

MBA

1st/ 2nd Semester Scheme & Syllabus
(Effective from the academic year 2024-25)

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Scheme of Teaching and Examinations: 2024-25 MASTER OF BUSINESS ADMINISTRATION (MBA) Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

I Semester										
SL	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBA101	Management of Organizational Behaviour	4	0	3	50	50	100	4
2	PCC	MBA102	Accounting for Managers	4	0	3	50	50	100	4
3	PCC	MBA103	Economics for Decision Making	4	0	3	50	50	100	4
4	PCC	MBA104	Business Statistics	4	0	3	50	50	100	4
5	PCC	MBA105	Marketing Management	4	0	3	50	50	100	4
6	PCC	MBA106	Business English	4	0	3	50	50	100	4
TOTAL				24	00	18	300	300	600	24

Note: PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process. Societal project shall be Mandatory course, the students should identify and study problems faced by the society. The students must submit a report to the respective guides. This shall be an audit course on lines of ability enhancement courses and shall be undertaken after the first semester and before commencement of the second semester.

Note:

- Each Course has a theory component of 04 hrs (04 credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases/Case Centre.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
- The Students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
- Practical component**
Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
- The students shall**
 - Gain confidence in modeling of management systems.
 - Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude.
 - Involve in case studies and field visits/ field work.
 - Accustom with the use of standards/codes etc., to narrow the gap between academia and industry.

All activities should lead to enhancement of students' abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.
- Societal Project (one week) is mandatory for all the students and this has to be carried out after the first semester during vacation and the report should be submitted by the students should be assessed internally during the second semester and it is a non credit but mandatory course.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: I

Course Title: MANAGEMENT & ORGANISATIONAL BEHAVIOUR

Course Code	MBA101	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Understand and analyze Management and Organizational Behavior theories and models.
2. Classify and differentiate between the best methods to solve the problems.
3. Compare the appropriate framework for solving the problems at the workplace.
4. Apply Management and OB concepts to real-world business scenarios.
5. Assess the cultural impact and manage employee wellbeing and stress.

Module-1 (9 Hours)

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

Module-2 (9 Hours)

Planning: Planning Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. Organising–Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures. Leading – Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. Controlling – Meaning, Importance, Steps in the Control Process, Types of Control.

Module-3 (9 Hours)

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

Module-4 (9 Hours)

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

Module-5 (8 Hours)

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

Module-6 (8 Hours)

Organisational Culture: Meaning, Elements of Organisational Culture, Importance of Organisational Culture. Organisational Change – Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour.

Assessment Details

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Continuous Internal Evaluation:**CIE for the Theory component: 30 Marks**

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in the SEE.

Suggested Learning Resources:**Books**

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

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested :

- Visit an Organisation and note the various functions played in a day.
- Conduct a professional event in the department and try to understand the various roles played by students in relation to Team and Organisational environment.
- Develop questions, interact with people in the Organisation and try to observe personality.
- Meet any Leader / HoD / Dean and observe the Management of various department and record

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

the changes along with reasons for change.

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Apply the basic concepts of Management and Organizational Behavior.
CO2	Analyze the conceptual knowledge of management functions in various business scenarios.
CO3	Evaluate the management and behavioral models related to personality traits.
CO4	Design the various models of group dynamics influencing business environment.
CO5	Develop various dimensions in creating organizational culture and climate and overcome shortcomings.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			2		
CO4				2	
CO5					2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: I

Course Title: ACCOUNTING FOR MANAGERS

Course Code	MBA102	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Understand the fundamental of accounting principles including IFRS.
2. Explain the accounting cycle using identifying, recording & posting.
3. Prepare basic financial statements using the modern formats of Companies Act.
4. Analyze financial statements using techniques such as trend analysis, comparative analysis, and financial ratio analysis.
5. Understanding the emerging accounting trends.

Module-1 (5 Hours)

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

Module-2 (09 Hours)

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

Module-3: (09 Hours)

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

Module-4: (09 Hours)

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

Module-5: (09 Hours)

Management Accounting: Scope, Purpose of Management Accounting;
Marginal costing—concept and areas of application of marginal costing (theory only)
Standard costing-Theory & application in Managerial Decision-Making.

Module-6: (9 Hours)

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

Emerging Areas in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Block chain, AI in Accounting, Big Data in Accounting (Theory only).

Assessment Details

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

CIE for the Theory component: 30 Marks

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

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

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Understand the foundational principles involved in organizing and preparing financial accounts.
CO2	Apply knowledge of the accounting cycle by preparing journals, ledgers, trial balances, and using the accounting equation.
CO3	Evaluate the financial statement analysis to take appropriate decisions.
CO4	Design the financial statements using techniques such as trend analysis, comparative analysis, and financial ratio analysis.
CO5	Communicate the emerging accounting areas in various business situations.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			2		
CO4				2	
CO5					2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: I

Course Title: ECONOMICS FOR DECISION MAKING

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

Course Learning Objectives:

The student will be able to

1. Understand and remember the core concepts, tools, and theories of managerial economics and how they apply to business decisions.
2. Apply economic principles and theories in analyzing business decisions and optimizing resource allocation in a firm.
3. Analyze and explain key micro and macro-economic concepts, including their influence on managerial decision-making.
4. Analyze the demand-supply framework, production costs, and competitive market structures, and evaluate their impact on firm and industry performance.
5. Evaluate the Indian business environment, with special emphasis on economic factors, and apply this understanding in strategic decision-making for firms operating in India.

Module-1

(07 Hours)

Introduction: Managerial Economics: Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist.

Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm.

Managerial theories: Baumol's Model, Marris's model of growth maximization, Williamson's model of managerial discretion.

Module-2

(09 Hours)

Demand Analysis:

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price, Income & Cross elasticity, Promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply.

Demand forecasting: Meaning & Significance, Methods of demand forecasting. (Problems on Price elasticity of demand, and demand forecasting using Time-series method).

Module-3

(09 Hours)

Cost Analysis & Production Analysis:

Concepts of Production, production function with one variable input - Law of Variable Proportion, Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, Long- Run Average Cost (LAC) curve

Break Even Analysis: Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA In Managerial decisions (Theory and simple problems).

Module-4

(09 Hours)

Market Structure Analysis and Pricing Practices:

Market Structure Analysis:

Perfect Competition: Features, Determination of price under perfect competition,

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation.

Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Monopoly: Features, Pricing under monopoly, Price Discrimination.

Pricing Practices:

Descriptive Pricing Approaches: Loss leader pricing, Peak Load pricing, Transfer pricing.

Module-5

(09 Hours)

Indian Business Environment:

Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio- Cultural Environment, Global Environment. Private

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Sector, Growth, Problems and Prospects, SMEs, Significance in Indian economy, challenges and prospects.

Fiscal policy and Monetary Policy: Meaning of Fiscal policy, three main types of fiscal policy – Neutral, Expansionary, and Contractionary.

Monetary policy: Meaning, Objectives of monetary policies - Controlling inflation, Managing employment levels, and Maintaining long-term interest rates. (Theory only).

Module-6**(06 Hours)**

Indian Industrial Policy: New industrial policy 1991, **Production Linked Incentive (PLI)** scheme for Promoting manufacturing of Telecom & Networking Products in India, New economic initiatives proposed by Indian government for economic growth Private Sector-Growth- like Atma Nirbhar Bharath Abhiyan.

Assessment Details**Assessment Details (both CIE and SEE):**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:**CIE for the Theory component: 30 Marks**

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in the SEE.

Suggested Learning Resources:**Books**

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

Web links and Video Lectures (e-Resources):

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

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

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

Skill Development Activities Suggested

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

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Understand and apply economic principles in managerial decision-making to optimize business outcomes.
CO2	Analyze microeconomic concepts and apply them for effective decision-making and resource allocation in the functioning of a firm and industry.
CO3	Evaluate demand patterns and accurately forecast future demand for better business planning.
CO4	Apply production and cost concepts to optimize production efficiency and achieve cost-effective outcomes
CO5	Understand and evaluate the impact of macroeconomic factors and design competitive strategies such as pricing, product differentiation, and market positioning based on market structure analysis.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3	2				
CO4			2		
CO5				2	2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: I

Course Title: BUSINESS STATISTICS

Course Code	MBA104	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Facilitate the students to Understand the basic statistical concepts, including central tendency and dispersion.
2. Enhance the skills to Understand the fundamental concepts of correlation and regression analysis.
3. Apply probability concepts and rules to solve problems involving probability distributions.
4. Apply time series analysis techniques to identify and measure trends and seasonal variations in data.
5. Analyze and interpret statistical data using hypothesis testing and advanced statistical techniques with SPSS.

Module-1 (08 Hours)

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

Module-2 (07 Hours)

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

Module-3 (09 Hours)

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

Module-4 (08 Hours)

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

Module-5 (08 Hours)

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

Module-6 (10 Hours)

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

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

Assessment Details

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

(passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

CIE for the Theory component: 30 Marks

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested

- Role Play Techniques
- Quizzes
- Field Surveys

COURSE OUTCOMES:

Upon completing this course, students will be able to

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Sl. No.	Description
CO1	Apply key statistical measures of descriptive statistics in business scenario.
CO2	Analyze the methods of correlation and perform basic linear regression analysis in business situation.
CO3	Evaluate different probability distributions for business solutions.
CO4	Design various trends using time series data to forecast the business solutions.
CO5	communicate appropriate solutions with the use of inferential statistics by application of statistical software.

Mapping of COs and POs

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

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: I

Course Title: MARKETING MANAGEMENT

Course Code	MBA105	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Make students understand the fundamental concepts of marketing and environment in which marketing system operates.
2. Gain knowledge on consumer buying behaviour and influencing factors
3. Describe major bases for segment marketing, target marketing, and market positioning.
4. Develop a Conceptual framework, covering basic elements of the marketing mix.
5. Understand fundamental premise underlying market driven strategies and hands on practical approach.

Module-1

(07 Hours)

Introduction to Marketing: Importance of marketing, Definitions of market and marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, evolution of marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer

Module-2

(09 Hours)

Analysing Consumer Behaviour: Meaning and Characteristics, Importance of consumer behaviour, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological factors consumer.

Module-3

(09 Hours)

Product management and Pricing: Importance and primary objective of product management, product levels, product hierarchy, Classification of products, product mix, product mix strategies, Managing Product Life Cycle. New Product Development, Packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension- effects. Introducing to pricing, Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Module-4

(09 Hours)

Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System. Promotions-Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising. Push-pull strategies of promotion

Module-5

(09 Hours)

Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.

Module-6

(07 Hours)

Emerging Trends in Marketing: Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Assessment Details

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

CIE for the Theory component: 30 Marks

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in the SEE.

Suggested Learning Resources:

Books

1. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition.
2. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha by Pearson publication, Latest Edition.
3. New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill, Latest Edition.
4. Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications, 2020.
5. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
6. Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.
7. Fundamentals of Marketing Management, Etzel M J B J Walker & William J Stanton by Tata Macgraw Hill, Latest edition.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/5fdx5Laavkc>
- <https://youtu.be/Ule8n6GgE1g>
- <https://youtu.be/ob5KW53I3aY?t=131>
- <https://youtu.be/U1VWUHLhmdk>
- <https://youtu.be/iWuYUhSHXHg>
- https://youtu.be/IErR_YYfP3Y
- <https://youtu.be/mL7MASrDIQ>

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

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

Skill Development Activities Suggested :

- Sensitize the students to the market dynamics by visiting super markets and regulatory markets like APMC, etc
- Students to study the buying pattern based on demographics of consumers.
- Students to draft advertising copy.
- Students to take any FMCG product and study the PCL of that product.

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Comprehend the concepts of Marketing Management.
CO2	Apply knowledge on consumer behaviour and buying process.
CO3	Evaluate concept of Product and Brand Management, Branding and Pricing strategies.
CO4	Design a frame work of marketing channels its product distribution and techniques of sales promotion.
CO5	Communicate ideas into a viable marketing plan and campaign for various modes of marketing.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			3		
CO4				2	
CO5					2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: I

Course Title: BUSINESS ENGLISH

Course Code	MBA106	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Develop an awareness of their communication skills and recognize their potential to become effective managers.
2. Master the mechanics of writing, allowing them to draft precise and effective business letters in English.
3. Introduce students to contemporary practices in managerial communication.
4. Help students develop expertise in business communication, focusing on the analysis of business situations.
5. Train students in drafting well-structured and professional business proposals.

Module-1

(07 Hours)

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

Module-2

(09 Hours)

Oral Communication: Meaning, Principles of successful oral communication, Barriers to oral communication, Conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Effectiveness of oral communication. Listening as a Communication Skill: Approaches to listening, how to be a better listener, Process of listening, Nonverbal communication: Meaning, classification

Module-3

(09 Hours)

Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing, Writing, Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages. Types of Written Communication In Business: Business Letters: Introduction To Business Letters, Types of Business Letters, Writing Routine And Persuasive Letters, Positive And Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters.

Module-4

(09 Hours)

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

Group Communication: Meetings, Planning meetings, objectives, participants, timing, venue of meetings.

Meeting Documentation: Notice, Agenda and Resolution & Minutes

Module-5

(06 Hours)

Case method of learning: Understanding the case method of learning, different types of cases , overcoming the difficulties of the case method , reading a case properly , case analysis approaches , analyzing the case , dos and don'ts for case preparation.

Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills. **Impact of Technological Advancement on Business Communication,** Technology-enabled Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Module-6

(10 Hours)

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

Negotiation skills: Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies.

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

Assessment Details

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

CIE for the Theory component: 30 Marks

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in the SEE.

Suggested Learning Resources:

Books

1. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017.
2. Business Communication: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014.
3. Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e, 2017.
4. Contemporary Business Communication - Scot Ober-Biztantra, 5/e, 2015.
Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Web links and Video Lectures (e-Resources):

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

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

Skill Development Activities Suggested :

- Students enact and analyze the non-verbal cues.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Organize a mock press conference addressing to the launch of new product by an organization. Students should be given an assignment to draft a proposal to undertake research project

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Apply the communication skills for the business correspondence
CO2	Analyze various types business presentation and adopt appropriate oral communication
CO3	Evaluate various business letters for Communication and structure Appropriate writing skills
CO4	Draft business reports to meet the challenges of competitive environment
CO5	Develop interpersonal communication skills in varies business situation for creating business values

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			3		
CO4				2	
CO5					2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Scheme of Teaching and Examinations: 2024-25 MASTER OF BUSINESS ADMINISTRATION (MBA) Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

II Semester										
SL	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	MBA201	Human Resource Management	4	0	3	50	50	100	4
2	PCC	MBA202	Financial Management	4	0	3	50	50	100	4
3	PCC	MBA203	Research Methodology and IPR	4	0	3	50	50	100	4
4	PCC	MBA204	Operations Research	4	0	3	50	50	100	4
5	PCC	MBA205	Corporate Strategy	4	0	3	50	50	100	4
6	PCC	MBA206	Entrepreneurship Development	4	0	3	50	50	100	4
7	SEC	MBA287	Societal Project	-	-	-	-	-	-	-
TOTAL				24	00	18	300	300	600	24

Note:

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

Note:

1. Each Course has a theory component of 04 hrs (04credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.
2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.
6. Internship-MBAIN387* (four weeks) to be carried out by students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: II

Course Title: HUMAN RESOURCE MANAGEMENT

Course Code	MBA201	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

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

Module-1

(06 Hours)

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

Module-2

(12 Hours)

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

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

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

Module-3

(09 Hours)

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

Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.

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

Module-4

(07 Hours)

Human Resource Management in Small and Medium Enterprises: Introduction to SMEs, The Difference in Adoption of Human Resource Management, SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs,

Human Resource Management in the Service Sector: Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Models of Union Strategies.

Module-5

(09 Hours)

Human Resource Management and Innovations: Factors Affecting the Innovation Process in organisations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management. HR Information Systems: Introduction to HRIS. HRIS in the digital age.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Module-6

(07 Hours)

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

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

Assessment Details

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

CIE for the Theory component: 30 Marks

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in the SEE.

Suggested Learning Resources:

Books

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

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

2016 edition.

9. Human Resource Management by V.S.P Rao, 2014 edition.

10. Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006)

Web links and Video Lectures (e-Resources):

- <https://youtu.be/hHE4ilceiXs>
- <https://youtu.be/d5QMwLC19Y>
- <https://youtu.be/uMQMDQI7Hpk>
- https://youtu.be/vXgt9yASs_k
- <https://youtu.be/pqtYQb9nbRk>
- <https://youtu.be/e1F3xnF5LKg>
- <https://youtu.be/4Kr0VpM14LI>

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

Skill Development Activities Suggested

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

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Apply the concepts, principles, and functions of Human Resource Management in a Business Organization
CO2	Analyze the strategic aspects of HR Planning, Recruitment, and Training and Development.
CO3	Evaluate the compensation strategies, performance appraisal systems, and industrial relations practices.
CO4	Design the HRM approaches of SMEs from those of large firms and analyze the role of HRM in enhancing service quality.
CO5	Communicate the HR practices and models, trends and people analytics on organizational effectiveness and workforce engagement.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			3		
CO4				2	
CO5					2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: II

Course Title: FINANCIAL MANAGEMENT

Course Code	MBA202	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Familiarize the students with basic concepts of financial management and financial system.
2. Understand the concept of time value of money and its implication.
3. Review and evaluate sources of finance, cost of capital and investment proposals.
4. Analyze the capital structure and dividend decision of an organization.
5. Understand the management of working capital in an organization.

Module-1

(06 Hours)

Introduction to Financial Management: Meaning and scope – Objectives of Financial Management – Role and functions of finance managers – Interface of Financial Management with other functional areas.

Indian Financial System: Structure – types – Financial markets – Financial instruments – Financial institutions and financial services – Non-Banking Financial Companies (NBFCs) – Regional Rural Banks (RRBs) – mutual funds.

Emerging areas in Financial Management: Risk Management – Behavioural Finance – Financial Engineering – Derivatives (Theory).

Module-2

(07 Hours)

Time value of money: Concept – Future value of single cash flow and annuity – Present value and discounting – present value of single cash flow, annuity and perpetuity. Simple interest and Compound interest – Capital recovery factor and loan amortization schedule (Theory & Problem).

Module-3:

(07 Hours)

Long-term Sources of Finance and Cost of Capital: Shares – Debentures – Term loans and deferred credit Lease financing – Hybrid financing – Venture Capital – Angel investing – private equity – Crowd funding (Theory Only).

Cost of Capital: Basic concepts – Components and computation of cost of capital – Cost of debentures – cost of term loans – cost of preferential capital – cost of equity (Dividend discounting and CAPM model) – Cost of retained earnings – Determination of Weighted Average Cost of Capital (WACC) (Theory & Problem).

Module-4:

(10 Hours)

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

Module-5:

(10 Hours)

Capital Structure and Dividend Decisions: Capital structure – Planning the capital structure, optimum capital structure – Difference between Finance, Structure and Capital Structure Planning. **Leverages:** Concept of Leverage – Types of Leverages – EBIT and EPS analysis – Return of Investment (ROI) and Return on Earnings (ROE) analysis (Theory & Problem).

Dividend Decisions and Policies: Factors affecting the dividend policy – types of Dividend Policy forms of dividend – bonus issue – stock split (Theory only).

Module-6:

(10 Hours)

Working Capital Management: Sources of working capital – Factors influencing working capital requirements – Current asset policy and current asset finance policy – Determination of operating cycle and cash cycle – Estimation of working capital requirements of a firm (Theory & Problem).

Assessment Details

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

CIE for the Theory component: 30 Marks

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-tohelp-you-master-financial-management-and-analysis-e158595305.html>
- <https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>
- https://www.youtube.com/watch?v=CCQwz_Gwo6o
- <https://www.digimat.in/nptel/courses/video/110107144/L01.html>
- <http://egyankosh.ac.in/handle/123456789/10310>
- <https://nptel.ac.in/courses/110/107/110107144>

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

Skill Development Activities Suggested

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- Students can study any five companies' capital structure.
- Students can do Company analysis for select companies using profitability and liquidity ratios.

COURSE OUTCOMES:

Upon completing this course, students will be able to

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

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			2		
CO4				2	
CO5					2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: II

Course Title: RESEARCH METHODOLOGY & IPR

Course Code	MBA203	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Understand the fundamental concepts, types, and significance of business research, including the research process and design.
2. Develop skills to identify management problems, define research problems, and formulate appropriate research hypotheses.
3. Create robust research proposals and select suitable research designs, including exploratory, descriptive, and experimental methods.
4. Apply various data collection methods and sampling techniques, ensuring effective planning, execution, and analysis of data.
5. Recognize ethical issues in business research and the importance of intellectual property rights, including the different types of IP and their significance in business contexts.

Module-1

(10 Hours)

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

Module-2

(9 Hours)

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

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

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

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

Module-3

(5 Hours)

Sampling: Concepts, Types of Sampling, Process of sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling. Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.

Module-4

(10 Hours)

Data Collection: Meaning, types, Data collection methods: Observations, survey and interview techniques, Questionnaire design: Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement Scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, Multi-Dimensional Scaling: Non comparative scaling techniques.

Module-5

(7 Hours)

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.

Module-6

(9 Hours)

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits Geographical Indications-Establishment of WIPO-Application and Procedures

Assessment Details**Assessment Details (both CIE and SEE):**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:**CIE for the Theory component: 30 Marks**

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in the SEE.

Suggested Learning Resources:**Books**

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

Web links and Video Lectures (e-Resources):

- <https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>
- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- <https://www.digimat.in/nptel/courses/video/121106007/L01.html>
- <https://www.coursera.org/learn/research-methods>
- (PDF) HANDBOOK OF RESEARCH METHODOLOGY (researchgate.net)
- <https://www.pdfdrive.com/research-methodology-books.html>

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

- <https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf>
- https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://www.youtube.com/watch?v=GSeeyJVD0JU>

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

Skill Development Activities Suggested

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

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Apply the concepts and processes of business research, including its types and significance in decision-making.
CO2	Effectively identify management issues, define research problems, and formulate clear and testable hypotheses.
CO3	Evaluate various methods and techniques of data collection in survey.
CO4	Design various techniques of report writing and presentation for different business situations.
CO5	Demonstrate the ethical considerations in research and the implications of intellectual property rights, ensuring responsible research practices.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			2		
CO4				2	
CO5					2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: II

Course Title: OPERATIONS RESEARCH

Course Code	MBA204	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Understand the fundamental concepts and application of Operational research.
2. Understand the mathematical tools that are needed to solve optimization problems.
3. Elucidate optimization techniques for various problems.
4. Understand and practice allocation problems, Assignment problems.
5. Understand and practice Transportation problems and Network Analysis (PERT & CPM).

Module-1

(07 Hours)

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

Module-2

(09 Hours)

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

Module-3

(08 Hours)

Decision Theory: Introduction, Decision under uncertainty- Max min & Min max, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Simulation Techniques – Monte Carlo Technique - Markov Chain model. (only Theory).

Module-4

(08 Hours)

Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced Transportation problem. Maximization Transportation problem application of transportation problem. (Theory and Problems).

Module-5

(09 Hours)

Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods).

Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. (Theory and Problems)

Module-6

(09 Hours)

Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (Theory only)
Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems)

Assessment Details

Assessment Details (both CIE and SEE):

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

CIE for the Theory component: 30 Marks

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Operation research .H.A. Taha, Person Publication 2012
2. Operation research , J.K.Sharma, McMillan Publication 2014
3. Quantitative Techniques in management, N D Vohra McGraw Hill 2015.
4. Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson India 2006
5. Operations Research, P K Gupta and D S Hira, S. Chand and Company LTD. Publications, New Delhi – 2007
6. Operations Research, An Introduction, Seventh Edition, Hamdy A. Taha, PHI Private Limited, 2006.
7. Quantitative Techniques in management N D Vohra McGraw Hill 2015
8. Operations Research, Theory and Applications, Sixth Edition, J K Sharma, Trinity Press, Laxmi Publications Pvt. Ltd. 2016.
9. Operations Research, A M Natarajan, P Balasubramani, Pearson Education, 2005
10. Introduction to Operations Research, Hillier and Lieberman, 8th Ed., McGraw Hill

Web links and Video Lectures (e-Resources):

- <https://youtu.be/vuKK3HAOB74>
- https://lipas.uwasa.fi/~tsottine/lecture_notes/or.pdf
- https://onlinecourses.nptel.ac.in/noc20_ma23/preview
- <https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-researchtheory-and-application-by-j.-k.-sharma-zlib.org.pdf>
- <https://youtu.be/vUMGvpsb8dc>

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

- <https://youtu.be/fSuqTgnCVRg>
- https://www.youtube.com/results?search_query=operation+research+transportation+problem
- <https://www.youtube.com/watch?v=fSuqTgnCVRg>

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

Skill Development Activities Suggested

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

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Apply the basic concepts of operations research to form the operational research models from the verbal description of the real system
CO2	Analyze the business situations with appropriate models to solve optimization problems
CO3	Evaluate the business scenarios to predict solution by using assignment models.
CO4	Design the process of decision making with theory of games.
CO5	Construct network diagrams using network analysis tools

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	2				
CO2		2			
CO3			2		
CO4				1	
CO5					1

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: II

Course Title: CORPORATE STRATEGY

Course Code	MBA205	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Provide insights into the core concepts of strategic management.
2. Evaluate various business strategies in dynamic market environments.
3. Gain insights into various strategic management models and tools.
4. Apply the models and tools of strategic management in real-time scenarios.
5. Formulate strategies that best fits for organisational requirements

Module-1

(07 Hours)

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

Module-2

(09 Hours)

Assessing External Environment: The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis, Mckinsey7's model, Porter's Five Forces Model, and Key Success Factors

Module-3

(09 Hours)

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

Module-4

(09 Hours)

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

Module-5

(09 Hours)

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

Module-6

(07 Hours)

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

Assessment Details

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Continuous Internal Evaluation:**CIE for the Theory component: 30 Marks**

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in the SEE.

Suggested Learning Resources:**Books**

1. Strategic Management, Fred R. David, Prentice Hall India Publication.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Petera f John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e
4. Strategic Management-Concepts and Cases, Upendra Kachru, Excel Books, New Delhi, 2005.
5. Azhar Kazmi – ‘Business Policy & Strategic Management’ Tata McGraw Hill Publishing Company Ltd., New Delhi – Second Edition, 2001.
6. Harvard Business Review – ‘Business Policy’ – part I & II Harvard Business School.
7. Gupta, Gollakota & Srinivasan – ‘Business Policy and Strategic Management – Concepts and Application’ Prentice Hall of India, 2005.
8. Strategic Management- The Indian Context, R Srinivasan, Fifth edition, Prentice Hall India, Learning Pvt Ltd.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjI>
- <https://www.youtube.com/watch?v=tyUw0h5i9yI>
- <https://www.youtube.com/watch?v=FQLIrmmsHeo>
- <https://www.youtube.com/watch?v=Evvn0NAUPS0>
- <https://study.com/academy/topic/strategic-management-overview.html>

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

- <https://www.cascade.app/blog/strategic-management-process>

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

Skill Development Activities Suggested

1. Select a Local company of student choice and formulate vision, mission, strategic planning for business.
2. Visit a local company and apply SWOT, PESTLE, PORTERS FIVE FORCE MODEL to that particular company.
3. List out some recent merger and acquisition deals and identify the synergy of such deals.
4. Collect the ESG scores of companies from annual reports and rating agencies.
5. Submit a mini project report on strategic evaluation frame work for select companies of their choice.
6. Watch the videos related to successful entrepreneurs like PC Musthafa PC ID foods and identify the strategies of their business.
7. Analyze the Guerrilla warfare case and identify key strategies involved.

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Apply the concepts of Strategic Management, its relevance, Characteristics, process, nature, and purpose.
CO2	Analyze how firms successfully institutionalize a strategy, create an organizational structure for domestic and overseas operations and gain competitive advantage.
CO3	Evaluate strategies at various organizational levels to achieve a competitive advantage
CO4	Design the strategies for multinational firms and their decisions in various markets
CO5	Construct the business model and strategies of organization.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			2		
CO4				2	
CO5					2

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Semester: II

Course Title: ENTREPRENEURSHIP DEVELOPMENT

Course Code	MBA206	CIE Marks	50
Teaching Hours/Week (L:P: SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3

Course Learning Objectives:

The student will be able to

1. Develop and strengthen entrepreneurial qualities and motivation among students.
2. Impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
3. Provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4. Make students understand the ways of starting a company of their own.
5. Discuss the steps in venture development and new trends in entrepreneurship.

Module-1

(07 Hours)

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

Module-2

(09 Hours)

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

Module-3

(09 Hours)

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

Module-4

(09 Hours)

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

Module-5

(07 Hours)

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

Module-6

(09 Hours)

Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, meaning, scope and opportunities. Social Entrepreneur, Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur;

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur, Meaning of Rural Entrepreneur, Potential opportunities for Rural entrepreneurship in India. Benefits of Social Media platforms in promoting entrepreneurship.

Assessment Details

Assessment Details (both CIE and SEE):

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

CIE for the Theory component: 30 Marks

	Components	Number	Weightage	Max. Marks
1	Tests (A)	3	60%	30
2	Alternate Assessment Tools(AAT) (B)	3	40%	20
	Total Marks for theory component A+B			50

Final CIE Marks = (A) + (B)

The following are the Alternate Assessment Tools and not limited to: Quiz, Assignments, Presentations, Paper Publications, MOOCs, Industrial Visits and Report Writing, Open Book, Self-Learning with Certifications and other cooperative and problem-based learning.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in the SEE.

Suggested Learning Resources:

Books

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

Web links and Video Lectures (e-Resources):

- <https://youtu.be/rbmz5VEW90A>
- <https://www.youtube.com/watch?v=CnStAWc7iOw>
- <https://www.youtube.com/watch?v=RLQivEQUgUc>

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

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

Autonomous Institute under VTU, Belagavi (Recognized by Govt. of Karnataka & AICTE, New Delhi)

Skill Development Activities Suggested

- Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan, modify accordingly and present it in the class.
- Practical Component: Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/start-ups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for nonfamily investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impact of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show

COURSE OUTCOMES:

Upon completing this course, students will be able to

Sl. No.	Description
CO1	Apply the concept of entrepreneurship in order to set up a business.
CO2	Analyze the Business planning process, business models and B-Plans across Business sectors.
CO3	Evaluate the various sources of funding to support
CO4	Design different forms of business organization and the Process of Company Incorporation
CO5	Contemplate the different areas of Emerging Trends in Entrepreneurship Development

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2		3			
CO3			3		
CO4				2	
CO5					2