

**REGULATIONS GOVERNING  
FOR  
MASTER OF BUSINESS ADMINISTRATION DEGREE (MBA)  
OF  
RANI CHANNAMMA UNIVERSITY, BELAGAVI**  
(Two year full time MBA Programme)  
Under  
Choice Based Credit System (CBCS)  
(2015-16 Onwards)



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# **RANI CHANNAMMA UNIVERSITY, BELAGAVI**

## **RANI CHANNAMMA UNIVERSITY, BELAGAVI**

### **Regulations Pertaining to TWO YEAR FULL TIME MBA PROGRAMME Choice Based Credit System (CBCS)**

#### **I. Title**

These regulations shall be cited as RANI CHANNAMMA UNIVERSITY regulations governing Two year Full Time Master of Business Administration (MBA) Programme divided into four semesters at the Post Graduate Level in the Faculty of Management.

#### **II. Extent of Application**

These regulations shall apply to the Post Graduate Programme in Management (MBA) approved by Rani Channamma University, Belagavi and by other competent authorities as per the existing norms. The Programme may be run on the University campus or the location as decided by the University Authorities and to all affiliated colleges approved by the University and other competent authorities.

These regulations come into force from the date of approval by the competent authorities.

#### **III. Definitions:**

In these Regulations, unless otherwise mentioned:

- a. "University", "University Area", "College" "Teachers" and "Principal" shall bear the same meaning as assigned to them under Sec.2 of the Karnataka State Universities Act-2000 and as amended from time to time. However in case of affiliated colleges/Institutes the word "Principal" means the "Director" and "Teachers" means only Rani Channamma University approved faculty members. University approved Teachers are those who have been selected by a Selection Committee constituted as per the approved guidelines of competent authorities and those who have been appointed following all the norms for selection of these teachers and placed on a regular scale.
- b. Post - Graduate Programs means Master's Degree Course in Management (MBA)
- c. "Student" means the student admitted to Post-Graduate Programme in management.
- d. "Degree" means Post-Graduate Degree i.e., MBA.
- e. "Board of Studies" means P.G. Board of studies in management of the University, Steering Committees of Diploma Programs in the discipline/subjects concerned.
- f. "Academic Council" means Academic Council of Rani Channamma University established according to the KSU Act, 2000.
- g. "Fee" means the Tuition fee prescribed by the University for the Post-Graduate Program in Management from time to time.

- h. “Compulsory Courses” means fundamental papers which the student admitted to a particular Post-Graduate Programme should successfully complete to receive the Post-Graduate Degree in Management i.e. MBA and which cannot be substituted by any other course.
- i. “Specialization Papers” means advanced papers and departmental choices that student can opt as a special paper under a particular Department only
- j. “Credit” means the unit by which the course work is measured. For this Regulation, one Credit means one hour of teaching work or two hours of practical work per week. Normally a Semester shall be of 16 weeks duration in any given academic year; As regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks and 4 credits is equal to 100 marks as used in conventional system.
- k. “Grade” is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject by the Examinations. Each course carries a prescribed number of credits. These grades are awarded for each subject after conversion of the marks and after completion of the examinations in each semester.
- l. “Grade Point Average” or GPA refers to an indication of the performance of student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of courses a student takes and the grades awarded to him/her for each of the subjects.
- m. “Cumulative Grade Point Average” or CGPA refers to the cumulative Grade Point Averages weighted across all the semesters and is carried forward. The calculations of the GPA, CGPA is shown at the end of this regulation.

#### **IV. Minimum Eligibility for Admission and Admission Procedure:**

- a. The Students who have successfully completed the three-year/four-year Degree course or any other Degree course of this University or of any other University recognized as equivalent thereto by this University shall be eligible for admission to the Post Graduate Program under Rani Channamma University Program provided they also satisfy the eligibility conditions like percentage of marks etc as may be prescribed by the competent authorities.
- b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:

#### **Norms prescribed by the Rani Channamma University**

- i. Admission to the MBA Programme shall be as per the Government of Karnataka and other central or State level Competent Authority order or guidelines.
- ii. All eligible candidates seeking admission to MBA are required to fulfill the prescribed eligibility criteria.
- iii. All the admission to Post Graduate department of Management Studies and affiliated colleges shall be made as per the prescribed norms through a state level counseling based on PG CET, the reservations rules based on the seat matrix as announced by the competent authority.

## **V. Duration of the Programme:**

The Programme of study for the Post-Graduate Degree shall normally extend over a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen week of class work. No student shall normally be permitted to obtain Degree earlier than four semesters and the student shall complete the course within three years (Six Terms) from the date of admission to the first semester of Post-Graduate Programme i.e., MBA. However the student shall be permitted to carry over all the 1<sup>st</sup> year courses to the second year.

## **VI. Medium of Instruction:**

The medium of instruction shall be English for all subjects.

## **VII. Total Credits:**

- a. There shall be three categories of courses viz., Compulsory Course, Specialization Course, and Open Elective Course. The open electives are the university approved courses offered by other departments of Rani Channamma University.
- b. Each course shall have a definite Course objective, Eligibility criterion for taking the course, Scheme of Evaluation including the components of Internal Assessment (IA) marks, Projects(if any), the number of contact hours, type of practical and the prescribed Credits.
- c. The course shall have 2 credits and also 4 credits subjects. The students shall compulsorily undertake an internship project after the completion of the second semester. The project will lead to a dissertation and the credits for this shall be 4 and will be a part of the total credits in the 2<sup>nd</sup> semester. And an activity based project shall be taken up by the students during the fourth semester which is for 2 credits.
- d. A student shall qualify for the Degree in Management- MBA under the Faculty of Management; he/she should have registered and cleared a minimum number of 108 credits, which is indicated in the table. The details of the Minimum Number of Credits a student is expected to take to qualify for a Degree in a specific School/Department is mentioned below in paragraph XI
- e. Total credits of MBA Programme is 108

## **VIII Course Structure:**

- a. The students of Post-Graduate Programme shall study the courses as may be approved and prescribed by the Academic Council of the University from time to time.
- b. Each course (paper) in this system is designed carefully to include Lectures / Tutorials / Laboratory Work / Seminars/ Project work / Practical Training / Report Writing / Viva-voce etc., to meet effective teaching and learning needs.
- c. The normal calendar for the semester shall be issued by the University every year before the commencement of the first semester.

## **IX Attendance:**

- a. Each paper shall be taken as a unit for the purpose of calculating the attendance.
- b. Each student will have to sign and mark his attendance for every hour of teaching of each paper. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the Department during 2<sup>nd</sup> week of every month. Chairman shall certify the fulfillment of required attendance of every candidate in the Examination Form.
- c. A student shall be considered to have satisfied the requirement of attendance for each paper, if he/she has attended not less-than 75% of the number of classes held up to the end of the semester including tests, seminars, group discussions, practical, tutorials, etc.
- d. However, if a student represents his/her institution, University, State or Nation in sports, NCC, NSS or Cultural or any other officially sponsored activities, he/she shall be eligible to claim the attendance for the actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendations of the Head of the Institution or Department concerned.
  - i. This facility shall also be extended to the students who were absent due to accident/serious illness leading to actual hospitalization. Their period of absence will be treated as present for calculation of attendance subject to approval of the concerned teacher and the Head of the Department.
  - ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendation of the Head of the Institution of Department concerned.
  - iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper/s. All such students shall repeat that paper in the subsequent year as regular student at his/her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Internal Assessment marks in the concerned subject shall be cancelled and he will have to appear for his Internal Assessment Tests again for the concerned paper/s.

## **XI. Duration of Theory and Practical Papers**

- a. Each theory course covered under the compulsory category, specialization category and open elective category will be taught 2 hours per week and also 4 hours per week

depending on the credit allocation. The general duration of the Semester is 16 weeks. But the actual number of classes may not be 64 hours.

- b. The project topics/field work assignments shall be finalized and given to each student before the end of 2<sup>nd</sup> Semester, and during the 4<sup>th</sup> Semester.
- c. The following Table tentatively shows the distribution of theory and practical (hrs and credits) per semester per week.

**Table 1- Semester-Wise Credit Distribution**

Category	Minimum Credits to be covered in				Total credits to be earned
	I-Sem	II-Sem	III-Sem	IV- Sem	
Compulsory Subjects	26	12	08	04	50
Specialization Subjects	--	08	16	12	36
Open Elective	--	04	04	--	08
Internship Project (Industrial)	--	04	--	02	06
Skill Development Series	02	02	02	02	08
<b>Total</b>	28	30	30	20	<b>108</b>

**Skill Development Series:** Skill Development Programme Shall be conducted over all four Semester.

The Details are as under:

I Semester: **Soft Skill**

II Semester: **Technology Skill**

III Semester: **Employability Skill**

IV Semester: **Studies in Indian Values and Management**

**XII Course Weightage:** Course Weightage would be equal to the number of credits awarded to the particular course. For instance, if the Compulsory Course has a Credit award of 4, then the appropriate Weightage for the course would be 4.

**XIII Evaluation:**

- a. Each of the Course would have two components- the first being Internal Assessment Marks and the second being the Semester End Exams. The Internal Assessment (IA) marks are based on continuous internal assessment. The total marks for the Internal Assessment would be based on the total credit awarded to the Course. For instance if a Compulsory Course has a Credit award of 4, then the total max marks would be 100 for the subject. Out of the total marks of 100 for such a course, 20 marks shall be earmarked for continuous Internal Assessment (IA) and remaining 80 marks for the Semester end

examination. For instance if a Course has a Credit award of 2, then the total max marks would be 50 for the subject. Out of the total marks of 50 for such a course, 10 marks shall be earmarked for continuous Internal Assessment (IA) and remaining 40 marks for the Semester end examination.

**Internship:**

b. Internal Evaluation Method is developed to evaluate the performance of the student undergoing internship Project. The internal assessment will be done by company Guide as well as Internal Guide as per the prescribed format. 20% of weightage (combined together) assigned by company Guide and Internal Guide will be the Internal Assessment Marks. Therefore, the Examiner has to evaluate Project report for 30 marks only. The Internal Assessment Marks (out of 20) should be added to project Report Marks to be awarded by the Examiner, making the total Project Report Evaluation Marks equaling to 50 marks. Internship project work, the distribution of marks will be 50 marks dissertation (30 marks external + 20 marks internal) and 50 marks for viva-voce.

c. The distribution of internal marks will be as follows.

- |   |          |
|---|----------|
| 1) Attendance   | 03 Marks |
| 2) 2 tests* (6+6)   | 12 Marks |
| 3) Assignment, projects or outbound program<br>Case analysis, Seminar | 05 Marks |

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20 Marks

**Note: \*The faculty has freedom to conduct presentation and give projects instead of tests**

- d. Marks of all the tests shall be taken into account for the compilation of grades. The marks list should be notified in the department notice board before 13<sup>th</sup> week and shall be submitted to the Registrar evaluation before 15<sup>th</sup> week of every semester.
- e. The marks shall be displayed on the Notice Board of the Department also. The tests shall be written in a separately designated book and after evaluation the same should be shown to students.
- f. In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the Internal Assessment shall not be revised. There is no improvement for internal assessment.
- g. There shall be one semester end examination of 3 hrs duration for 80 marks/ paper. Similarly 1 ½ hours duration for 40 marks/paper.
- h. All students of MBA Program are required to fill in his/her exam forms and appear and pass in the semester-end examination in each of the courses/subject relevant to his/her program. If he/she is absent for any semester end examination for any subject/s, marks awarded will be zero. However, if any student has filled in his examination form and not appeared for any/all the subjects, he/she shall be awarded zero marks and declared as "fail" in those subjects. Such candidates who have failed can appear for the supplementary examinations as and when announced by the University.

- i. The answer scripts of the odd semester-end examinations (Semester I & III) will be evaluated by a panel examiners approved by the university and there will be single evaluation.
- j. The answer scripts of the even semester-end examinations (Semester II & IV) will undergo double evaluation and will be evaluated by a panel of examiners approved by the University. If the difference in marks between two evaluations exceeds 20% of the maximum marks such script shall be assessed by a third examiner.

**XIV. Internship Project (IP):**

All MBA students have to undertake one implant training with a business or service organization after 2<sup>nd</sup> Semester. The training shall be of 60 days duration in any Manufacturing Industry, Services Industry, NGO and Social Projects. The program will have an orientation program for 15 days followed by a detailed project on a problem identified by the organization.

The following rules and regulations apply to Internship Project (IP).

- a) The student will have one guide (external) from the Institute/College and one internal guide from the host organization identified for Training. If it's the social projects then the internal and external guide shall be the internal guide only.
- b) At the end of the 60 days of Internship, the student has to submit a detailed project work (hard copy in A4 size hard bound computer print out; not less than 70 pages and not exceeding 150 pages including all annexure along with a soft copy on a CD preferably on MS Word or equivalent.
- c) Project Reports will be examined by a Panel of Examiners constituted by the University.
- d) Internal Evaluation Method is developed to evaluate the performance of the student undergoing internship Project. The internal assessment will be done by company Guide as well as Internal Guide as per the prescribed format. 20% of weightage (combined together) assigned by company Guide and Internal Guide will be the Internal Assessment Marks. Therefore, the Examiner has to evaluate Project report for 30 marks only. The Internal Assessment Marks (out of 20) should be added to project Report Marks to be awarded by the Examiner, making the total Project Report Evaluation Marks equaling to 50 marks. Internship project work, the distribution of marks will be 50 marks dissertation (30+20) and 50 marks for viva-voce
- e) All the students completing Implant training will have to attend a viva voce to be conducted by panel of examiners for 50 marks.

**XV. BOARD OF EXAMINERS AND VALUATION:**

- a. A panel of Examiners for MBA shall be prepared by the BOE. The Panel will contain both Internal and External examiners. Internal examiners will be all P.G. teachers (including P.G. teachers from sister departments) and only selected teachers from the list of University approved teachers from all affiliated colleges offering MBA programme.



- b. A Board of Examiners will be constituted by the BOE which will scrutinize and approve the question paper set by the paper setter selected from a Panel of Examiners.
- c. All papers will be set by a panel of examiners approved by Board of Studies.
- d. In case more than 20% of the papers in respect to any subject needs to be evaluated by the third valuer, then such answer scripts shall be valued by the Board of Examiners on the date to be notified by the Chairperson of the Board of Examiners and the marks awarded by the Board shall be final and binding.
- e. Generally, first valuation will be done by internal examiners and second valuation will be done by External examiners.

#### **XVI. Challenge Evaluation:**

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with the fee prescribed by the University from time to time, to the Registrar (Evaluation) within 15 days from the date of announcement of the result. The challenge valuation script may be sent to the external examiner. The average of the marks awarded in the challenge valuation and the marks out of earlier evaluations whichever is nearer to the challenge valuation shall be the final award.

#### **XVII. Completion of Course:**

- a) A candidate is expected to successfully complete MBA course within three years from the date of first admission.
- b) Whenever the syllabus is revised, the candidate reappearing shall be allowed for PG degree examinations only according to the new syllabus.
- c) The CBCS scheme for MBA is fully carry-over system. However, the four-semester two years course should be completed by a student within three years. For these periods, candidate may be permitted to take examination in cross semester (even semester examination in even and odd semester examination in odd semester examination) after paying the examination fee as prescribed by the University from time to time.

#### **XVIII. Declaration of Results:**

- a) Minimum for a pass in each paper shall be 40% of the total 100 marks including both the IA and the semester end examinations. However he should obtain at least 40% of the marks in the Semester End Examination. There is no minimum in the IA marks. However after adding the IA and the semester end examinations, the candidates should score a minimum of 50% of the maximum marks for the subject.
- b) The candidates, seeking improvement of their results shall submit a representation along with a permissible fee to the Registrar (Evaluation) and surrender the degree certificate/provisional pass certificate/original marks cards of that semester within 15 days of announcement of result.

### **XIX. Marks and Grading:**

The grading of successful candidate at the examination shall be as follows-

Percentage marks	GPA/CGPA	Letter	Class
75.00 to 100.00%	7.50 to 10.00	O	First Class with Distinction
60.00 to 74.90%	6.00 to 07.49	A	First Class
50.00 to 59.94%	5.00 to 5.99	B	Second Class
Less than 50.00%	Less than 5.00	F	Fail

### **XX. Grading of the Students:**

The Grade Point Average (GPA) shall be given to each candidate based on students' performance during the semester- which includes both the IA and the semester end exams. The GPA of each semester should be carried to next semester as Cumulative Grade Point Average (CGPA) an illustration is given below:

Grade Points

Name: XYZ

Semester I

Registration No:

<b>Name of the subject</b>	<b>Course Code</b>	<b>Credit</b>	<b>Maximum Marks</b>	<b>Marks Obtained</b>	<b>Semester Grade Point</b>	<b>Credit Points</b>
Business Data Analysis	1001	04	100	70	07.00	28.00
Corporate Communications	1002	04	100	80	08.00	32.00
Entrepreneurship Development	1003	02	50	30	03.00	6.00
Fundamentals of Management & Human Resources	1004	04	100	50	05.00	20.00
Fundamentals of Marketing	1005	04	100	60	06.00	24.00
Management Accounting	1006	04	100	70	07.00	28.00
Managerial Economics	1007	04	100	90	09.00	36.00
Soft Skills	1008	02	50	40	04.00	8.00
<b>Total</b>		<b>28</b>				<b>182</b>

Semester I GPA =  $182/28 = 6.5$

Likewise if the GPA's for various semesters is calculated and is as follows:

Semester	Max Credits	Credits Opted	Credit Points	GPA
First	28	28	182	6.5
Second	30	30	190	6.33
Third	30	30	200	6.67
Fourth	20	20	150	7.5

$$\begin{aligned}
\text{Cumulative Grade Point Average} &= \frac{\text{Credit points of I Sem} + \text{II Sem} + \text{III Sem} + \text{IV Sem}}{\text{Credits of I Sem} + \text{II Sem} + \text{III Sem} + \text{IV Sem}} \\
&= \frac{(182+190+200+150)}{(28+30+30+20)} \\
&= \frac{722}{108} \\
&= 6.68
\end{aligned}$$

## **XXI. Conduct of Odd & Even Semester examination**

- (i) All students of MBA programme are required to fill in his/her exam forms and appear and pass in the semester end examination in each of the courses/subject relevant to his/her programme. If he/she is absent for any semester end examination for any subject/s, marks awarded will be zero. However, if any has filled in his examination form and not appeared for any/all the subjects, he/she shall be awarded zero marks and declared as “fail” in all those subjects. Such candidates who have failed can appear for the supplementary examinations as and when announced by the University.
- (ii) University shall conduct semester end examinations i.e. I, II, III and IV semester for MBA. The examinations will be conducted and answer scripts will be evaluated by the University approved examiners (BOE approved examiners). The question papers will be set by Panel of examiners approved by BOE. The concerned P.G. Department or affiliated college is required to send the consolidated marks (IA+ Semester end marks indicated separately) for announcement of results. The final marks card for all semester’s examination shall be issued by the Rani Channamma University.

## **XXII. MISCELLANEOUS:**

Tuition fees for the course as prescribed by the University/ Govt. / Competent Authority. The tuition and all other fees paid once will not be refunded. The Directions, Orders, Notifications issued by the University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the Karnataka State Universities Act-2000 and the ordinances, statutes, Regulations and Rules made there under.

# RANI CHANNAMMA UNIVERSITY, BELGAUM

## MBA COURSE STRUCTURE 2015 ONWARDS

### MBA I SEMESTER

Sl. No	Name of the subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Business Data Analysis	1001	20	80	100	04	04
2	Corporate Communications	1002	20	80	100	04	04
3	Entrepreneurship Development	1003	10	40	50	02	02
4	Fundamentals of Management & Human Resources	1004	20	80	100	04	04
5	Fundamentals of Marketing	1005	20	80	100	04	04
6	Management Accounting	1006	20	80	100	04	04
7	Managerial Economics	1007	20	80	100	04	04
8	Soft Skills	1008	10	40	50	02	02
	<b>Total</b>						<b>28</b>

## MBA II SEMESTER

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit	
1	Business Research Methods	2001	20	80	100	04	04	
2	Macro Business Environment	2002	10	40	50	02	02	
3	Organizational Behaviour & Advance Human Resources Management	2003	10	40	50	02	02	
4	Operation Management	2004	20	80	100	04	04	
5	Technology Skill	2005	10	40	50	02	02	
6	Specialization Subjects	A student has to choose any two or more paper which accumulates to 08 credits of specialization subject						08
7	Open Elective Course						04	
8	Internship Project	To be taken up after the second semester final examination for 60 days						04
	<b>TOTAL</b>						<b>30</b>	

## ADVANCED BUSINESS MANAGEMENT SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Hospitality Management	2006	20	80	100	04	04
2	Operations Research	2007	20	80	100	04	04
3	Managing Micro Small & Medium Enterprises	2008	20	80	100	04	04
4	New Venture Creation	2009	20	80	100	04	04

## FINANCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Advanced Cost Management	2010	20	80	100	04	04
2	Corporate Finance	2011	20	80	100	04	04
3	Social Banking & Micro Finance	2012	20	80	100	04	04

## HUMAN RESOURCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Learning And Development	2013	20	80	100	04	04
2	Strategic Human Resources Management	2014	20	80	100	04	04
3	Talent Management	2015	20	80	100	04	04

## MARKETING SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Consumer Behaviour	2016	20	80	100	04	04
2	Sales Management	2017	20	80	100	04	04
3	Service Marketing	2018	20	80	100	04	04



**Open Elective:** Open elective offered by the Department of Business Administration to other students of the University during II semester

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Concepts of Management	2019	20	80	100	04	04
2	Entrepreneurship Development	2020	20	80	100	04	04

## MBA III SEMESTER

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit	
1	Strategic Management	3001	20	80	100	04	04	
2	Total Quality Management	3002	20	80	100	04	04	
3	Employability Skills	3003	10	40	50	02	02	
4	Specialization Subjects	A student has to choose papers which accumulates to 16 credits of specialization subject						16
5	Open Elective Course						04	
	<b>Total</b>						<b>30</b>	

## ADVANCE BUSINESS MANAGEMEN SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Family Business Management	3004	20	80	100	04	04
2	Nurturing Business Venture	3005	20	80	100	04	04
3	Productivity Management	3006	20	80	100	04	04
Two Credit Papers							
4	Advanced Hospitality Management	3007	10	40	50	02	02
5	Agri-Business Management	3008	10	40	50	02	02
6	Health-Care Management	3009	10	40	50	02	02
7	NGO Management	3010	10	40	50	02	02
8	Social Entrepreneurship	3011	10	40	50	02	02

## FINANCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Banking Management	3012	20	80	100	04	04
2	Derivatives Markets	3013	20	80	100	04	04
3	Financial Markets & Institutions	3014	20	80	100	04	04
4	Foreign Exchange Market	3015	20	80	100	04	04
5	Investment Analysis & Portfolio Management	3016	20	80	100	04	04
6	Investment Risk Management & Financial Ethics	3017	20	80	100	04	04
7	Tax Planning & Management-I	3018	20	80	100	04	04

## HUMAN RESOURCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours per week	Credit
1	Employee Engagement & Inter personal Effectiveness	3019	20	80	100	04	04
2	Global Human Resources Management	3020	20	80	100	04	04
3	Industrial & Employee Relations	3021	20	80	100	04	04
4	Knowledge Management & Human Resources and Information System	3022	20	80	100	04	04
5	Organization design & Development	3023	20	80	100	04	04
6	Performance Management System	3024	20	80	100	04	04

## MARKETING SPECIALISATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours per week	Credit
1	Advertising Management	3025	20	80	100	04	04
2	International Marketing Management	3026	20	80	100	04	04
3	Retailing Management	3027	20	80	100	04	04
4	Strategic Brand Management	3028	20	80	100	04	04
Two Credit Papers							
5	Cause Related Marketing	3029	10	40	50	02	02
6	Distribution & Logistics Management	3030	10	40	50	02	02
7	Legal Aspects of Marketing	3031	10	40	50	02	02
8	Strategic Marketing Management	3032	10	40	50	02	02

**Open Elective:** Open elective offered by the Department of Business Administration to other students of the University, in III semester

<b>Sl. No.</b>	<b>Name of the Subject</b>	<b>Course Code</b>	<b>Internal Marks</b>	<b>Semester End Exam Marks</b>	<b>Total Marks</b>	<b>Teaching Hours per week</b>	<b>Credit</b>
1	Soft Skills for Employability	3033	20	80	100	04	04
2	Small Scale Industry Management	3034	20	80	100	04	04

## MBA IV SEMESTER

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours per week	Credit	
1	Management Control System	4001	20	80	100	04	04	
2	Project Work (Activity Based Learning)	4002	10	40	50	02	02	
3	Studies In Indian Values and Management	4003	10	40	50	02	02	
4	Specialization Subjects	A student has to choose papers which accumulates to 12 credits of specialization subject						12
	<b>Total</b>						<b>20</b>	



## ADVANCED BUSINESS MANAGEMENT SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Innovation and Technology Management	4004	20	80	100	04	04
2	Supply Chain Management	4005	20	80	100	04	04
Two Credit Papers							
3	Enterprise Resource Planning	4006	10	40	50	02	02
4	Managing Business Growth	4007	10	40	50	02	02
5	Tourism and Travel Management	4008	10	40	50	02	02
6	Value Analysis and Management	4009	10	40	50	02	02

## FINANCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Corporate Financial Restructuring	4010	20	80	100	04	04
2	Insurance Management	4011	20	80	100	04	04
3	International Financial Management	4012	20	80	100	04	04
4	Management of Mutual Funds	4013	20	80	100	04	04
5	Merchant Banking & Financial Services	4014	20	80	100	04	04
6	Tax Planning & Management-II	4015	20	80	100	04	04

## HUMAN RESOURCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Change Management & Leadership	4016	20	80	100	04	04
2	Compensation Management	4017	20	80	100	04	04
3	Counseling and Stress Management	4018	20	80	100	04	04
Two Credit Papers							
4	Competency Mapping	4019	10	40	50	02	02
5	Contemporary Developments in HRM	4020	10	40	50	02	02
6	Human Resources Analytics	4021	10	40	50	02	02

## MARKETING SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Business to Business Marketing	4022	20	80	100	04	04
2	E-Marketing	4023	20	80	100	04	04
3	Rural Marketing	4024	20	80	100	04	04
Two Credit Papers							
4	Agricultural Product Marketing	4025	10	40	50	02	02
5	Customer Relationship Management	4026	10	40	50	02	02
6	Event Marketing and Management	4027	10	40	50	02	02

# **Semester –I**

# MBA COURSE STRUCTURE 2015 ONWARDS

## MBA I SEMESTER

Sl. No	Name of the subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Business Data Analysis	1001	20	80	100	04	04
2	Corporate Communications	1002	20	80	100	04	04
3	Entrepreneurship Development	1003	10	40	50	02	02
4	Fundamentals of Management & Human Resources	1004	20	80	100	04	04
5	Fundamentals of Marketing	1005	20	80	100	04	04
6	Management Accounting	1006	20	80	100	04	04
7	Managerial Economics	1007	20	80	100	04	04
8	Soft Skills	1008	10	40	50	02	02
	<b>Total</b>						<b>28</b>

# BUSINESS DATA ANALYSIS

**Subject Code: 1001**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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## **Objective:**

1. To provide basic ideas on various statistical tools and techniques for decision making
2. To equip the students with techniques for data analysis

## **Expected Outcome:**

1. To enable the students with a skill of data analysis and decision making.

## **Module 1**

### **Mathematics for Managers**

**12 hours**

Functions, Determinants and matrices, Progressions- Applications in Business, Limits and derivatives(except trigonometric functions) Meaning of limits, meaning of Derivatives, Working rules of derivatives, application of derivatives to business & economics – marginal cost, marginal revenue, maximization & minimization using second order derivative (Emphasis on cost and revenue functions)

## **Module 2**

**12 hours**

**Introduction to Statistics**, Data collection methods, classification and tabulation, frequency distribution, Graphs and diagrams, its analysis.

## **Module 3**

**12 hours**

**Measures of Central Tendency:** Arithmetic Mean, Geometric Mean, Combined Mean, Weighted Mean & Harmonic mean, Median, Mode (Grouped & ungrouped data)

**Measures of Dispersion:** Range, Interquartile Range, Standard deviation, Coefficient of Variation Only Introduction to skewness & kurtosis

## **Module 4**

**14 hours**

**Probability & Probability Distributions:** Counting Techniques (Permutation & Combinations), Random Variable, Basic concepts of probability, basic rules of probability (Addition, multiplication law), conditional probability

Discrete & continuous variables, commonly used probability distributions, Binomial, Poisson, Normal and their characteristics.

## **Module 5**

**12 hours**

**Correlation:** Types of correlation, Correlation & Causation, Scatter Diagram, Karl Pearson's Coefficient of correlation (for ungrouped data only), Rank correlation.

**Regression:** Simple Regression, Method of Least Squares, Regression Coefficients

### **Activities**

1. Case lets using MS Excel
2. Frequency analysis & graphs Using MS- Excel - 2 hours)
3. Operations workouts

### **Recommended Readings:**

#### **Essential Reading:**

1. Business Statistics- 3<sup>rd</sup> edition, G. C. Beri, Tata McGraw Hill
2. Mathematics and Statistics for Management, Revised Edition 2013, P. k. Mittal, B. G. Sathyaprasad, M. K. Pradeep kumar Rao, Himalaya Publishing House.

#### **Suggested Reading:**

1. Statistics For Management, Reprint 2010, Anand Sharma, Himalaya Publishing House
2. Fundamentals of Statistics, 6<sup>th</sup> Edition, S.C. Gupta, Himalaya Publishing House
3. Statistics for Management. 5<sup>th</sup> Edition, Levin & Rubin, Prentice Hall of India
4. Quantitative Techniques for Business Managers, 1<sup>st</sup> Edition, R. K. Bhardwaj, Anuradha R. Chetiya, Kakli Majumdar, Himalaya Publishing House
5. Quantitative Techniques For Managerial decisions, Second Edition, U. K. Srivastava,
6. G. V. Shenoy & S. C. Sharma, New Age International Publication



# CORPORATE COMMUNICATION

**Subject Code: 1002**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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## **Objectives:**

1. To develop importance of the process of effective communication.
2. To enable students to speak confidently interpersonally as well as in large groups

## **Expected Outcome:**

1. Effective personal and professional communication skills.

## **Module 1**

**15 hours**

### **Theory of Communication**

**Concept of Communication** – Meaning, Definition, Purpose of communication, Process – with diagram and feedback. Characteristics and importance of communication. 7 C's of Communication.

Principles of effective communication – Simplicity, Face to face communication, use of feedback, listening with understanding, Conducive environment, You factor, Awareness of audience.

Types/forms of communication – Verbal (features) and Non-verbal (features).

Channels in communication – Vertical (Downward, upward), Lateral/Horizontal, Crosswise/Diagonal, Formal, Informal & Grapevine.

Purpose of communication – order, advise, suggestion, Instruction, Motivation, persuasion, warning and education.

Barriers to communication- Mechanical, Physical, Psychological, Semantic, Language, Status barriers and Socio cultural. Illustration of examples and situations.

## **Module 2**

**10 hours**

### **Listening and Vocabulary**

**Listening:** Hearing Vs. Listening, Importance of listening, Barriers to Effective Listening, Good Vs. Bad Listeners, Tips to effective listening.

**Vocabulary:** Words often confused, Words often miss pelt, Common errors in English – Sentence framing.

Heteronyms, Homographs, Homonyms, Synonyms and Business jargons.

Development of coherent paragraphs.

### **Module 3**

**20 hours**

#### **Business Correspondence and Report Writing**

**Business Correspondence** – Standard parts of the letter and optional parts, Layout, Types of business letters – Block, Indented, Modified block, Semi indented & Hanging out Style and Principles of Effective letter writing.

Memorandum – Essentials of a Memo, exercise writing in a Memo & notice

Quotation – Essentials of Quotation, the Process of Quotations.

Tenders – Essentials of a tender, Inviting and Replying tender notices.

Writing routine (leave/resignation/request/etc) and Persuasive business letters – Sales (Enquiry, Order, Adjustment, Dispatch, Replying to Customer complaint), Claims, Complaints and Acknowledgement.

Letters of Appointment, Promotion, Termination, Appreciation, Recommendation and Reference.

**Report writing** – Business reports, Structure of a report, Types – Long and Short

### **Module 4**

**5 hours**

**Personnel Correspondence:** Resume preparation (Layout, Content, Features) – (Individual assignment to write resume can be given after explaining), Covering letter, Difference between a CV and a Resume.

### **Module 5**

**10 hours**

#### **Presentation skills and Group communication**

**Presentation skills** – Elements of effective presentation, designing your presentation (No., Content, font, pointers, heading, etc in slides and latest in Slides, Hyperlinks, Master slides, and Prezi)

#### **Group dynamics**

**Interviews** - Types of Interviews - Promotion, Grievance, Assessment, Problem, Reprimand, Stress, Panel, Stay/Exit, HR and Technical (job specific).

**Meetings** – Importance, Advantages and Disadvantages, Role of a Chairperson, Role of participants, Notice of a meeting, Agenda, Quorum and Minutes of a meeting.

**Conference and Seminars** - Importance and differences.

**Public Relations** – Meaning, Importance & Press Note

**Activities:**

1. Mock Interviews, Mock Meetings / Conferences
2. Book Reviews/Summarization, Note making
3. Reading Comprehension: Analysis of texts from the field of Literature
4. MC/Compeer Training
5. Activities in Group discussion, Group Presentations, Telephone etiquettes (Conference Call) & Oral cases in small groups.

**Note:**

1. Practice should be provided in functional writing samples and improving writing skills should be a part of the exercise)
2. Improving Reading & Speaking skills and Guideline to effective public speaking should be the key focus of the activities.

**Recommended Reading**

**Essential Reading**

1. Dr. V. K. Jain, Dr. Omprakash Biyani, Business Communication, 2/e, S Chand Pub.
2. Urmila Rai, Business Comm., 9/e, Himalaya Publications

**Suggested Reading:**

1. Lesikar, Petit & Lesikar's, Basic Business Comm, 10/e, Tata McGraw
2. Business Communication by Chaturvedi, Pearson Education
3. Balan,K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi.
4. Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York.
5. Bhargava and Bhargava(1971) Company Notices, Meetings and Regulations
6. Who moved my cheese Spencer Johnson: Who Moved My Cheese, Stephen Lundin, Ph.D, Harry Paul, Stephen Covey: Seven Habits of Successful People, George
7. Books by Narayan Murthy, Sudha Murthy, Nilekani, Chethan Bhagat and others.
8. C.S.G Krishnamacharyulu, Lalitha Ramakrishnan, Business Comm, Himalaya Publications

# Entrepreneurship Development

**Subject Code: 1003**

**Credits: 2**

**Contact Hours: 30 hrs**

**Weekly hours: 2**

**External Marks: 40**

**Internal Marks: 10**

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## **Objectives:**

1. To introduce the students to Entrepreneurship
2. To develop the students to become Entrepreneurial Managers

## **Outcome:**

1. By the end of the course students are expected to get the essential knowledge about the Entrepreneur and Entrepreneurship.

## **Module 1:** 12 Hours

**Entrepreneur:** Meaning of entrepreneur; Evolution of the concept; Roles of an Entrepreneur, Types of Entrepreneurs, Intrapreneurship, Concept of Entrepreneurship, Evolution of Entrepreneurship, Development of Entrepreneurship; The Entrepreneurial Culture; Stages in Entrepreneurial process.

## **Module 2:** 10 Hours

**Entrepreneurial Development and Training:** Entrepreneurial competencies, entrepreneurial Environment, The process of Entrepreneurial Development, Models of Entrepreneurial Development, Entrepreneurial Motivation, Entrepreneurial Training Methods.

## **Module 3:** 08 Hours

**Entrepreneurial Environment:** Global Entrepreneurship Environment, Business climate in India, Environmental factors affecting entrepreneurial growth, creating a Favorable Environment for entrepreneurship, Doing Business in India, Entrepreneurial Life Cycle.

## **Practical Component:**

### **Projects:**

1. **Project-I:** Visit any local enterprise. Interview the entrepreneur; study his entrepreneurial journey, and prepare the profile of the entrepreneur not exceeding 2,000 words.
2. **Project-II:** Interview an entrepreneur in your region and make a list of the factors that motivated the entrepreneur to start an enterprise. In class, compare your notes with others and prepare a list of the common motivating factors among all entrepreneurs.

### **Activities:**

1. **Activity-I:** Presentation and Discussion on stories of Successful Entrepreneurs.
2. **Activity-II:** Visit a local enterprise and study the profile of entrepreneur and identify the traits and also problems faced by the entrepreneur and present it in the class.

**Recommended Readings:****Essential Reading:**

1. Fundamentals of Entrepreneurship & Small Business Management, by Vasant Desai, Himalaya Publishing House Pvt Ltd.
2. Entrepreneurship by Robert D Hisrich, Mathew J Manimala, Michael Peters & Dean Shepherad, McGraw Hill Education Pvt Ltd., Edition 2013.
3. Entrepreneurship Development by CharantimathPoornima, 2/e, Pearson 2014

**References:**

1. Entrepreneurship- Theory and Practice, by Raj Shankar, Vijay Nicole Imprints Pvt. Ltd., 2006
2. , Corporate Entrepreneurship, Morris M H and Kuratko, D, Ft. Worth, TX: Harcourt, 2002.
3. The Dynamics of Entrepreneurial Development & Management, 5<sup>th</sup> Edition, by Vasant Desai, Himalaya Publishing House Pvt Ltd.
4. Small Scale Industries & Entrepreneurship, 9<sup>th</sup> Edition, by Vasant Desai, Himalaya Publishing House Pvt. Ltd.

# Fundamentals of Management and Human Resources

**Subject Code: 1004**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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## **OBJECTIVES:**

1. The course will introduce the students to fundamentals and practices of management in today's increasingly complex workplace.
2. The objective of the course is to familiarize the learner with the basic principles of human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively.

## **OUTCOME:**

1. This course will develop the basic human resources management skills which include planning, controlling, organizing, budgeting and communication, in all students regardless his /her area of specialization

## **MODULE 1**

### **Introduction to management**

**10 hours**

Definition and Functions of management, an introduction to planning, organizing, directing, controlling, motivation and emerging trends in managements. Contributions by Management experts like Taylor, Fayol, Gilberth & Elton Mayo. Total Cost Management – value maximization of resources with special reference to HR,

## **MODULE: - 2**

### **Introduction to HRM: Foundation Concepts**

**8 hours**

Nature and scope of Human Resource Management, Importance of HRM, Difference between Personnel Management and HRM, HR Manager: Qualities and Competencies, Changing Role of HR Manager, HRM Policy, Functions of HRM, Opportunities and Challenges of HRM and Emerging trends in HRM. Introduction to HR Audit and HR Analytics.

### **MODULE-3**

#### **Manpower Planning**

**12 hours**

**HR Planning**-Meaning, Objectives, Advantages and Disadvantages, Factors influencing HR Planning, Tools and Technique of HR Planning. Process of Manpower Planning (demand and supply forecasting). **Job Analysis**-Meaning, Objectives and Skill Analysis (Competency based Job Analysis). **Job Design**- Job Description and Specification, Job characteristics Approach to Job Design (Hackman and Oldham), SWOT analysis of individual and organization.

### **Module: - 4**

#### **HR Acquisition**

**12 hours**

**Recruitment**- Factors affecting Recruitment, Sources of Recruitment (Internal and External) Methods of Recruitment, E – Recruitment, Human Resource Outsourcing(HRO). **Selection**- Selection Criteria, Selection Process and Selection Tests, Interview process and types of interviews, Selection policy and Strategies, Challenges of Selection in today's world. **Placement and Induction** – Introduction, **Employee Mobility**- Internal Mobility: Promotion, Transfer, Demotion. External Mobility: Separations, Types of Separations, voluntary and non-voluntary separations.

### **MODULE- 5**

#### **Human Resources Development**

**8 hours**

**HRD**-Meaning and objectives, **Training and Development**: Training -Meaning, TNA – Why Training – Where to look for Organizational Gaps ,Training Methods and Training Process, Development- Meaning , Objectives, **Career Planning and Career Development** – Meaning , Objectives , Need for Career Planning & Development.

#### **Suggested Practical Exercises /Activities:**

1. Case Studies and presentations
2. Article Review from newspapers (Ascent , Opportunities) which have debates on current issues by HR practitioners
3. Visit industries (not just large, even SMEs identify what HR functions are performed and by whom) and learn by observation.

#### **Essential Reading:**

1. Human resource Management by Seema Sanghi, Vikas publications.
2. Human Resource Management (10th Edition) by Gary Dessler, Prentice Hall

3. Human Resource Management by P. Subba Rao, HPH
4. Edwin Flippo-Personnel Management
5. Managing Human resources – Productivity, Quality of Work Life and Profits – By Wayne F. Cascio,RanjeetNambudri , McGraw Hill Publications.

**Reference Reading:**

1. Human Resource Champions, - Dave Ulrich,ISBN – 9780875847191.
2. The HR Value Proposition, David Ulrich, Wayne Brockbank, Harvard Business Press, 2005
3. Human capital Magazine.
4. Leadership by Warren Buffet

Websites:-

SHRM.org

<http://www.shrm.org>

[www.humancapitalonline.com](http://www.humancapitalonline.com)



# Fundamentals of Marketing

**Subject Code: 1005**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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## **Objectives:**

1. To enable the student to understand the marketing environment
2. To have an elementary knowledge of STP of marketing (segmentation, targeting, positioning)

## **Expected outcome:**

1. To equip the student with fundamental concepts of marketing

## **Module I – Fundamental concepts of Marketing**

**(10 hours)**

Market – Definition, types of Markets, Market Places, Market spaces and Meta markets, Marketing, Marketing Management (Definition), what is marketed?

Marketing Process, Marketing Management Orientations (Concepts), Holistic Marketing Relationship Marketing, Integrated Marketing, Internal Marketing, Performance Marketing, Reverse Marketing (Demarketing)

Core Concepts of Marketing – Needs, Wants & Demands, Target Market, Positioning & Segmentation, Offerings and Brand, Value and Satisfaction, Marketing Channels, supply Chain, Competition

Marketing Mix – Updating the four P's (Marketing Mix 4P's, Modern Marketing Management 4Ps, 4Cs)

## **Module II- Analyzing the Marketing Environment**

**(8 hours)**

The Firm's Microenvironment – The Company, suppliers, Marketing Intermediaries, Competitors, Publics, Customers

The Firm's Macro environment – Demographic, Economic, Natural, Technological, Political, Social & cultural

**Module III – Know your Customer****(12 hours)**

Analyzing Consumer Markets – Factors influencing Consumer Behavior, The buying decision process –the five stage model. Types of Buying Behaviors, Participants (roles) in consumer buying process.

Difference between Consumer Markets and Business Markets.

Analyzing Business Markets –Buying Situations, Participants in buying process, Stages in organizational buying process

**Module IV- Marketing Strategy – I (STP)****(15 hours)**

Consumer Segmentation- Need for Segmentation, Basis of Segmentation - Geographic, Demographic, Psychographic and Behavioural.

Business Market Segmentation – Basis for Segmenting Business Markets – Micro and Macro basis.

Requirement for Effective Segmentation

Market Targeting –Evaluating market segments, Selecting target market segment, socially responsible target markets. Differentiation – Ways of differentiation for product offering

Positioning –Positioning Maps, Choosing a right competitive advantage (How many differences to promote, which differences to promote), Selecting an overall positioning strategy.

**Module V – Marketing Strategy II (Marketing Mix)****(15 hours)**

Levels of Product, Product Classification – Consumer goods classification, Industrial Goods Classification. Product Mix – Product mix width, product line length - Line stretching, Line filling, Line modernizing, Line featuring and pruning.

Designing the business portfolio – analyzing the current business portfolio (BCG Matrix, GE Matrix), developing strategies for Growth & Downsizing (Ansoff's Matrix)

Packaging & Labeling –Use of packing as marketing tool, objectives of packaging, Labeling

Branding – definition of brand, branding, importance of branding

Services marketing – additional 3Ps of marketing, characteristics of services marketing, difference between good and services marketing

Pricing Strategies – New product pricing strategies (Market Skimming, Market Penetration), Product mix pricing strategies (Product line pricing, optional product pricing, Captive product

pricing, byproduct pricing, product bundle pricing), Price adjustment strategies Marketing Channels –The importance of channel, push strategy, pull strategy, Channel levels – consumer channel levels, industrial channel levels, distribution strategy (Intensive, Selective, and Exclusive)

Basics of Marketing communication mix (Advertising, Sales promotion, Events and experiences, public relations and publicity, direct marketing, interactive marketing, word of mouth, personal selling)

Product life cycles – Common product life cycle, Marketing strategies for Introduction, Growth, Maturity stage, & Decline stage

E- Commerce Marketing Practices (Pure Click companies, Brick & Click companies), M – commerce Marketing Practices

New Product Development Process, Ethical Issues in Marketing (4P's)

#### **Activities:**

1. Visit a retail shop and note how the proprietor arranges items on the shelf. Also list out POPs(point of purchase) used
2. Identify different brands of similar products (FMCG) and arrange them in a product line
3. Go to a car showroom and find loans and car models bought in the previous month. Find the demographic details of buyers
4. Identify an e-retailer and study the promotional activities for any 5 brands

#### **RECOMMENDED READINGS**

##### **a) Essential Books**

1. Marketing Management – A South Asian Perspective – 14e – Pearson, Philip Kotler, Kevin Keller, Abrahan Koshy, MithileshwarJha
2. Principles of Marketing – 13e – Pearson – Philip Kotler, Gary Armstrong, PrafullaAgnihotri, EhsanulHaque
3. Marketing – An Introduction –6e –Pearson - Gary Armstrong, Philip Kotler

##### **b) Reference Books** Marketing – Planning & Strategy – Thomson - Sub

## MANAGEMENT ACCOUNTING

**Subject Code: 1006**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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This course has been designed to help the students to understand the elements of Management Accounting which are used to make and support Management Decisions.

### **COURSE OBJECTIVE:**

1. To develop knowledge and understanding of Management Accounting techniques to support management in planning, controlling and monitoring performance in a variety of business context.

### **EXPECTED OUTCOME:**

Students shall be able to understand, analyze and interpret financial and cost accounting data for decision making

<b>MODULE</b>	<b>TITLE AND CONTENT</b>	<b>No. of Hours</b>
<b>1</b>	<b>Analysis of the Balance Sheet and Income Statement</b> Management Accounting; Relevance; Financial Information for Decision Making; Sources of Financial Information; Analysis of the Balance Sheet and Income Statement; Decision Making Areas.	<b>10</b>
<b>2</b>	<b>Budgeting and Budgetary Control</b> Nature and Purpose of Budgeting; Budget – Types of Budget – Functional Budget : Types of Functional Budget, Budget Preparation, Exercises (all Functional Budgets) - Master Budget - Flexible Budgets - Fixed Budgets – Exercises; Zero Base Budgeting; Statistical Techniques - Time Series Analysis (Cyclical, Trend, Seasonal Variation and Random Elements) - Moving Averages- Trend Analysis - Regression Coefficients - Exercises; Budgetary Control and Reporting - Behavioural aspects of Budgeting	<b>15</b>

<b>3</b>	<p><b>Marginal Costing</b></p> <p>Concepts; Marginal Costing Techniques and Tools ; Break Even Analysis; Cost-Volume-Profit Analysis; Break-Even Charts; Profit Charts; Marginal Cost Equation; Differential Cost Analysis; Stock Valuation Under Marginal Costing; Composite Break-Even Point; Marginal Costing and Decision Making (Single Product Pricing, Multi Product Pricing, Replacement, Sales, etc.); Exercises</p>	<b>10</b>
<b>4</b>	<p><b>Financial Performance Measurement</b></p> <p>Concept; Significance; Cost Reductions and Value Enhancement; Financial Measures (Profitability, Liquidity, Activity, Financial Adaptability and Gearing -Exercises) - Ratio Analysis – Types of Ratios -Exercises; Comparative Analysis of the Balance Sheet and Income Statement (Common Size Analysis &amp; Trend Analysis), Funds Flow and Cash Flow Analysis; Non-Financial Measures; Exercises</p>	<b>15</b>
<b>5</b>	<p><b>Earning Quality</b></p> <p>Concept; Tools of Earning Quality Measurement, Exercises; Earnings Management - Concept and Tools; Potential Red Flags, Valuation of Intangibles: Intellectual Property; Intangibles; Brand Valuation; Exercises</p>	<b>8</b>

**RECOMMENDED BOOK:**

1. Management Accounting by Khan and Jain, Tata McGraw-Hill

**REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:**

1. Introduction to Management Accounting by Horngren, Pearson
2. Management Accounting by Pandey I M, Vikas Publication.
3. Accounting for Management by Bhattacharyya S K and Dearden J, Vikas Publication.
4. Management Accounting: Principles and Practice by Sahaf M A, Vikas Publication.
5. Management Accounting by Colin Drurry
6. Indian Journal of Finance
7. The Management Accountants – Journal of ICAI

# MANAGERIAL ECONOMICS

**Subject Code: 1007**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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## **Objectives:**

1. To introduce economic concepts, components and inter relations with a managerial perspective.
2. To develop an economic logic of thinking in utilizing the resources

## **Expected Outcome:**

1. To develop decision making & planning skills in resolving business problems.

## **Module I:**

**12 Hours**

### **Introduction**

**Introduction to Economics**, Nature, Scope & Basic Economic Problems, PPC.

**Managerial Economics** – Definition, Nature, Scope, Objectives (Decision Making, Forward Planning, Problem Solving process) & Importance.

**Fundamental Concepts** – Opportunity Cost, Incremental Cost, Discounting Principle, Equi marginal Principle & Time Perspective.

**Theories of the Firm** – William Baumol's theory of Sales Maximisation

## **Module II:**

**14 Hours**

### **Demand and supply analysis**

**Utility Analysis** – Meaning and Nature. Consumer's Surplus

**Demand** – Meaning, Function, Schedule Demand Equation (Simple problems), Types, Law (assumptions, explanation, reasons & exceptions), Change in demand & change in Qty demanded.

**Elasticity of demand**– Price, Income, Cross & Advertisement Elasticity (Types), Methods of Measurement of Price Elasticity. Problems on Ratio method.

**Supply** – Meaning, Function, Law & Elasticity of Supply.

**Price Mechanism** – Equilibrium of Price and Demand (Dynamic analysis), Simple problems

**Demand Forecasting** – Meaning, levels, Features, Importance

**Demand forecasting** for New and Existing products- Survey & Statistical methods (Problems on Least Square method of trend projection).

**Module III:**

**10 Hours**

**Production analysis**

**Production** - Meaning, Factors of production, Production function (Short & Long term), Cobb-Douglas Production function- an introduction.

**Laws of Production**- Law of Variable Proportions & Laws of Returns to Scale

An introduction to Iso-quants, Iso- Cost, Ridge lines and Producer's Equilibrium

Economies & Diseconomies of Scale and Scope (internal/External)

**Module IV:**

**16 Hours**

**Market analysis**

**Cost Analysis:** Meaning, Types, Classification of Cost, Cost Curves, Problems. Relation between Costs, AC & MC and LAC.

**Revenue Analysis:** Meaning, Types and Revenue curves. Revenue under Perfect and Imperfect Markets

**Market Analysis:** Meaning, Types and Classification. Perfect Competition, Monopoly, Monopolistic Competition, (Features and equilibrium, Long & Short term) and Oligopoly (only features). Meaning of Duopoly, Monopsony, oligopsony.

**Module V:**

**10 Hours**

**Pricing & profit analysis**

**Pricing** – Meaning, determinants, objectives and Policies (Pricing methods – Cost based (cost plus, MC, ROR), objectives based (Profit & Sales maximization), competition based (going rate, penetration and entry deterring))

**Profit** – Meaning, Types, Objectives & Theories (Risk & uncertainty theory, Innovation theory)

**Break Even Analysis** – Meaning, Features, BEP (Diagram), Importance and Application of BEP in management

**Activities:**

- 1 Article, Concept, News reviews, Case studies, etc
- 2 Presentations, GD, Quiz, CBR, Guest lectures, TED talk, Debates, etc.
- 3 Assignments, mini projects, etc
- 4 Profile of Adam Smith, Marshall, Keynes, Myrdal, Amartya Sen, JN Bhagwathi (indicative).

**Recommended Reading****Essential Reading:**

- 1 Managerial Economics by D.N.Dwivedi, 7<sup>th</sup> Edition, VPH
- 2 Principles of Micro Economics by Taylor J. and Gugnani R. (Global edition), Biztantra

**Suggested Reading:**

- 1 Economics by Samuelson P and Nordhaus, TMH
- 2 Managerial Economics by Petersen, Lewis and Jain S, Pearson South Asia Edition
- 3 Principles of Micro Economics by Salvatore D, Oxford UP, International Edition.
- 4 Managerial Economics by Kalkundrikar A.B. and Kulkarni A.N.
- 5 Managerial Economics by D.M. Mithani, HPH

**Other Resources:**

- 1 Indian Journal of Economics and Business, [www.ijeb.com](http://www.ijeb.com), serials publication.



## SOFT SKILLS

**Subject Code: 1008**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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### **Objective:**

1. To introduce the concept of Personal, Corporate and Social etiquettes for the students.
2. To equip students to be ready to adapt corporate culture easily.

### **Expected Outcome:**

The students to develop professional and pleasing personality.

### **Module I: Personal Skills**

**10 hours**

Self Introduction, Grooming standards and dressing, health and hygiene, courteous phrases, banquet etiquettes

### **Module II: Corporate Etiquettes**

**10 hours**

Communication Skills – Oral and Written, understanding symbols, corporate etiquettes, Meeting etiquettes – Reporting and Minutes of the meeting

### **Module III: Social Skills**

**10 hours**

Socialization, Telephone etiquettes, Email etiquettes, SMS etiquettes, Net-iquettes, Dealing with difficult people.

### **Activities:**

1. Write an email to the Chairman/Director of your department seeking a permission to conduct Sports Tournament at the campus
2. Role Play of a Meeting and students to submit the minutes of the meeting and submit
3. Students to give their self introduction in class
4. Students to learn and report different etiquettes followed at different types of industries
5. List out courteous phrases and try to use most of them in day to life.
6. Visit an organization of your choice and study organization culture and present a report of the same.

7. Organize a college level event and follow all possible protocols during invitation, stage management etc.

**Evaluation:**

1. Internal Assessment: (10 Marks)  
Assignment, Presentation, Role play, Field visit and presentation
2. External Assessment: (40 Marks)
  - a. Project Report – 20 Marks
  - b. Viva Voce - 20 Marks.

Skills are evaluated through the mode of assessment to measure the skill level. Assessment rating are given below

- O – Outstanding (45 and above)
- A – Excellent (41 to 44)
- B – Good (31 to 40)
- C – Moderate (21 to 30)
- D – Must Improve (Less than or equal to 20)