - Elasticity of demand - its meaning and importance - Price elasticity, income elasticity, and cross elasticity - Using elasticity in managerial decisions - Theory of Consumer Choice: Cardinal utility approach - indifference approach, revealed preference - Theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products - Demand forecasting techniques

Unit 3: Production Function: (15h)

Production function - production with one and two variable inputs - Stages of production; Economies of scale - Estimation of production function; Cost theory and estimation - Economic value analysis; Short and long-run cost functions – their nature, shape, and inter-relationship - Law of variable proportions; Law of returns to scale

Unit 4: Price Determination under Different Market Conditions: (14h)

Price Determination under Different Market Conditions - Characteristics of different market structures - Price determination and firm's equilibrium in the short and long run under perfect competition, oligopoly, and monopoly - Pricing Practices: Methods of price determination in practice - Pricing of multiple products; Price discrimination - International price discrimination and dumping; Transfer pricing.

Unit 5: Business Cycles: (8h)

Business Cycles: Nature and phases of a business cycle - Theories of business cycles psychological, profit, monetary, - innovation, cobweb, Samuelson and Hicks theories - Inflation: Definition, characteristics and types - Inflation in terms of demand-pull and cost-push factors; Effects of inflation - Economic Reforms: Liberalization; Privatisation and Globalization - Assessment of New Economic Reform

Text Book:

Mithani D M: Managerial Economics: Theory And Applications, HPH

Reference Books:

1. Dwivedi, D.N: Managerial Economics, Vikas Publishing House Pvt. Ltd, New Delhi
2. R.L.Varshney, K.L. Maheshwari : Managerial Economics –S Chand and Sons
3. Ahluwalia, I J: India's economic reforms and development, essays for Manmohan Singh : New Delhi: OUP, 2009.
4. Ahluwalia, Montek S. ed.: Macroeconomics and Monetary Policy: New Delhi: Oxford University Press, 2009.
5. Ahluwalia, Montek S.: Macroeconomics and Monetary Policy: Issues for an reforming economy: New Delhi: Oxford University Press, 2009.
6. Ahuja, H. L.: Advanced Economic Theory: Microeconomic Theory: Ed 13, New Delhi : S Chand & Co,2009. 5. Bhatia, H. L.: Public Finance: Ed 25th, New Delhi: Vikas Publishing House,2009.
7. Bilas, Richard A: Microeconomics: Theory: 2nd. ed. McGraw-Hill, New York, 2009.
8. Chiang, Alpha C.: Fundamental Methods of Mathematical Economics: Ed 3rd, Auckland: McGraw-Hill Book Company, 2009.
9. Chiang, Alpha C. and Kevin Wainwright: Fundamental Methods of Mathematical Economics: Irwin Professional Pub, 2008.
10. Datt, Ruddar: Economic Reform in India: An Appraisal and Policy Directions for Second Generation Reforms: New Delhi: Bookwell, 2001(Preferably Latest edition).

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
PMBTC11003	**Core**	**Accounting for Managers**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Distinguish Accounting Principles and Concepts and types accounts.
CLO2: Prepare the financial statements using excel.
CLO3: Prepare Fund flow and Cash flow statements.
CLO4: Describe quality of earnings.
CLO5: Calculate the ratios using excel.
CLO6: Interpret the statements/Reports.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CLO1	2			2										3		
CLO2	3			2					2					3		
CLO3	3			2					2					3		
CLO4	2			2										3		
CLO5	3			2					2					3		
CLO6	3			3										3		

Detailed Syllabus

Unit 1: Introduction to Financial Accounting Framework: (15h)

Accounting Identity and The Fundamental Accounting Principles- the Debit-Credit Rules – The concept of Journal entries, Ledger, Trial Balance, Profit and loss Account, and Balance Sheet. – Recognition and estimation of the value of Assets, Liabilities, Income and Expenses. – Cash vs. accrual basis of accounting

Unit 2: Preparation of Financial Statements: (15h)

Journal entries, Preparation of Ledger, Trial Balance, Profit and Loss Account and Balance Sheet. Depreciation and Amortization – methods of depreciation. Bank Reconciliation Statements. -

Unit 3: Fund Flow and Cash Flow Statement Preparation and Analysis: (15h)

Funds Flow Statement – Concept, Sources and application of funds, Funds from Operation, Sources and Application of Funds, Preparation and Analysis of Schedule of Changes in Working Capital and Funds Flow Statements, Uses and Limitations. Cash Flow Statement- Concept, Sources and Application of Cash, Preparation of Cash Flow Statement, Uses and Limitations, Distinction Between Funds Flow and Cash Flow.

Unit 4: Analysis of Financial Statements: (15h)

Accounting Policies and Accounting Standards – Accounting Policy and quality of earnings – Earnings Management- Potential Red Flags- Common size Financial Statements- Ratio Analysis for assessing overall financial performance, Solvency, Efficiency in operations and Valuation of the firm. - Trend Analysis of the company- Distress Prediction- Comparative analysis of different companies.

Text Book:

1. Ashish K. Bhattacharya: Financial Accounting for Business Managers: Prentice-Hall of India Pvt. Ltd.: Year of Publication

Reference Books (Latest Editions)

1. Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi,*
2. R. Narayanaswamy: Financial Accounting: A Managerial Perspective: Prentice-Hall of India Pvt. Ltd.: Year of Publication
3. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant: Accounting Text & Cases: Tata McGraw Hill Publishing Co. Ltd.: Year of Publication
4. Jawahar Lal, Accounting for Managers, Himalaya Publishers,
5. Horngren, Sundem, Elliott: Introduction to Financial Accounting: Pearson Education: Year of Publication
6. T.P. Ghosh: Financial Accounting for Managers: Taxmann : Year of Publication
7. Wsetgandt, Kieso, Kimmel: Financial Accounting: John Wiley & Sons, Inc.: Year of Publication
8. Ashok Banerjee: Financial Accounting: A Managerial Emphasis: Excel Books: Year of Publication
9. Ravi M Kishore, Cost Accounting, Taxmann’s
10. S P Jain and KL Narang, Cost Accounting, Kalyani Publishers New Delhi

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
PMBTC11004	**Core**	**Business Environment**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Describe the concepts of Business and Environmental factors affecting/facilitating Business.
CLO2: Understand the theories, models, and various environmental factors of business.
CLO3: Integrate Business and environmental factors to build business models.
CLO4: Assess environmental situations leading to opportunities/threats for the organization.
CLO5: Explain the dynamics of the internal and external environment to meet organizational objectives.
CLO6: Enhance decision-making capacity based on learning.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3			2		2					3			
CLO2		3										3		
CLO3				3				3					3	
CLO4			1						2					3
CLO5					3									3
CLO6							2							3

Detailed Syllabus

Unit 1: Introduction to Business Environment & Industrial Policies: (12h)

Scope and Characteristics of Business, meaning of Environment, Organization, Process and Limitations of Environmental Analysis, A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry.

Unit 2: Monetary Policy & Fiscal Policy: (11h)

Demand for and supply of money, Objectives of monetary and credit policy, Recent trends-Role of Finance Commission.

Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget.

Unit 3: Balance of Payments: (15h)

Structure, Major components, causes for disequilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

Unit 4: India's Trade Policy & WTO: (14h)

Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank, Nature and scope - Organization and structure – Trading Blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.

Unit 5: Money & Capital Market and Legal Framework: (8)

Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments- Stock Exchanges, Investor Protection and Role of SEBI. Special features of the Sick Industrial Companies Act the SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986,

Text Book

1. K.Aswathappa, Essentials of Business Environment, 9/e Himalaya, latest edition.

Reference Books

2. Dutt and Sundaram, Indian Economy, S. Chand, New Delhi, latest edition.
3. Justin Paul: Business Environment, 1e 2006, Tata MH
4. Misra and Puri: Indian Economy, Himalaya, latest edition.
5. Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, latest edition.
6. Recent Economic Survey Report of Government of India.
7. Suresh Bedi: Business Environment, Excel, latest edition.
8. Palle Krishna Rao: WTO--Text & Cases, 1/e, PSG Excel Series, latest edition.

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
PMBTC11005	**Core**	**Quantitative Techniques**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Collect data and present it suitably through tables and graphs.
CLO2: Evaluate the relative applicability of various methods of determining averages and measures Of dispersion for a data set.
CLO3: Analyse and interpret the association between two variables through correction and regression analysis.
CLO4: Analyse the distribution of a variable over time and estimate for the future by using a time series analysis methods.
CLO5: Apply the concept of probability in managerial decisions under uncertainty.
CLO6: Explain the importance of Statistics in business decision-making

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3	3				1	2	3	1	3			
CLO2	3	3	3					2	3		2			2
CLO3	3	3	3					2	3					2
CLO4	3	3	3					2	3		3			2
CLO5	3	3	3					2	2		2			2
CLO6	3	3	2	1	1						2			
CLO7								3	3					

Detailed Syllabus

Unit 1:Classification and Presentation of Data: (12h)

An outline of the importance and scope of statistics. Role of statistics in managerial and business decision making. Data collection, Classification of data, organizing data, tabulation of data, Graphical presentation of data.

Unit 2: Descriptive Statistics: (12h)

Measure of central tendency-arithmetic mean, combined and weighted arithmetic mean, Median, Mode-Advantages and limitation and application of AM, Median, and Mode; Relationship and comparison between Mean, Median, and Mode.

Measures of dispersion range, Mean Absolute Deviation, Variance and Standard Deviation, Coefficient of Variation.

Unit 3: Correlations and Regression: **(12h)**

Concept of Correlation, types of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Coefficient of determination. Regression-determining regression coefficients, estimating regression using regression line and the method of least square, Standard error of estimate.

Unit 4: Time Series Analysis: (12h)

Time Series Analysis-Components of a time series, Freehand & Smoothening method. Linear trend projection method, seasonal index, method of simple average, ratio to trend method, ratio to moving average method; Applying the time series methods to estimate the future.

Unit 5: Probability: (12h)

Concept and definition of probability, probability theory, approaches to probability, probability axioms, and probability under conditions of statistical independence, probability under conditions of dependence, Baye's theorem. Probability distribution- Binomial distribution, Poisson's distribution, and Normal distribution

Text Book:

1. J. K. Sharma: Business Statistics, Vikas.

Reference:

1. Levin and Rubin: Statistics for Management, PHI.
2. Anderson, Sweeney and Williams: Essentials of Statistics for Business and Economics, PHI
3. S. C. Gupta & Indira Gupta: Business Statistics, Himalaya
4. G. C. Beri: Business Statistics, TMH.

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
PMBTG11301	**Open/Generic Elective**	**Principles of Management**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Describe the concepts of Management practices and Organizational behavior.
CLO2: Understand the theories, models, and different schools of thought.
CLO3: Integrate management principles into practices. Build leadership skills.
CLO4: Assess global situations leading to opportunities/threats for the organization.
CLO5: Explain the dynamics in person and the environment to meet organizational effectiveness.
CLO6: Enhance decision-making capacity based on learning.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3		1	3	2	3	3	3	3	2			
CLO2	3	3	1	1	2	2	3	3	2	3				
CLO3	3	2		3	3	3	3	3	3	3	3		2	
CLO4	2	3	2	2	2	2	3	3	2	3				3
CLO5	3	3	2				2	2		3			2	3
CLO6	3	3		2	3	2	1	3	2	3			2	2

Detailed Syllabus

Unit 1: Introduction to Management: (10h)

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Definition, Role of managers, Evolution of Management thought, managerial skills, management levels, scientific management, management principles, Trends and Challenges of Management in Global Scenario.

Unit 2: Planning: (8h)

Nature and purpose of planning, Planning process, Types of plans, Objectives, Managing by objective (MBO), Policies, Decision Making, Types of decision.

Unit 3: Organizing: (12 h)

Nature and purpose of organizing, Organization structure, Formal and informal groups, Line and Staff authority, Tall and Flat, Matrix Structure, Departmentation, Span of control, Centralization and Decentralization

Unit 4: Directing & Staffing: (8 h)

Directing - Creativity and Innovation, Motivation and Satisfaction, Motivation Theories, Leadership Styles, Leadership theories, Communication, Barriers to Effective Communication, Organization Culture, Elements and types of culture, Managing cultural diversity. Staffing-meaning, the process of staffing, benefits

Unit 5: Controlling: (7 h)

Controlling - Process of controlling, Types of control, Budgetary and non-budgetary control, Managing Productivity Quality Control

Text Book

1. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management - A global Perspective

2. **REFERENCE BOOKS:**
3. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India.
4. The Age of Unreason (1989), by Charles Handy
5. Built to Last: Successful Habits of Visionary Companies (1994), by Jim Collins and Jerry Porras
6. Competing for the Future (1996), by Gary Hamel and C.K. Prahalad
7. Competitive Strategy: Techniques for Analyzing Industries and Competitors (1980), by Michael E. Porter
8. The E-Myth Revisited: Why Most Small Business Don't Work and What to Do about It (1985), by Michael E. Gerber

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Code	Type	Title	Credits	Hours	L	T	P
PMBTA11101	**Ability Enhancement**	**Communication and Personality Development**	**03**	**03**	**2**	**0**	**1**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Recognize the various elements, channels, and barriers of Business Communication
CLO2: Understand the theories, models, and different frameworks of business communication
CLO3: Demonstrate appropriate body language and writing skills
CLO4: Interpret the different aspects of human behavior
CLO5: Explain the change in business communication to meet the dynamics of global organizations
CLO6: Create and deliver effective business presentations using appropriate technology tools for common business situations

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3			3				1	2	3	3		3	
CLO2	3			3	2	2					3		1	
CLO3	3			3					1	2	3		3	2
CLO4	3			3	2					3				3
CLO5				3					3	3	3			3
CLO6		2		3					3	3				1

Detailed Syllabus

Unit 1: Introduction to Communication: (8h)

Role of Communication in Business – Objectives of Communication – The Process of Human Communication importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 Cs of communication, Media of Communication Written Communication – Oral Communication – Face of Face Communication – Visual Communication – Audio Visual Communication Skills – Understanding Cultural Effects of Communication- Barriers of Communication

Unit 2: Types and Models of Business Communication: (12h)

Managing Organization Communication – Formal Communication – Informal Communication – Intra and Inter-Personal Communication – Models for Inter-Personal Communication – Exchange Theory, Johari Window and Transactional Analysis. Managing Motivation to

Influence Interpersonal Communication – Inter Personal Perception – Role of Emotion in Inter-Personal Communication – Communication Styles Gateways to Effective Interpersonal Communication

Unit 3: Written Communication: (8 h)

Business letters and reports - Introduction to business letters, Types of business letters, Layout of business letter, writing memos, the purpose of a report, kinds and objectives of reports, writing reports;

The case method of learning - Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case correctly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioural, decision, strategy), analyzing the case, dos' and don'ts for case preparation.

Unit 4: Oral Communication: (12h)

Presentation skills - What is a presentation? What are the elements of a presentation? Designing a presentation, Advanced visual support for business presentation, Types of visual aids, Appearance and posture, and practicing presentation delivery. Group communication - Meetings, Notices, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meetings, Media management, press releases, press conferences, media interviews, Seminars, workshops, conferences, Business etiquette.

Unit 5: Personality Development: (5h)

Introduction to Personality & Working towards developing it- Definition and basics of personality; Analyzing strength and weakness, corporate theories on personality development; preparation of self-introduction; working on attitudes, i.e., aggressive, assertive, and submissive

Text Book:
1.. Meenakshi Raman and Sangeeta Sharma, Technical Communication, Oxford

Suggested Readings (Latest Edition)
1. Scot Ober, Contemporary Business Communication, Biztantra
2. Bovee, Thill & Schatzman, Business Communication Today, Pearson
3. Nageshwar Rao and Rajendra Das, Business skills, HPH
4. Mary Ellen Guffy, Business Communication, Thomson
5. M Ashraf Rizvi, Effective Technical Communication, TMH
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, Oxford
7. Micheal Osborn and Suzanne Osborn, Public Speaking, Biztantra
8. John Seely, Oxford Writing and Speaking, Oxford
9. Covey Sean, Seven Habit of Highly Effective Teens, New York, Fireside Publishers, 1998

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MBA - Course Content / Syllabus
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Code	Type	Title	Credits	Hours	L	T	P
PMBCS11201	**Elective Foundation**	**Computer Application in Management**	**02**	**02**	**1**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Describe the various components of a computer network.
CLO2: Explain the characteristics and usage of various elements of a computer, a network and operating systems.
CLO3: Use various input, output, memory and local network devices.
CLO4: Assess the usage of different applications for the enhancement of organization's performance.
CLO5: Explain basic terminology related to data and information.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3			2		2			1	1	3			
CLO2		3										3		
CLO3			3	3					2				3	
CLO4			1		2		3		3	2	3			3
CLO5					3									3

Detailed Syllabus

Unit 1: Introduction to Computer: (7h)

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Computer system as information processing system; computer system differences- types of computer systems, hardware options- CPU, input devices, output device, storage devices, communication devices, configuration of hardware devices and their applications, Software needs, operating systems, application software.

Unit 2: Modern Information Technology: (8h)

The basic idea of Local Area Network (LAN) and wide Area Network (WAN) e-mail Internet technologies access device concept of a World Wide Web and internet browsing Multimedia.

Unit 3: MS Word Processing Document: (7h)

Introduction and working with MS Word in MS -Office; Word basic commands; Formatting text and document; sorting and tables; working with, graphics; Introduction to mail-merge. Work on Footer, Header, Page Numbering, Table creating, draw and quick table.

Unit 4: MS-EXCEL and Data Analysis Tools: (8h)

Working with EXCEL- formatting, function, chart, features; Working with graphics in excel; Using worksheets as database in accounting, marketing, finance and personal areas. Presentation with PowerPoint: power -point basics, creating presentation the easy way; working with graphics in power-point; show time, sound effects and animation effects.

Reference Books:

1. Date C.J. An Introduction to Database Systems, Addison Wosley, Massachusetts.
2. Dienes, sheila, s Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.
3. Mansfield, Ron the Compact Guide to Microsoft office; BPB Publication, Delhi.
4. Norton, Peter: Working with IBM- Publication, Delhi.

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MBA - Course Content / Syllabus
Semester-II

Code	Type	Title	Credits	Hours	L	T	P
PMBTC21006	**Core**	**Marketing Management**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Describe the concepts and terms in marketing management.
CLO2: Understand the theories, models, and components of marketing.
CLO3: Integrate principles of segmentation, customization, and market offerings to real-world
CLO4: Assessing the dynamism of consumer behavior and market expectations.
CLO5: Explain the various communication mixes in the current scenario.
CLO6: Design a marketing plan for a real-world marketing offering.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3			1		2	1			2	2			3
CLO2	3			1						1			1	3
CLO3	3	2	2	2		1			2	1	3			3
CLO4		3	3						2		1			3
CLO5		2					2		2	1			2	3
CLO6	3	3	3	1		1	1		2	3				3

Detailed Syllabus

Unit 1: Introduction to Marketing: (12h)

Importance of Marketing: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix**;** Strategic marketing planning- an overview.
Market Analysis and Selection: Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; Consumer versus organizational buyers; Consumer decision-making process.

Unit 2: Product and Pricing Decisions: (12h)

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product Life cycle -strategic implications; New product development and consumer adoption process.
Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Unit 3: Distribution Channels and Promotion Decisions: (12h)

Distribution Channels: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
Promotion Decisions: Communication process; Promotion mix -advertising, personal selling, sales promotion, publicity, and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion -tools and techniques.

Unit 4: Marketing Organization and Control: (10h)

Marketing Organization and Control: Concept, Organizing, and controlling marketing operations. Sales management

Unit 5: Contemporary Issues in Marketing: (14h)

Issues and Developments in Marketing: Social, ethical, and legal aspects of marketing; Marketing -of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing, e-marketing.

Text Book (Latest edition)

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.

Reference Books (latest edition):

1. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
2. McCarthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin,
3. Homewood, Illinois.
4. Ramaswamy, V.S and Namakumari, S: Marketing Management, MacMillan India, New Delhi. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
5. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
6. Still, Richard R, Edward W, Cundiff, and Norman A.P. Govoni: Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.

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Semester-II

Code	Type	Title	Credits	Hours	L	T	P
PMBTC21007	**Core**	**Human Resource Management**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Describe the concepts of Human Resource Management.
CLO2: Enhance proficiency in fundamental human resources theories and concepts and how they apply to real-world situations.
CLO3: Formulate human resources policies and practices that help promote the organization's strategic goals.
CLO4: Assess how organizations link training programs to organizational needs.
CLO4 Explain how organizations evaluate jobs and design salary structures based on that.
CLO6: Develop an understanding of the challenges of human resources management and successfully Manage and resolve conflicts.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3			2		2		2			3			
CLO2		3					2					3		
CLO3				3					3				3	
CLO4			1							3				3
CLO5					3			3						3
CLO6							2							3

Detailed Syllabus

Unit 1: Fundamentals of Human Resource Management: (12h)

Human Resource Management: Introduction, Concept, and Challenges HR Profession, Functions, Scope, Policies & Roles, Recent Developments in HRM

Unit 2: Human Resource Planning: (14h)

Productivity Management, Quantitative determination of Human Resource requirements: Work Study, The Human Factor in the Application of Work Study, Working Conditions and the Working Environment, Methods Study; the Approach to Methods Study, Work Measurement; the Purpose and the Basic Procedure, The Techniques of Work Measurement; Work Sampling, Structured Estimating, Time Study and Pre-determined Time Standards, Strategic Planning and Human Resource Planning. Human Resource Planning in Changing Context, Qualitative determination of human resource requirements: Job Analysis, Human Resource Demand Forecasting, Human Resource Supply Estimates, Action Plans – Separation, Action Plans – Retention, Training, Redeployment and staffing, Recruitment and Selection process

Unit 3: Performance Management and Appraisal: (14h)

Objectives of P A, Issues and Problems in P A, Job Description and P A, Job Analysis in P A Systems, Historical Review of P A, Research Findings in P A in India and abroad, Methods of P A, Appraisal Forms and Formats, Measurements in P A. Performance Management, Process and Documentation of P A, Appraisal Communication, Appraisal Interview, Performance Feedback and Counselling, Implications of Management Styles on P A, Legal and Ethical Perspectives in P A

Unit 4: Wage Determination and Administration: (12)

An Introduction to Job Evaluation, Methods of Job Evaluation, Labour Market: Concept, Broad Types of Labour Market, National Wage Policy: Objectives, Concepts, Company Wage Policy: Wage Determination, Pay Grades, Economic Principles, External Equity: Wage Surveys, Wage Components, Dearness Allowance: Computation of CPI – Exercise, Wage Incentives – Concept; different kinds of wage incentives plans and their application, pay for performance, competency based pay, Bonus : Profit Bonus, Evolution of the Concept, Method of Determining Bonus, Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits, Wage Administration: Pay Roll Management, Deductions etc., Employee Health, Safety &Welfare, Grievances & Discipline

Unit 5: Contemporary Issues in HRM: (8h)

HR Audit, HR Accounting, Work-culture diversity, Emotional Intelligence, HR Analytics
Stress Management, HRIS

Text Book:

1. Human Resource Management, Text & Cases by K. Aswathappa

Reference Books:

2. Human Resource Management, by S. Khandkar, S. Chand Publications
3. Personnel Management - Text & Cases, By C. B. Mamoria
4. V. S. P. Rao, Himalaya 4. Human Resource Management by Gary Dessler, Pearson Education
5. HR Analytics – Understanding theories and application by Dipak Kumar Bhattacharyya, Sage Publication
6. Emotional Intelligence by Daniel Goleman, sage publication

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Code	Type	Title	Credits	Hours	L	T	P
PMBTC21008	**Core**	**Financial Management**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Categorize Financial decisions taken in the firm.
CLO2: Calculate using excel time value of money, NPV, IIR, WACC, OL, FL, CL.
CLO3: Assess the Financial Performance of the firm.
CLO4: Analyze the Capital Structure of the firm.
CLO5: Assess the Working Capital of the firm.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CLO1	2			2										2		
CLO2	3			2				3					2			3
CLO3	3			3				2					3	3		3
CLO4	2			3				3					2	3		2
CLO5	2			3				2					2	3		2
CLO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Detailed Syllabus

Unit 1: Financial Management -An Overview: (12h)

Nature and Scope of Financial Management, Role of Finance Function, Financial Decisions by the Firm, Objective Function in Finance, Agency Costs and Corporate Governance, Financial Management and Accounting, Time Value of Money: Basis of Time Value, Finding Future Value, Finding Present Value through Discounting, Future & Present Value of Annuity, EMI
Case Study:

Unit 2: Capital Budgeting: **(12h)**

Features of Capital Budgeting Decision, Types of Project, Techniques of Evaluation of Capital Budgeting Decisions- Accounting Rate of Return (ARR), Payback Period(PB), Net Present Value(NPV) Method, Internal Rate of Return(IRR), NPV & IRR comparison.

Unit 3: Cost of Capital: (12h)

Introduction, Opportunity Cost of Capital- Cost of Debt, Cost of Preference Share, Cost of Equity-Assigning Weights, Weighted Average Cost of Capital (WACC)- Factors affecting Cost of Capital

Unit 4: Capital Structure and Leverages: (12h)

Introduction, Assumptions- Net Income Approach, Net Operating Income, Traditional Approach – Operating Leverage (OL), Financial Leverage (FL), Combined Leverage (CL), Effects of Leverage on Firm Performance

Unit 5: Working Capital Management: (12h)

Meaning, Gross and Net Working Capital, Factors Influencing working capital Requirements – Working Capital Financing Policies – Inventory Management – Receivables Management-Cash Management

Text Book:

1. **Rajiv Srivastava and Anil Misra, Financial Management, Oxford Publication**

References (Latest Editions)

1. I.M.Pandey, Financial Management,
2. Prasanna Chandra, Financial Management & Practice. Tata McGraw Hill
3. MY Khan and PK Jain Financial Management & Practice. Tata McGraw Hill
4. Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning, 1/e,
5. Fundamentals of Financial Management – Vanhorns & Bhandari -Pearson evaluation.
6. Contemporary Financial Management – Kothari &Dutta – Machanilan India Ltd.
7. Financial Markets & Institution – Guruswamy – Thomson / Cengage Learning.
8. Stephen A. Ross, Wester Field, Jordan – Fundamentals of Corporate Finance (Mac Graw Hill), 6/e, 2003
9. Vanhorne &Wachowicz, Fundamentals of Financial Management – Pearson / PHI, 12/e, 2003.
10. Damodaran, Corporate Finance – John Wiley& Co., 2/e,

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Code	Type	Title	Credits	Hours	L	T	P
PMBTC21009	**Core**	**Operations Research**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Explain the evolution of operations research. (Understand)
CLO2: Explain the concept of models and the process of building OR models. (Understand)
CLO3: Formulate a business problem of optimizing resources as a linear programming model and solve them using graphical and simplex methods. (Create)
CLO4: Formulate and solve special cases of linear programming problems namely transportation and assignment problems. (Create)
CLO5: Apply the knowledge of game theory to find solutions to strategic decision situations of a two-person zero-sum game. (Apply)
CLO6: Apply the queueing model to find solutions to real-life situations of waiting lines. (Apply)
CLO7: Apply the knowledge of CPM and PERT techniques for effective management of projects involving numerous activities. (Apply)
CLO8: Apply the decision tree analysis technique to choose the best course of action in uncertain conditions. (Apply)

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	3	3	3				2	3		2			2	
CLO2	3	3	3				2	3		2			2	
CLO3	3	3	3					3	2	3	2		2	3
CLO4	3	3	3					3	2	3	2		2	3
CLO5	3	3	3					3	2	3	2		2	3
CLO6	3	3	3					3	2	3			2	
CLO7	3	3	3					3	2	3			2	
CLO8	3	3	3					3	2	3		3	2	

Detailed Syllabus

Unit 1: Basics of OR : (7H)

The quantitative approach to decision making, the definition of OR; Evolution of Operations Research. Characteristic features of OR; Models and modeling in OR; OR Techniques; application of OR

Unit 2: **Linear Programming: (18h)**

Structure of LP model; Problem formulation; Graphical solution-maximization problem, minimization problem; Simplex method-maximization, minimization problems; Special cases in LPP-alternative, infeasible, unbounded, redundancy; Application areas of LP

Unit 3: **Transportation and Assignment**: **(15h)**

Introduction, methods for finding an initial solution; Test for optimality-MODI method; Maximisation transportation problem; Assignment: Introduction, Hungarian method; Maximisation case in the assignment problem

Unit 4: Theory of Games and Queuing: **(10h)**

Introduction of Game theory; Two-person zero-sum games; Pure strategies- games with saddle point; Mixed strategies-games without saddle point; Queuing theory: Introduction, definition for queuing system; The structure of queuing system; M/M/1 queuing system

Unit 5: **CPM, PERT and Decision Analysis: (10h)**

Drawing a network; Critical Path Method- Calculating Earliest Start Time, Latest Finish Time, Floats, Critical path; Programme Evaluation and Review Technique-Estimation of project completion time; Decision Tree analysis

Text Book:

1. Operations Research-Theory and Application-J. K. Sharma, Macmillan Publishers India Ltd.

Reference

1. Quantitative Techniques for Decision Making, M. P. Gupta and R. B. Khanna-PHI Learning Pvt. Ltd.
2. Operations Research-R. Panneerselvam-PHI Learning Pvt. Ltd.
3. Quantitative Analysis for Management-Barry Rander, Ralph M. Stair Jr., Michael E. Hanna, T. N. Badri-Pearson.
4. Introduction to OR-Hiller and Liberman-TMH.

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Code	Type	Title	Credits	Hours	L	T	P
PMBTC21010	**Core**	**Operations Management**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Describe the basic concepts of operations management using manufacturing and service examples.
CLO2: Understand the roles and responsibilities of operations managers in the present organizations.
CLO3: Apply the planning and control concepts for decision-making.
CLO4: The role of operations in decision making.
CLO5: Explain the various strategies for improving manufacturing and service contexts
CLO6: Rewrite the strategic use of operations management.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	2					1		2		1				
CLO2	2					1		2		1				
CLO3	2	2	2			1		2		1				
CLO4	2	2	2			1		2		1				
CLO5	2	2	2			1		2		1				
CLO6	2	2	2			1		2		1				

Detailed Syllabus

Unit 1: Introduction to Operation Management: (12h)

Nature and scope of production and operations management, OM interaction with other functional areas of management - role of production and operations manager- Careers in OM, Types of manufacturing systems - the difference between manufacturing and service operations, Operations Performance objectives - Operations strategy.

Unit 2: Product and Service Design: (15h)

Process design and Product/Service design, Supply network design: Capacity (Facility) location Layout, Types of layout and Design of the layout, Human resource strategies and working environment for job design, Work study: methods study and work measurement in job design, Recording Techniques.

Unit 3: Planning and Control: (18h)

Long, medium, and short-term production planning and Control - Factors affecting, functions/ activities. Inventory Management: Type of Inventory management systems, EOQ Economic Order Quantity. Selective approaches to inventory control ABC VED analysis. Just in Time (JIT).
Supply chain management, Sustainability in supply chain, Supply chain management analytics. Material requirement planning (MRP) and ERP. Maintenance and Reliability management. Lean operations and Project planning and control.

UNIT 4: Quality Control and Operations Performance: (15h)

Quality defined; Dimensions of quality; Quality costs - quality circles- Total quality management (TQM), Statistical Quality Control (SQC) techniques: acceptance sampling and control charts, ISO 9000 Operations improvement - Approaches to improvement Operations and corporate social responsibility (CSR) (Case studies)

Textbooks

1. Nigel Slack, Stuart Chambers and Robert Johnston. (2016). *Operations management* (Eighth ed.). United Kingdom: Pearson Education Limited.

Reference Books

2. Buffa, S. Elwood and Sarin, K. Rakesh. (2013). *Modern Production/Operations Management* (Eighth Edition ed.). Delhi: John Wiley & Sons.
3. Everette E.Adam,Jr , Ronald J. Ebert. (2015). *Production and Operations Management.* Delhi: PHI Learning private Limited .
4. Kanishka Bedi. (2013). *Production and Operations Management.* Oxford University Press.
5. Krajewski j Le, K. Malhotra Manoj , P. Ritzman Larry, K. Srivastava Samir. (2019). *Operations Management: Processes and supply chain* (12 ed.). Pearson.
6. N D Vohra . (2017). *Quantitative Techniques in Management.* Chennai: McGraw Hill Education (India) Private Limited .
7. Pannerselvam R. (2018). *Production and operations management, .* Delhi : Prentice Hall of India.
8. S N Chary. (2019). *Production and Operations Management.* Chennai : McGraw Hill Education (India) Private Limited.
9. Shridhar Bhat k , Sowmya R Rao. (2013). *Production and Materials Management.* Mumbai: Himalaya Publishing House.
10. Jay Heizer, Barry Render,Chuck Munson, Amit Sachan . (2017). Operations Management Sustainability and Supply chain Management (Tweflth ed.). Pearson

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-II

Code	Type	Title	Credits	Hours	L	T	P
PMBTG21302	**Open/Generic Elective**	**Entrepreneurship Development**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Describe the basic concepts of Entrepreneurship
CLO2: Understand the attributes and characteristics of entrepreneurs and enumerate the factors influencing entrepreneurship growth.
CLO3: Illustrate a framework for a typical EDP
CLO4: Distinguish the role of social entrepreneurship
CLO5: Relate an inventory of possible entrepreneurial opportunities in contemporary contexts
CLO6: Prepare a business plan for an entrepreneurial venture.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3	3	2	3	2	2	3	2	3	1	2	3	3
CLO2	3	3	3	1	3	3	3	3	3	3	3	3	3	3
CLO3	1	3	3	3	2	2	3	3	3	3	3	3	3	3
CLO4	3	3	2	2	2	3	2	2	1	2	2	2	3	2
CLO5	3	1	2	2	3	2	3	3	2	3	1	2	3	3
CLO6	3	2	3	3	3	1	2	3	3	3	3	3	3	3

Detailed Syllabus

Unit 1: Introduction to Entrepreneurship: (10h)

Meaning and importance of entrepreneurship, the evolution of entrepreneurship, Theories of Entrepreneurship, Characteristics of an entrepreneur, Functions of an entrepreneur, Types of entrepreneurs, the difference between entrepreneur, manager, and entrepreneur, Role of entrepreneurship in economic development, entrepreneurship as career options.

Unit 2: Entrepreneurship Development: (10h)

Factors affecting entrepreneurship development, entrepreneurial motivation, entrepreneurial competencies, Roles and responsibilities of Entrepreneurship Development Institutions: NIESBUD, SISI, SIDO, NSIC, EDII, NAYE, SIDBI, SSIDC SIDC, SFC, KVIC, etc.

Unit 3: Social Entrepreneurship: (10h)

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and early stage venture issues, Financing risks.

Unit 4: Small Business Establishment and Management: (15h)
Project identification and selection, developing business plan. Financing of enterprise, financial institutions supporting SME, latest government policy for SME's. Management functions: Finance, Marketing, Production, and HR.

Text Book

1. Dynamics of Entrepreneurship Development, Vasant Desai

References

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles, USA: Elsevier.
3. Prasanna Chandra: Project Preparation, Appraisal, and Implementation: Tata McGraw Hill, New Delhi
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw-Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice-Hall of India.
6. Tandon. B.C: Environment and Entrepreneur; Chug Publications Allahabad.
7. 7.Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
8. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid, eradicating poverty through profits. Wharton School Publishing.
9. Vasant Desai, Entrepreneurial Development, HPH

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-II

Code	Type	Title	Credits	Hours	L	T	P
PMBTA21102	**Ability Enhancement**	**Business Research Methods**	**03**	**03**	**2**	**0**	**1**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Recognize the various elements, channels, and barriers of Business Communication
CLO2: Understand the theories, models, and different frameworks of business communication
CLO3: Demonstrate appropriate body language and writing skills
CLO4: Interpret the different aspects of human behavior
CLO5: Explain the change in business communication to meet the dynamics of global organizations
CLO6: Create and deliver effective business presentations using appropriate technology tools for common business situations

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	2		2			1				2						
CO2	2		2			1				2						
CO3	2		2			1				2						
CO4	2		2			1			2	2						
CO5	2		2			1			2	2						
CO6	2		2			1			2	2						

Detailed Syllabus

Unit 1: Introduction to Research:(7 hours)

Types of research; Business research-definition, nature, need; Business research process; Understanding the basics of research-concept, construct, variables, theory, models, and scientific method; Problem definition; research questions; Hypothesis-definition, types; Critically reviewing the literature.

Unit 2: Research Design: **(7 hours)**

Classification of research designs; Exploratory and Descriptive, Causal studies, Exploratory research-qualitative techniques: ethnography, grounded theory, case study; secondary data analysis, experience survey, focus group, depth interview; Descriptive research-types; Causal studies: The concept of cause, Causal relationships, Causation, and experimental design.

Unit 3: Data Collection Methods and Measurement: (10 hours)

Collecting Primary Data using surveys-Advantages, errors; Observation-types, advantages, limitations; Questioning-Interview-types, advantages, limitations; Questionnaire design-types of question, wording, sequence, layout; Guidelines for constructing questionnaire; Measurement-Definition, measurement scales-nominal, ordinal, interval and ratio; Attitude measurement-selecting a measurement scale-category scale, comparative scales, non-comparative scales; Sources of error in measurement

Unit 4: Sampling: **(8 hours)**

The nature of sampling, why sample, steps in sampling design. Sampling techniques: Nonprobability sampling-convenience, judgement, quota and snowball sampling; Probability sampling-simple random, systematic, stratified and cluster sampling; Merits and limitations of each sampling technique, sample size determination.

Unit 5: Data Preparation, Analysis and Report Writing: **(13 hours)**

Editing, coding, data entry, cross tabulation; Descriptive statistical techniques: Statistical Significance-Type I & type II error; Hypothesis testing- Parametric tests and Nonparametric tests, one sample t test, Independent sample t test, Paired same t test, ANOVA; Chi Square test, Multivariate data analysis.

Research Report writing: The written report, Research report components, Writing report, Presentation considerations, Oral presentation.

Text Book:

1. Donald R Copper, Pamela S Schindler, J K Sharma. (2012). Business Research Methods. McGraw Hill.
2. William G. Zikmund Barry J. Babin Jon C. Carr, Mitch Griffin. (2011). Business Research Methods. Cengage.

Reference:

3. G C Beri. (2013). Marketing Research (5 ed.). McGraw Hill Education (India) Private Limited.
4. Naresh K. Malhotra and Satyabhusan Das. (2019). Marketing Research an Applied Orientation. Pearson.
5. C R Kothari. (2014). Research Methodology: Methods and Techniques. New Age International Publishers.

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-II

Code	Type	Title	Credits	Hours	L	T	P
PMBTD21202	**Elective Foundation**	**Society and Business**	**02**	**02**	**1**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: To explain about the nexus of Business and Society Relationship
CLO2: To practice ethics in business and daily life as well.
CLO3: To analyze the significant role of ethics in business.
CLO4: To identify recent trends/practices in Corporate Social Responsibility in the context of India and World.
CLO5: To predict and fix the possible unethical practices in an organization.
CLO6: The best practices of CSR activities by Corporates

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3	2	2	1	3	2	1		2	1		2	
CLO2	2	2			2	3		2		2	2	2	2	2
CLO3	2	2			1	3				2	2	2	2	2
CLO4	3	2		2	3	2		3		1			2	1
CLO5	2	2	2	1		3	2			2	2	2		2
CLO6	2	1		2	2	2		2		1			2	

Detailed Syllabus

Unit 1: Understanding Society through the lens of Gender Disparity: (5h)

Insight of countries having different work policies for men and women – countries having equal pay policies, different promotion policies for women and men; Global Gender Gap Index- What is it?, How is it calculated? How to close the gender gap? Countries that are advanced or below the Global gender gap, Case study of Iceland; Impact of gender disparity on Global Business

Unit 2: Introduction to Business Ethics: (5h)

Concept, Characteristics, Importance, and Need of Business Ethics; Indian Ethos and its impact on global business, a Case study of unethical practices in Indian companies.

Unit 3: Ethical Practices in Business Functionalities: (5h)
Ethics in Marketing and Advertising, Ethics in Human Resource Management, Ethics in Finance and Accounting, Ethics in Information and Technology, Importance of Copyrights and Patents.

Unit 4: Corporate Governance: (5h)
Corporate Governance - Concept, Importance, Evolution and Principles; Reasons for failure of Corporate Governance. Global examples of good corporate governance.

Unit 5: Corporate Social Responsibility: (10h)
Corporate Social Responsibility: Concept, Scope and Relevance, Importance of CSR in Contemporary Society, Role of NGO's and International Agencies in CSR, Integrating CSR into Business.

References:

1. Caroline Criado Perez: Invisible Women-Exposing Data Bias in a world designed for men. Penquin Random House, UK
2. Manuel G Velasquez: Business Ethics-Concepts and Cases, Pearson
3. A.C. Fernando: Business Ethics, Pearson Education
4. A.C. Fernando: Corporate Governance, Pearson Education
5. Peter Pratey: The Essence of Business Ethics
6. Bhanumurthy K.V.: Ethics and Social Responsibility of Business, Pearson Education
7. N.Gopalswamy: Corporate Governance- a new Paradigm, A H Wheeler Publishing Co.

Online Sources:

S No	URL
1	http://ebooks.lpude.in/commerce/mcom/term_1/DCOM105_DCOM402_DMGT105_DMGT401_BUSINESS_ENVIRONMENT.pdf
2	https://alagappauniversity.ac.in/modules/DDE/dde-admin/uploads/2/PG_M.B.A_English_317%2022%20-%20Business%20Environment.pdf
3	https://egyanagar.osou.ac.in/download-slm.php?file=DIM_COURSE_1_BLOCK_2-1520926406.pdf
4	https://www.docsity.com/en/business-ethics-and-corporate-social-responsibility-griseri-and-seppala-book-summary/31043/
5	https://www.youtube.com/watch?v=ki5aPEeEbOs

MOOCs*:

S No	URL
1	https://www.classcentral.com/course/businessinsociety-648
2	https://coursera.org/share/d831fae9464b0f50c4bc5d50c8248995

Code	Type	Title	Credits	Hours	L	T	P
PMBIC31012	**Core**	**Internship**	**04**	**04**		**4**	**0**

Guidelines for Internship

The students shall undergo six to eight weeks of Internship in a business organization under the guidance of a faculty allotted and an executive in the organization to which he/she is required to report. The number of credits allotted for internship training shall be four. Upon completion of the internship, the student shall write a report, submit two copies, and make a presentation of his/her study.

Interns are supposed to work in a business organization or Not for Profit organization, or government organization. Interns are supposed to behave responsibly, maintain discipline, and strictly follow the organization's rules concerning timings, holidays, etc. Further, interns are supposed to be in touch with the faculty guide, seek clarification of any academic issues, and report to the faculty guide at least weekly or as specified by the respective guide. Interns are advised to maintain a diary of tasks undertaken daily. On completion of the internship, get a certificate from the organization mentioning the date of commencement, completion date, duration, location, any specific project/task assigned, etc. This certificate has to be included in the report.

1. **OBJECTIVE OF INTERNSHIP**

   The primary goal of the internship is to get exposure to the functioning of an organization. The students are directed to take note of and act on the following points to achieve their goals.

   a. To study the industry environment (i.e., the environment of the industry to which the select company belongs)
   b. To study the position of the company in the industry, such as market share vis-à-vis its competitors
   c. To study the organizational structure of the company
   d. To know the functioning of different departments of the company, like HR, Finance, Marketing, and Production, in terms of department structure, flow of communication, decision-making process, etc.
   e. To examine Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis) for the company vis-à-vis its competitors

f. To study and analyze the Unique Selling Proposition (USP) of the company

g. To study and understand the best practices of the company vis-à-vis competitors.

h. To diagnose and solve the problem specified by the company, if any (it should be about the student's area of interest, such as Marketing, Finance, HR, etc.).

i. To find the gap between one's capabilities and industry expectations.

2. ORGANIZATION OF THE INTERNSHIP REPORT

This section presents some guidelines for writing the internship report. It is strongly recommended that **students follow these guidelines**. The final report should be presented in the following order:

- ✓ Title page
- ✓ Declaration by the Student
- ✓ Certificate of the Company, Internal Guide, and Head of the Department
- ✓ Acknowledgements
- ✓ Executive Summary
- ✓ Table of Contents
- ✓ List of Tables
- ✓ List of graphs and charts
- ✓ Chapters
- ✓ Bibliography
- ✓ Appendices, if any

2.1 Title Page: The students shall follow the format for the title page. Mention the specific aspect studied in brackets below the name of the company.

A Repot on Internship at

XYZ Ltd.

(specify the topic,if any)

Submitted to the Central University of Karnataka
in partial fulfillment of the requirements for the award of
MBA Degree

by
Mr. ABC
(Register No.)

Under the guidance of
Mr. ABC (i.e. Company Guide)
Designation
Name of the Company

and

Mr. XYZ
Assistant Professor of Management

Central University of Karnataka, Gulbarga

Department of Business Studies
School of Business Studies
Central University of Karnataka, Gulbarga

July 2011

2.2 Declaration by the Student: The student shall give the declaration as follows:

DECLARATION

I hereby declare that I prepared the report on my Internship at ABC Ltd. under the guidance of MR. XYZ and MR. ABC is a bonafide work undertaken by me and during date to date and submitted to the Department of Business Studies, Central University of Karnataka, in partial fulfillment of the requirements of the MBA Degree. It is not submitted to any other University or Institution for the award of any degree/ diploma.

Date:__________ **(Mr./Ms. Student)**

Gulbarga

2.3 Certificate of the Guide and Head of the Department: Certification of the internal and external guide is required. The company will issue the certification of the external guide. **Students should get the certificate from the company mentioning the internship period upon completion of the internship. Otherwise, the report will not be evaluated.** The internal guide's certificate shall be given as follows:

CERTIFICATE OF THE GUIDE

This is to certify that the report on the ***Internship at ABC Ltd***. is based on the internship carried out by **Mr./Ms. Student** under my guidance from DATE to DATE. This has not been submitted to any other University or Institution for the award of any degree/diploma.

(Mr./ Ms. Dr. Guide)
Assistant Professor of Management
Central University of Karnataka

Date: ___________
Gulbarga

CERTIFICATE OF THE HEAD OF THE DEPARTMENT

This is to certify that the ***Report on Internship at ABC Ltd***. is based on the internship carried out by **Mr./Ms. Student** under the guidance of **Dr. Guide and Mr. Company Guide** is submitted to the Department of Business Studies, School of Business Studies, Central University of Karnataka in partial fulfillment of the requirements of the MBA Degree. This has not been submitted to any other University or Institution for the award of any degree/diploma.

Date:___________
Gulbarga

Head, Department of Business Studies
Central University of Karnataka

2.4 Executive Summary: In this part, students must highlight the internship. It should consist of the critical observations/findings of the study and highlight the problem studied. **It should not exceed one page.** This is nothing but a summary of the report.

2.5 Acknowledgements: These should be given on one page.

2.6 Table of Contents: Students are expected to give the table of contents as follows:

Contents

2.7 List of Tables

List of Tables

Table No.	Table Title	Page No
1.1	kdkdkdkdkdk	**8**

2.8 List of Charts and Graphs

List of Charts and Graphs

Chart/Graph No.	Title of the Chart/Graph	Page No
1.1	kdkdkdkdkdk	**8**

2.9 Guidelines to Write Chapters

Chapter 1: This chapter can be titled as INTRODUCTION. It should contain

1.1 About the Industry (headings such as Automobile Industry Profile, Banking Industry Profile, etc.) can be given. Here, students shall highlight the importance of the industry in terms of its usefulness to society, sales, profit trends, employment, contribution to GDP, exports, and other industry trends. The industry profile should be restricted to a maximum of four pages.

1.2 About the company (Heading can be given as Profile of EMKAY Securities). Here the students are required to profile the company. It should cover brief literature of the company from its commencement to the date in terms of promoters of the company, sales, profit, employment, CSR, market share, and contribution to the Indian society, economy, and society.

1.3 Core Business operations/products/services of the company

1.4 Achievements, Awards, Rewards, Recognition of the company, etc.

1.5 Unique Selling Propositions of the Company

1.6 Best practices of the company

Headings and subheadings can be shown by numbering in all the chapters.

Chapter 2: Organization Structure: This chapter can be titled **ORGANIZATION STRUCTURE OF ABC LTD.** Students should identify the organization structure (functional, matrix, divisional, etc.). Give the company's organizational chart in this chapter. (Highlight the advantages and disadvantages of the organization structure followed by the company, in case you are confident and thorough)

Chapter 3: Departments of the Company: This chapter can be titled as **DEPARTMENTATION AT ABC LTD.** Students should be able to identify different departments of the company (such as production, marketing, human resources, etc.). The functioning of all the departments shall be described in this chapter in terms of structure, flow of communication, decision-making process, etc.

Chapter 4: SWOT Analysis: This chapter can be titled SWOT Analysis for ABC Ltd. Students are expected to identify Strengths, Weaknesses, Opportunities, and Threats for the company.

Chapter 5: Problem studied, <u>if any</u>: This chapter should be given with proper heading, say for example **PERFORMANCE APPRAISAL SYSTEM AT ABC LTD., CUSTOMER PERCEPTION TOWARDS ABC LTD., INVENTORY MANAGEMENT OF ABC LTD.** The problems studied should be thoroughly dealt in this chapter. Study limitations are to be mentioned. A brief explanation of the research methodology should be given in this chapter. Research methodology is to be decided in consultation with the academic guide. It may be as under:

5.2: **Research Methodology: (OPTIONAL)- IF YOU WERE ASKED TO CARRY OUT A RESEARCH WORK**

5.2.1 Type of Research

5.2.2 Sources of Data

5.2.3 Population

5.2.4 Sampling unit and sampling method

5.2.5 Sample Size

5.2.6 Statistical Tools for Analysis

Chapter 6: Observations and Lessons Learnt: This chapter is to be titled as **OBSERVATIONS AND LESSONS LEARNT.** Significant Findings of the study should be given. Findings and suggestions should be based on the analysis. Findings and recommendations should not be too generic; they should be specific.

2.10 Bibliography: The list of books, research papers, company annual reports, company newsletters, and websites referred to while writing the report. It may be given as follows:

BIBLIOGRAPHY

Books

1. Ravi M Kishore, ***Financial Management***, Taxman Publications, New Delhi, 2010.

2. K Ashwathappa, **Organizational Behaviour,** Himalaya Publishing House, Bangalore, 2010

Papers

1. James A. Millar and B. Wade Bowen, *Small and large firm regulatory costs: the case of the Sarbanes-Oxley Act,* Corporate Governance, Vol. 11 No. 2 2011, pp. 161-170.
2. Author, *Title of the Article,* Name of the journal, Vol. , No.. Year, pp.

Magazines and News Papers

1. Business world (With the name of the author, article title, issue details, page nos.)
2. Business Today [With author (if mentioned) title of the writ up and date]
3. The Hindu Business line [With author (if mentioned) title of the writ up and date]

Websites

1. www.nse.india.com (with complete URL)
2. www.religare.com (with complete URL)

Documents of the Company

1. Annual reports
2. News Letters
3. Any other documents referred

3. TECHNICAL SPECIFICATIONS OF THE REPORT

- The report should be printed on A4-size paper and be one and a half lines spaced.
- Arial, Times New Roman, and Calibri Font with 12 points can be used.
- The left margin should not be less than 1.2 inches, and a one-inch margin should be provided on top, right, and below.
- All pages should be numbered. Running numbering for the chapters and different styles of numbering are to be followed for the bibliography and appendices. Numbering is not required for initial pages.
- All tables, figures, and appendices should be consecutively numbered and titled.
- Three hard copies of the report and a soft copy (in CD) should be submitted to the department within fifteen days of the internship's completion.
- Students are required to prepare a PowerPoint file for presentation.

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-III

Code	Type	Title	Credits	Hours	L	T	P
PMBTC31011	**Core**	**Strategic Management**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: To understand the concepts and importance of strategies in the business policy of an organization
CLO 2: To formulate strategic policies in business-related problems.
CLO 3: To analyze the internal and external environment of business for effective strategic planning
CLO4: To understand the nature and dynamics of strategy formulation and implementation process.
CLO 5: To evaluate various strategies of different business organizations.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO7	PO8	PO9	PO 10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1		2		3	3	2		3	3			1
CLO2	3	3	3	2	2	1	3	3	3	3	3		3	2
CLO3	3	3	3	2	3	2	3	2	3	1	3	2	3	2
CLO4	1	2	3	2	1	2	3	3	1	1	2		3	1
CLO5	1	3	3	2	3	1	3	3	3	2	2	2	3	1

Detailed Syllabus

Unit 1: Overview of Strategic Management: (10h)

Nature of SM, benefits of SM, Scope of SM, risk of SM, why some firms don't do SM, SM process; Meaning of strategy: Levels of strategy; Strategy lenses; Strategic intent& Organisational Purposes-Corporate value, vision, mission and objectives, stakeholder's expectations

Unit 2: External Environment: (14h)

Macro environment- PESTEL analysis, scenario building, Porter's diamond; Industry Environment's Five Force model; Competitive Analysis-Strategic group, market segment; opportunities and threats-strategic gap, SWOT. Case discussion.

Unit 3: Internal Analysis: (10h)

Foundation of Strategic Capability-Resources and competencies, threshold capabilities, unique resources and core competencies; Cost efficiency; Resource-based view for competitive Advantage-Value, rarity, robustness, non-substitutability; Dynamic capability; The value chain and value network, Benchmarking, Managing strategic capability. Case discussion

Unit 4: Developing Strategy: (14h)

Generic business level strategies, Bowman's strategy clock; Corporate level and multi-business strategy- Product/market diversity; Managing corporate portfolio-The growth share (BCG) matrix, Directional policy matrix, Parenting matrix; Direction and methods of development-consolidation, product development, market development, diversification; Methods of strategy development, Internal development, merger and acquisition, Strategic alliances; Success criteria. Case discussion.

Unit 5: Implementation and Control: (12h)

Keys to successful strategy implementation; Organisational design and Structure; Managing people information, finance and technology; Managing Strategic Change; Strategic Control-Establishing strategic control; The balanced scorecard methodology, Understanding Strategy Development in Organisation and Case discussion**.**

Text Book:

1. Gerry Johnson, Kevan Scholes and Richard Whittington-Exploring Corporate Strategy-Text & Cases, Pearson.

References:

2. Martyn R. Pitt and Dimitrios Koufopoulos-Essentials of Strategic Management, Sage Publication.
3. A Thompson, Margaret A Peteraf, John E Gambles, A. J. Strickland and A. K. Jani-Crafting and Executing Strategy, TMH.
4. John A Pearce II, Richard B Robinson and Anita Mital-Strategic Management: Formulation, Implementation and Control-TMH.
5. Charles W. L. Hill and Gareth R. Jones- An Integrated Approach to Strategic Management- Cengage Learning.

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-III

Code	Type	Title	Credits	Hours	L	T	P
PMBTD31201	**Discipline Specific Elective**	**Compensation Management**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Describe compensation practices and their role in promoting a company's competitive advantage.
CLO 2: Understand the compensation strategy that fits the company's goals.
CLO 3: Know the essential application and establish the link between reward systems and human behavior.
CLO4: Analyze the different ways to strengthen the pay-for-performance link.
CLO 5: Identify current trends of compensation and the choices businesses have to make in their operations
CLO6: Evaluate compensation value to analyze the link between actual pay and employee's performance

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO8	PO9	PO 10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	1	2	1	2	3	3	2	3	3	2	1	
CLO2	3	3	2	2	2	3	3	3	3	3	3	2	2	
CLO3	3	3	3	3	3	3	3	3	2	3	3	2	2	
CLO4	3	3	3	3	3	3	3	3	3	3	3	3	2	
CLO5	3	3	3	3	3	2	3	2	2	3	3	1	2	
CLO6	3	2	2	2	2	2	2	1		2	3	1	2	

Detailed Syllabus

Unit 1: Introduction to Compensation Management: (12h)
Meaning of wage, minimum wage, fair wage, a living wage, money wage, take-home pay, the difference between wage and pay, and theories of wage determination. Wage and salary administration, objectives, principles, factors influencing wage and salary, job evaluation, wage differential.

Unit 2: Pay Design and Structure: (8h)
Time rate system, piece rate system, incentives system of payment, wage structure-wage, da, overtime. Concept of bonus, profit sharing, executive compensation. Machinery for wage fixation; tribunals, wage boards, bi-partite negotiation, wage policy of India, consumer price index.

Unit 3: Employee Benefits: (10h)
Fringe benefit-health benefits, child care leave, paternity leave, employee stock option plans (ESOP's), insurance benefits, retirement benefits, financial benefits, lifestyle benefits.

Unit 4: Laws on Compensation Management: **(8h)**
The Payment of Wages Act 1936, Equal Remuneration Act 1976, Consolidated Omnibus Budget Reconciliation Act 1985, Family and Medical Leave Act 1993, Pension scheme Act 1995, Old pension scheme vs New pension scheme, Maternity Benefit Act 1961.

Unit 5: International Compensation: (7h)
Forms of compensation and factors that influence compensation policy, critical components of international compensation, approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

Text Book:

1. Mousomi S. Bhattacharya & Nilanjan Sengupta 'Compensation Management'; Excel Books; Latest Edition.

Reference Books:

2. G.T. Milkovich: 'Compensation Management'; Tata McGraw Hill; Latest Edition.
3. BD. Singh, Compensation and Reward Management, Excel Book
4. N D Kapur, Mercantile Law, Sulthan Chand Publications
5. Rohini Aggarwal, Students guide to Mercantile Law-Taxmann

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD31202	**Discipline Specific Elective**	**Training and Development**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Describe different approaches to training and development.
CLO 2: Understand the method to conduct training needs analyses, identify gaps, and design training processes to address those gaps and align with the company's strategic goals.
CLO 3: Identify suitable training programs as per the competency level of employees and the effect of training and development on employee performance
CLO4: Enhance the effectiveness of individuals, teams, and organizations.
CLO 5: Evaluate whether training has achieved the intended outcomes to make decisions about the appropriate training strategy for today's organization
CLO6: To design different training and development methods to achieve the intended goals.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2		2	1	2	3	3	1	3	3		2	
CLO2	3	3	3	3	3	3	3	3	3	3	3		1	
CLO3	3	3	3	2	3	2	3	3	2	3	3		2	
CLO4	3	3	3	2	2	2	3	2	1	3	3		2	
CLO5	3		3	3	3	2	3	3	2	3	3	1	2	
CLO6	3	3	3	3	2	3	3	3	2	2	3	1	2	

Detailed Syllabus

Unit 1: Introduction: (6h)

Meaning of organization development; managing OD process- OD intervention, intergroup, third-party peace-making interventions, comprehensive OD interventions.

Unit 2: Introduction to Training Concept: (7h)

Definition; meaning; the need for training; importance of training; objectives; concepts of education, difference between education and training, overview of training functions; types of training.

Unit 3: Process of Training: (10h)

Conduct needs assessment, and determine steps and methods of effective training. Steps in training- identification of job competencies, criteria for identifying training needs (person analysis-task analysis- organization analysis), training needs assessment, methods, and process of need assessment.

Unit 4: Designing and Implementing a Training Program: (10h)

Trainer identification methods and techniques; designing a training module (cross-cultural-leadership-. training the trainer- change); management development program; budgeting training.

Unit 5: Evaluation of Training Program: (12h)

Kirkpatrick model of evaluation; ciro model; cost-benefit analysis; roi of training; learning; principles of learning; theories of learning; reinforcement theory; social learning theory; the resistance of training; technology in training; (computer-based training); multimedia training; e-learning/online learning; distance learning.

<u>Text Book/s:</u>

1. Dipak Kumar Bhattacharyya- Training and Development- Theories and Applications Sage Publication
2. G. Pandu Naik - Training and Development –Excel Books.
3. Richard Regis – Strategic Human Resource Management – Excel books.

<u>References</u>

1. K. Ashwathapa, Human Resource Management Publisher: Himalaya Publishing House
2. V. S. P Rao, Human Resource Management Publisher: Excel Publishing House
   L. M Prasad, Human Resource Management Publisher: Sultan Chand Publishing House.

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Code	Type	Title	Credits	Hours	L	T	P
PMBCD31203	**Discipline Specific Elective**	**Performance Management**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

CLO 1: Explain the concept and theories of Performance Management
CLO 2: Assess the design and implementation of performance management systems in more unconventional business setups such as startups and e-commerce
CLO 3: Understand the process of Performance Management
CLO 4: Analyze and comprehend the knowledge of the sectoral analysis of performance management systems through an evidence-based approach
CLO 5: Develop insights needed to create and nurture high-performance teams within an organization
CLO 6: Approach the Operationalizing Change through Performance Management Process

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	1	2	2		2	2		3			3	
CLO2	2		3		2		2	2		3			3	
CLO3		3	2	2	3	3	2	3	1	3	1	1	3	1
CLO4	3	2	2	2	2	2		3	2	2		2	3	2
CLO5		2		3	2	2	2	3	2	3		2	3	2
CLO6	3	3	3	3	3	3	3	3	3	3	2	2	3	2

Detailed Syllabus

Unit 1: Introduction to Performance Management: (10 hours)
Role of Performance in Organizations, Definition of Performance Management, Dimension of Performance Management, Role of Appraisals in Performance Management, Overview of Strategies for Performance Management, Models approach to Performance Management, Performance Management in today's scenario

Unit 2: Performance Management Process: (8 hours)
Relevance of objectives in organizations and Performance management, Organizational and Individual performance in Performance management, Process of Performance Management, and Performance Management in HR Management.

Unit 3: Performance Planning and Analysis: (10 hours)
Definition of Performance Planning, Relationship between Performance Planning and Performance Analysis, KPAs and Performance Planning, Components of Performance Planning, Objectives of Performance Analysis, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics Process of Performance Analysis.

Unit 4: Performance Review and Discussion: (8 hours)
Significance of Performance Review in Performance Management, Process of Performance Review, Performance Ratings: Factors Affecting Appraisals, Methods and Errors, Reducing Rater Biases, Performance Review Discussions: Objectives, Requisites, Process, Role of Mentoring and Coaching in Performance Review Discussions, Improving Quality of Performance Ratings; 360 Degree Appraisal; reappraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit.

Unit 5: Implementing Performance Management System: (9 hours)
Operationalizing Change through Performance Management Process, Factors affecting Implementation, Pitfalls of Implementation, Experiences in Performance Management: Traditional Practices in Industry, Recent approaches in Practice, Case Studies of Performance Management Systems in select Organisations. Indian and Western Thoughts – Performance Management in the Perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

Text Book & References

1. Performance Management System- by RK Sahu
2. Performance Management – by Paul Newton & H. Bristoll
3. Competency at Work- by Spencer & Spencer
4. A.S. Kohli &T. Deb, “Performance Management”, 2009, Oxford.
5. T.V. Rao, Performance Management & Appraisal System, Sage, 2008.
6. A.M. Sharma, Performance Management System”, 2010, HPH.
7. M Armstrong, “Performance Management & Development”, 2010, Jaico.
8. Prem Chadha, Performance Management, 2009, Macmillan.
9. Joe Willmore, “Performance Basics”, 2004, ASTD Press.
10. S.K. Bhatia “Performance Management”, 2007, Deep and Deep Publication.
11. Peter G. Northouse, “Leadership”, 2010, Sage. Lussier, “Effective Leadership”, 2009, Cengage.

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD31204	**Discipline Specific Elective**	**Integrated Marketing Communication (IMC)**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Explain the IMC concept and tools along with the working and stakeholders of the advertising industry.
CLO 2: Establish and manage an advertising agency
CLO 3: To understand the workings of the advertising industry and stakeholders.
CLO4: To understand the workings of an advertising agency
CLO 5: Design an Integrated Marketing Communications Strategy to build a brand

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	1	3	1	1	1	1	2	3			1	3
CLO2	3	3	3	3	3	2	2	3	3	3	2	2	3	3
CLO3	3	3	3	3	3	2	2	3	3	3			1	3
CLO4	3	2	3	2	2	3	2	2	2	3	2	2	2	3
CLO5	3	2	2	3	2	2	2	2	2	3			1	3

Detailed Syllabus

Unit 1: Introduction to IMC: (8h)

The growth of advertising and promotion, the evolution of IMC, history of the Indian advertising industry, the role of IMC in the marketing process and brand building, the tools of IMC, IMC planning process, organizing for advertising and promotion: clients, advertising agency, and other marketing communication organizations, agency setup, and compensation.

Unit *2*: Analyzing the Communication Process*:* (7h)

The communications process: a basic model of communication, analyzing the receiver, the response process, the cognitive process of communications, source, message, and channel factors.

Unit 3: Establishing Objectives and Budgeting for IMC: (8h)

The values of objectives approach to setting advertising objectives, sales vs. Communication objectives, DAGMAR approaches in setting advertising objectives, problems in setting objectives, establishing and allocating IMC budgeting, and models of advertising budgeting.

Unit 4: Developing the IMC Program: (10h)

Creative strategy: planning and development, communication appeals and execution: creative tactics and media channels, creative strategy: implementation and evaluation, recognizing the creativity and creative fests, media planning and creative strategy: evaluation of broadcast media, evaluation of print media, support media, the internet and interactive media, direct marketing, sales promotion, PR, publicity and corporate communications.

Unit 5: Measuring the Effectiveness of IMC Program: (8h)

Measuring the effectiveness of the IMC program, social, ethical, and economic aspects of advertising and promotion, regulation of advertising and promotion, self-regulatory bodies, and industry associations of Indian and global advertising industry.

Text Book:

1. Belch, G. and Belch, M: Advertising and Promotion: An Integrated Marketing Communications Perspective, 7/e, Mc-Graw Hill.

Reference Books:

2. S. A. Chunawalla and K. S. Sethia, Foundations of Advertising: Theory and Practice, 7/e HPH
3. Cialdini, Robert B: Influence: The Psychology of Persuasion.
4. Ogilvy, David: Confessions of an Advertising Man, Atheneum: New York.
5. David A Aaker & John Myers: Advertising Management, PHI.
6. John Wright: Advertising, Kogan Page
7. Gilligan & Crowther, Advertising Management, PHI
8. C.H. Sandage & Vernon Fryburger, Advertising Theory, and Practice, McGraw Hill

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD31205	**Discipline Specific Elective**	**Consumer Behavior**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Understand and interpret the consumer decision-making process of individuals and organizations.
CLO 2: Apply appropriate theories and concepts explaining the complexities of consumers' behavior
CLO 3: Examine the impact of various social variables on the behavior of consumers.
CLO4: Analyse the impact of psychological variables on consumers' behavior
CLO 5: Formulate successful strategies to find market solutions

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	1	1	2	3	1	1	3			2	3
CO2	3	3	3	2	2	2	3	1	2	3			2	3
CO3	3	2	3	2	2	2	3	2	2	3			2	3
CO4	3	3	3	2	2	2	3	2	2	3			2	3
CO5	3	3	3	3	3	3	3	2	2	3			2	3

Detailed Syllabus

Unit 1: Understanding Consumer Behaviour: (8h)
Introduction to consumer behaviour; consumer behaviour and the marketing concepts; factors influencing consumer behaviour; consumer decision-making process- levels of consumer decision making; a models of consumer decision making.

Unit 2: Consumer as an Individual: (12h)
Consumer motivation-the concepts of motivation; Maslow's theory of motivation; reinforcement theory; the role of motives in guiding behaviour; consumer involvement; personality and consumer behaviour; consumer perception, learning, and experience-introductions to consumer learning; learning theories; consumer attitude formation and change.

Unit 3: Group Influence on Consumer Behaviour: (12h)
Role of reference groups; Effect of reference groups on consumer decision making; Concept of culture, the influence of culture on consumer behaviour-; the measurement of culture; Indian core values; cultural aspects of emerging markets; the impact of values, lifestyles, and psychographics on buying behavior; demographics, the influence of family and society on consumer behaviour.

Unit 4: Organizational Buying Behaviour: (7h)
Difference between consumer and organizational buying; characteristics of organizational buying; factors affecting organizational buying

Unit 5: **Changing Indian Consumer Behaviour: (6h)**
Drivers of change: changing consumer trends, rural consumer behaviour; new consumption patterns, e-consumer behaviour (technology-driven consumer behaviour)

Text Book:

L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behaviour, Pearson Education Inc. 11th Edition

References:

1. D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. D. I. Hawkins, D. L. Mothersbaugh, and Amit Mookerjee: Consumer Behavior: Building Marketing Strategy, Tata McGraw-Hill Publishing Company Limited.
3. F. R. Kardes: Consumer Behavior and Managerial Decision Making, Prentice Hall of India Private Limited
4. M. Khan: Consumer Behavior, New Age International Publishers.
5. M. R. Solomon: Consumer Behavior Buying, Having and Being, PHI Learning Private Limited
6. R. Majumdar: Consumer Behavior: Insights from Indian Market, PHI Learning Private Limited.
7. R. D. Blackwell, P.W. Miniard, & J. F. Engel: Consumer Behavior, Cengage Learning India Private Limited.
8. S. R. Nair: Consumer Behavior Consumer Behavior & Marketing Research, Himalaya Pub. House.

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD31206	**Discipline Specific Elective**	**Customer Relationship Management**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO 1: Remember the concepts and importance of CRM
CLO 2: Understand the concept and principles of CRM
CLO 3: Apply the CRM tool and techniques for business development
CLO 4: Analyse the suitability of different tools, techniques, and strategies of CRM to the business
CLO 5: Evaluate the performance of different CRM tools, techniques, and strategies
CLO 6: Create suitable CRM strategies for business development

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	1	2	2		2	2		3			3	
CLO2	2		3		2		2	2		3			3	
CLO3		3	2	2	3	3	2	3	1	3	1	1	3	1
CLO4	3	2	2	2	2	2		3	2	2		2	3	2
CLO5		2		3	2	2	2	3	2	3		2	3	2
CLO6	3	3	3	3	3	3	3	3	3	3	2	2	3	2

Detailed Syllabus

Unit1: CRM concepts
Acquiring customers, Customer loyalty and optimizing customer relationships, CRM defined, success factors, three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Unit 2: CRM in Marketing
One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Unit 3: Sales Force Automation

Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner Relationship Management (PRM).

Unit 4: Analytical CRM

Managing and sharing customer data - Customer information 1 database - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.

Unit 5: CRM Implementation

Defining success factors - Preparing a business plan requirements, justification, and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

References

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
4. Jagdish Seth, et al, Customer Relationship Management
5. V. Kumar & Werner J., Customer Relationship Management, Willey India, 2008

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD31207	Discipline Specific Elective	Security Analysis and Portfolio Management	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Understand the approaches of Investment Analysis.
CLO 2: Calculate the risk and return of individual stocks and portfolios using excel
CLO 3: Analyze stocks and form a portfolio to minimize the risk.
CLO4: Analyze and evaluates the stocks through the approaches of Investment analysis
CLO 5: Apply technical indicators to make better investments decisions

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	2	1	2	2		2	2	3		3	2	
CLO2	3	3	3	2	2	3		2	3	3		3	2	
CLO3	3	3	3	2	3	2		2	3	3		3	2	
CLO4	3	2	3	2	3	3		3	3	3		3	2	
CLO5	3	2	3	2	3	3		3	3	3		3	2	

Detailed Syllabus

Unit 1: Investment: (5h)
Nature and scope of Investment analysis, Elements, and avenues of Investment, Approaches to Investment analysis, the concept of risk and return: security risk and return analysis and measurement of risk and return, Financial Assets: Types and their characteristics, Sources of financial information

Unit 2: Security Markets: (5h)
Primary and Secondary markets, Primary market – role, functions and objectives of primary market, Introduction of Stock Exchanges BSE, NSE, Screen-based trading, Listing of securities in a stock exchange, Depository role and their need.

Unit 3: Valuation of Securities: (15h)
Valuation of equity shares, Fundamental Analysis: Economic analysis, industry analysis, and company analysis, Technical Analysis: Meaning and principles of Technical analysis, Tools and Techniques used in Techniques Analysis, Efficient market theory.

Unit 4: Portfolio Analysis & Performance Evaluation: (12h)
Estimating rate of return and standard deviation of a portfolio, the effect of combining the securities; Markowitz Risk-return optimization, Portfolio market risk and unique risk, simple Sharpe's optimization solution, Measure of return, risk-adjusted measures of return, market timing, Evaluation criteria, and procedures.

Unit 5: Capital Market Theories: (8h)
Capital market line, security market line, risk-free lending, and borrowings, Factor models: arbitrage pricing theory, two factor, and multi-factor models, Principles of arbitrage, arbitrage portfolios, Random-Walk Theory, Modern Portfolio Management Theory.

Textbook:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill Publications.
2. S. Kevin: Portfolio Management. PHI Learning publications

References (Latest edition):

3. Preeti Singh: Investment Management.
4. Ranganathan & Madhmathi, Security Analysis, and Portfolio Management –
5. Donal, E. Fisher and Ronald J. Jorden: Security Analysis & Portfolio Management, Prentice Hall, New Delhi
6. Amling: Fundamentals of Investment Analysis, Prentice Hall, International Edition.

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD31208	**Discipline Specific Elective**	**Financial Institutions and Financial Services**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Understand the structure of the Indian Financial System
CLO 2: Discuss the services and the process of working of various financial institutions
CLO 3: Describe the role of intermediaries in the secondary market.
CLO4: Analysis of the process of trading activity in the stock market
CLO 5: Discuss the characteristics of Insurance and Mutual Funds

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	2	1	2	1		2	1	3		3	2	1
CLO2	3	2	2	2	2	3	1	2	3	3		3	2	1
CLO3	3	3	2	2	2	2	1	2	3	3		3	2	1
CLO4	3	2	3	3	2	3	1	2	3	3		3	2	1
CLO5	3	2	2	1	2	2		2	2	3		3	2	1

Detailed Syllabus

UNIT 1: Introduction to Financial System: (7h)

Financial system: meaning, objectives, and the significance of financial system, the structure of a financial system, components of the financial system, challenges, and opportunities of the financial system.

UNIT 2: Introduction to Financial Services: (10h)

Evolution and role of financial services in India, regulatory environment of financial service, trends & developments in the area of financial services, virtual delivery of financial services, weakness of Indian financial system.

UNIT 3: Financial Institutions: (15h)

Banks-types/formats of banks, role, functions, and financial services; financial services and non-depository institutions. Merchant banking, factoring, forfeiting, leasing, custodian services, credit rating mortgages, mutual funds –performance, evaluation of mutual funds, depository services –legal aspects SEBI governance. RBI, objective and functions, and the role of RBI in strengthening the financial system.

UNIT 4: Forms of Financial Services: (8h)

Hire purchase and installment sale, securitization, venture capital, issues in venture capital financing, consumer finance, credit cards, credit rating agencies in India

UNIT 5: Insurance: (5h)

Insurable and non-insurable risk, types of insurable risk, benefits of insurance to project planners, benefits and limitations of risk management policy.

References (Latest Edition)

1. E. Gordan and K. Natarajan: Emerging Scenario of financial services; HPH.
2. G.S. Patel: Capital Market, Functioning and Trends, ICFAI, Publications,
3. RBI Publication
4. M.Y. Khan: New Issue Market, Allied Publishers.
5. SEBI Guidelines are Issued from time to time.
6. Vinod Kothari: Leasing, Hire purchase and consumer credit, Madhva& Co.,
7. K. Sriram: Handbook of leasing Hire purchasing & Factoring ICFAI publications.
8. Institute of Chartered Accountant of India: Financial Services, ICAI publications.
9. Gladston: Venture capital investing, M.Y. Prentice Hall.
10. Bhole M, Financial Markets and Institutions, Tata McGraw Hill.
11. B.S. Bhatia: G.S. Bhatra(edt,): Management of Financial Services.
12. M.Y. Khan: Financial Services, Tata McGraw Hill
13. Peter S. Rose & Sylvia C. Hudgins: Bank Management & Financial Services, McGraw Hill International Edition
14. Machiraju, H.R., Merchant Banking, Wheeler Publishing

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Code	Type	Title	Credits	Hours	L	T	P
PMBCD31209	Discipline Specific Elective	Financial Inclusion	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO 1: To study the concepts and importance of financial inclusion
CLO 2: To understand the key issues linked to the whole discourse on financial inclusion
CLO 3: To provide students with insights into current financial inclusion schemes in India
CLO4: To provide students with knowledge on the role of government and other institutions in developing financial inclusion in rural areas
CLO 5: To provide students with a comprehensive understanding of how financial inclusion impacts in rural people
CLO6: To know the challenges inherent therein and initiatives taken in the country to promote financial inclusion

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO8	PO9	PO 10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	1	2	1	2	3	3	2	3	1	3	3	3
CLO2	3	3	2	2	2	3	3	3	3	3	2	3	3	3
CLO3	3	3	3	3	3	3	3	3	2	3	1	3	3	3
CLO4	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CLO5	3	3	3	3	3	2	3	2	2	3	2	3	3	3
CLO6	3	2	2	2	2	2	2	1		2	2	3	3	3

Detailed Syllabus

Unit 1: Introduction to Financial Inclusion: (8 Hours)
Concept of financial Inclusion, exclusion and extent of financial exclusion - challenges of financial inclusion - moral hazard, adverse selection, high transaction cost, and information asymmetry - history and evolution of financial inclusion - committee on financial inclusion - national strategy for financial inclusion - financial literacy and consumer protection – cross country experiences of financial inclusion.

Unit 2: Priority Sector Financing and Govt. initiatives: (8 Hours)
Components of priority sector - RBI guidelines, government initiatives: poverty alleviation programs/employment programs/ production-oriented programs - rural housing and urban housing schemes under priority sector - educational loans.

Unit 3: Financial Inclusion through Micro Finance: (10 Hours)
National & international perspectives - microfinance: concept, products and models implications of formal, semi-formal & informal MFIs - microfinance delivery methodologies - recent developments of microfinance in India.

Unit 4: Financial Inclusion and Rural Credit: (12 Hours)
Rural Credit: concept, need, characteristics, and sources of rural credit - institutional and non-institutional rural credit - moneylenders, cooperatives, commercial banks, regional rural banks, nationalized banks - NABARD - outline of Govt. programmes for rural credit.

Unit 5: Financial Inclusion Schemes in India: (7 Hours)
Financial inclusion schemes in India - Pradhan Mantri Jan Dhan Yojana (PMJDY) - Atal Pension Yojana (APY) - Pradhan Mantri Mudra Yojana (PMMY) - Sukanya Samriddhi Yojana - Pradhan Mantri Suraksha Bima Yojana - Jeevan Suraksha Bandhan Yojana - Financial inclusion programmes organized by RBI. Modern financial inclusion instruments.

Reference Books:

1. Microfinance - Perspectives and Operations, Bhaskaran, R., Macmillan Education.
2. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd.,
3. New Delhi.
4. Pai Panandikar & NC Mehra, Rural Banking, National Institute of Bank Management, Pune
5. Microfinance - Perspectives and Operations, Bhaskaran, R., Macmillan Education.

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Code	Type	Title	Credits	Hours	L	T	P
PMBCA31103	**Ability Enhancement**	**Business Analytics**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Develop a basic understanding of business analytics
CLO2: Generate insight and apply the language and theory of business analytics.
CLO3: Apply appropriate analytical methods for making data-driven business decisions.
CLO4: Interpret and communicate the results of business analytic projects into practical courses of action
CLO5: Use the results for improvement in business, innovations, and entrepreneurial action.
CLO6: Encourage ethical decision-making in all functional areas of management

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3	3	1	2	1		2	3	3	2	2	2	2
CLO2	3	3	3	1	2	1		2	3	3	2	2	2	2
CLO3	3	3	3		2	2		2	3	3	2	2	2	2
CLO4	3	3	3	3	2	2	1	2	3	3	2	2	2	2
CLO5	3	3	3	3	3	2	1	3	3	3	2	2	3	2
CLO6	2	2	2	2	3	3	2	3	2	3	3	3	3	3

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Unit 1: Introduction to Business Analytics: (7h)

Concepts. Evolution of business analytics, scope of business analysis, categorization of analytical methods: descriptive, predictive, and perspective analytics. Functional analytics: marketing analytics, human resource analytic, financial analytics, supply chain analytics, web & social media analytics.

Unit 2: Descriptive Analytics: (7h)

Descriptive statistics, measure of location and variability. Summary statistics [mean/median/mode/quartiles, percentiles /standard deviation / coefficient of variation/measures of skewness & kurtosis. Installing data analysis pack and calculating descriptive statistics (excel)

Unit 3: Data Visualisation: (10h)

Overview of data visualization, importance of data visualization- types of charts -bar/pie charts -histogram -box and whisker chart -scatter diagram (excel) tables, charts, data dashboards (excel).

Unit 4: Predictive Analytics: (13h)

Linear regression, multiple regression model (excel/spss), model fitting. Time series analysis and forecasting (excel). Forecasting techniques.

Unit 5: Perspective analytics: (8h)

Linear optimization, optimization models, developing linear optimization models, solving linear optimization models (excel), application of linear optimization models. Decision analysis, formulating decision problems, decision trees.

Text Book:

1. Caam, Cochran, Fry, Ohlmann, Anderson, Sweeney, & Williams. (2015). Essentials of Business Analytics. Cengage.
2. Evans, J. (2019). Business Analytics. India: Pearson.

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Code	Type	Title	Credits	Hours	L	T	P
PMBTC41013	**Core**	**Entrepreneurship Development and Small Business Management**	**04**	**04**	**3**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Understand Entrepreneurship concepts
CLO2: Analyze the global Entrepreneurship environment.
CLO3: Develop socially responsible enterprises.
CLO4: Identify the nature of competition and frame competitive and profitable pricing strategy in the global Entrepreneurship setup
CLO5: Approach the Entrepreneurial development institutions for building an enterprise.
CLO6: Able to establish their venture and manage the family business.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	1	2	2		2	2		3			3	
CLO2	2		3		2		2	2		3			3	
CLO3		3	2	2	3	3	2	3	1	3	1	1	3	1
CLO4	3	2	2	2	2	2		3	2	2		2	3	2
CLO5		2		3	2	2	2	3	2	3		2	3	2
CLO6	3	3	3	3	3	3	3	3	3	3	2	2	3	2

Detailed Syllabus

Unit 1: Introduction to the Entrepreneurship: (12h)

Meaning and importance of entrepreneurship, the evolution of entrepreneurship, theories of entrepreneurship, characteristics of an entrepreneur, functions of an entrepreneur, types of entrepreneurs, the difference between entrepreneur, manager, and intrepreneur, external and internal factors influencing entrepreneurship, growth of entrepreneurship in India, women and rural entrepreneurship-problems, the role of entrepreneurship in economic development.

Unit 2: Entrepreneurship Development: (12h)

Factors affecting entrepreneurship development, entrepreneurial motivation, entrepreneurial competencies, entrepreneurial mobility- entrepreneurship development programs: NIESBUD, SISI, SIDO, NSIC, EDII, NAYE. institutions supporting entrepreneurship: SIDBI, SSIDC SIDC, SFC, KVIC. start-up and early-stage venture issues financing and risks.

Unit 3: Social Entrepreneurship: (10h)

Introduction to social entrepreneurship; characteristics and role of social entrepreneurs; innovation and entrepreneurship in a social context; start-up and early-stage venture issues, financing risks.

Unit 4: Managing Family Business: (12h)

Family business: concept, structure, and kinds of family firms; culture and evolution of the family firm. Conflict and conflict resolution in family firms. Managing leadership, succession and continuity, women's issues in the family business; encouraging change in the family business system

Unit 5: Small Business Establishment and Management: (14h)

Introduction to small business establishment and management, project identification and selection, project formulation (business plan), and project appraisal. financing of enterprises, financial institutions supporting SMEs, and the latest government policy for SMEs. Small business in the Indian environment-economic, social, political, cultural, and legal guidelines govern small-scale units, industrial policies, and technological know-how. Managing small businesses with various functional areas like finance, marketing, production, and HR.

References:

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Ducker, P. F. (2006). Innovation and Entrepreneurship: Practice and principles, USA: Elsevier.
3. Prasanna Chandra: Project Preparation, Appraisal, and Implementation: Tata McGraw Hill, New Delhi
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw-Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice-Hall of India.
6. Tandon. BC: Environment and Entrepreneur; Chug Publications Allahabad.
7. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
8. Prahalad, C. K. (2006). Fortune is at the bottom of the pyramid, eradicating poverty through profits. Wharton School Publishing.
9. Vasant Desai, Entrepreneurial Development, HPH

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD41210	**Discipline Specific Elective**	**Global Human Resource Practices**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Understand HRM Policies and Practices in Global Context
CLO2: Understand various cultures and cross-cultural influences on HR management.
CLO3: Analyze the drivers for internationalization and the choices businesses have to make f or managing human resources.
CLO4: Analyse the significant employment practices across borders and approaches to International assignments
CLO5: Analyze the recent trends of internationalization and its implications on HRM.
CLO6: Apply the best practices of human resource management

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3			2	2	2	3	2		3	3		2	
CLO2	3	3	3	2	3	3	3	3	1	3	3		2	
CLO3	3	3	3	2	3	2	3	3	1	3	3	1	2	1
CLO4	3	2	2	2	2	2	3	2	1	3	3		2	
CLO5	3	3	3	2	2	2	3	2	1	3	3		2	
CLO6	3	3	2	2	3	3	3	3	1	3	3		2	

Detailed Syllabus

Unit 1: Introduction to International Human Resource Management: (9h)

Definition, reasons for going global, approaches to IHRM, difference between IHRM and domestic HRM, reasons for the emergence of IHRM, Models of IHRM-matching model, Harvard model, contextual model, 5p model European model, models of SHRM in multinational companies, internationalization of HRM: Socio-cultural context, organizational dynamics, and IHRM: role of culture in international HRM, culture and employee management issues, Importance of Knowledge Management, organizational processes in IHRM, linking

HR to international expansion strategies, the challenges of international human resource management.

Unit 2: Strategies for International Growth: (**10h)**

Exploiting global integration-the logic of global integration, differentiation, mastering expatriation, beyond the traditional expatriate model, the limits of global integration becoming locally responsive: the roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization managing alliances and joint ventures- meaning, need, different kinds of alliances, planning, and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances.

Unit 3: Recruitment, Selection, and staffing in the international context: (10h)

International managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods-using, head-hunters, cross-national advertising, e-recruitment; selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

Unit 4: Performance Management: (8h)

A conceptual background, constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, and country-specific performance management practices.

Unit 5: Training And Development in International Context: (8h)

Need and importance of cross-cultural training for successful expatriation, context backdrop of international training, current scenario in international training and development, training & development of international staff, types of expatriate training, hcn training, career development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Text Books:

1. P. Subba Rao, International Human Resource Management Himalaya Publishing House.
2. K. Aswathappa - International Human Resource Management, Tata McGraw Hill Publishing Company Ltd

References:

1. S. Senthil Kumar, Amitabh Deo Kodwani, Global Human Resource Management: Concepts and Cases, SBS Publishers & Distributors, 2009.
2. Monir H. Tayeb, International Human Resource Management Oxford University Press,2005.
3. Peter J. Dowling, Denice E. Welch, Cengage Learning International Human Resource Management
4. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson Human Resource Information Systems, SAGE publishers 2011, 2nd Edition.
5. P. L. Rao, International Human Resource Management: Text and Cases Excel Books,Reprint
6. Dennis Briscoe, Randall Schuler, Ibraiz Tarique, International Human Resource Management: Policies and Practices, Taylor & Francis, 2012, 4th Edition

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD41211	**Discipline Specific Elective**	**Industrial Relations and Labour Laws**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO1: Describe the history and concept of Industrial Relations & Labour Laws
CLO2: Explain the role of trade unions in the industrial setup
CLO3: Understand the fundamental causes & impact of industrial disputes and identify various mechanisms for resolving industrial disputes
CLO4: Demonstrate how industrial dispute settlement procedures work
CLO5: Evaluate the importance of collective bargaining and workers' participation in Industrial Relations.
CLO6: Create an ability to develop negotiations skills and interpret various labour laws

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PSO 1	PSO2	PSO 3	PSO4
CLO1	3	2	1	2		3	1	3		3	3		2	
CLO2	3	2	1	2		3	1	3		3	3		2	
CLO3	3	3	2	2	3	3	3	3		3	3		2	
CLO4	3	3	2	2	3	3	3	3		3	3		2	
CLO5	3	2	2	3	3	3	3	3		3	3		2	
CLO6	3	3	3	3	3	3	3	3		3	2		2	

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Unit 1: Introduction to labor laws: (8h)

Meaning and definitions of labour laws: the basis of labor law, social justice and labor laws - public interest litigation for enforcement of labor laws – approaches of Indian judiciary and judicial legislation on industrial relations – labor reforms: a review of labor law. Constitutional framework on industrial relations: constitutional perspective – sexual harassment of women in the workplace and the constitution – regulation of daily wager/casual workers or contract labor/temporary workers in public employment.

Unit 2: Industrial relations-an overview: **(8 h)**

The contextual framework, dimensions of the problems of industrial relations, industrial unrest and work-stoppages, barriers to improving industrial relations, scope and concept of industrial relations, industrial relations vis-a-vis human relations management, objectives of industrial relations, the role of the state in industrial relations.

Unit 3: Trade unions of workers and employers' organization: (7h)

Trade Unions Act 1926; Definition of trade union - need to form trade unions – rights to form trade unions – objectives of trade unions – trade disputes – compulsory vs. voluntary registration of trade unions – mode of registration–privileges of registered trade unions - employers' organizations

Unit 4: Collective bargaining and workers' participation in management: (7h)

The perspective of CB – ILO principles on the right to CB – concept, and meaning of CB – a prerequisite for CB – advantages and disadvantage of CB – CB in India; concept and scope of workers' participation in management – constitutional commitment – statutory and non-statutory schemes – making workers shareholder – representation of worker on board of directors – participation of workers in the management bill 1990

Unit 5: Labour Laws: (15h)

Factories Act 1948; Employee State Insurance Act 1948; Minimum Wages Act 1948; payment of Bonus Act 1965; payment of Gratuity Act 1972; Employee Compensation Act 1923; The Employees' Provident Funds and Miscellaneous Provisions Act 1952; Amendments of all the Acts.

Text Books:

1. P.K. Padhi, Labour and Industrial Laws, Prentice Hall of India, New Delhi,2007
2. Dwivedi S.K., Bombay Industrial Relations Act.1946

References:

1. Malik, P.L., (2001) Industrial Law, Vol. 1 & 2, Easter Book Company.
2. Malhotra, The Law of Industrial Disputes, (1988).
3. S. C. Shrivastava (1985), Social Security and Labour Laws.
4. Misra S.N., Labour and Industrial Laws (1997), Central Law Publications, Allahabad.

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD41212	**Discipline Specific Elective**	**Strategic HR Management**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO 1: Explain the concept and theories of Strategic Human Resources and its role in the development of the organization
CLO 2: Assess the Human Resource Environment and its cross-cultural management
CLO 3: Analyse the competency and potential development of HR
CLO 4: Analyze employee engagement and the Investment in Training and Development
CLO 5: Develop a link between HR strategy and Business Strategy
CLO 6: Approach Employer branding and Employee Value proposition of Strategic HR

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	2	3	2	3	3	3		2	3	2			3	
CLO2	3	2	2	3	3	3	2	2	2	3			3	
CLO3	1	2	2	2	3	3	2	2	1	3	1	1	3	1
CLO4	1	2	3	2	3	2	2	2	1	3		2	3	2
CLO5	3	3	3	2	3	2	3	2	2	3		2	3	2
CLO6	1	1	3	3	3	3	3	2	3	3	2	2	3	2

Detailed Syllabus

Unit 1: Introduction to Strategic Human Resource Management: (10 hours)
Definition, need importance of Strategic Human resource management, A shift from Traditional HRM to Strategic HRM, Linking HR strategy with business strategy, Challenges of Strategic HRM, Ethical Behavior, Workforce Demographic changes, and diversity.

Unit 2: Human Resource Environment: (10 hours)
Cross Cultural Management, Workforce Diversity, Change in Employment Relationship: • Temporary and Contract Labour • Nepotism • Headhunting • Assessment Center, Role of an HR in CSR.

Unit 3: Competency and Potential Development: (10 hours)
What are competencies? Competency mapping, Potential Development, the concept and Importance of Talent management, Attracting and retaining Talent, Career Planning – organizational-cantered career planning, individual-centered career planning, Succession planning – Elements of succession planning, Challenges of Succession planning.

Unit 4: Strategic Human resource management issues: (8 hours)

Employee engagement, Investment in Training and Development, Learning organization, Skill-based pay, Variable pay, HR outsourcing, Factors driving the need to outsource, Stages of outsourcing, Understanding retrenchment and redundancy.

Unit5: Global dimensions: (7 hours)
Global competitive advantage, Employer branding and Employee Value proposition, Benchmarking and Balanced scorecard, HR audit, Global ethical environment, Cases related to Strategic HRM

Text Book & References

1. Gary Dessler, Human Resource Management, PHI, New Delhi.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western,

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD41213	**Discipline Specific Elective**	**Marketing of Services**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Familiarize with concepts related to marketing of services
CLO2: Appreciate the differences between marketing of products and services
CLO3: Know how to use services marketing mix for managerial decisions
CLO4: Demonstrate how industrial dispute settlement procedures work
CLO5: Recognise the unique challenges faced by service providers
CLO6: Develop business strategies for services marketing

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	3			2			2	2	2	3			3	3
CO2	3	2	2	2	1	1	2	2	1	3			3	3
CO3	3	2	2	2	1	1	2	2	1	3			3	3
CO4	3	3	2	3	3	3	3	2	2	3			3	3
CO5	3	3	3	3	3	3	3	2	3	3			3	3

Detailed Syllabus

Unit 1: Basics of Services Marketing: (12h)

Defining service; categories of services- people processing, possession processing, mental stimulus processing, information processing; the 7ps of service marketing; a framework for developing effective service marketing strategies.

The three-stage model of service consumption; the pre-purchase stage; service encounter stage-moment of truth model, high contact- low contact, servuction system, role and script theories, perceived control theory; post post-counter stage. Positioning services- segmenting, targeting, and positioning; important vs determinant attributes; principles of positioning services. Meaning and unique characteristics of services; marketing mix applicable to services.

Unit 2: Applying 4 Ps of Marketing in Services: (12h)

Developing service products: components of service products through flower of service; facilitating and enhancing supplementary services; branding strategies for services. Distributing services: what is being distributed; how is it distributed; location of service facilities; role of intermediaries. Service pricing: the foundation of pricing strategy- cost-based, value-based and competition-based; revenue management; fairness in pricing; putting service pricing into practice. Service marketing communication: overcoming the problem of intangibility in services; the service marketing communication mix.

Unit 3: Extended Ps of Services Marketing: (8h)

Designing service process: service blueprint; service process redesign; customer participation in service process- customer as co-creator.
Crafting the service environment: the purpose of service environment; servicescape model; dimensions of the service environment.
Managing people: the importance of frontline employees; the cycle of failure, mediocrity, and success; human resource management.

Unit 4: Developing Customer Relationship and Service Quality: (6h)

Managing relationship; developing loyalty with customers; reducing customer defections; customer relationship management; handling customers complaints service quality: identifying service quality problems- gap model; soft and hard service quality measures; tools to analyse and improve service quality.

Unit 5: Understanding Specific Services: (7h)

Marketing Banking, Tourism, Healthcare, and Education Services.

Textbook:

1. Lovelock C.H. and Lauren W, Principle of Services Marketing and Management, 1998, Prentice Hall of India, London.

References:

2. Donald Cowell: Marketing of Service, Heinemann, London.
3. Lovelock, C.H.: Services Marketing, Prentice Hall, London.
4. Jha S.M.: Services Marketing, Himalaya Publishing House, New Delhi.
5. Akhtar J.: Management of Tourism in India, Ashish Publishing House, New Delhi.
6. Ziethaml VA and Bitner MJ, Service Marketing, 2007, TMH.
7. Hellen W, Service Marketing, Macmillan India Ltd, 2000, New Delhi.
8. Sasser, R.P., Management of Service Organisations, 1978, Allen & Bacon.
9. Donald Cowell, The Marketing of Service, 1985, Heinemann, London.

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD41214	**Discipline Specific Elective**	**Strategic Brand Management**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: To know about the branding and brand management process
CLO2: Have the ability to build and manage brands.
CLO3: Evaluate and value the brands
CLO4: Expand and grow the brands

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3			2			2	2	2	3			3	3
CLO2	3	2	2	2	1	1	2	2	1	3			3	3
CLO3	3	2	2	2	1	1	2	2	1	3			3	3
CLO4	3	3	2	3	3	3	3	2	2	3			3	3

Detailed Syllabus

Unit 1: Introduction to Brand Management: (6h)

What is a brand? Evolution of brand and brand management system, brand vs. Product, why brands matter, can anything be branded? Brands and added values, branding challenges and opportunities factors shaping a brand over its life cycle, brand management process.

Unit 2: Brand Equity and Brand Valuation: (8h)

Concept of brand equity, sources of brand equity, various brand equity models: customer-based brand equity (CBBE)/brand resonance model, BAV model, david aakar's model; benefits of brand equity. Brand knowledge structures, building strong brands: the four steps of brand building, brand positioning and auditing.

Unit 3: Planning and Implementing Brand Marketing Programs: (8h)

Choosing brand elements to build brand: brand element choice criteria, brand element options, brand element tactics, designing marketing programs to build brand equity, integrating marketing communication (IMC) to build brand equity, leveraging secondary brand associations to build brand equity, branding strategies.

Unit 4: Measuring and Interpreting Brand Performance: (8h)

Developing brand equity measurement and management system, comprehensive models of cbbe, measuring source of brand equity: capturing customer mindset: qualitative research techniques, quantitative research techniques, measuring outcomes of brand equity; comparative methods, holistic methods.

Unit 5: Growing and Sustaining Brand Equity: (15h)

Designing and implementing branding strategies: branding strategies; brand-product matrix, brand hierarchy, designing brand strategies, naming new brands and extensions; new products and brand extensions, advantages of extensions, disadvantages of extensions, co-branding and its future, how consumers evaluate extensions, managing brands over time; reinforcing brands, revitalizing brands, adjustments to brand portfolio, managing brands over geographic boundaries and market segments

Text Book:

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Upper Saddle River, NJ: Prentice Hall.

References:

1. Aaker, David A: Managing Brand Equity
2. Joel Kapfferrer; Strategic Brand Management, Kogan Page
3. Merle C. Crawford: New Product Management, Richard D. Irwin, Homewood, Illinois.
4. Aaker, David A: Building Strong Brands, New York: Free Press.
5. Aaker, David: Brand Leadership, Pocket Books
6. R. Harish and P. S. Gopalkrishnan: Brand Equity Measurement: concepts and Applications by ICFAI University Press- Anisha Motwani, Storm the Norm: Untold Stories of 20 Brands that Did it Be

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD41215	**Discipline Specific Elective**	**E-Business and Retail Management**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes:

After the completion of the course, the students are able to:

CLO 1: Understand the core concepts and theories in e-business and retail.
CLO 2: Analyze e-business and retail trends; retail competitive landscape in India.
CLO 3: Develop retail operation skills

CLO 4: Evaluate the ethical and social implications of e-business and retail
CLO 5: Apply e-business and retail concepts to real-world scenarios.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

Each Course Outcome (CO) is be mapped with one or more Program Outcomes (POs). High-

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO 2	PSO 3	PSO4
CLO1				2		2		2						
CLO2		3					2							
CLO3				3					3		3			
CLO4			1							3		3		
CLO5					3			3				3		
CLO6							2					3		

level' mapping, 3 for 'Medium-level' mapping, 2 and for 'Low-level' mapping-1

Detailed Syllabus

Unit 1: Introduction to E-Commerce E-Commerce: **(5h)**
Introduction-Internet Commerce v/s E-Commerce-Forces influencing E-commerce, E-Commerce Functions, Challenges to traditional methods,

Unit 2: E-Commerce Models and Applications: (10h)
Classification of E-Commerce practices, Different models (B2B, B2C, C2C, G2B, and B2G, etc.) of e-commerce and their functions, Ethical and Legal Issues in EC models, Indian Policy scenario for E-Commerce,

Unit 3: Introduction to Retail: (10h)
Overview of Retail, retail concepts, retail mix, Retail formats and classification

Unit 4: Store Operations and Management: (10h)
Store layout and design -Visual merchandising -Inventory-management-Customer service in retail

Unit 5: Multi-Channel Retailing and E-commerce: (10h)
Omnichannel retailing-E-commerce in retail-Integrating online and offline experiences-Technology in retail operations

Retail Analytics and Performance Metrics
Key performance indicators (KPIs) in retail-Data analytics for retail decision-making analytics and loyalty programs- Ethical issues in e-commerce and retail

Reference Books:

1. Joseph, P. T. (2023). *E-commerce: An Indian perspective*. PHI Learning Pvt. Ltd..
2. David Kosiur, understanding Electronic Commerce, Addison Wesley, 1996
3. Retail Management, by Barry Berman (Author), Joel R Evans (Author), Patrali Chatterjee (Author), Ritu Srivastava (Author)

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Code	Type	Title	Credits	Hours	L	T	P
PMBTD41216	**Discipline Specific Elective**	**International Financial Management**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Analyse the various international financial instruments
CLO2: Explain the foreign exchange market and the role of intermediaries involved in it.
CLO3: Analyse the various international financial instruments
CLO4: Assess and analyse the international financial risks from MNCs' and investors' perspectives
CLO5: Analyse India's Balance of payment position in the present scenario
CLO6: Analyse and evaluate the international financing and investment decisions

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	2	1	2	1		2	1	3		3	2	1
CLO2	3	2	2	2	2	2	1	2	2	3		3	2	2
CLO3	3	2	2	2	2	2	1	1	3	3		3	2	1
CLO4	3	2	1	2	2	2	1	1	3	3		3	2	1
CLO5	3	2	1	1	2	2			2	3		3	2	1
CLO6	3	2	2	1	2	1		2	1	3		3	2	1

Detailed Syllabus

Unit 1: International Monetary and Financial System: (10h)

Globalization and multinational firms - the World Bank, international monetary system - European monetary system-balance of payments: introduction, components of bop, causes for disequilibrium in bop and their remedies. Offshore financial markets and Euromarkets.

Unit 2: Exchange Rate: (10h)

Calculating direct and indirect exchange rates- exchange rate determination theories- exchange rate in practice-exchange rate quotations and calculation of various exchange rates. -risks and exposures in foreign currency transactions, implication of volatility of exchange rates, exchange rate forecasting-foreign exchange dealing system-financial institutions dealing in foreign exchange. (Solve problems).

Unit 3: International Financial Markets: (10h)

International capital & money markets-government sector-international money market-international equity market-international bond market-derivatives market-world bank, IMF, IFC, ADB, IDA.

Unit 4: International Business Financing-Direct Instruments: (10h)

Trade finance-international capital budgeting-international working capital management-international investment decisions, global sources of finance. Emerging trends in international finance.

Unit 5: Emerging issues in International financial management: (5h)

Technology and innovation in global capital markets: key technologies for the future, security, innovation, opportunities, and challenges.

References:

1. V. Sharan, "International Financial Management"; PHI
2. P.G. Apte, "International Financial Management"; Tata McGraw Hill.
3. Maurice Levi, "International Finance"; Tata McGraw Hill,
4. EUN/RESNICK, International Financial Management"; Tata McGraw Hill
5. A.V. Rajwade," Foreign Exchange International Finance Risk Management"; Academy of Business Studies.
6. Alan C Shapiro: Multinational Financial Management, WSE WILEY, New Delhi
7. V.A. Avadhani; "International Finance"; Himalaya Publishing House.
8. IAN H. GIDDY, Global Financial Markets"; AITBS.

Central University of Karnataka, Kalaburagi
MBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
PMBTD41217	**Discipline Specific Elective**	**Risk Management and Financial Derivatives**	**03**	**03**	**2**	**1**	**0**

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Know the types of derivative instruments and their features
CLO2: Evaluate the value of options and interpret the result.
CLO3: Discuss the mechanism of different types of swaps
CLO4: Explain the significance of Greek options strategies and its application
CLO5: Learn and analyze the derivative instruments as a hedging strategy to mitigate risk

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	2	1	2	1		2	1	3		3	2	1
CLO2	3	2	2	2	2	2	1	2	2	3		3	2	2
CLO3	3	2	2	2	2	2	1	1	3	3		3	2	1
CLO4	3	2	1	2	2	2	1	1	3	3		3	2	1
CLO5	3	2	1	1	2	2			2	3		3	2	1

Detailed Syllabus

Unit 1: Derivatives : (5h)

Meaning, nature, and the significance of derivative instruments, types of derivative instruments, forwards, futures, options, and swaps. Definitions of risk, Sources of risk: credit vs. Market, default risk, foreign exchange risk, interest rate risk, purchasing power risk, etc.; systematic and non-systematic risk. Derivatives market in India.

Unit 2: Derivatives instruments: (10h)

Meaning and purpose of derivatives; forward contracts, futures contracts, options, swaps, and other derivatives; type of traders; trading futures contracts; specification of the future contracts; operation of margins; settlement and regulations. Hedgers and speculators: future contracts; future markets-clearing hours, margins, trading, future positions, and taxation.

Unit 3: Options and **Futures**: (**10h)**

Types of options; options trading; margins; valuation of options; binomial option pricing modal; black-schools model for call options; valuation of put options; index options; option markets- exchange-traded options, over-the-counter options, quotes, trading, margins, clearing, regulation, and taxation; warrants and convertibles, future prices and spot prices; forward prices vs. Future prices; futures vs. options.

Unit 4: Swaps: (10h)

Swaps: introduction and types of swaps: interest rate swaps, currency swaps, credit rate swaps, and commodity swaps, mechanics of interest rate swaps, valuation of interest rate swaps; currency swaps and their valuation; credit risk and swaps.

Unit 5: Managing Market Risk: (10h)

Risks involved in derivative instruments, types of risk, hedging schemes- delta hedging, theta, gamma; relationship in delta, theta, and gamma; Vega and rho; portfolio insurance, risk management strategies- strategies of hedging, speculation, arbitrage.

Textbook

1. Prafulla Kumar Swain, "Fundamentals of Financial Derivatives" HPH
2. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.

References:

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.
3. Das Satyajit: Swap & Derivative Financing, Probus.
4. Prasanna Chandra: Financial Management, TATA Mac Graw Hill, New Delhi
5. Khan and Jain: Financial Management, TATA Mac Graw Hill, New Delhi
6. Kolb, Robert W: Understanding Futures Markets, Prentices Hall Inc., New Delhi.
7. Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York. Marshall, John F &V.K. Basal: Financial Engineering-A Complete Guide to Financial Innovation, Prentice Hall Inc., New Delhi.
8. Report of Prof. L.C. Gupta: Committee on Derivatives Trading.

MBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
PMBTD41218	Discipline Specific Elective	Project Appraisal and Finance	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

CLO 1: To understand the overall project analysis
CLO 2: To know the financial and marketing aspects of projects
CLO 3: Develop the profitability projections
CLO 4: Perform appraisal of projects with detailed feasibility analysis
CO5: Assessment of project risk to make better decisions
CO6: Practice project management decisions and control

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	2	3	3		1	2			2	3		2	2	2
CO2	2	3	3	1	2	2		2	3	3	1	3	3	3
CO3		3	3	2	2	2		2	2	3		3	2	3
CO4		3	3	2	2	2		2	2	3	2	3	3	3
CO5		3	3	2	2	2		2	2	3	1	3	3	3
CO6		3	3	2	2	2		2	2	3	2	3	3	3

Detailed Syllabus

Unit 1: Project Appraisal: **(5h)**
Project: Definition, characteristics, types, Generation of project ideas, Project Identification and formulation, Basic principles of Project Analysis, Project Appraisal: Marketing, Technical, Political, Financial, Social, Project Identification, Project Preparation, Pre-feasibility study, Feasibility study, Preparation of detailed project report. Licensing/clearances: type of licenses, clearances involved, Procedure, and documentation required for getting a license in India.

Unit 2: Financial Analysis: **(10h)**
Estimation of cost of project & Means of financing, Arrangement of Funds, Traditional sources of financing: Equity shares, preference shares, Debentures/bonds, loans from Financial institutions, Alternative sources of financing: FDI & FII, Private Equity, Securitization, Venture Capital, Different business/project support government schemes in India, Government funding for projects, Startup schemes of government, Projected cash flows of project, Appraisal Criteria, NPV, IRR, PI, PBP, ARR, preparation of business plan.

Unit 3: Market Analysis: (**10h)**
Market feasibility analysis of a project, need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting of market growth; Market forecasting techniques; Technical appraisal of a project, Technology tie-ups and diffusion; Management of technology and business.

Unit 4: Social cost-benefit analysis: (**10h)**
Rationale of SCBA, direct and indirect cost and benefits, shadow price Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirrlees Approach, environmental impact assessment of a project and Social Impact Assessment of a project, Project Appraisal of Indian Plans.

Unit 5: Project Risk Analysis: (**10h)**
Types of risk, External stakeholders-related risks: customers, consumers, suppliers, Internal risks: project team members, top management, Project-related risks: technological or logistic risks, Event-related risks: economic (e.g. financial crisis), socio-political, Simple estimation of risk: Sensitivity Analysis, Monte Carlo Simulation, Decision Tree Analysis, Project audit, PERT & CPM.

Text Books:

1. Project Appraisal and Management. New Delhi: Taxmann Publications by Agrawal, R., & Mehra, Y. S.
2. Projects: Planning, Analysis, Financing, Implementation & Review, Prasanna Chandra
3. Introduction to Project Finance: An Analytical Perspective, H R Machiraju
4. Project Management, Maylor
5. Project Management: By Jeffery Pinto
6. Project Management, K. Nagarajan, New Age International Publisher

MBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
PMBRC41014	Core	Dissertation	04	04		4	0

Guidelines for Dissertation

The students must work on a dissertation on a topic of their choice in consultation with their supervisor or guide allotted in the fourth semester. The topic of the dissertation can be chosen from any of the functional areas of management. The research can be based on either primary data or secondary data. The broad content of the report should contain:

1. Introduction
2. Literature Review / Theoretical Background
3. Research Methodology
4. Discussion/analysis
5. Summary
6. Plagiarism report

The dissertation should pass through the plagiarism check. The acceptable limit of similarity should not be more than 10%.

At the end of the fourth semester, students must present their work in Viva and submit two hard copies of the report duly signed by the student, supervisor, and department head. The department will provide notification of the viva date and the report submission deadline.