

SEMESTER II

Course Title: ENTREPRENEURSHIP & STARTUP MANAGEMENT

L	T	P	C.U.
3	1	0	4

Course Code: 23MBA201

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Apply the concept of Entrepreneurship in organization.
- CO2: Analyze the business environment in order to identify business opportunities,
- CO3: Deal with the legal and financial conditions for starting a business venture
- CO4: Evaluate the effectiveness of different entrepreneurial strategies
- CO5: Explain the importance of marketing and management in small businesses venture

Unit - 1

Entrepreneurship : Introduction, Concept, Definition, Role in Economy; Entrepreneurial Traits and Motivation, Entrepreneurs vs Professional Managers, Future Challenges; Entrepreneurial Development Programmes, Meaning Evolution and Objectives of EDP

Unit -2

Project Management: Search for Business idea, Concepts of Projects and Classification, Project Identification, Project formulation, Project Design and Network Analysis, Project Report, Project Appraisal, Factory design and Plant Layout, Financial Analysis- Risk and Return.

Unit -3

Introduction to Startup Management: Introduction to startups and their unique characteristics; Understanding the entrepreneurial mindset and startup ecosystem; Identifying and evaluating startup ideas; Idea validation and market research; Building an entrepreneurial team.

Unit -4

Funding and Financing for Startups: Sources of funding for startups: Bootstrapping, angel investors, venture capital, crowdfunding, etc.; Pitching and securing investment: Investor relations and funding negotiations; Financial management and accounting for startups; Exit strategies: IPOs, acquisitions, and mergers.

Unit -5

Small Industry Setup: Considerations in Selection of Particular Form of Organizations- Sole proprietorship, Partnership, Joint Stock Company, Cooperative Organizations- Their Merits, Limitations, Suitability, Brief Procedure of Incorporation. :Location for a Small Industry, Steps of Starting a small Industry, Incentives and Subsidies, Exploring Export Possibilities, Problems of Entrepreneurship.

Suggested Readings

1. Hamilton, E. (2013). The discourse of entrepreneurial masculinities (and femininities). *Entrepreneurship & Regional Development*, 25(1-2), 90-99.
2. Chon, M. (1996). New Wine Bursting from Old Bottles: Collaborative Internet Art, Joint Works, and Entrepreneurship. *Or. L. Rev.*, 75, 257.
3. Owen, T. C. (2014). IV. Entrepreneurship and the Structure of Enterprise in Russia, 1800-1880. In *Entrepreneurship in Imperial Russia and the Soviet Union* (pp. 59-83). Princeton University Press.
4. Jurczyk-Romanowska, E., Sochacka, J., Jakubas, P., Piwowarczyk, M., & Wysoczański, T. (2014). Entrepreneurship in the educational practice of Lower Silesia.

Course Title: FINANCIAL MANAGEMENT & PLANNING**Course Code: 23MBA202**

L	T	P	C.U.
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Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Develop knowledge on the allocation, management and funding of financial resources.
- CO2: Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
- CO3: Ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.
- CO4: Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting.
- CO5: Analyze how the concepts of finance and costing could integrate to identify and resolve the problems pertaining to business decision making.

Unit -1

Introduction to Financial Management: Meaning and Scope of Financial Management & Corporate Financial Management Functions of Financial manager, various decisions under Financial management, Wealth maximization vs. Profit maximization objective, Financial Planning and Financial Forecasting.

Unit -2

Capital Structure Planning - Financing Decision: Capitalisation and capital structure, Financial Planning - long and short term sources of corporate funds, objectives of an optimal Capital structure, Financial and operating leverage analysis, cost of capital and capital structure decision. Trade-off Theory, Pecking order Theory, Leverage analysis-financial, operating and combined leverage along with its implications.

Unit -3

Capital Budgeting: Meaning, Definition, Process of capital budgeting decisions, risk analysis and investment decisions, Capital budgeting practices of Indian companies; Various techniques of Calculating Capital budgeting decision(including numerical problems), Payback period, Profitability Index, NPV Method, IRR method.

Unit -4

Working Capital Management: Concepts of working capital; Needs of working capital. Dimensions and trends in working capital management; Sources of working capital finance and their relative utility; Determinants of Working Capital, Trade Credit, Accrued Expenses and Deferred Income; EOQ model, Practical problems based on working capital computation, Cash budget, Debtor management.

Unit -5

Dividend relevance: Walter and Gordon Model, Miller-Modigliani (MM) Hypothesis, Linter Model of Corporate Dividend behavior. Analysis and Interpretation of Final Accounts: Liquidity, Profitability, Solvency and Turnover ratios.

Suggested Readings -

1. Bernadin(2016), Human Resource Management ,Tata McGraw Hill.
2. Decenzo and Robbins(2017), Human Resource Management, Wiley.
3. Dessler(2017), Human Resource Management, Pearson Education Limited.
4. MamoriaC.B. and Mamoria S.(2017), Personnel Management, Himalaya Publishing Company.
5. Wayne Cascio(2017), Managing Human Resource, McGraw Hill.

Course Title: BUSINESS LAW & CSR

Course Code: 23MBA203

Course Outcomes (COs): After completing this course, students will be able to:-

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- CO1: Apply concepts of ethics, morality, values and utilize them to solve typical real life business problems.
- CO2: Demonstrate the ethical perspectives of Indian Ethos.
- CO3: Exhibit the understanding of corporate social responsibility.
- CO4: Exhibit understand the compelling needs of morality in business.
- CO5: Apply various concept of ethical leadership & ethical culture.

Unit – 1:

Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law; Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract.

Unit – 2:

Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety.

Unit – 3:

Tort Law, Negligence, Intentional torts, Products Liability, Express warranty, Implied warranties Strict liability , Intellectual Property , Trade secrets , Patents , Copyrights, Trademarks , Contract Law Offer and acceptance , Consideration and promissory estoppel

Unit – 4:

Corporate Social Responsibility (CSR): Concept and significance of CSR; Ethical considerations and responsible business practices; Theories and frameworks for implementing CSR; CSR reporting and transparency.

Unit – 5:

Assessing social and environmental impacts of business activities; Measuring and reporting on CSR performance indicators; Designing and managing CSR programs and initiatives; Community engagement; Engaging stakeholders in CSR decision-making processes

Suggested Readings -

1. DesJardins, J. R. (2007). Business, ethics, and the environment: Imagining a sustainable future. Pearson/Prentice Hall.
2. Cavico, F. J., & Mujtaba, B. G. (2004). Business ethics: Transcending requirements through moral leadership. Pearson Learning Solutions.
3. Dienhart, J. W. (2000). Business, institutions, and ethics.
4. Dagan, H. (2004). The law and ethics of restitution. Cambridge University Press.
5. Cavico, F. J., & Mujtaba, B. G. (2004). Business ethics: Transcending requirements through moral leadership. Pearson Learning Solution.

Course Title: HUMAN RESOURCE MANAGEMENT**Course Code: 23MBA204**

L	T	P	C.U.
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Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Apply various concepts of human resources into personnel management.
- CO2: Develop necessary skill set for application of various human resource issues.
- CO3: Deal with various strategic issues and strategies required to select and develop manpower resources.
- CO4: Integrate the knowledge of human resource concepts to take correct business decisions.
- CO5: Distribute role and responsibilities among employee and functioning of human resource department of the organizations.

Unit - 1

Introduction: Nature, Functions and Importance of Human Resource Management. Development of Human Resource Management. Contribution of Industrial Psychology. Organization of Human Resource Department, Human Resource Policies. Procurement: Human Resource Planning – Quantitative and qualitative dimensions; Job Analysis, Job descriptions and Job specifications. Sources of recruitment, Selection process – Tests and Interviews, Induction and Socialization.

Unit - 2

Training and Development: Concepts and Importance. Identification of Training Needs. Types of Training, On-the-job and Off-the-job methods of training. Designing of Training Programme. Methods of Executive Development. - Role Plays - Simulations - T-Groups – Transactional Analysis

Unit - 3

Performance Management System: Concept and Objectives, Methods of Performance, Appraisal; Job changes – Transfers and Promotions; Employee counseling; Compensation and Management: Components of Compensation, Performance Linked Compensation.

Unit - 4

Employee Health; Employee Welfare; Social Security, Emerging Horizons in HRM, Human Resource Management and Information Technology, Business Process Reengineering, Downsizing and VRS

Unit - 5

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

Suggested Readings -

1. Bernadin(2016), Human Resource Management ,Tata Mcgraw Hill.
2. Decenzo and Robbins(2017), Human Resource Management, Wiley.
3. Dessler(2017), Human Resource Management, Pearson Education Limited.
4. MamoriaC.B. and Mamoria S.(2017) Personnel Management, Himalaya Publishing Company
5. Wayne Cascio(2017), Managing Human Resource, McGraw Hill.
6. Ivancevich, J. M. (2007). Human resource management. *New York: McGrawHill*.
7. Kessler, I. (1993). Human resource management. *WORK EMPLOYMENT AND SOCIETY*, 7, 313-313.
8. Beaumont, P. B. (1993). *Human resource management: Key concepts and skills*. Sage.
9. Nickson, D. (2021). Human-Resource-Management.

Course Title: ORGANIZATION BEHAVIOUR
Course Code: 23MBA205

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs) : After completing this course, students should have developed a clear understanding of :-

- CO 1: Understand individual behavior in organizations.
- CO 2: Improve team dynamics and collaboration.
- CO 3: Develop effective leadership skills.
- CO 4: Promote a positive organizational culture and diversity.
- CO 5: Manage organizational change successfully.

Unit - 1:

Introduction to Organizational Behavior; OB as a field of study; Individual differences and personality in organizations; Perception and decision-making in the workplace; Attitudes, job satisfaction, and organizational commitment; Motivation theories and their application in organizational settings.

Unit 2:

Group Dynamics and Teamwork; Group formation, development, and roles; Group decision-making and problem-solving; Communication patterns and effective interpersonal skills; Conflict management and negotiation strategies; Leadership styles and their impact on group performance

Unit 3:

Organizational Structure and Design: organizational culture and its impact on behavior; Power, authority, and politics in organizations; Organizational structure and its influence on communication and coordination; Job design and its effect on motivation and performance; Organizational change and managing resistance

Unit 4:

Leadership and Organizational Behavior: Leadership theories and approaches; Leadership styles and their effectiveness; Emotional intelligence and leadership effectiveness; Leading organizational change and innovation; Ethical leadership and corporate social responsibility

Unit 5:

Organizational Behavior and Human Resource Management: Recruitment and selection processes; Training, development, and career management; Performance appraisal and feedback systems; Compensation and benefits management; Employee engagement, satisfaction, and well-being.

Suggested Readings –

1. Kinicki, A., & Kreitner, R. (2009). *Organizational behavior: Key concepts, skills & best practices* (p. 528). McGraw-Hill Irwin.
2. Griffin, R. W., Phillips, J. M., & Gully, S. M. (2016). *Organizational behavior: Managing people and organizations*. Cengage Learning.
3. Sweeney, P. D., & McFarlin, D. B. (2002). *Organizational behavior: Solutions for management*. McGraw-Hill.
4. Altman, S., Valenzi, E., & Hodgetts, R. M. (2013). *Organizational behavior: Theory and practice*. Elsevier.
5. Bowditch, J. L., Buono, A. F., & Stewart, M. M. (2007). *A primer on organizational behavior*. John Wiley & Sons.

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Course Title:STRATEGIC MANAGEMENT**Course Code: 23MBA206**

Course Outcomes (COs): After completing this course, students should have developed a clear understanding of :-

CO1: Articulate the purpose of an organization's existence and communicating the same to all stakeholder

CO2: Analyze the key structural drivers in the business environment to identify opportunities, threats and strategic gaps.

CO3: Contrast the different bases of achieving competitive advantage and outline the means to achieve

sustainability in a competitive environment for an SBU

CO4: Understand the compelling needs of restructuring a firm and various ways of implementing the same.

CO5: Discuss the Key tasks for effective strategy implementation and assess how to align them.

Unit - 1 :

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

Unit -2:

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness. Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning.

Unit - 3 :

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy

Unit - 4 :

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

Unit – 5:

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Suggested Readings -

1. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition..
2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition
3. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
4. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.

Course Title:ADVANCED QUANTITATIVE TECHNIQUE
Course Code:23MBA207

L	T	P	C.U.
3	0	0	3

Course Outcomes (Cos): After completion of the course, the students will be able to-

- CO1: Understand advanced quantitative techniques and their applications in business and research.
- CO2: Apply advanced statistical methods, such as multivariate analysis, regression analysis, factor analysis, or cluster analysis, to analyze complex data sets.
- CO3: Evaluate and interpret the results of advanced quantitative techniques to draw meaningful conclusions and make informed decisions.
- CO4: Develop skills in using statistical software, such as SPSS, R, or SAS, to implement advanced quantitative techniques and conduct data analysis.
- CO5: Apply advanced quantitative techniques in solving real-world business problems, such as forecasting, market research, or optimization, and demonstrate the ability to communicate the findings effectively.

Unit - 1:

Introduction to Probability and Non-Probability Tests: Understanding the concepts of probability and non-probability sampling; Types of probability sampling methods (simple random sampling, stratified sampling, etc.); Types of non-probability sampling methods (convenience sampling, purposive sampling, etc.); Advantages and limitations of probability and non-probability tests

Unit - 2:

Statistical Tests: F-Test, T-Test, and Chi-Square Test; F-Test: Understanding the principles and applications of the F-test in statistical analysis; T-Test: Different types of t-tests and their uses; Chi-Square Test: Application of the chi-square test; Interpreting and drawing conclusions from the results of these tests

Unit - 3:

Introduction to SPSS and ANOVA: Overview of Statistical Package for the Social Sciences (SPSS) software; Introduction to data management and analysis in SPSS; Application of Analysis of Variance (ANOVA) in business research; Interpreting ANOVA results and making informed business decisions

Unit - 4:

Research Software and Time Series Analysis : Overview of research software tools for data analysis (e.g., R, SAS, Stata); Understanding time series data and its importance in business forecasting; Time series analysis techniques (trend analysis, forecasting models, etc.); Conducting time series analysis using research software tools

Unit - 5:

Business Forecasting Techniques : Introduction to business forecasting and its applications; Different methods of business forecasting (qualitative and quantitative); Time series forecasting models (moving average, exponential smoothing, etc.); Accuracy and evaluation of forecasting models; Implementation of business forecasting techniques in decision-making

Suggested Readings -

1. Newbold, P., Carlson, W., & Thorne, B. (2012). Statistics for business and economics. Pearson.
2. Gupta, S. C. (2019). Business statistics. Himalaya Publication House, New Delhi.
3. Levine, D. M. (2010). Business statistics: A first course. Pearson Education India.
4. Siegel, A. (2016). Practical business statistics. Academic Press.
5. Bajpai, N. (2009). Business statistics. Pearson Education India.
6. Webster, A. (1992). Applied statistics for business and economics. Homewood, IL: Irwin.

Course Title: DIGITAL MARKETING AND E-COMMERCE
Course Code:23MBA208

L	T	P	C.U.
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Course Outcomes (Cos): After completion of the course, the students will be able to -

- CO 1: Analyze the fundamentals and principles of digital marketing and its significance in the modern business landscape.
- CO 2: Develop digital marketing strategies that align with business objectives and effectively reach target audiences.
- CO 3: Demonstrate an understanding of ethical and legal considerations in digital marketing and apply responsible practices in compliance with industry regulations.
- CO 4: Utilize data analytics and customer insights to make informed decisions and optimize e-commerce operations, including customer acquisition, retention, and conversion.
- CO 5: Demonstrate an understanding of legal and ethical considerations in e-commerce, including privacy, intellectual property, and regulatory compliance, and apply responsible practices in e-commerce operations.

Unit – 1:

Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence wrt Digital Marketing.

Unit – 2:

The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan.

Unit – 3:

Display advertising, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising.

Unit – 4:

E-Commerce: Introduction, Nature, Importance and Scope of E commerce; Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce; E-Retailing: Traditional retailing and e retailing, Benefits of e retailing, Key success factors, Models of e-retailing, Features of e-retailing.

Unit – 5:

E-Commerce: Issues related to Ethical, Social and Politics; Basic Ethical Concepts, Analyzing Ethical Dilemmas, Information collected at E-Commerce Websites, The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property protection, Governance.

Suggested Readings –

1. Kingsnorth, S. (2022). Digital marketing strategy: an integrated approach to online marketing. Kogan Page Publishers.
2. Charlesworth, A. (2018). Digital marketing: A practical approach. Routledge.
3. Parkin, G. (2016). Digital marketing: Strategies for online success. Fox Chapel Publishing.
4. Chakti, G. (2019). The Book Of Digital Marketing: BukuPemasaran Digital (Vol. 1). Celebes Media Perkasa.
5. Rayport, J. F., & Jaworski, B. J. (2004). Introduction to e-commerce. McGraw-Hill.