

KONERU LAKSHMAIAH EDUCATION FOUNDATION

MASTER OF BUSINESS ADMINISTRATION (ENTREPRENEURSHIP)

**PROGRAMME
CURRICULUM
2025-2026**

MBA(ENT) I YEAR ODD SEM (1st SEM)

Code	Course Title	L	T	P	S	Credits
22MB5101O	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	2	1	0	0	3
22MB5102O	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	3	0	0	0	3
22MB5103O	BUSINESS ECONOMICS	3	0	0	0	3
22MB5104O	FINANCIAL AND MANAGEMENT ACCOUNTING	2	1	0	0	3
22MB5105O	MARKETING MANAGEMENT	3	0	0	0	3
24MB5106O	BUSINESS ENVIRONMENT AND LAW	3	0	0	0	3
22SDMB01O	LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS	0	0	0	8	2
24SDMB02O	IT SKILLS FOR MANAGERS	0	0	2	4	2
Total Credits						22

MBA(ENT) I YEAR EVEN SEM (2nd SEM)

Code	Course Title	L	T	P	S	Credits
22MB5208O	BUSINESS ANALYTICS FOR DECISION MAKING	2	0	2	0	3
22MB5209O	BUSINESS RESEARCH METHODOLOGY	3	0	0	0	3
22MB5210O	HUMAN RESOURCE MANAGEMENT	3	0	0	0	3
22MB5211O	FINANCIAL MANAGEMENT	2	1	0	0	3
22MB5212O	OPERATIONS MANAGEMENT	2	1	0	0	3
22MB5214O	PROJECT MANAGEMENT	2	0	0	0	2
24SDMB03O	ENTERPRISE RESOURCE PLANNING	2	0	0	4	3
24UC1203O	DESIGN THINKING AND INNOVATION	2	0	2	0	3
22UC2107O	PROFESSIONAL SKILLS FOR MANAGERS	0	0	4	0	2
Total Credits						25

24IE50N0O	SUMMER INTERNSHIP PROGRAM	0	0	0		9
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MBA(ENT) II YEAR ODD SEM (3rd SEM)

Code	Course Title	L	T	P	S	Credits
22MB6115O	STRATEGIC MANAGEMENT	3	0	0	0	3
24MB6116O	INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP	2	0	0	0	2
24MB6117O	BUSINESS ETHICS AND CORPORATE GOVERNANCE	3	0	0	0	3
22MB61E1O	TECHNOLOGY INNOVATION PRODUCT DEVELOPMENT & PROTOTYPING	3	0	0	0	3
22MB61E2O	ENTREPRENEURIAL ECOSYSTEM	3	0	0	0	3
22MB61E3O	THEORIES & MODELS OF TECHNO ENTREPRENEURSHIP	3	0	0	0	3
22MB61E4O	START UP LAW, ETHICS AND ENVIRONMENT	3	0	0	0	3
22MB61XX	SECTORAL SPECIALIZATION I	3	0	0	0	3
24IE61E1O	MANAGEMENT RESEARCH-TERM PAPER	0	0	4	0	2
Total Credits						25

MBA(ENT) II YEAR EVEN SEM (4th SEM)

Code	Course Title	L	T	P	S	Credits
24MB6218O	LEADERSHIP IN ORGANISATIONS	3	0	0	0	3
22MB62E5O	MANAGING OPERATIONS FOR TECHNOLOGICAL INNOVATIONS IN STARTUPS	3	0	0	0	3
22MB62E6O	ENTREPRENEURIAL LEADERSHIP	3	0	0	0	3
22MB62E7O	CORPORATE AND SOCIAL ENTREPRENEURSHIP	2	0	2	0	3
22MB62E9O	VENTURE FINANCING &	3	0	0	0	3
22MB62XX	SECTORAL SPECIALIZATION II	3	0	0	0	3
24IE62E2O	MANAGEMENT RESEARCH PROJECT	0	0	12	0	6
Total Credits						24

SECTORAL ELECTIVES

BANKING

Code	Course Title	L	T	P	S	Credits
22MB61B0	OVERVIEW OF BANKING	3	0	0	0	3
22MB62B1	BANKING SERVICE OPERATIONS	3	0	0	0	3

RETAIL MANAGEMENT

Code	Course Title	L	T	P	S	Credits
22MB61R0	OVERVIEW OF RETAILING	3	0	0	0	3
22MB62R1	MANAGEMENT OF RETAIL OPERATIONS	3	0	0	0	3

Semester-I

22MB5101O - APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5101O	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Application of Probability, Probability Distributions and R- Programming in managerial Decision Making	3	PO1, PO6, PSO1
CO2	Analysing the sample data by applying sampling and hypothesis testing in solving various managerial Problems	4	PO1, PO6
CO3	Analysing data using Correlation and Regression Concepts	4	PO1, PO6, PSO2
CO4	Analysing different managerial data sets using Time series and Index Numbers	4	PO1, PO6

Syllabus

Probability and Sampling, Definitions and rules for probability, conditional probability independence of events, Bayes theorem, and random variables. Probability distributions, Binomial, Poisson and Normal distributions. Introduction to R Programming

Sampling, Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. Determining the sample size. Estimation Point and Interval estimates for population parameters of large sample and small samples. Hypothesis testing, one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chisquare test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test

Correlation and Regression: Meaning, Types of Correlation, measurement, graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, and Rank Correlation, Spearmans Rank Correlation. Testing the significance of correlation coefficient. Regression, Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients.

Index Numbers and Time Series Analysis, Time series analysis, Meaning and Components of Time Series. Variations in time series, Smoothing Methods, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers, Unweight and Weighted Index numbers

Reference Books

- 1 Statistics for Management, Levin R.I. and Rubin D.S, 8, Pearson Education.
- 2 Business Statistics for Contemporary Decision Making, Ken Black, 6, Wiley Publishers.
- 3 Statistics for Business and Economics., Anderson, Sweeny, Williams, 2005, South-Western Pub.
- 4 Introduction to R Programming, Venables, W.N, 2015, CRAN.

22MB5102O - PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5102O	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts, principles and functions of management and planning process to develop plans and improve organizational performance, apply organizing concepts in designing organizational structures	3	PO1
CO2	Apply the knowledge of Personality, Perceptions and Values to manage the individuals in the organizations.	3	PO2
CO3	Apply the knowledge of Learning, Motivation and Attitudes to manage the individuals in the organizations.	3	PO6
CO4	Apply the knowledge of group/organizational behavior of the people to manage the teams in the organization.	3	PO5

Syllabus

Introduction to Management: Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions. Planning: Types, Steps in Planning, Organizing and Staffing: Introduction, Organizational Division and Span of Control, Types of Departmentation, Staffing function, Controlling: Types of Control and Process.

Organizational Behaviour: Introduction, Importance of Organizational Behaviour, Evolution of OB, Interpersonal Relations, Transactional Analysis, Johari Window, Foundations of Individual Behaviour, Personality: Concept, Personality determinants, Personality theories, Personality traits, MBTI, The Big Five Model, Values: Concept, Types of Values, Perception: Concept, Perceptual process, Factors influencing Perception, Perceptual distortion.

Motivation: Concept, Theories of Motivation: Hierarchy Needs Theory: Two-Factor Theory, Applications of Motivation, Attitudes: Concept, Source of attitudes, Types of Attitudes, Learning: Concept, Theories of learning, Principles of learning.

Foundations of Group Behaviour: Definition of Groups, Nature of groups, Types of groups, Stages of Group Development, Group Cohesiveness, Leadership: Definitions, Nature, Leadership Styles, Leadership theories: Trait theory, Behavioural and Situational theories. Conflict Management: Definition, Techniques, Organizational Change Management: Definition, Forces for change, Resistance to change, Approaches to Managing Organizational Change; Organizational Development: Definition, Techniques of organizational development.

Reference Books

- 1 Essentials of Management, Harold Koontz, Heinz Weihrich, Mark V. Cannice, 11th Edition, 2020, Mc Graw Hill.
- 2 Organizational Behaviour, Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, 18th Edition, 2022, Pearson.
- 3 PRINCIPLES AND PRACTICE OF MANAGEMENT, Prasad L M, Edition, 2019, SULTAN CHAND & SONS-NEW DELHI.
- 4 Organisational Behaviour, K. Aswathappa, 2nd Edition, 2010, HPH.

22MB5103O- BUSINESS ECONOMICS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5103O	BUSINESS ECONOMICS	BE	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.	3	PO2
CO2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	4	PO3
CO3	Analyze different types of competition that existing external Environment.	4	PO4
CO4	Analyze the Macro Economic Environment of the Organization	4	PO4

Syllabus

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm : Marris and Penrose; Role of a Managerial Economist.

Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods.

Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition,

Macro economic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to over come Inflation.

Reference Books

- 1 Managerial Economics, Dominick Salvatore, 2007, Oxford publications.
- 2 Managerial Economics, H.L.Ahuja, 2008, McGraw Hill.
- 3 Managerial Economics, Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee, 2009, Pearson education.
- 4 Managerial Economics, P.L. Mehta, 2007, S.Chand& Sons.

22MB5104O - FINANCIAL AND MANAGEMENT ACCOUNTING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5104	FINANCIAL AND MANAGEMENT ACCOUNTING	FMA	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Able to synthesize the knowledge, management skills, and tools acquired in the program, which will be helpful to shape the organizations effectively.	2	PO1, PSO1
CO2	Able to gain an understanding of professional, legal, financial, marketing, production & operational activities, logistics, ethical, social issues and responsibilities.	3	PO7, PSO1
CO3	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.	3	PO6, PSO2
CO4	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.	3	PO7, PSO2

Syllabus

Financial Accounting, Accounting Book keeping, Users of Accounting information, Classification of Accounting, Accounting concepts and conventions, Accounting standards , GAAP and IFRS

Double entry system, Journal, Ledger. Trial Balance, Subsidiary Books, Cash Book. Trading and Profit & Loss Account, Balance Sheet with Adjustments (Problems).

Methods of Depreciation; Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II Management Accounting, Ratio Analysis (problems) & Financial Distress

Budgeting, Types of Budgets Marginal Costing (Problems), Break-even Analysis (Problems)

Reference Books

- 1 Accounting for Management, S N Maheshwari, 2012, Vikas Publishing House.
- 2 Financial and Managerial -Accounting, Horngren / Harrison / Oliver, 2018, PHI.
- 3 Cost and Management Accounting, Colin Drury, 2017, Cengage Publishing.
- 4 Accounting For Management, M Sakthivel Murugan and N P Srinivasan, 2011, S. Chand.

22MB5105O - MARKETING MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5105O	MARKETING MANAGEMENT	MKM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing. Marketing Environment and analyzing the impact of marketing. environment on the firm\'s growth and development	2	PO2, PSO2
CO2	Apply the knowledge of marketing concepts to strategize the marketing programs about product and price and evaluating the impact of strategic decisions on product and pricing policies	3	PO4, PO5
CO3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	3	PO2
CO4	Analyze the marketing strategies and analyze the role of social, green and digital marketing strategies on firm\'s performance	4	PO4, PO5, PSO2

Syllabus

Overview of Marketing Core concepts of Marketing; Marketing Orientations & Philosophies Marketing Environment Buyer Behavior Marketing Planning Process Consumer value and satisfaction Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies

Marketing Mix The product New Product Development Product Life Cycle Product Mix decisions Branding Packaging and Labeling. Brand Management Process Brand Hierarchy Brand personality, Brand image Brand Identity, Brand loyalty, Brand equity

Pricing Decisions Factors influencing Price. five Cs. Pricing Techniques, Tactics & Strategies, Distribution Decisions Channel alternatives Choice of Channel Channel Management, Channel Dynamics, Managing promotion Mix

Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication Marketing Control techniques Marketing Audit Social Marketing Green Marketing Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing

Reference Books

- 1 Marketing Management,, V. S. Ramaswamy and S. Namakumari, 2018, Prentice Hall.
- 2 Marketing: Concepts and Cases, Etzel, walker, Stanton and Pandit, 2017, TMH.
- 3 Marketing Management, Philip Kotler & Gary Armstrong, 2021, Prentice Hall.
- 4 . Case Studies in Marketing - Indian context, R. Srinivas, 2018, PHI Learning Pvt. Ltd..

24MB51060 - BUSINESS ENVIRONMENT AND LAW

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB51060	BUSINESS ENVIRONMENT AND LAW	BEL	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concepts, significance, and nature of the business environment.	2	PO1, PO4, PSO1
CO2	Illustrate the significance of the economic environment of business.	3	PO1, PO4, PSO1
CO3	Understand the key legal requirements that applies to commercial organisations.	2	PO1, PO7, PSO2
CO4	Outline the resolution for the legal challenges.	2	PO4, PO7, PSO2

Syllabus

Business Environment Introduction: Concepts Significance and Nature of Business Environment Elements of business environment Internal and External. Influence of Socio Cultural, Political and Legal and Technological factors on business decisions Techniques for Environmental Scanning and Monitoring

Economic Environment of Business: Significance and Elements of Economic Environment Economic Systems Economic Planning in India NITI AYOGE and its importance Government Policies Industrial Policy Monetary Policy Fiscal Policy Foreign Trade Policy Demonetization

Law of Contract: Importance of Contract Act Meaning and kinds of Contract Essentials of a Contract Performance of contract Discharge of contract Quasi Contracts Special Contracts Indemnity and Guarantee Bailment and Pledge Agency Sale of Goods Act 1930: Sale and Agreement to Sell Conditions and Warranties Transfer of Property Rights of Unpaid Seller

Company Law Definition and characteristics of a company Kinds of companies Formation and advantages of incorporation of a company Memorandum of Association Articles of Association Prospects Directors powers and liabilities Kinds of meetings Winding up of a company

Reference Books

- 1 Business Environment Text and Cases, Justin Paul, 4th Edition, 2018, Mc Graw Hill.
- 2 Business Environment, Shaik Saleem, 1st Edition, 2008, Pearson.
- 3 Business Environment And Law, A Mustafa , 7th edition , 2008, A.I.T.B.S Publishers.
- 4 Business Law and the Legal Environment (The Dryden business law series), Jethro K. Lieberman ,George J. Siedel , 3rd edition, 1992, Excel Books.

22SDMB010 - LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22SDMB010	LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS	LBRS	R	0	0	0	8	2

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges.	2	, PSO2
CO2	Formulate the particulars of commercial math with logical tricks.	2	PO3
CO3	Estimate inductive reasoning, to categorize the rules-set from agiven list of observations and relate them to predict the conclusions according to the given conditions.	2	PO3
CO4	Differentiate assumptions and arguments in critical reasoning.	2	PO2

Syllabus

Numbers- Divisibility Rules, Units Digit, Remainders, LCM & HCF, Simplification, Square roots & Cube Roots, Decimals & Fractions, Problems On Ages, Ratio & Proportion, Partnership, Problems on Averages & Alligations

Basic definition and utility of percentage, concept of percentage change, problems on percentages , Problems on Profit & Loss , Discounts, Problems on Simple & Compound Interest,, Problems on Time & work, Problems on Chain Rule Problems on Pipes, Speed, Distance & Time, Problems on Trains, Boats & Streams,

Problems on Clocks,, Problems on Calendars, Problems on same Calendar Year, Number & Letter Series and Analogy, Coding-Decoding, Odd Man Out, Blood Relations, Direction Sense, Puzzle Test. Syllogisms,

Problems on Logical Venn Diagrams, Problems , Number, ranking and time sequence test,, Problems on Data Sufficiency, Criterical Reasoning - Statement & Conclusions, Statements & Assumption

Reference Books

- 1 Quantitative Aptitude , R S Aggarwal , 12TH (2023), SCHAND .
- 2 A Modern Approach to Verbal Reasoning , R S Aggarwal , 12TH (2023), SCHAND .
- 3 Quantitative Aptitude, Abhijit Guha, 8th(2022), Tata McGraw Hills.
- 4 LogicalReasoning, Arun Sharma, 7th (2021), Mc Graw Hill.
- 5 Analytical & Logical Reasoning, Peeyush Bhardwa, 6th (2020), Arihant Publications.

24SDMB02O - IT SKILLS FOR MANAGERS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24SDMB02O	IT SKILLS FOR MANAGERS	ITSM	R	0	0	2	4	2

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the options of word on data.	3	PO3
CO2	Apply different options of Power-Point in presenting the data	3	PO3
CO3	Analyze the data using Excel functions	4	PO4
CO4	Analyze the data using Advanced Excel functions in excel	4	PO4
CO5	Draft present and analyze data using suitable MS Office tools	4	PO4

Syllabus

Getting Started with Word: Navigating the Word interface, Creating new documents and opening existing ones, Saving and managing documents Creating and Formatting Documents: Working with text boxes, fonts, and styles, Paragraph formatting and alignment, Page layout and margins Working with Text and Styles: Editing and proofreading tools (spell check, grammar check), Applying character and paragraph styles, Creating and managing custom styles Inserting Images and Tables: Adding and formatting images, shapes, and clip art, Creating and modifying tables, Working with rows, columns, and cell formatting Printing and Sharing Documents: Setting up printing options (margins, orientation), Sharing documents electronically (email, cloud storage)

Module 2 Creating Effective Presentations: Planning and organizing presentations, Choosing presentation content and structure, Using templates and themes Using Slides and Layouts: Working with different slide layouts, Adding and arranging slides, Creating master slides Adding Text, Images, and Multimedia: Inserting and formatting text on slides, Adding and formatting images, graphics, and videos, Working with hyperlinks and action buttons Applying Design Themes and Animations: Choosing and customizing design themes, Applying animations and transitions to slides and objects. Delivering Powerful Presentations: Using the presenter tools (speaker notes, slideshow view), Delivering confident and engaging presentations.

Module 3 Introduction to Spreadsheets: Understanding spreadsheet concepts (rows, columns, cells), Entering and formatting data in cells, Working with data types (numbers, text, dates) Working with Formulas and Functions: Introduction to formulas and functions, Using basic arithmetic, logical, and text functions, Creating simple formulas and applying them to cells. Creating Charts and Graphs: Choosing appropriate chart types (bar, pie, line), Customizing charts and graphs with formatting options, Using charts to present data visually Managing and Analyzing Data: Sorting and filtering data Creating data tables and using what-if analysis, Using conditional formatting to highlight data.

Using Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX MATCH for retrieving data, Using relative and absolute cell references, Working with Logical and Text Functions: IF, AND, OR functions for making conditional decisions, Using text functions (CLEAN, CONCATENATE, LEFT, RIGHT) to manipulate text data. Financial and Statistical Functions: Using functions for common financial calculations (PMT, FV, IRR), Using statistical functions (AVERAGE, COUNT, SUMIF) to analyze data. Data Analysis Tools and PivotTables: Creating pivot tables to summarize and analyze large datasets, Using pivot tables to create charts and reports Automating Tasks with Macros: Recording and editing macros to automate repetitive tasks.

Reference Books

- 1 Microsoft Word 2021 Inside Out & Microsoft 365 Apps for Windows, Mary Foley, 2021 (Edition 1), Pearson Education.
- 2 Microsoft Excel 2021 Step by Step, Bryan Bates, 2021 (Edition 1), Microsoft Press.
- 3 PowerPoint 2019 for Dummies, Doug Lowe, 2019 (Edition 1), John Wiley & Sons.
- 4 Microsoft Office 2019 Step by Step, Joan Lambert and Curtis Frye, 2019 (Edition 1), Microsoft Press.

Semester-II

22MB52080 - BUSINESS ANALYTICS FOR DECISION MAKING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52080	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concept and types of Business analytics.	3	PO1, PSO1
CO2	Analyze the data using descriptive statistical tools and nominal tests.	4	PO6, PSO1
CO3	Analyze the data using ordinal and scale tests.	4	PO6, PSO2
CO4	Analyze the data using data visualization tools and understanding python too.	4	PO6, PSO2
CO5	Analyze real-time data using learned tools like R and Python.	4	PO6, PSO2

Syllabus

Understanding Business Analytics, Types of Business Analytics, Descriptive, Diagnostic, Predictive, Prescriptive and Cognitive Analytics, Overview of R and R Studio, Data Structures, Functions, Statements and Looping in R. Choose your Test for Data Analysis.

Descriptive Analytics, Introduction, Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Measures of Kurtosis Diagnostic Analytics, Parametric Vs NonParametric Tests, Nominal Tests, Binomial Test, Mc Nemars Test, Cochran's Q test, post.hoc test, Chi-square test, Phi Coefficient of Correlation.

Ordinal Tests, Wilcoxon Signed Rank Test, Mann-Whitney U Test, Kruskal-Wallis Test, Friedman Tests and related Post.hoc Tests, Spearman Rank Correlation Scale Tests, T tests, one Sample, Two Sample, Paired Sample, ANOVA, One way and Two Way with Posthoc tests, Repeated Measures ANOVA, Karl Pearson's Coefficient of Correlation.

Data Visualization, Types of Presentation of Data, Graphical Presentation, Scatter plot, Histogram, Diagrammatic Presentation, One Dimensional are Bar Charts including Simple, Subdivided and Multiple, Two Dimensional includes Pie charts 2D and 3D, Other Charts include Box plots, Line plots Using R Graphics and R Commander and R Deducer. Understanding python Data types, operators, numpy, pandas, scipy, Pingouin.

Reference Books

- 1 R in Action Data Analysis and Graphics with R, Robert Kabacoff, 2, Manning Publications.
- 2 Practical Business Analytics Using R and Python, Umesh R Hodeghatta, Umesh Nayak, 1, Apress.
- 3 Practical Statistics for Data Scientists, Peter Bruce, Andrew Bruce, and Peter Gedeck, 2, O'Reilly Media.
- 4 Numerical Python Scientific Computing and Data Science Applications with Numpy, SciPy and Matplotlib, Robert Johansson, 2, Apress.

22MB5209O-BUSINESS RESEARCH METHODOLOGY

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5209O	BUSINESS RESEARCH METHODOLOGY	BRM	R	3	0	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT22MB5209	AQM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand Social science research processes to identify business problems.	2	PO1, PO4
CO2	Apply the research process to business problems.	3	PO4
CO3	Analyze the process of creating an appropriate research tool or instrument tailored for addressing the identified business problem.	4	PO4
CO4	Analyze the data systematically to derive relevant and actionable recommendations.	4	PO4, PSO1

Syllabus

Introduction: Definition and Objectives of Research of Business Research- Research Process-Defining research problem and Sources of Research Problem, review of the literature. Ethics in research

Identifying the variable, Developing the conceptual framework- hypothesis formulation, Research questions -Framing the objectives, Research Design-Types- Sampling designs: Concepts, types and their applicability. Sampling Process-

Scaling Methods and Scaling of Techniques: Turnstone, Likert, and semantic differentials. Methods of collection of Primary data and secondary data: Observation Method Interview method, Questionnaire design, periodicals and newspapers, Characteristics of good questionnaire/schedule-Pilot Study-Reliability and validity of data

Data processing Editing Coding and Tabulation of data Data analysis interpretation and forecasting meaning of data analysis and its types descriptive and inferential statistics And predictive statistics Report Writing Significance of report writing Types of reports Steps in report writing Layout of the research reports Mechanics of report writing precautions in research reporting

Reference Books

- 1 Business research methods, William Zikmund, Babincarr, 13th, Cengage.
- 2 Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS (Response Books), Ajay S Gaur and Sanjaya Singh Gaur, 2009, Sage Publication.
- 3 Methodology and Techniques of Social Research,, Dipak Kumar. Bhattacharya, Himalaya, , 2004.
- 4 Research Methodology - Methods & Techniques, C.R Kothari, 2009, VishwaPrakashan, .

22MB5211O - FINANCIAL MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5211O	FINANCIAL MANAGEMENT	FM	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	FINANCIAL AND MANAGEMENT ACCOUNTING	FMA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	2	PO1
CO2	To apply the long term and short term investment decisions,	3	PO2
CO3	To apply the financing decisions by using different techniques of valuation.	3	PO4
CO4	To apply the dividend Decisions in relation to wealth maximization.	3	PO2

Syllabus

Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management, Emerging Role of Financial Manager , organization of finance function, Sources of Finance, Long Term and Short Term Financing ,Time Value of Money.

Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period.

Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis, Financial Leverage, Operating Leverage, Specific Cost of Capital and Weighted Average Cost of Capital.

Dividend Decisions: Dividend Theories, Forms of Dividend. Working Capital Management: Working Capital Management Determinants, Working Capital Financing approaches, Estimation of working Capital, Cash Management, Receivables Management, Inventory Management.

Reference Books

- 1 Corporate Finance, Jonathan Berk and Peter DeMarzo, 3, Pearson.
- 2 Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, and Franklin Allen, 2, Pearson.
- 3 Financial Management: Principles and Practice, Timothy Gallagher, Joseph D. Andrew, and Anne Marie Ward, 4, Cengage Learning.
- 4 Financial Management: Theory & Practice, Eugene F. Brigham and Michael C. Ehrhardt, 2, Cengage Learning.

22MB52100 - HUMAN RESOURCE MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52100	HUMAN RESOURCE MANAGEMENT	HRM	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply perspective role of HRM in modern business, Ability to plan human resources and implement techniques of job design	3	PO4, PO5, PSO2
CO2	Articulate competency levels for recruit, train, and appraise the performance of employees	3	PO3, PO5, PSO2
CO3	Analyse the rationality in designing compensation and ability to handle employee issues	4	PO4, PO5, PSO2
CO4	Analyse the matters of employee integration and separation and New Trends in HRM	4	PO4, PO5, PSO2

Syllabus

Introduction To HRM, Importance, Scope, and Functions Of HRM, Human Resource Management in a Changing Environment; Manpower Planning: Manpower Planning Process; Job Analysis, Job Description and Job Specification; Job Design and Techniques of Job Design.

HR Processes; Employee Selection and Development: Recruitment, Selection and Induction, Training and Development; Performance Appraisal.

Compensation Planning: Employee Compensation, Job evaluation; Employee Benefits and Welfare Compensation and Salary Administration; Employee Discipline.

Integration and Separation: Suspension, Dismissal and Retrenchment; Employee Grievance Handling; Trade Unionism, Collective Bargaining, Industrial Democracy; New Trends in HRM: HRM in India; HRM in International Firms; Talent management; HR Accounting; HR Audit; HRIS.

Reference Books

- 1 Human Resource Management, G Dessler, 13th edition (2023), Mc Graw Hill.
- 2 Human Resource Management: Gaining a Competitive Advantage, Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, 9th edition (2020), Pearson Publications.
- 3 Managing Human Resources, Luis R. Gomez- Mejia, David B. Balkin, Kenneth P. Carson, 10th edition (2023), Mc Graw Hill.
- 4 Human Resource Management: Text and Cases, K Aswathappa, 1st edition (2019), Wiley.

22MB52120 - OPERATIONS MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52120	OPERATIONS MANAGEMENT	OM	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of Operations Strategy to real time	3	PO6, PSO1
CO2	Analyse the data using Project Management techniques	4	PO7, PSO2
CO3	Evaluate the production data by using statistical quality	4	PO7, PSO2
CO4	Analyse the operations data using OR Techniques	4	PO7, PSO1

Syllabus

Introduction and Overview: Historical Evolution of Operations Management- Operations Management Strategy framework: Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy.

Capacity Planning Decisions- Facilities Location Strategies. System Design- Facilities Layout and Material Handling Strategy- Group Technology- Flexible Manufacturing System. Project Management: Network Diagram, CPM vs PERT, CPM: Types of Floats, Critical Path, and Project Crashing. PERT: Types of Slack, Critical Path, Probability of Completion.

Productivity & Quality Tools: Productivity Concepts-Quality Circle - Kaizen-Value Analysis and Value Engineering, Statistical Quality Control- Work Study-Method Study & Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes. Planning and Managing Operations -Supply Chain Management-Purchasing - Demand forecasting

Job Sequencing-Transportation problems-Assignment problems, Advanced Operations Management-Constraint management (TOC-Theory of Constraints), Computer Integrated Manufacturing, Six Sigma

Reference Books

- 1 Production and Operations Management, O.P.Khanna, Work Study Chase et al, 2003, Dhanpat Rai Publications.
- 2 Production and Operations Management: Concepts, models and behavior, Everett Adam and Ronald Ebert, 5, Tata McGraw Hill Company, New Delhi.
- 3 Operations Management, William Stevenson Nigel Slack, Stuart Chambers, Tata McGraw Hill Company, New Delhi., 2018.
- 4 Operations Management, Norman Gaither and Greg Frazier, 2008, South Western, Thomson Learning Inc.

22MB52140 - PROJECT MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52140	PROJECT MANAGEMENT	PM	M	2	0	0	0	2

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand tools and considerations used in assessing and selecting suitable projects.	2	, PSO1
CO2	Understand the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change	2	PO4, PSO2
CO3	Analyse a project to provide cost estimates and to plan the various activities	3	PO5
CO4	Analyse the issues and challenges in project execution	3	PO5

Syllabus

Project Management Concepts: Concept and characteristics of a project, types of projects, importance of project management, project organizational structure .Project life cycle,Statement of Work, Work Breakdown Structure. Project Planning: Project feasibility studies, Components of project feasibility studies

Project Planning and Scheduling techniques, project planning to project completion: Pre-investment phase, Investment Phase and operational phase Developing the project network using CPM/PERT, Crashing of Project Networks

Managing Project resources flow. Project Quality and Cost Management: Steps in Project appraisal process - Concept of project quality - TQM in projects Project control process - Monitor and assess project performance, schedule, and cost

Performance measurement:Methods to monitor, evaluate, and control planned cost, Cost and time overruns. Project Closure: Meaning of closure or termination, project audit process: termination steps, final closure. Managing Project Teams: Team development process

Reference Books

- 1 Project Management for Business and Technology, John M Nicholas & Herman Steyn, 2016, Elsevier.
- 2 Project Management, K Nagarajan, 2017, New Age International Publishers.
- 3 Project Management, R. Panneerselvam& P. Senthilkumar, 2009, PHI Learning Pvt. Ltd.
- 4 Project Management-The Managerial Process, Clifford F Gray, Erik W Larson, 2013, Tata Mcgraw-Hill Publishing Co Ltd.

24SDMB030 - ENTERPRISE RESOURCE PLANNING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24SDMB030	ENTERPRISE RESOURCE PLANNING	ERP	R	2	0	0	4	3

Prerequisite

S#	Course Title	Acronym	Rule
1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the Foundational concepts of ERP	2	PO2
CO2	Identify various modules within an ERP system	3	PO3
CO3	Apply the ERP Implementation Processes and Methodologies	3	PO4
CO4	Apply the ERP selection which suits business applications	3	PO4
CO5	Demonstrate the ERP system\'s user interface, navigation, and basic functionalities.	3	PO4

Syllabus

Introduction to ERP: - Definition, objectives and benefits of ERP- Evolution and growth of ERP- Role of ERP in an organization- ERP system architecture. Business modelling; Integrated data model: Benefits of ERP: Quantifiable, Intangible; Risks: People, process, Technology, Implementation, Operational and Managerial risks.

ERP Modules:- Finance and accounting- Sales and marketing- Materials management- Production planning and control- Human resource management.

ERP Implementation:- Planning and preparation for ERP implementation- Phases of ERP implementation - ERP implementation strategies- Risks and challenges of ERP implementation.

ERP Evaluation and Selection: - Evaluation criteria for ERP selection- Selection of ERP vendor and software- Request for proposal (RFP) and response management- ERP evaluation.

Reference Books

- 1 Introduction to Information Systems, R. Kelly Rainer Jr. and Casey G. Cegielski, 2011, John Wiley and Sons, Inc. 2011.
- 2 Enterprise Resource Planning, Alexis Leon, 2011, TMH publishing company.
- 3 Enterprise Resource Planning Systems, Enterprise Resource Planning Systems, 2002, Cambridge University Press..
- 4 Management Information Systems, Laudon&Laudon, 2011, Tata Mc-Graw Hill.

24UC12030 - DESIGN THINKING AND INNOVATION

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24UC12030	DESIGN THINKING AND INNOVATION	DTI	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the importance of Design thinking mindset for identifying contextualized problems	2	PO3
CO2	Analyze the problem statement by empathizing with user	4	PO7
CO3	Develop ideation and test the prototypes made	3	PO6
CO4	Explore the fundamentals of entrepreneurship skills for transforming the challenge into an opportunity	2	, PSO1

Syllabus

Introduction to Design Thinking and Innovation: Introduction to design thinking and its principles, Design definitions and stories, desirability, feasibility, viability, mystery, heuristics, algorithm, requirements, patterns, connect, blind spots; Laws of Design Thinking: less is more, last 2% equals 200%, theory of prioritization; Design mind: definitions, 5 forces of growth (SEPIA), 5 frictional forces (DCAFE), 3 capacity levers (VAL), Design thinking for contextualized problem-solving, Incorporating sustainable development goals into design thinking,

Design Thinking Process: Overview of the design thinking process, Design framework (L0); Empathy research: understanding user needs and perspectives, Persona development: creating user profiles; Customer journey mapping: visualizing user experiences, Define phase: asking the right questions and problem statement formulation.

Ideation, Prototyping and Testing: Ideation techniques, brainstorming and generating creative ideas, Identifying patterns and anti-patterns in ideation, Evaluation of ideas using different criteria (10/100/1000 gm); Prototyping and testing: translating ideas into tangible prototypes.

Entrepreneurial Innovation: Introduction to innovation management, Basics of business models and their role in innovation, Financial estimation for innovation projects: Pitch decks: creating persuasive presentations for innovation, Considerations for intellectual property rights (IPR) in innovation.

Reference Books

- 1 Design Thinking in the Classroom, David Lee, Kindle, Ulysses Press.
- 2 The Art of Innovation: Lessons in Creativity from IDEO, America, Tom Kelley , Jonathan Littman , Tom Peters, 2001, Doubleday Broadway Publishing, USA.
- 3 Unmukt- Science and Art of Design Thinking, Arun Jain, 2019, School of Design Thinking.
- 4 The Design Thinking Play Book, Michael Lewrick, Patrick Link & Larry Leifer, 2018, Wiley Press.

22UC21070 - PROFESSIONAL SKILLS FOR MANAGERS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22UC21070	PROFESSIONAL SKILLS FOR MANAGERS	PSM	R	0	0	4	0	2

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Demonstrate the concepts of communication, syntax, and semantics while listening and speaking.	3	PO5, PSO2
CO2	Apply time management skills and demonstrate team spirit in various tasks and projects. Utilize techniques for managing stress and implement strategies to become an effective leader.	3	PO4, PSO1
CO3	Apply the principles of writing and preparing business documents, such as reports and emails, in practical scenarios.	3	PO6, PSO2
CO4	Apply the principles of empathy and assertiveness in real-life interactions. Prepare an effective CV using best practices and tailoring it to specific job opportunities.	3	PO2, PSO2

Syllabus

Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of Communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication. Syntax and Semantics of Communication. Listening Skills: Definition, Types of Listening Skills, strategies, Barriers to Effective Listening. Speaking Skills: Clarity in speaking, Conversations, Role plays, 10 steps in Pitching, Elevator Pitching

Introduction of the course - The introduction of the course sets the stage by outlining its objectives, scope, and relevance. SWOT- stands for Strengths, Weaknesses, Opportunities, and Threats. Attitude - Attitude formation and theories. Character vs Personality, Assertiveness- styles of communication and techniques to develop Assertiveness. Building Confidence.

Paragraph Writing-Paragraph writing involves organizing ideas into coherent units of thought within a larger piece of writing. E-mail writing- Importance and the structure. Report writing - different types and its structure and Memo writing

Goal Setting- types of goals and action plan. Time management - importance and the rubrics of Eisenhower matrix and its application. Presentation skills - types of presentation. Group Discussion- Dos and don'ts of GD. Leadership- traits and Theories. problem-solving, and decision-making

Reference Books

- 1 Business Communication Today , Bovee, Thill & Schatzman., 7th edition - 2022, Prentice Hall.
- 2 Effective Business Communication., Murphy, Hildebrandt & Thomas,, 7th edition - 2018, Tata McGraw-Hill.
- 3 Essentials of Business Communication., Mary Ellen Guffey, & Dana Loewy, 11th Edition 2021, South-Western .
- 4 Personality Development and Soft skills tomorrow, Shikha Kapoor, 1st Jan 2020, Dreamtech Press.

Semester -III

22MB61150 - STRATEGIC MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61150	STRATEGIC MANAGEMENT	SMG	R	3	0	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	BUSINESS ENVIRONMENT AND LAW	BEL	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts Strategic Management to changing business landscape	3	PO1, PSO1
CO2	Analyse the internal and external tools in executing a strategic decision.	4	PO3, PSO1
CO3	Analyse the various forms of strategies and corporate restructuring in strategic evaluation	4	PO3, PSO1
CO4	Analyse the strategies in implementing and evaluating strategies and strategic control.	4	PO3, PSO1

Syllabus

Introduction to Strategic Management, Evolution of the concept of strategic management Components of strategic management, The three levels of strategic planning, making strategic decisions. Strategic Management Process, Benefits and limitations of Strategic Management. Company Vision, Mission statements

External Analysis: The Identification of Opportunities and Threats, the five forces framework, industry dynamics and forces driving the change, strategic group analysis, competitor analysis and the SOAR framework. Internal Analysis: Evaluating company resources, capabilities and competitiveness, SWOT analysis, Types of company resources, Four tests for competitive power.

Building Competitive Advantage: Functional Level Strategy, Building Competitive Advantage Through Business-Level Strategy, Cost leadership, differentiation, focus; other strategic issues -Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing, Corporate-Level Strategy: Related and Unrelated Diversification Corporate Restructuring: Forms of Corporate Restructuring: Expansion, Sell offs, Turnaround Management, Joint Ventures and Strategic Alliances, Mergers & Acquisitions, Divestitures and Spin Offs. Takeover Strategies and Defenses: Kinds of Takeovers.

Implementing strategy: corporate Performance, Governance, and Business Ethics, implementing Strategy in Companies that Compete in a Single Industry, Implementing Strategy in Companies that Compete Across Industries and Countries- Strategy Evaluation and control, Establishing strategic controls for measuring performance, appropriate measures.

Reference Books

- 1 Strategic Management: A South Asian Perspective, Hitt & Ireland et al., 2013 (12e), Cengage Learning.
- 2 Strategic Management , Fred R. David, 2022 (18e), Pearson.
- 3 Strategic Management, Concepts and Cases, Thompson & Strickland, 2013(13e), Mc Graw Hill.
- 4 Strategic Management : An Integrated Approach, Charles Hill & Gareth Jones, 2020(12e), Cengage India Private Limited.

24MB61160 - INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61160	INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP	IBME	M	2	0	0	0	2

Prerequisite

S#	Course Title	Acronym	Rule
1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand aspects of innovation, creativity, evolving business models, incubation and entrepreneurship	2	PO1, PSO1
CO2	Apply concept of the Blue Ocean Strategy in today's competitive scenario	3	PO2
CO3	Apply the concept of sustainability innovation and Entrepreneurship	3	PO3
CO4	Application of management practices for in innovation management	3	PO3

Syllabus

Analysing the Current Business Scenario, Innovation and Creativity- An Introduction, Innovation in Current Environment, Types of Innovation, School of Innovation. Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship

Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Prototyping to Incubation. What is a Business Model, Who is an Entrepreneur, Social Entrepreneurship, Blue Ocean Strategy-I, Blue Ocean Strategy-II

Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting. Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Innovation: Context and Pattern, SMEs strategic involvement in sustainable development, Exploration of business models for material efficiency services.

Management of Innovation, creation of IPR, Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Managing Investor for Innovation, Future markets and Innovation needs for India.

Reference Books

1. Innovation and Entrepreneurship, Peter Drucker, 1 2002, Tata.
2. Entrepreneurship, Robert Hisrich, 2 2005, Himalaya.
3. 2. HBS series on Innovation and Entrepreneurship, HBS, 3 2017, jaico.
4. The Business Model Book, Adam J Bock, 1 2021, Pearson.
5. On Business Model Innovation, Clayton M. Christensen, 1 2022, Harvard Business Review.

24MB61170 - BUSINESS ETHICS AND CORPORATE GOVERNANCE

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61170	BUSINESS ETHICS AND CORPORATE GOVERNANCE	BECG	R	3	0	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the knowledge of the concept of ethics, its nature and importance to resolve the situations of ethical dilemma	3	PO1, PSO2
CO2	Apply the knowledge of ethical theories and indian ethos to examine the ethical practices and implement ethical processes in the corporates	3	PO3, PSO2
CO3	Apply the knowledge of CSR and Corporate Governance to assess the practices of corporates	3	PO6, PSO2
CO4	Apply the knowledge of ethical issues in Human Resource Management, Marketing and Advertising to assess the practices of corporates	3	PO5, PSO2

Syllabus

Introduction to Ethics: Definition of Ethics. Objectives, nature, and sources of ethics, Business Ethics, Nature, Importance and Factors influencing Business Ethics, Ethical Leadership and Courage

Values, Norms, Morals and Beliefs: Ethical theories; Teleological, Deontological, Natural and Kantian; Indian Ethos and Values for Managers; Ethical Codes; Ethical Dilemma

Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; Nestle India: Creating a New CSR Strategy

Employees and Business Ethics, Ethical issues in employer and employee relation, discrimination at workplace, Sexual and racial harassment, working conditions, employee privacy. Consumer and Business Ethics, the limits of doctrine of caveat emptor, Ethical issues in marketing, advertising, the ethical challenges under globalization.

Reference Books

- 1 Business Ethics, M.G. Velasquez, 8 (2021), Prentice Hall India Limited, New Delhi.
- 2 Business Ethics, Andrew Crane and Diark Matten, 4 (2016), Oxford Publication, New Delhi.
- 3 Corporate Governance in India: An Evaluation, DAS, SUBHASH CHANDRA, 5 (2009), PHI Learning Pvt. Ltd..
- 4 Ethics in Management- Vedantic Perspectives, S.K. Chakraborty, 12 (1999), Oxford India paper backs, New Delhi.

22MB61E10 TECHNOLOGY INNOVATION, PRODUCT DEVELOPMENT & PROTOTYPING

Course Code	22MB61E10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Prerequisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTl
1	Apply principles of effective communication and team building in the context of product and brand strategy.	1	3
2	Apply scanning and networking techniques to identify and manage external technology for innovation.	5	3
3	Analyze innovation in a broader context, incorporating historical perspectives and identifying patterns of innovation waves.	3	4
4	Evaluate the state's role in national innovation systems, considering its impact on fostering and sustaining innovation.	7	5

Syllabus

CO-1: The context of innovation and the role of the state: Innovation in its wider context; The role of the state and national 'systems' of innovation Waves of innovation and growth capitalism: historical overview: Fostering innovation in 'late-industrializing' countries; The missing link in innovation: 'petty' entrepreneurship and rent-seeking; Fostering innovation in the future.

CO-2: New Product Development: Innovation Management and NPD; Considerations when developing an NPD strategy; NPD as a strategy for growth; What is a new product?; Overview of NPD theories; Models of new product development. **Product and Brand strategy:** Capabilities, networks and platforms; Product planning; Product strategy; The competitive environment; Differentiation and positioning Competing with other products Managing brands; Brand strategy, Market entry; Launch and continuing improvement; Withdrawing products; Managing mature products.

CO-3: Packaging and Product Development - Wrapping and packaging products; The basic principles of packaging; Characteristics of packaging; Product rejuvenation; New product opportunities through packaging; Product and Pack size variation; Packaging systems; Retailer acceptance; Revitalizing mature packaged goods.

CO-4: The role of Technology transfer in Innovation - Background; Introduction to technology transfer; Models of technology transfer; Limitations and barriers to technology transfer; Internal organisational factors and inward technology transfer; Developing a receptive environment for technology transfer; Identifying external technology: the importance of scanning and networking Managing the inward transfer of technology.

Recommended Book:

1) Innovation Management - Vinnie Jauhari, Sudhanshu Bhushan - Oxford Higher Education

Reference Book:

2) Innovation Management and New Product Development (Third Edi) Paul Trott FT: Prentice Hall India.

22MB61E2O: ENTREPRENEURIAL ECOSYSTEM

Course Code	22MB61E2O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Prerequisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Discuss the professional, legal, financial, marketing, production & operational activities in the context of rules and legislation.	6	2
2	Apply knowledge of industrial policies, incentives, and infrastructure in the context of new ventures.	3	3
3	Analyse the skills required for successful entrepreneurship.	4	4
4	Evaluate the diverse factors influencing entrepreneurship, encompassing psychological, social, economic, and environmental dimensions, to understand their intricate roles in shaping entrepreneurial activities.	2&4	5

Syllabus:

CO-1: Meaning and Importance, Evolution of term 'Entrepreneurship', Factors influencing entrepreneurship, Psychological factors, Social factors, Economic factors, Environmental factors, Characteristics of an entrepreneur, Entrepreneur and Technopreneur, Types of entrepreneurship: Business, Technology, Growth, Stages, New generations of entrepreneurship, viz. social entrepreneurship, Ideapreneurship, Health entrepreneurship, Tourism entrepreneurship, Women entrepreneurship etc., Challenges, Opportunities & Gains, Risk Factors and Barriers in entrepreneurship: Entrepreneurial Motivation Theories: Maslow, Herzberg's, McGregor's and McClelland's Need - Achievement. Culture & Society, Values / Ethics, Risk-taking behaviour.

CO-2: Creativity & Innovation, Technology Entrepreneurship: Creativity and entrepreneurship, Steps in Creativity, Innovation and inventions, Using left brain skills to harvest right brain ideas, Intellectual Property Right (IPR) & Legal Protection of innovation, Skills of an entrepreneur, Decision making and Problem Solving (steps in decision making), Technopreneur ship: Introduction, How it differs, Need for Technology Integration, Five Pillars of Technology Entrepreneurship, Business process with Technology adoption, Pedagogy and Paradigms in Technology Entrepreneurship: Examples, Design Thinking and its importance, R & D set up and its impact on entrepreneurship, R & D labs & commercialisation, Levels of Technology towards Technopreneur ship;

CO-3: Organization Assistance: Educational institutes support towards entrepreneurship: Role of entrepreneurship, ecosystem building and its implementation through policy: Incubation, funding, legal, mentoring, network and academic support services. Three I's: Industrial Policies, Incentive Schemes & Infrastructure, New Ventures, Industrial Park, Special Economic Zone, Financial assistance by different, agencies, MSME Act Small Scale Industries, Carry on Business (COB) license, Governments' Start-up policy: Environmental, Clearance, National Small Industries Corporation (NSIC), Exemption from income tax, Quality Standards, Financial assistance to MSME, SIDBI, SSIDC, Export oriented zone and units, Other Corporations with focus as specific segments, State Industrial Development Corporation (SIDC), State Financial Corporation (SFCs), Directorate General of Supplies and Disposals (DGS & D) and other corporations;

CO-4: Rules And Legislation & Project Report (DPR): Applicability of Legislation, Industries Development (Regulations) Act, 1951., Factories Act, 1948, The Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment, Central and state level Acts for industrial disputes. DPR (Detailed Project Report): Introduction, Idea Selection, Selection of the Product / Service, Aspects of a Project, Phases of a Project, Project Report, Contents of a Project Report, Pro forma of a Suggested Project Report for a manufacturing Organization.

Text Books:

1. Donald F Kratko, "Entrepreneurship - An Introduction", Eight Edition, CENGAGE Learning
2. Michael H Morris, Donald F Kuratko, Jeffrey G Coven, "Entrepreneurship and Innovation - In corporations", Indian Edition, CENGAGE Learning

Reference Books:

1. ShlomoMaital, DVR Sheshadri, "Innovation Management - Strategies, Concepts and Tools for Growth and Profit", Second Edition, SAGE Publications
2. Thomas Duening, Robert Hisrich, Michael Leichter, "Technology Entrepreneurship- Taking Innovation to Market Place", Academic Press, Second Edition.

22MB61E30 : THEORIES AND MODELS OF TECHNO ENTREPRENEURSHIP

Course Code	22MB61E30
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO:

CO#.	Course Outcome	PO	BTL
1	Demonstrate competence in understanding and implementing entrepreneurial competencies in the context of technology ventures.	2	3
2	Demonstrate understanding of professional, legal, financial, and ethical aspects of technology entrepreneurship.	6	3
3	Demonstrate rational decision-making in the ever-changing business environment.	3	3
4	Develop professional skills for lifelong learning in advanced management areas.	4	6

SYLLABUS

CO-1: Technology Entrepreneurship and New Technology-Based Firms - Entrepreneurship and Technology Entrepreneurship - New Technology-Based Firms and Research-Based Startups - Outlining Relevant Systems for Technology Entrepreneurship - Systems, Intelligence, and Learning - The Technology Entrepreneur in Capitalistic Systems - Innovation, Technology, Competition and Growth - Innovation, Its Adoption and Technology Classes -

CO-2: The Science & Technology System, the Innovation System and New Technology-Based Firms - Differentiating Groups of Technology Entrepreneurs Technology Incubation, Science or Technology Parks and Clusters - Technology Transfer to Small and Medium-Sized Enterprises - Financial Sources for Technology Entrepreneurship - The Components of the Financing Subsystem for Technology Entrepreneurship -

CO-3: Ethics in Technology Entrepreneurship - Large Firms' Problems with Disruptive Innovation - Specifics for Software Firms and Technology-Based Services - Entrepreneurship in Video and Computer Games - Special Entrepreneurship in Professional Social Networks - Approaches to New Technology Venture Growth - Life-Cycle Models and Stage-Based Views - The Initial Architecture and Initial Configuration -

CO-4: Resource-Based Views - Bootstrapping a Technology Startup - Cybernetic Principles and Concepts for Technology Entrepreneurship - A Bracket Model of New Technology Venture Development - The Bracket Model - The Bracket Model for Framing Empirical Observations and Explaining NTBF Development - Selected Quantitative Applications of the Bracket Model - Expectations of Growth of Technology Ventures.

Textbook:

1. Runge, W. Technology Entrepreneurship (2014).KIT Scientific Publishing.

22MB61E40: START-UP LAW, ETHICS AND ENVIRONMENT IN INDIA

Course Code	22MB61E30
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Explain the funding mechanisms for startups	2	2
2	Apply financial management concepts to startups	5	3
3	Analyse the global trends and challenges in the startup ecosystem	4	4
4	Analyze decision-making skills for managing environmental changes	3	4

Syllabus

CO-1: Understanding Startups - How Does a Startup Work? - Funding of startups - Success of startups - Investing in startups - Sources of funding - Causes for failure of a startup - Factors contributing to the success of startups - Advantages and disadvantages of startups -

CO-2: Procedure for starting a startup - Valuing a startup - Challenges faced by startups - Life cycle of startups - Policy initiatives for startups in India - Startup India Scheme - Make in India programme - MUDRA Scheme - Atal Innovation Mission (AIM) - Digital India - Support to training and employment programme for women (STEP) -

CO-3: **Biotechnology Industry Research Assistance Council (BIRAC)** - **Trade-Related Entrepreneurship Assistance And Development (TREAD)** - **PradhanMantriKaushalVikasYojana (PMKVY)** - SETU (Self Employment and Talent Utilization) - NITI Aayog - Electronics Development Fund - Intellectual Property Rights - India Aspiration Fund - Licensing laws - Taxation and accounting laws -

CO-4: Labour laws - Intellectual property rights protection - Foreign Exchange Management Act (FEMA) - Indian contract act - Laws about winding up of business - Companies rules - Laws governing different business types - India's startup ecosystem - Growth drivers for startups in India - Enablers of startup ecosystem.

References:

1. Narula, A. (2016). Basic Legal Information for a Start-Up or a Business (India): Your perfect guide to Incorporation, Intellectual Property Registration and Other Legal Documents. (3rd ed.) AlankarNarula.
2. Vaish, V. (2021). *India Business Guide - Startup to Setup*. (1st ed.). Commercial Law Publishers.

22MB61R00 - OVERVIEW OF RETAILING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61R00	OVERVIEW OF RETAILING	OR	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Excel in the functions of a retailer Student will be aware of the role of a retailer in global economy career opportunities in retail retail theories and various retail	2	PO4
CO2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies And understand role of consumer shopping and accordingly designing strategies to give a robust experience to consumers	3	PO4
CO3	Analyze HR programs and identify initiatives to improve operations and Employee retentions	4	PO4
CO4	Analyze measures of financial performance including strategic profit model	4	PO4, PSO1

Syllabus

Retailing Meaning Nature and Classification Emergence of Organized Retailing Indian vs. Global Scenario Factors Influencing Retailing Functions of Retailing Retail as a career Types of Retailing Store & Non-Store Retail Formats Multichannel Retailing Issues & Challenges in Multichannel Retailing Servicing the Retail Customers Customer service- customer complaints

Retail marketing and branding mix Retail consumer and factors influencing buying behavior Segmentation Targeting- Positioning Retail Strategies Developing and applying Retail Strategy- Strategic Retail Planning Process.Retail Organization- The changing Structure of Retail Concept of Life cycle Retail Retail pricing strategies.CRM in retailing process planning and implementing loyalty programs- Social Marketing in retailing Impact of Technology E-tailing Issues and Challenges

Human Resource Management in Retailing Human Resource Planning Role of Human Resources in Retail Organizations Recruitment Selection Training needs for Employees Motivation and Performance Appraisal Compensation and rewarding store Employees

Importance of Financial Management in Retailing Financial Performances and Financial Strategy Accounting Methods Strategic Cost Management Strategic Profit Model Managing Diversity Legal and Regulatory issues

Reference Books

- 1 Retailing Management - A Strategic Approach,, Barry Berman Joel &R Evans, Pearson Education, 2009.
- 2 Retailing Management Texts & Cases, Swapna Pradhan, 2009, .3/e-McGraw Hill,.
- 3 Retailing Management,, Michael Levy, Burton A Weitz, Ajay Pundit-, 2008, 6/e, The McGraw -Hill Companies.
Retail Management,, Chetan Bajaj, Rajnish Tuli, Srivastava, N.V, , 2005, Oxford University Press,

22MB61B00 - OVERVIEW OF BANKING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61B00	OVERVIEW OF BANKING	OB	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand India's financial sector evolution, including banking history, the RBI's role, and bank categorizations.	2	PO1
CO2	Understand the key operations and services of commercial banks in India and the fundamental aspects of bank accounting.	2	PO1, PO2
CO3	Understand the essential principles of credit scoring, credit management, and the monitoring of lending activities and the role of various banking services and mechanisms in both urban and rural financial contexts.	2	PO2, PO3
CO4	Understand the key roles and impact of specialized financial institutions supporting agriculture and rural development and the fundamental banking regulations.	2	PO3

Syllabus

The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks

Commercial Banking in India Functions of Banks primary and Ancillary functions of commercial banks Deposit products Fee based and fund based activities Principles of lending loan products bank assurance Types of charges Types of securities letters of Credit Bank guarantees off balance Sheet Activities Basic accounting for Banking Statement of Sources and uses of Funds bank Profit and loss Account Books of Accounts in Bank

Credit Scoring Credit appraisal techniques Credit management and credit monitoring Priority sector lending Credit Information bureau limited Banking Codes and Standards Board of India Banking Ombudsman Service Loan Syndication The Syndication process Non-Performing Assets Prudential Norms securitization Retail Banking Corporate Banking Developments in Corporate banking Issues/problems Consortium finance multiple banking Arrangements Rural Banking Sources of Rural Finance Credit delivery Mechanism in Rural finance Multi Agency Approach Regional rural banks

National Bank for Agriculture and rural Development (NABARD) Banking Regulation Monetary policy Money laundering and prevention of Money laundering Act Negotiable Instruments Act Banking Regulation Act Recent developments and future challenges in banking sector

Reference Books

- 1 Banking Law and Practice in India,, P.N. Varshney, 2021, Sultan Chand & Sons,.
- 2 Financial Institutions and Markets- Structure Growth and Innovations,, L.M. Bhole Jitendra Mahakud, 2018, Tata McGraw Hill.
- 3 Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, 2014, Tata McGraw Hill.
- 4 Banking Law and Practice, Sukhavinder Mishra, 2017, Sultan Chand & Sons,.

Semester -IV

24MB62180 - LEADERSHIP IN ORGANISATIONS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62180	LEADERSHIP IN ORGANISATIONS	LO	M	3	0	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	To Identify leadership in a dynamic business environment	2	PO3, PO7, PSO2
CO2	To interpret effective leaders by teaching them the necessary techniques and behaviours.	2	PO5, PO7, PSO2
CO3	To categorize how to use leadership in organisations.	4	PO5, PO7, PSO2
CO4	To discriminate the capacity of leaders for organisations.	4	PO6, PO7, PSO2

Syllabus

From Management to Leadership, Nature and Importance of Leadership, Difference between Leadership and Management, Leadership Theories, Trait Theories, Behavioral Theories, Scandinavian Studies, Contingency Approaches, Situational Theories, Servant Leadership, Adaptive Leadership.

Leadership Skills and Leadership Styles, Leadership Skills and Tactics, Social Skills Persuasion Skills, Motivational Skills, Communication and Conflict Resolution Skills, Role Models, Story Telling, Leadership Styles, The Impact of Leadership Styles on Work Climate.

Strategic Leadership by Executives, The Nature of Strategic Leadership, How leaders influence organizational performance, Constraints on Executives, Conditions Affecting the Need for Strategic Leadership, Political Power and Strategic Leadership, Research on Effects of CEO Leadership, Strategic Leadership by Executive Teams, Women CEOs.

Leadership Development and Succession, Development through Self-Awareness and Self- Discipline, Development through Education, Experience and Mentoring, Leadership Development Programs. Developing next Generation Leaders , Leadership Development and Organizational Goals, Coaching Leaders, Leadership Succession, Choosing the Right CEO.

Reference Books

- 1 Leadership in Organizations, Yulk, Gary, Edition 7th, 2013, Pearson.
- 2 Leadership Principles, Du Brin, Andrew J, Edition. 2009, Cengage Learning, New Delhi.
- 3 Leadership: Theory and Practice, Peter G. Northouse, 6th 2018, Sage.
- 4 Transformational Leadership, Bernard M. Bass, Ronald E. Riggio, 2nd 2006, Lawrence Erlbaum Associates.

22MB62E1O MANAGING OPERATIONS OF TECHNOLOGICAL INNOVATIONS IN STARTUPS

Course objective:

Competency, Structure, Culture, Strategy. As any new idea can be viewed as innovation, The “strategic innovation paradigm” stresses market opportunities. Innovation is the ability to recognise market opportunities and to transform them into external and internal business strategies.

Course Code	22MB62E1O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Prerequisite	Nil

Mapping of Course Outcomes (COs) with program outcomes (POs):

#	Course Outcome (CO)	PO	BTL
CO1	Explain the Importance of Innovation for various Industries.	PO1	2
CO2	Apply the perspective of innovation in organization growth	PO2	3
CO3	Examine the Limitation & Opportunities of innovation	PO7	4
CO4	Classify the Strategic Alliance Trends to High Productivity	PO6	4

SYLLABUS

CO-1: Concept of Innovation: Concept of Innovation, Innovation System, Levels of Innovation, Importance of Innovation Management System. Operational Innovation, Product Innovation, Strategy Innovation, Management Innovation. Incremental Innovation, Radical Innovation, Continuous Improvement, Distinctive Capability, Dynamic Capability. **Types of Startups:** Types of Startups, Industries, Various technical departments in the industry, Industry - Academia R & D Ecosystem in India.

CO-2: Paradigms of Innovation-The Macro Perspective: Macro factors affecting any Innovation System, Current context of Innovation, Innovation Models in Emerging Economies, Factors affecting Technological Dynamism.

Examining Reverse Innovation and its application, Performance gap, Infrastructure gap, Sustainability gap, Regulatory gap, Preferences gap.

Future Macro Trends in Innovation: Future proofing Innovation Management, Macro-Paradigm Shifts in Innovation. Paradigms of Innovation-The Micro Perspective: Introduction, Organizational Factors affecting Innovation at Firm Level, Characteristics of Good Innovation Culture, Forming a Team-The Process.

CO-3: Open Innovation Framework: Introduction, Concept of Open Innovation Approach, Inbound & Outbound Innovation, Closed Innovation Approach. Limitation & Opportunities of Open Innovation Framework, Motives to adopt Open Innovation Practices, Advantages of pursuing Open Innovation, Challenges around pursuit of Open Innovation

CO-4: Strategic Context of Innovation: Introduction, Global context of Strategic Alliance, Role of Strategic Alliances, Strategic Alliance Trends, Key Success factors for creating successful Strategic Alliances, Drivers for Strategic, Alliances (Technological Factors), Types of Strategic Alliances, Competencies of High performing Strategic Alliances, SWOT Analysis, TOWS Matrix Concept of Productivity, Factors affecting quality & productivity, Technology Factors affecting quality.

Textbooks:

1. Peter F. Drucker :Innovation and entrepreneurship : practice and principles(1999), **Publisher** Oxford : Butterworth-Heinemann
Edition: [2nd rev. ed.]
2. Wagner, Marcus Entrepreneurship, Innovation and Sustainability , Greenleaf Publishing; 1st edition (1 April 2012)

22MB62E20 ENTREPRENEURIAL LEADERSHIP

Course objective:

Learn business acumen competencies to achieve personal business goals. Deepen their knowledge of using a commercial mindset to overcome leadership business challenges. Engage with topical issues such as the growing impact of technology and automation on entrepreneurship.

Course Code	22MB62E20
L-T-P	3-0-0
Credits	3
Contact Hours	3
Prerequisite	Nil

Mapping of Course Outcomes (COs) with program outcomes (POs):

#	Course Outcome (CO)	PO	BTL
CO1	Understanding the key terms, definitions, and concepts used in the study of Entrepreneurship and. Entrepreneurship in Economic Development	PO1	2
CO2	Apply the knowledge of Opportunities for Entrepreneurs in India and abroad, focusing on investments and business Excellence.	PO3	3
CO3	Apply definition of leadership, utilise Leadership traits& Skills, Effectuation of you to lean start - up.	PO3	3
CO4	Analyze the challenges of leaders, to optimise performance of teams in Cooperation, face challenges, prediction of uncertainty.	PO5	4

Syllabus:

CO-1: Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur; The Entrepreneurial decision process; Role of Entrepreneurship in Economic Development; Ethics and Social Responsibility of Entrepreneurs; Opportunities for Entrepreneurs in India and abroad; Woman as Entrepreneur.

CO-2:Business Excellence: Global developments and strategic business options, achieving sales success in modern B2B markets, Creating, and implementing business models 4.0, Looking at some crucial managerial issues over investment management, focusing on the latest techniques in investment decisions, considering some unique problems/issues regarding in mergers and acquisitions. Fundamentals of Leadership- Definition & meaning of Leadership, Leadership traits& Skills, Effectuation, Lean Start-up, and Cognitive Ambiguity, What's different about entrepreneurial leadership? Leadership and you.

CO-3: Leadership Excellence: Generating team spirit in a high-performance culture, developing a culture to learn and benefit from errors, the ethical dimensions of leadership, optimizing cross-cultural cooperation, Understanding the corporate contexts of business and leadership, Integration of leadership qualities with entrepreneurial qualities

CO-4 : Challenges for Leaders: Leadership and Uncertainty, Leadership and Innovation, Leading Diversity and Change, Prediction, Risk and Uncertainty.

Textbooks:

1. Yulk, Gary (2011). Leadership in Organizations, 7th e Pearson Education
2. Du Brin, Andrew J (2009), Leadership Principles, Cengage Learning, New Delhi

Reference Books:

1. Allio, Robert J. (2005) Leadership Myths and Realities, Tata McGraw Hill.
2. Peter G Northouse (2013), Leadership: Theory and Practice, 6ed. Sage.

22MB62E30 CORPORATE AND SOCIAL ENTREPRENEURSHIP

Course objective:

1. To study social entrepreneurship with its basic framework.
2. To underline the roles and responsibilities of social entrepreneurs in India society.
3. To list out the challenges faced by social entrepreneurship in India.
4. To give suggestions to face prevailing challenges for social entrepreneurship in India

Course Code	22MB62E30
L-T-P	3-0-0
Credits	3
Contact Hours	3
Prerequisite	Nil

Mapping of Course Outcomes (COs) with program outcomes (POs):

#	Course Outcome (CO)	PO	BTL
CO1	Relate the entrepreneurial creativity in strategic growth of business	PO3	2
CO2	Construct Social Entrepreneurship Framework	PO4	3
CO3	Discover challenges in practicing Social Entrepreneurship	PO7	4
CO4	Discover challenges in practicing Social Entrepreneurship	PO7	4

SYLLABUS

CO-1: Culture in the entrepreneurial organisation - Structure in the entrepreneurial organisation - Leading the entrepreneurial organisation - Managing the entrepreneurial organisation - Managing risk in the entrepreneurial organisation -

CO-2: Encouraging creativity and innovation - Generating business ideas - Encouraging concept development - Strategy and business model development - Venture teams and intrapreneurs - Product/market development - Shareholder value in the multi-product/market firm - The corporate entrepreneurship audit.

CO-3: Characteristics of Social Entrepreneurship - Characteristics of Social Entrepreneur - Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship - Social Entrepreneurship in developing countries and in India - The Social Entrepreneurship Framework - Sources of Social Entrepreneurship - Qualities and Skills of Social Entrepreneur -

CO-4: SOCIAL ENTREPRENEURSHIP IN PRACTICE - Boundaries of Social Entrepreneurship - Ethical entrepreneurship - Challenges in Social Entrepreneurship.

REFERENCES:

1. Burns, P. (2020). Corporate Entrepreneurship and Innovation (4th ed.). Red Globe Press.
2. Philips, R.A., Bonefiel, M., and Sharma, R. (2011). Social Entrepreneurship: The Next Big Business Opportunity. Global Vision Publishing House.
3. Khanka, S.S. (2009). Entrepreneurship in India: Perspective and Practice. Akansha publishing house, New Delhi.
4. Kickul, J., and Lyons, T. S. (2012). Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an ever changing World. Routledge, New York.
5. Desai, V. (2008). Entrepreneurial Development, Himalaya Publishing House.
6. Bornstein, D. (2004). How to Change the World: Social Entrepreneurs and the Power of New Ideas. Oxford University Press, New York.

22MB62E4O VENTURE FINANCING AND MANAGEMENT

Course objective

The course is designed principally to address the interests of students who expect to embark on an entrepreneurial career expect to assume a managerial role with a venture-backed start-up company or wish to pursue a career in venture capital. The curriculum is confined to key fundamentals in the area of venture capital and start-up companies, sources of financing the venture and the management of venture capital funds.

Course Code	22MB62E4O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Prerequisite	Nil

Mapping of Course Outcomes (COs) with program outcomes (POs):

#	Course Outcome (CO)	PO	BTL
CO1	To apply conceptual knowledge of venture capital	PO1	3
CO2	To analyze the sources of financing a venture and managing a business	PO2,3	4
CO3	To analyze the Financial and Business Planning, Cost Structure and Operational issues of venture capital funds	PO3,6	4
CO4	To analyze the venture capital investment process and the structure of venture capital funds	PO3,6	4

Syllabus:

Establishing and Developing business ventures - The entrepreneur - The idea - The management Team - Private Equity Funds and Venture Capital Funds; Venture Capital in India. Venture Capital Investment Characteristics, The Venture Investment Process, Venture Capital Funds and Their Investors; The Structure and Activities of Venture Capital Funds.

Sources of Financing the Venture - Financing in Stages, Scope of Financing and the Company's Value; financing decision Stages in Raising Venture Capital; Sources of Capital; Seed capital and Startup capital; Expansion capital; Private and Angels Investors, Choosing a venture capitalist; The Return on Venture Capital Funds. Negotiations with Venture capitalists. Financial and Business Planning - The Company's Business Cycle - Financial Statements; Financial Projections; Cost Structure Analysis and Forecasting; Cash Flow Forecasting; Market Analysis and Strategic Planning; Organizational and Operational issues; The competitive advantage, The Business Plan - writing a good business plan; Employee Recruiting; Employee Compensation in the Technology companies; Granting Options to Employees Managing a Venture capital Fund - Fund formation and Structure; running a venture capital fund; Structuring the deal; Post-investment activities; Exit strategies; Other Venture Capital Investors -

.Textbooks:

1. Stephen Bloomfield, Venture Capital Funding a Practical Guide to Raising Finance, Kogan Page; 2005, 1st edition
2. Alexander Haislip, Essentials of Venture Capital, Wiley; 2010, 1st edition, New Delhi.

Reference books:

1. James B. Arkebauer, Jack Miller Leading Edge Business Planning for Entrepreneurs, Dearborn Trade, 1999, 1st edition, U. S.
2. MahendraRamsinghani, The Business of Venture Capital: Insights from Leading Practitioners on the Art of Raising a Fund, Deal Structuring, Value Creation, and Exit Strategies, Wiley Finance, 2nd Edition, New Delhi.

22MB62R1O - MANAGEMENT OF RETAIL OPERATIONS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62R1O	MANAGEMENT OF RETAIL OPERATIONS	MRO	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the retail store location strategies including store layout, space planning and store Image.	3	PO1
CO2	Apply the retail store environment strategies to enhance customer shopping experience and store loyalty and Inventory Management.	3	PO2
CO3	Apply the promotional strategies, Demand Forecasting techniques and Merchandise Management to manage a Retail Store.	3	PO4, PSO2
CO4	Apply the supply chain management techniques in retail sector	3	PO4

Syllabus

Setting up Retail Store-Size and space allocation- location strategy, factors affecting the retail location. Store layout and space planning. Store Management. Responsibilities of Store Manager. Retail Store Image.

Store Environment-Exteriors, Interiors-Store Ambience-Store Atmospherics-Visual Merchandising -Store Security- Retail Inventory Management- Techniques.

Sales Promotion Importance Types and Impact of Sales Promotions. Sales Forecasting. Forecasting Techniques in Estimating Demand. Retail Merchandising. Role and responsibilities of merchandiser. The process of Merchandise Planning, Merchandise Procurement, Sourcing, Vender selection. Category management. Manufacturer brands and Private label brands.

Supply chain management Definition, Scope, Need and Challenges. Role of Logistics in SCM. Differences in SCM and Logistics. Integrated supply chain planning and supply chain management. Supply chain Drivers and Obstacles. Supply chain Network. Cross Docking, Collaborative Planning and Bull Whip Effect. Innovations in Supply chain management.

Reference Books

- 1 Retailing Management, Michael Levy, Barton Weitz, Ajay Pandit, 2021, 11th Edition, Tata McGraw Hill Education.
- 2 Retailing Management : Text and Cases, Swapna Pradhan, 2020, 6th Edition, McGraw Hill.
- 3 Retailing Management, Barry Berman, Ritu Srivastava, Patrali Chatterjee and Joel R. Evans, 2017, 13th Edition, Pearson Education.
- 4 Supply Chain Management for Retailing, Rajesh Ray, 2009, 1st Edition , Tata McGraw Hill Education.

22MB62B1O - BANKING SERVICE OPERATIONS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62B1O	BANKING SERVICE OPERATIONS	BSO	R	3	0	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Analyze nature of Banking service operations and role of technology in banking	4	PO1, PSO1
CO2	Analyze e-banking mechanism	4	PO1, PSO1
CO3	Analyze Service Quality Metrics and CRM Practices	4	PO4, PSO2
CO4	Analyze marketing of banking services and risk management strategies	4	PO4, PSO2

Syllabus

Introduction to Banking Operations Changing Nature of Banking Operations Computerization in Banks Communication Net work and security considerations Risk Management in Banks loan review mechanism Capital Adequacy Basel norms Mergers and Acquisitions in the Indian banking scenario Role and Impact of Technology on banks

E banking E Products and Services offered to Customers Plastic money Parties to the transaction Salient Features Distinction between Credit card Charge Card Debit card and Operational aspects Credit card business in India Payment and settlement systems Payment Methods Types Financial networks in India Electronic Funds Transfers Automatic Teller Machines Electronic Clearing Service Electronic Data Interchange Real Time Gross Settlement System and Clearing House Risks in E Banking Security Public Key Infrastructure Digital certificate

Customer Relationship Management Types of Customers Financial situation Vs Banking needs Banker and Customer Relationship Role and impact of Customer Relationship Management Stages in Customer Relationship Management Regulations relating to Know Your Customer Service Quality Technical Quality and Functional Quality Gap analysis ISO 9000 Certification in Banking Services

Marketing of Services importance of marketing for Indian banks, characteristics of service product marketing of financial services and banking services Implications of service characteristics for marketing services marketing mix Product Life Cycle New Product development banking product mix Bank pricing Channels for Banking Services Delivery Strategies in a Bank Promotion mix Role of direct selling agent direct marketing agent in a bank Designing of Service Quality Marketing Issues

Reference Books

- 1 Banking Operation Management, Bimal Jaiswal, 1st edition, 2015, Vikas Publishing.
- 2 Banking Services Operations, C M Chaudhary, 1st edition, 2012, RBSA Publishers.
- 3 AI and the Future of Banking, Tony Boobier, 1st edition, 2020, Wiley.
- 4 Managing Indian Banks: Challenges ahead, 3. Vasant C Joshi and Vinay V Joshi, 3rd edition, 2009, Response, Business Books from Sage.

