

KARNATAK LAW SOCIETY'S
GOGTE INSTITUTE OF TECHNOLOGY

UDYAMBAG, BELAGAVI-590008

(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
(APPROVED BY AICTE, NEW DELHI)



Department of MBA

Scheme and Syllabus (2022 Scheme)
1st to 4th Semester Name of the Programme

INSTITUTION VISION

Gogte Institute of Technology shall stand out as an institution of excellence in technical education and in training individuals for outstanding caliber, character coupled with creativity and entrepreneurial skills.

MISSION

To train the students to become Quality Engineers with High Standards of Professionalism and Ethics who have Positive Attitude, a Perfect blend of Techno-Managerial Skills and Problem solving ability with an analytical and innovative mindset.

QUALITY POLICY

- Imparting value added technical education with state-of-the-art technology in a congenial, disciplined and a research oriented environment.
- Fostering cultural, ethical, moral and social values in the human resources of the institution.
- Reinforcing our bonds with the Parents, Industry, Alumni, and to seek their suggestions for innovating and excelling in every sphere of quality education.

DEPARTMENT VISION
To be Recognized as a Progressive Department for Business Education, Research and create Meaningful Students Engagement for Learning Management Education

MISSION
Developing excellence through learning to develop effective and responsible leaders by creating insightful knowledge and inspiring students to develop managerial skills, problem solving ability, analytical and innovative mindset

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)	
1.	Students of the programme will contribute by understanding and application of knowledge in the field of management science
2.	Students of the programme will be trained in analytical and decision making competencies to identify, analyze and understand business process and environment
3.	Students of the programme will acquire necessary managerial skills to think strategically and to lead, motivate and manage teams, thereby enhancing managerial effectiveness

PROGRAM OUTCOMES (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.

2.	Foster analytical and critical thinking abilities for data based decision making
3.	Ability to develop value based leadership ability
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6.	Ability to make use of relevant skills acquired during the programme for career advancement
7.	Ability to acquire entrepreneurial competencies to create value for the society at large

PROGRAM SPECIFIC OUTCOMES (PSOs)	
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community

2022-23 Scheme of Teaching and Examination

1st to 4th Semester MBA

Total credits for MBA Program: 100

	Semester	Credits per Sem	Total credits
1st year	1	20	40
	2	20	
2nd year	3	33	60
	4	27	
	Total	100	100

Curriculum frame work:

Sl. No.	Course	Credits
1	Professional Core	PC
2	Professional Elective	PE
3	Online Courses (SWAYAM)	PC
4	Minor Project / Skill Development / Teaching Assistantship	
5	Internship	PI
6	Project	PR
	Total	100

Theory Course Credits		Online Course Credits	
Duration of course	Credits	Online course duration	Credits
50 hours of course content	4	04 weeks	1
40 hours of course content	3	08 weeks	2
Lecture (L) One Hour /week	1	12 weeks	3
Practicals (P) Two hours /week	1		

1st Sem MBA

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBA101	Excel for Managers	FC	0 - 0 - 2	2	0	0	1	1	100	00	100
2.	22MBA102	Management Sciences	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
3.	22MBA103	Business Research Methods (integrated Course)	PC	3 - 0 - 2	5	3	0	1	4	100	100	200
4.	22MBA104	Marketing Management	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
5.	22MBA105	Accounting for Managers	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
6.	22MBA106	Human Resource Management	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
7.	22MBA107	Business Communication	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
8.	22MBA108	Skill Development - 1	MNC	3 - 0 - 0	3	0	0	0	0	100	00	100
9.	22MBA109	Business English	MNC	3 - 0 - 0	3	0	0	0	0	100	00	100
		Total			28				20	900	600	1500

2nd Sem MBA

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1	22MBA201	Business Ethics & CSR	FC	2 - 0 - 0	2	1	0	0	1	100	00	100
2	22MBA202	Organizational Behavior	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
3	22MBA203	Financial Management (integrated Course)	PC	3 - 0 - 2	5	3	0	1	4	100	100	200
4	22MBA204	Quantitative Techniques	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
5	22MBA205	Managerial Economics	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
6	22MBA206	Legal and Business Environment	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
7	22MBA207	Entrepreneurship Development	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
8	22MBA208	Skill Development - 2	MNC	3 - 0 - 0	3	0	0	0	0	100	0	100
		Total			25				20	800	600	1400

Third Semester

3rd Sem MBA

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L – T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBA301	Strategic Management	PC	4 - 0 - 0	4	4	0	0	4	100	100	200
2.	22MBA302	Internship Program	PC	0-0-6	16	0	0	8	8 (instead of 6 revised to 8)	100	100	200
3.	22MBA303	Societal Project	PC	0-0-2	2	0	0	1	1 (instead of 3 revised to 1)	100	—	100
4.		Elective - 1	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.		Elective - 2	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
6.		Elective - 3	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
7.		Elective - 4	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
8.		Elective - 5	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
		Total			28				33	800	700	1500

PROFESSIONAL ELECTIVES

Marketing Specialization

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L – T - P		L	T	P		CIE	SEE	TOTAL

1.	22MBAMM304	B 2 B Marketing	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAMM305	Sales Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAMM306	Retail Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAMM307	Services Marketing	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAMM308	Consumer Behaviour	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Finance Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAFM309	Security Analysis & Portfolio Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAFM310	Advanced Financial Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAFM311	Mergers Acquisitions & Corporate Restructuring	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAFM312	Managing Banks & Financial Institutions	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAFM313	Corporate Valuation	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Human Resource Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAHR314	Compensation Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAHR315	Performance Management & Competency Mapping	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAHR316	Management of Industrial Relations	PE	4 -0 -0	4	4	0	0	4	100	100	200

4.	22MBAHR317	Change and Knowledge Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAHR318	Talent Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Entrepreneurship Development Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAED319	Entrepreneurial Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
2.	22MBAED320	Entrepreneurship, Creativity and Innovation	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
3.	22MBAED321	Social Entrepreneurship	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Information Technology and Business Analytics Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAITBA322	Managing E-Business	PE	3 - 0 - 2	5	3	0	2	4	100	100	200
2.	22MBAITBA323	Enterprise Resource Planning	PE	3 - 0 - 2	5	3	0	2	4	100	100	200
3.	22MBAITBA324	Data Science Using Python and R	PE	3 - 0 - 2	5	3	0	2	4	100	100	200
4.	22MBAITBA325	Business Analytics using Excel	PE	3 - 0 - 2	5	3	0	2	4	100	100	200
5.	22MBAITBA322	Managing E-Business	PE	3 - 0 - 2	5	3	0	2	4	100	100	200

Fourth Semester

4th Sem MBA

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBA401	Management Control System	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
2.	22MBA402	Open Elective	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
3.	22MBA403	Research Activity/Live Project	PC	0-0-2	2	0	0	2	1	100		100
4.		Elective - 1	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.		Elective - 2	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
6.		Elective - 3	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
7.		Elective - 4	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
8.		Elective - 5	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
		Total			28				27	800	700	1500

PROFESSIONAL ELECTIVES

Marketing Specialization

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL

1.	22MBAMM404	Integrated Marketing Communications	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
2.	22MBAMM405	Strategic Brand Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
3.	22MBAMM406	International Marketing Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
4.	22MBAMM407	Digital Marketing	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAMM408	Marketing Analytics	PE	3 - 0 - 2	5	3	0	2	4	100	100	200

Finance Specialization

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAFM409	Corporate Taxation	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
2.	22MBAFM410	Financial Derivatives	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
3.	22MBAFM411	International Financial Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
4.	22MBAFM412	Project Appraisal and Finance	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAFM413	Financial Analytics	PE	3 - 0 - 2	5	3	0	2	4	100	100	200

Human Resource Specialization

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAHR414	International Human resource Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
2.	22MBAHR415	Training and Development	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

3.	22MBAHR416	Recruitment and Selection	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAHR417	Organizational Development	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAHR418	HR Analytics	PE	3 - 0 - 2	5	3	0	2	4	100	100	200

Entrepreneurship Development Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAED319	Family Business and Entrepreneurship	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAED320	Financing the Entrepreneurial Business	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAED321	Startup Management	PE	4 -0 -0	4	4	0	0	4	100	100	200

Information Technology and Business Analytics Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAITBA322	Database Management System	PE	3 -0 -2	5	3	0	2	4	100	100	200
2.	22MBAITBA323	Block Chain Management	PE	3 -0 -2	5	3	0	2	4	100	100	200
3.	22MBAITBA324	Data Analysis and Visualization	PE	3 -0 -2	5	3	0	2	4	100	100	200
4.	22MBAITBA325	Data Warehousing and Data Mining	PE	3 -0 -2	5	3	0	2	4	100	100	200
5.	22MBAITBA322	Database Management System	PE	3 -0 -2	5	3	0	2	4	100	100	200

Second Semester

Detailed Syllabus Business Ethics and Corporate Social Responsibility

Course Code	22MBA201	Course type	FC	Credits L-T-P	2 - 0 - 0
Hours/week: L - T - P	2 - 0 - 0			Total credits	1
Total Contact Hours	Lecture = 20 Hrs; Tutorial = 00Hrs; Practical = 00 Hrs. Total = 20 Hrs			CIE Marks	100 marks
Flipped Classes content	10 Hours			SEE Marks	0

Course learning objectives	
1.	The subject will be able to help the students to think about some of the important ethical implications of various business practices
2.	To teach the students the concept and importance of Corporate Social responsibility and its governance.

Pre-requisites: The students should have basic knowledge of ethical practices in organizations

Unit – I	Contact Hours = 4 Hours Flipped Classes Content = 1 Hours
<p>Introduction: Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.</p> <p>Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice-ethics for managers; Role and function of ethical managers-Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.</p> <p>Legal Aspects of Ethics: Political –legal environment; Provisions of the Indian constitution pertaining to Business; Political setup –major characteristics and their implications for business; Prominent features of MRTP &FERA. Social –cultural environment and their impact on business operations, Salient features of Indian culture and values.</p> <p>Environmental Ethics: Economic Environment; Philosophy of economic grow and its implications for business, Role of chamber of commerce and confederation of Indian Industries.</p> <p>Topics for Flipped Classes: Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business</p>	

Unit – II	Contact Hours = 4 Hours Flipped Classes Content = 1 Hours
<p>Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR and Governance: Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate</p>	

governance; Governance practices and regulation; Structure and development of boards; Governance ratings; Future of governance-innovative practices; Case studies with lessons learnt.

Topics for Flipped Classes: Role of capital market and government;

Unit No.	Self-Study Component
1	Ethical Considerations
2	Ethical Decision Making

Books	
Text Books:	
1.	Velasque Manuel. Business ethics concepts & cases. 6th Edition.
2.	Colley, John L. Corporate Governance
Reference Books:	
1.	Protley, The essence of business ethics.
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://nptel.ac.in/course.php

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)					
At the end of the course, the student will be able to			Learning Level	PO(s)	PSO(s)
1.	Describe the variable in most ethically complex business situation.		3	1	1
2.	Analyze ethical dilemma through an understanding of ethical decision-making process.		3	2,4	2
3.	Comprehend concept of CSR and apply its role in the organization effectiveness		3	1,3	3
4.	Gain knowledge of recommendations made by various committees on CSR		4	4	2

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problems.		1
2.	Foster analytical and critical thinking abilities for data based decision making.		2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business		4

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	1

2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Rubrics

Levels	Target
1 (Low)	Low (L): If 60% of marks is scored by less than 50% of the students.
2 (Medium)	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3 (High)	High (H): If 60% of marks is scored by 70% of the students.

CO-PO Mapping (planned)								CO-PSO Mapping (planned)		
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
1	3							3		
2		2							2	
3		3								2
4				2					2	
5										
6										
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
➤ Writing two IA tests is compulsory. ➤ Minimum marks required to qualify for SEE: 40 out of 100							

Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Scheme of Semester End Examination (SEE): NA

Detailed Syllabus Organizational Behavior

Course Code	22MBA202	Course type	PC	Credits L-T-P	3 – 0 - 0
Hours/week: L - T- P	3– 0 – 0			Total credits	3
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 0 Hrs Total = 40 Hrs			CIE Marks	100 marks
Flipped Classes content	10 Hours			SEE Marks	100 marks

Course learning objectives	
1.	To teach students role of organizational behavior in companies and in human resource Practices.
2.	To appraise students role of psychology, sociology, political science and change management in organizational behavior with understanding the impact of individual behavior, personality and attitudes
3.	To provide information on theories of organizational behavior and its application in the organizations
4.	To appraise students with regards to impact of groups and impact of power and politics in the organizations
5.	To appraise students with regards to influence of organizational culture and organization change and its impact on employees

Pre-requisites: Students need to be aware of the latest trends in Psychology, Sociology and Organization Development Concepts

Unit – I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Field of Organizational Behavior, Emergence & OB as a Discipline, Evolution and OB in India, Why Study Organizational Behavior, Models of OB, OB Trends	
Topics for Flipped Classes: Corporate Social Responsibility in India, Challenges and Opportunities in OB	

Unit – II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
The Individual: Foundations of Individual Behavior – Ability, Intellectual Abilities, Physical Abilities, Ability for job fit, Learning – Theories of Learning Attitudes and Job Satisfaction – Components of an Attitude. Personality and Values- what is personality, Personality Determinants, Personality Traits, Measuring Personality: Psychometric Theories (Big Five, MBTI,) Personal Effectiveness (Johari Window).	
Topics for Flipped Classes: Major Personality Attributes Influencing OB, Model of Individual Behavior	

Unit – III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
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Perception Concept of perception, perceptual process , Attribution Theory, Attribution Errors, Perceptual Errors – Primacy Effect, Recency Effect, Halo Effect, Projection Bias. Improving Perceptions, Decision-making, Decision-Making Process Leadership – styles and theories of leadership, motivation and theories of motivation
Topics for Flipped Classes: Effectiveness of decision making, biases and errors in decision making,

Unit – IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
The Group: Group and Interpersonal behavior – group dynamics – why groups form, types, group, formation of group, group decision making techniques, Teams –types of teams, Creating effective teams. Power and political behavior – sources of power, effective use of power. Conflict – Sources and strategies to resolve conflict. Interpersonal communication.	
Topics for Flipped Classes: Organizational politics, forces creating political behavior	

Unit – V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Organizational Change and Stress management, Radical change for the sake of innovation, forces for change, Managing Planned change, Resistance to change, approaches to managing organizational change,. Organization culture – definition, creating and sustaining culture, creating ethical and positive culture	
Topics for Flipped Classes: Work stress and its management, Work Life Balancing	

Unit No.	Self-Study Component
1.	Ultra tech Cement: A transition towards Behavior based Safety
2.	Using Artificial Intelligence to Screen Human Intelligence
3.	Leaderships Skills for tomorrow case study by Ivey Publishing
4.	Design Thinking comes of Age – Harvard Business Review
5.	Narayana Hrudayalaya: From Heart Care to Human Care, Ivey Publishing
Books	
Text Books:	
1.	Pareek, U. Understanding organizational Behaviour, 3rd Ed OUP Higher Education Division.
2.	Stephen Robbins, T. J. Organizational Behavior 14th Ed, Pearson Publication.
Reference Books:	
1.	Newstrom, J. W., Organizational Behavior : Human Behavior at Work, 12th Ed McGraw Hill Education.
2.	Nelson, P. K. Organizational Behavior, 7th Ed, South Western
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	Edx- Managing People from a Global Perspective/ https://www.edx.org/course/managing-people-from-a-global-perspective-0
2.	Edx – Leading High-Performing Teams/ https://www.edx.org/course/leading-high-performing-teams

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problem	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to develop value based leadership ability	3
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	5
6	Ability to make use of relevant skills acquired during the programme for career advancement	6

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)				
At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Students would be able to attribute theories of organizational behavior in organizational context	3	1,2	1
2.	Students will be able to critically evaluate the impact of various aspects of individual behavior in an organization	5	1, 6	1
3.	Students would be able to exhibit and apply leadership and decision making.	4	1,3,5	2
4.	Students would be able to understand and analyze personality types and their implications in the organization effectiveness	4	2,4	2
5.	Students would be able to apply the aspects of organization culture adapt to changing dynamics of the organizations	3	5,6	3
Program Specific Outcome of this course (PSOs)				PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices			1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement			2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community			3

Rubrics

Levels	Target
1 (Low)	If 60% of marks is scored by less than 50% of the students.
2 (Medium)	If 60% of marks is scored by 50% to 70% of the students.
3 (High)	If 60% of marks is scored by 70% of the students.

CO-PO Mapping (planned)								CO-PSO Mapping (planned)		
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO3
1	3	2						3		
2	3	3				1		3		
3	3		2		1				2	
4		2		1					2	
5					2	1				2
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
<ul style="list-style-type: none"> ➤ Writing two IA tests is compulsory. ➤ Minimum marks required to qualify for SEE: 40 out of 100 							

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 marks
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all student</p>

Financial Management

Course Code	22MBA203	Course type	Integrated	Credits L-T-P	3 – 0 - 1
Hours/week: L - T- P	3– 0 – 2			Total credits	4
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 20 Hrs Total = 60 Hrs			CIE Marks	100 marks
Flipped Classes content	10 Hours			SEE Marks	100 marks

Course learning objectives	
1.	To learn the Basics of Financial management
2.	To understand time value of Money
3.	To make investment Decisions
4.	To select appropriate capital structure

Pre-requisites: Students needs to be aware of basic of financial terminology

Unit – I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Introduction to Financial Management: Introduction to Financial Management, Objectives of Financial management- Profit maximization and wealth maximization, Role of a finance manager, Financial management and other functional areas. Sources of financing: shares, debentures, Lease financing, Hybrid financing, Venture capital, Primary market & Secondary market	
Topics for Flipped Classes: Role of Finance Manager in modern Business	

Unit – II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Time Value of Money & Cost of Capital: Present value & future value of single cash flow, Annuity and perpetuity. Simple Interest & Compound interest, Capital recovery and loan amortization Cost of Capital: Cost of equity (dividend discounting and CAPM model), preference and debenture capital, Cost of retained earnings, weighted average cost of capital (WACC), and marginal cost of capital.	
Topics for Flipped Classes: Rule of Doubling	

Unit – III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Investment Evaluation and Investment Decisions: Investment evaluation techniques- Net present value, Internal rate of return, modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Estimation of cash flow for replacement projects. Workshop on Excel for investment evaluation	
Topics for Flipped Classes: Calculation of Payback period for the projects	

Unit – IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Working Capital Management: Factors influencing working capital requirement, operating cycle and cash cycle. Estimation of working capital requirements of a firm (does not include cash, inventory and receivables management)	

Topics for Flipped Classes: Factors influencing working capital requirement

Unit – V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Capital Structures and Dividend Decisions: Planning the capital structures of a firm. (No theories), EBIT-EPS analysis Leverages- Operating leverage, financial leverage and total leverage. Dividend policy, factors affecting dividend policy. Introduction to Behavioral finance, Financial modeling, Financial engineering.	
Topics for Flipped Classes: Factors Influencing Capital structure decision	

List of Experiments

Unit No.	No. of Experiments	Topic(s) related to Experiment
2	3	1. Analyzing the present value and future value of cashflows for company's decision making 2. Preparing loan amortization schedule 3. Determining Weighted average cost of capital
3	4	1. Estimation of Nep present value for a given project 2. Estimation of Internal rate of return for a given project 3. Estimation of Modified internal rate of return 4. Estimation of cashflows for replacement projects
5	1	1. Determining optimum capital structure using EBIT-EPS analysis technique

Books

Text Books:	
1.	Prasanna Chandra , Financial Management,8thEd, TMH
2.	I.M .Pandey, Financial Management, 10thEd, Vikas Publishing House
3.	M. Y. Khan & Jain , Financial Management, 6thEd, TMH
4.	Shahshi K Gupta & R K Sharma, Financial Management,8thEd, Kalyani Publishers
Reference Books:	
1.	Paresh P. Shah, Financial Management, 2ndEd, Biztantra
2.	V K Bhalla , Financial Management,1stEd, S. Chand
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://www.edx.org/course/finance-essentials-for-mba-success-2
2.	https://swayam.gov.in/courses/277-financial-management

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to	Learning Level	PO(s)	PSO(s)

1.	To Describe the effects of decision making of finance manager on shareholders wealth maximization	2,3&4	1,2&3	1
2.	To Analyze the role of time value of money and its use for valuing and will be able to calculate cost of capital for the organization.	2,3,4 &5	2&6	2
3.	Appraise and Evaluate different capital budgeting methods and their applications	2,4&5	4&2	2
4.	To Examine the working capital needs and financing of the firm and apply methods to measure the operating efficiency of business.	2,3&4	6&2	2
5.	To Plan capital structure of the firm and to Interpret and illustrate the investment, financing and dividend policy decision making in an organization.	2,3&4	2&7	3

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problem	1
2.	Foster analytical and critical thinking abilities for data-based decision making.	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
4.	Ability to make use of relevant skills acquired during the programme for career advancement.	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Rubrics:

Levels	Target
1 (Low)	50 % of the total marks is scored by 60% of the students.
2 (Medium)	60 % of the total marks is scored by 60% of the students.
3 (High)	70 % of the total marks is scored by 60% of the students.

CO-PO Mapping (planned)								CO-PSO Mapping (planned)		
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
1	2	2						2		
2		3				2			2	
3		3		2					3	
4		2				2			1	
5		2								1

Scheme of Continuous Internal Evaluation (CIE):

For integrated courses, a lab test also will be conducted at the end of the semester. The lab test **(COMPULSORY)** will be part of the CIE. **No SEE for Lab.**

THEORY (60 marks)			LAB (40 marks)		Total
IA test 1	IA test 2	Lab Project/ Industry assignment/ Seminar	Conduction	Lab test	
25 marks	25 marks	10 marks	15 marks	25 marks	100 marks
IA Test: 1. No objective part in IA question paper 2. All questions descriptive					
Conduct of Lab: 1. Conducting the experiment and journal: 5 marks 2. Calculations, results, graph, conclusion and Outcome: 10 marks					
Lab test: (Batch wise with 20 students/batch) 1. Test will be conducted at the end of the semester 2. Timetable, Batch details and examiners will be declared by Exam section 3. Conducting the experiment and writing report: 5 marks 4. Calculations, results, graph and conclusion: 10 marks 5. Viva voce: 10 marks					
Eligibility for SEE: 1. 40% and above (24 marks and above) in theory component 2. 40% and above (16 marks and above) in lab component 3. Lab test is COMPULSORY 4. Not eligible in any one of the two components will make the student Not Eligible for SEE					

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 marks
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Quantitative Techniques

Course Code	22MBA204	Course type	PC	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3– 0 – 0			Total credits	3
Total Contact Hours	L = 40 Hrs; T = 0 Hrs;P = 00 Hrs Total = 40 Hrs			CIE Marks	100 marks
Flipped Classes content	10 Hours			SEE Marks	100 marks

Course learning objectives

1.	Prepare, Process and analyses the Primary and Secondary data.
2.	Present the Organization data in a vivid way
3.	Describe the Nature of the Data and its Properties, Infer decisions based on evidence, analysis and reasoning
4.	Learn Contemporary concepts of data science practiced by the industry

Pre-requisites: Students are expected to have the basic understandings of Spreadsheets and Data Visualization

Unit – I

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Meaning of Data and Information, Types of Data: Primary data v/s Secondary data, Qualitative data v/s Quantitative data, Categorical data(Nominal ,Ordinal) , Continuous data (Interval Ratio) , Understanding Data collection methods (Surveys , Interviews and Literature review)

Topics for Flipped Classes: Different Types of data Measurement Scales

Unit – II

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Classification & Tabulation of data , Census and Sample Investigation, Understanding Measures of Central Tendencies : Mean ,Mode and Median .Understanding Measures of Dispersion : Range , Mean Deviation , Standard Deviation . Probability meaning and approaches of probability : Classical Probability & Relative frequency

Topics for Flipped Classes: Diagrammatical and graphical Presentation of Data

Unit – III

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Normal distribution curve, Meaning of Hypothesis, Formulation of hypothesis, Hypothesis testing; Null hypothesis and alternative hypothesis, Meaning of two tail and one tail tests, levels of significance, confidence intervals, significance of statistical test, critical regions and selection of different hypothesis tests.

Topics for Flipped Classes: Measures of central tendencies

Unit – IV

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Introduction compare means: Independent samples t-test, Paired sample t- test, Correlation: Significance of correlation, Types of correlation, Scatter diagram method, Karl Pearson's coefficient of correlation (problems), Spearman's rank coefficient of correlation. (problems)

Topics for Flipped Classes: Difference between regression and correlation

Unit –V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
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Introduction to business variable models: Understanding of Independent, Dependent, Mediating and Moderating variables in a business model. Introduction to Concept of Regression analysis, Regression Lines, Regression Equation and Applications of Multiple regression in Business situations (problems)

Topics for Flipped Classes: Application of regression in engineering and medical fields

Unit No.	Self-Study Component
1	Importance of business statistics
2	Data Visualization using MS- Excel or any other tools.
3	Using of inferential statistics in the summer internship projects and research publications
4	Self-learning topics: How to write research papers for conference
5	How to use quantitative subject learning for market research projects

Books

Text Books:

1. Business Statistics, 5e– 1 January 2020 by J K Sharma (Author)
2. Business Statistics | A First Course | Edition | By Pearson– 31 May 2017
by David M. Levine (Author), David F. Stephan (Author), Kathryn A. Szabat (Author), P.K. Viswanatha (Author)
3. Statistics for Management | Eighth Edition | By Pearson– 27 January 2017
by I. Levin Richard (Author), H. Siddiqui Masood (Author), S. Rubin David (Author), Rastogi Sanjay (Author)

Reference Books:

1. Statistics for Business & Economics, 13E– 1 September 2019
by David R. Anderson (Author), Dennis J. Sweeney (Author), Thomas A. Williams (Author), Jeffrey D. Camm (Author), James J. Cochran (Author)
2. Statistics for Managers, Using Microsoft Excel | Business Education | Eighth Edition | By Pearson– 30 June 2017 by Levine David M. (Author)

E-resources (NPTEL/SWAYAM.. Any Other)-

1. Introduction to data Analysis: <https://nptel.ac.in/courses/110106064/>
2. Business Analytics and data mining <https://nptel.ac.in/courses/110107092/7>

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)						
At the end of the course, the student will be able to			Learning Level	PO(s)	PSO(s)	
1.	Understand various quantitative & statistical methods			6	PO1	1
2.	Understand data and draw inferences from data			6	PO2	2
3.	Calculate and interpret statistical values by using a statistical tool (correlation & regression)			6	PO4	2
4.	Demonstrate an ability to apply various statistical tools to solve business problems			4	PO5	2

CO-PO Mapping (planned)												CO-PSO Mapping(planned)			
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 12	PSO1	PSO2	PSO3
1	3												3		
2		3		1		2								3	
3															
4					3										
5				2			3								3
6			3												
Mention the levels: 1, 2, 3															

Scheme of Continuous Internal Evaluation (CIE):

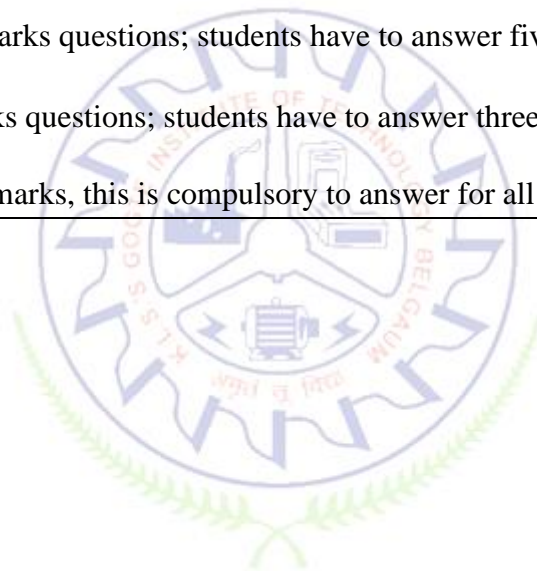
Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
<ul style="list-style-type: none"> ➤ Writing two IA tests is compulsory. ➤ Minimum marks required to qualify for SEE: 40 out of 100 							

Rubrics:

Levels	Target
1(Low)	50 % of the total marks is scored by 60% of the students. (Illustrative. % can be varied)
2(Medium)	60% to 80%
3(High)	80% above

Self-Study topics could be evaluated during Quiz/ Assignments

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 %
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions; students have to answer five questions out of seven questions. Part C contains ten marks questions; students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student



Detailed Syllabus Managerial Economics

Course Code	22MBA206	Course type	PC	Credits L-T-P	3 – 0 - 0
Hours/week: L - T- P	3– 0 – 0			Total credits	3
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 0 Hrs Total = 40 Hrs			CIE Marks	100 marks
Flipped Classes content	10 Hours			SEE Marks	100 marks

Course learning objectives	
1.	To understand micro economic tools and explain the optimal allocation of resources within the firm.
2.	To understand price determination in different markets and how market participants benefit in the form of consumer surplus and producer surplus
3.	To measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services and income
4.	To understand the different costs of production and how they affect short and long-run decisions
5.	To understand four basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, and how price and quantity are determined in each model

Pre-requisites: The student should have basic knowledge about Market, Demand, Supply and latest economic trends in Indian economy.

Unit – I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Introduction to Managerial Economics: The Nature and Scope of Managerial Economics. Optimization Techniques and New management Tools: Managerial Economics and Business Decision Making Process. Fundamental Concepts used in Decision Making: Incremental concept, Opportunity Cost Discounting Principles Equity Marginal Principle, Principle of Time Perceptive. Introduction to Econometrics.	
Topics for Flipped Classes: Introduction to Econometrics.	

Unit – II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Demand Analysis: Analysis of Consumer Demand: Meaning of Demand, Basis of Consumer Demand, Law of Diminishing Marginal Utility, Derivation of Individual Demand. Analysis of Market Demand and Demand Elasticity: Analysis of Market Demand, Demand Function, Elasticity of Demand- Price, Income, Promotional/ Advertising and Cross (Theory and Problems) Demand Forecasting: Why Forecasting, Steps in Demand Forecasting, Techniques, Problem on demand forecasting using trend projection method	
Topics for Flipped Classes:	

Unit – III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
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Theory of Production: Basic Concepts, Production Function, Cobb Douglas Production Function, Short-run Laws of Production, Indifference curve, Long-Term Laws of Production, Laws of Returns to Scale, Optimal Combination of Inputs.

Theory of Cost and Break-Even Analysis: Cost Concepts, Theory of Cost, Economies and Diseconomies of Scale, The Learning Curve. **Break Even Analysis:** Introduction to BEA, BEP in terms of Value and volume, Limitations. Problems on BEA

Topics for Flipped Classes:

Unit – IV

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Market Structure: Perfect Competition, Monopoly, Monopolistic competition, Oligopoly and Firm Structure, Game Theory and Strategic Behavior.

Pricing Practices: Pricing of Multiple Products, Price Discrimination- First degree, Second-degree and Third-degree price discrimination, Dumping, Transfer Pricing.

Topics for Flipped Classes: Transfer Pricing

Unit – V

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Introduction to macroeconomics: Concepts of National Income, Inflation, Balance of Payment, Current Account Deficit, Fiscal Policy and Fiscal deficit, Monetary Policy, Business Cycle and Stabilization, Purchasing Power Parity.

Industrial Policy in India: Production Linked Incentive (PLI) scheme for promoting manufacturing of Telecom & Networking Products in India, Atma Nirbhar Bharat Abhiyan.

Topics for Flipped Classes: Production Linked Incentive (PLI) scheme for promoting manufacturing of Telecom & Networking Products in India, Atma Nirbhar Bharat Abhiyan.

Unit No.	Self-Study Component
1	Fundamental Concepts of Managerial Economics
2	Determinants of Demand, Need for forecasting
3	Various types of costs
4	Adoption of the concept of transfer pricing by MNCs
5	Monetary Policy and Fiscal Policy, Provisions of the recent Union Budget

Books

Text Books:

1. Geetika, Ghosh & Choudhury, Managerial Economics, McGrawHill 2/e,2011
2. Dominick Salvatore, Managerial Economics, Oxford Publishers, 2e, 2016
3. D.M Mithani, Managerial Economics, HPH publications, 2016
4. Samuelson & Marks, Managerial Economics, Wiley, 5/e,2015

Reference Books:

1. Peterson, Lewis and Jain, Managerial Economics, Pearson Education, 4/e, 2008
2. G.S.Gupta, Managerial Economics, McGraw Hill Education, 2/e, 2018

E-resources (NPTEL/SWAYAM.. Any Other)- mention links

1. <https://www.edx.org/learn/managerial-economics>
2. <https://www.indiabudget.gov.in/>
3. https://onlinecourses.swayam2.ac.in/imb19_mg16/preview

4	https://www.youtube.com/watch?v=ZXDKdJO3V6Y
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Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (Cos)				
At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Comprehend the fundamental concepts, theories, and principles of managerial economics	2	2	2
2.	Demonstrate the application of the laws and concepts of economics for informed business decision-making	3	1	1
3.	Analyze the changing economic and business landscape in-order to overcome challenges faced by a businessman	4	4	2
4.	Evaluate the different market structures and develop suitable business strategies	5	1	1
Program Outcome of this course (POs)				PO No.
1.	Apply knowledge of management theories and practices to solve business problems.			1
2.	Foster analytical and critical thinking abilities for data based decision making.			2
3.	Ability to develop value based leadership ability			3
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business			4
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.			5
6.	Ability to make use of relevant skills acquired during the programme for career advancement.			6
7.	Ability to acquire entrepreneurial competencies to create value for the society at large.			7

Program Specific Outcome of this course (PSOs)			PSO No.
1.	To groom students to manage		1
2.	To train students to acquire analytical and research competencies for continuous learning		2
3.	To encourage entrepreneurial competences amongst learners to create		3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1 (Low)	60 % of the total marks is scored by less than 55% of the students.
2 (Medium)	60 % of the total marks is scored by 55% to 75% of the students.
3 (High)	60 % of the total marks is scored by more than 75% of the students.

CO-PO Mapping (planned)													CO-PSO Mapping (planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	2	3		1									2	3	1
2	3	2					1						3	2	1
3	3	2				1							2	3	1
4	3	2		1		1							3	2	1
5	3	2	1	1	1	1	1						3	2	1
Mention the levels: 1, 2, 3															

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
<ul style="list-style-type: none"> ➤ Writing two IA tests is compulsory. ➤ Minimum marks required to qualify for SEE: 40 out of 100 							

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours' duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 marks
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions; students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions; students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all student</p>

Detailed Syllabus
Legal and Business Environment

Course Code	22MBA207	Course type	PC	Credits L-T-P	3 – 0 - 0
Hours/week: L - T- P	3– 0 – 0			Total credits	3
Total Contact Hours	L = 40 Hrs; T = 00 Hrs; P = 00 Hrs Total = 40 Hrs			CIE Marks	100 marks
Flipped Classes content	10 Hours			SEE Marks	100 marks

Course learning objectives	
1.	To enable the students, understand about the application of overall legal scenario in India.
2.	Familiarize the students with the various acts of Indian legal system
3.	To develop an understanding of IPR and related laws

Pre-requisites: Basic understating of legal terms and terminologies

Unit 1: Introduction to business Law and the Contract Act	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Meaning of law, Law of Contract: definition, nature and sources of business law in India, types of contracts, offer – definition and essentials, acceptance and consideration – definition and essentials, exceptions to the rule, no consideration, no contract, capacity of parties, performance of contract, termination of contract, remedies for breach of contract.	
Topics for Flipped Classes: Cases pertaining to Contract Act	

Unit – II: Law of partnership and Insurance	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Bailment and Pledge: Definition, essential elements, rights and duties of bailor and bailee. Pledge – essentials, rights and duties of pledger and pledge. Law of insurance – General principles of insurance, life, fire and marine, Difference between Life insurance and General Insurance. Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, dissolution of partnership firm.	
Topics for Flipped Classes: : Cases pertaining to insurance and partnership acts	

Unit – III : Companies Act	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Basic of Companies Act of 2013, definition, characteristics and essentials, Types of companies, Difference between Public and Private Companies, Steps in formation of company. Memorandum of Association, Articles of Association, Prospectus and types. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities, Modes of winding up of a company.	
Topics for Flipped Classes: Cases pertaining to Companies Act	

Unit – IV : Sale of Goods Act and Consumer Protection Act	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Sale of Goods Act : Definition, Essentials, sale v/s agreement to sell, types of goods, Condition v/s warranties, Kinds of conditions and warranties, rights of unpaid seller and remedies	

Consumer Protection Act: Objectives, definition, rights and responsibilities of consumer
Topics for Flipped Classes: National and state consumer protection council (basics and services)

Unit –V : Information Technology Act, 2000	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
IT act background, need and importance, objectives, salient features of IT Act 2000, Digital signatures Important Section of ITA 2000-offences and penalty	
Topics for Flipped Classes: Applicability and Non-Applicability of the Information Technology Act	

Unit No.	Self-Study Component
1	Practical Cases on Contract Act
2	Practical Cases on Insurance
3	Practical Cases on Companies act
4	Cases on Consumer Protection Act
5	IPR and related aspects

Books	
Text Books:	
1.	Goel, P, Business Law for Managers, 1st Ed Dreamtech.
2.	N.D.Kapoor, Elements of Mercantile Law. 1st Ed , Sultan Chand
Reference Books:	
1.	Saravanavel & Sumathi, Business Law for Management, 1st Ed , HPH
E-resources (NPTEL/SWAYAM.. Any Other)	
2.	https://www.sci.gov.in/judgments http://www.judicialadda.in/LiveClasses https://study.com/academy/topic/contract-law-basics.html

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)				
At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	define the basic provisions of the various legal acts mentioned	L1,L2,L3,L4,	1,2,4	1
2.	describe the legal provisions and critically evaluate any given business situation	L1,L2,L3,L4,	1,2,4	1
3.	interpret the legal consequences for a given business situation	L1,L2,L3,L4,	1,2,4	1
4.	relate and examine suitable legal outcomes of a given business situation	L1,L2,L3,L4,	1,2,4	1
5.	support and defend their stand pertaining to legal practices adopted for a business situation	L1,L2,L3,L4,	1,2,4	1

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems	1
2.	Foster analytical and critical thinking abilities for data based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4

PROGRAM SPECIFIC OUTCOMES (PSOs)	
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community

Rubrics:

Levels	Target
1(Low)	If 60% of marks are scored by less than 50% of the students
2(Medium)	If 60% of the marks are scored by 65% of the students
3(High)	If 60% of marks are scored by 70% of the students

CO-PO Mapping (planned)													CO-PSO Mapping(planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	2	2		3									3		
2	2	2		2									2		
3	2	2		3									3		
4	2	2		2									2		
5	2	2		2									2		
6															
Mention the levels: 1, 2, 3															

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
<ul style="list-style-type: none"> ➤ Writing two IA tests is compulsory. ➤ Minimum marks required to qualify for SEE: 40 out of 100 							

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours' duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 marks
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions; students have to answer five questions out of seven questions. Part C contains ten marks questions; students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student



Detailed Syllabus Entrepreneurship Development

Course Code	22MBA208	Course type	PC	Credits L-T-P	3 – 0 - 0
Hours/week: L - T- P	3– 0 – 0			Total credits	3
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 0 Hrs Total = 40 Hrs			CIE Marks	100 marks
Flipped Classes content	10 Hours			SEE Marks	100 marks

Course learning objectives

1.	To understand the basic concepts in the area of entrepreneurship
2.	To understand the role and importance of entrepreneurship for economic development,
3.	To develop personal creativity and entrepreneurial initiative
4.	To adopt the key steps in the elaboration of business idea
5.	To understand the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.

Pre-requisites : Students are expected to understand the role of entrepreneurship in developing the economy and students have to read about life story of successful entrepreneurs

Unit - I

10 Hours

Introduction to Entrepreneurship:

Meaning, Definition and Scope of Entrepreneurship, Concept of Enterprise, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concept of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Types of Entrepreneurship, Stages in Entrepreneurial Process, Problems of Entrepreneurship

Unit - II

10 Hours

Establishing an Enterprise:

Concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial Mobility, Types of Entrepreneurial Mobility. Entrepreneurial Motivation: Meaning of Entrepreneurial Motivation, Motivation Theories. Entrepreneurship Development Program: Need and Objectives of EDPs, Phases of EDP, Evaluation of EDPs. Meaning of Business Plan, Business Planning Process, Advantages of Business Planning, Marketing Plan - Production/Operations Plan - Organization Plan - Financial Plan - Final Project Report with Feasibility Study - Preparing a Model Project Report for Starting a New Venture.

Unit - III

10 Hours

Start Up Management and Institutions Supporting Entrepreneurs:

A Brief Overview of Financial Institutions in India, Central Level and State Level Institutions, SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC - Single Window Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Latest Industrial Policy of Government of India, Financial Support System: Forms of Financial Support, Long Term and Short Term Financial Support, Sources of Financial Support, Development Financial Institutions, Investment Institutions. MSME Policy in India, Agencies for Policy Formulation and Implementation, Start Up Management.

Unit - IV	10 Hours
<p>Women Entrepreneurship, Social Entrepreneurship and Rural Entrepreneurship, Family Business</p> <p>Women Entrepreneurship: Meaning, Characteristics and Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Social Entrepreneurship: Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, History, Importance and Types of Family Business, Rights and Responsibilities of Shareholders of a Family Business, Succession in Family Business, Pitfalls of the Family Business, Strategies for Improving the Capability of Family Business, Improving Family Business Performance. Entrepreneurship Failure, Issues of Entrepreneurial Failure, Entrepreneurial Resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.</p>	

Unit - V	10 Hours
<p>International Entrepreneurship Opportunities and Venture Capital:</p> <p>International Entrepreneurship Opportunities: The Nature of International Entrepreneurship, Importance of International Business to the Firm, International v/domestic Entrepreneurship, Stages of Economic Development, Entrepreneurship Entry into International Business, Importing and Exporting, Direct Foreign Investment, Barriers to International Trade.</p> <p>Venture Capital: Nature and Overview, Venture Capital Process, Types of Venture Capitalists, Locating Venture Capitalists, Approaching Venture Capitalists</p>	

Self Study Topics	
Unit No.	Topic description
1	What are the challenges faced by new Entrepreneurs
2	Identify the competencies required for an entrepreneur
3	What are the challenges faced by new Entrepreneurs
4	Identify the reasons for entrepreneurial failure
5	What are the aspects of Environmental analysis

Books	
Text Books:	
1.	Jayashree K. Poornima S. C., Abraham K., Kumar S. Anil, Entrepreneurship Development, Newage International Pvt Ltd, First Edition
2.	Poornima Charantimath, Entrepreneurship and Small Business Development, Pearson Education First Edition
Reference Books:	
1.	S.S.Khanka Entrepreneurial Development, S.Chand & Co. Ltd. 1999.
2.	Rabindra N. Kanungo, Entrepreneurship and Innovation, Sage Publications, New Delhi, 1998.
3	EDII, Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development Institute of India, Ahmadabad, 1986
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	Develop, organize and manage your own business https://www.edx.org/micromasters/iimb-entrepreneurship

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)		
At the end of the course, the student will be able to		Bloom's Level
1.	Understand the basic concepts in the area of entrepreneurship	2
2.	Analyze the role and importance of entrepreneurship in economic development	3
3.	Develop personal creativity and entrepreneurial initiative	4
4.	Adopt the key steps in the elaboration of business idea	4
5.	Understand the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures	2,4

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business	1
2.	Foster analytical and critical thinking abilities for data based decision making	2
3.	Ability to develop value based leadership ability	3
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	5
6.	Ability to make use of relevant skills acquired during the programme for career advancement	6
7.	Ability to acquire entrepreneurial competencies to create value for the society at large.	7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage	1
2.	To train students to acquire analytical and research competencies for continuous learning	2
3.	To encourage entrepreneurial competences amongst learners to create	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks are scored by less than 50% of the students
2	Medium: If 60% of the marks are scored by 50% to 70% of the students
3	High: If 60% of marks are scored by 70% of the students

CO-PO Mapping (planned)							CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1		2							3	
CO2	1								2	
CO3		3							3	
CO4			3							
CO5				3			3			
					2		2			
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
<ul style="list-style-type: none"> ➤ Writing two IA tests is compulsory. ➤ Minimum marks required to qualify for SEE: 40 out of 100 							

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours' duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 marks
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions; students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions; students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all student</p>

SKILL DEVELOPMENT - II

Course Code	22MBA209	Credits	0
Course type	MNC	Total credits	0
Hours/week: L-T-P	3-0-0	CIE Marks	100 marks
Total Hours:	L = 30 Hrs; T = 0 Hrs;P = 0 Hrs Total = 30 Hrs	SEE Marks	NIL

Course learning objectives	
1.	Course is designed to develop employability skills of the student.

Pre-requisites : The students should have basic logical reasoning
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Unit - I	6 Hours
Quantitative Aptitude: Time and Work Data Interpretation, Logical Reasoning: Syllogisms	

Unit - II	6 Hours
Quantitative Aptitude: Ages Verbal Ability: Change of Speech and Voice, Sentence Completion	

Unit - III	6 Hours
Quantitative Aptitude: Time, Speed and Distance Problems on Trains, Boats and Streams Logical Reasoning: Direction Sense Test	

Unit - IV	6 Hours
Quantitative Aptitude: Permutation and Combination, Probability Verbal Ability: Critical Reasoning	

Unit - V	6 Hours
Quantitative Aptitude: Alligations and Mixtures, Logical Reasoning: Data Sufficiency Visual Reasoning	

Self Study Topics	
Unit No.	Topic description
1	Practice the homework questions on the topics covered in Unit I
2	Practice the homework questions on the topics covered in Unit II
3	Practice the homework questions on the topics covered in Unit III
4	Practice the homework questions on the topics covered in Unit IV
5	Practice the homework questions on the topics covered in Unit V

Books	
Text Books:	
1.	Bizotic reading and learning material

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops

Course Outcome (COs)	
At the end of the course, the student will be able to	Bloom's Level
1. Able to attempt logical reasoning question.	3

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems.	1
2.	Foster analytical and critical thinking abilities for data based decision making.	2
3.	Ability to make use of relevant skills acquired during the programme for career advancement.	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage	1
2.	To train students to acquire analytical and research competencies for continuous learning	2
3.	To encourage entrepreneurial competences amongst learners to create	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks are scored by less than 50% of the students
2	Medium: If 60% of the marks are scored by 50% to 70% of the students
3	High: If 60% of marks are scored by 70% of the students

CO-PO Mapping (planned)			CO-PSO Mapping(planned)			
	PO1	PO2	PO6	PSO1	PSO2	PSO3
CO1	2	2	2		3	
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: NN**

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper- NA