B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: I				
Course: MANAGEMENT AND ORGANISATIONAL BEHAVIOR **Course Code: 25MBA11**				
L:T:P:J	**3:0:2:0**	CIA	:	50
Credits:	**04**	SEA	:	50
Hours:	**50**	SEA Duration	:	03 Hours

Course Learning Objectives:

1. To introduce essential concepts and theories of management for effective leadership.
2. To help students develop acumen for understanding and application of core management functions.
3. To equip students with the skills to analyse organizational behaviour and culture for effective management.
4. To facilitate students' understanding of individual behaviour for stronger inter-personal relations.
5. To enable students gain comprehensive understanding of group dynamics, team functioning, organizational power and politics, and leadership.

Contents	No. of hours	COs
Module-1: Introduction to Management		
Meaning, nature and objectives of management, Levels of Management, Managerial Roles (Minzberg's framework), Types of managers, Essential qualities of effective managers, Managerial skills (core and sub-skills), Managerial competencies, Functions of Management, Evolution of Management thought, Fayol's 14 principles of management, Contemporary trends in management-The Gingerbread model, Agile Management, Digital Transformation, Sustainability, Globalization and Cross-Cultural Management.	**L:08**	**CO1**
Practical Component – Interview a manager and document the roles played in a typical day using Mintzberg's framework.	**P:01**	
Self-Study – Importance and Scope of Management, Difference between Administration and Management.	**P:01**	
Module-2: Functions of Management		
Overview of functions of management and their inter-relationship. **Planning**-features, importance, types, planning process, **Organizing**-meaning, importance, sub-functions & process, **Directing**-meaning, scope, sub-functions & skills required for directing, **Controlling**-meaning, importance, types & process, **Decision-making**-meaning, importance, process, types, styles and challenges.	**L:07**	**CO2**
Practical Component – Group Activity: The Crisis Simulation: Lead, Plan, Decide. (The activity covers: Directing v/s leading, Planning v/s controlling: the feedback loop, application of decision-making styles in different situations).	**P:03**	
Module-3: Introduction to Organizational Behavior		
Organizational Behavior - Introduction, Definition, Importance, Determinants, Contributing disciplines, Theoretical foundation for OB, Challenges and opportunities. **Organizational Culture -** Meaning, Types, Impact on Organization, Creating and Sustaining Culture, How employees learn culture?	**L:04**	**CO3**
Practical Component – Discussion with HR managers about their company's culture-building practices.	**P:02**	

Module-4: Cognitive Processes of Organizational Behavior		
Ability-concept and significance, Intellectual and Physical abilities, Role of disabilities. **Personality**-meaning, formation, determinants, Big 5 Personality traits, Personality types - MBTI, Type A&B. **Perception**-meaning, process, factors influencing perception, common perceptual errors. **Attitude**-meaning, formation, components of attitudes. **Motivation**-meaning, Theories of motivation: Maslow's Hierarchy of Needs, Herzberg's Two-factor theory, Alderfer's ERG model, McClelland's Theory of Needs, Vroom's Expectancy theory, Equity theory, Theory X and Theory Y.	**L:08**	**CO4**
Practical Component – Application of motivational theories to real-world organizational scenarios, Big 5 and MBTI profiling of self for better career prospects.	**P:04**	
Module-5: Dynamics of Organizational Behavior		
Group - Meaning and Classification of Groups, Stages of Group Development. **Group Dynamics** - Meaning, Impact of Group on Individual's Behavior, Impact of External Factors on Group Behavior. **Work Teams -** Nature and Types of Teams, Reasons for Team Failure, Creating Effective Teams. **Leadership** - Meaning, Importance, Traits, Styles. **Leadership Theories -** Traditional Theories: Contingency theory, Situational Leadership Theory, Path-Goal Theory. Contemporary Theories: Charismatic Leadership theories, Transformational Leadership theory, Authentic Leadership Development Model. **Power and Politics -** Nature of Power and Politics. Sources of Power for Individuals, Managing Organizational Politics.	**L:09**	**CO5**
Self-study - Teams v/s Groups, Processes of Teamwork, Leaders v/s managers in 21st Century.	**P:01**	
Practical Component: Observe behavior of any 2 people while organizing an event. Prepare a report based on your observation describing the impact of the group on their individual behavior.	**P:02**	

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the fundamentals of management, the theory of management, and its trends.
CO2	Apply core management functions in real-world scenarios
CO3	Analyze and assess the impact of organizational behavior and cultural dynamics on managerial effectiveness.
CO4	Apply the learnings of individual behavioral patterns and psychological factors for better inter-personal relationship in the workplace.
CO5	Evaluate group behavior, team processes, leadership styles, and organizational power dynamics for better collaboration and decision-making in organizations.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA11.1	3							3	3
25MBA11.2	3				3			3	
25MBA11.3	3	3	3						3

25MBA11.4	3		3		3				3
25MBA11.5				3	3	3	3		3
AVERAGE	3	3	3	3	3	3	3	3	3

Text Books:

Sl . No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Management	Koontz	McGraw Hill	11e, 2020
2	Principles and Practices of Management and Organizational Behavior	Chandrani Singh and Aditi Khatri	Sage Publication	2021
3	Organizational Behavior	Stephen P Robbins, Timothy A Judge, Neharika Vohra	Pearson	18e, 2022

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Organizational Behavior	Fred Luthans	McGraw Hill International	12/e, 2013
2	Management and Organization Behavior	K Ashwathappa G. Sudarshana Reddy	HPH	2017
3	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013

Articles for reference:

Sl. No.	Title of the Article	Name of the Author/s	Publisher Name	URL (Year)
1	The 4 Types of Organizational Culture—Which is Best?	Tracy Lawrence	Forbes	https://www.forbes.com/sites/tracylawrence/article/organizational-culture/ (2024)
2	Organizational Culture: Definition, Functions, Types, and Elements	onEntrepreneur		https://onentrepreneur.com/organizational-culture-definition-functions-types-and-elements/ (2023)

Suggested Case Studies

- Sharma, A.K., Goyal, A. and Sharma, A. (2024), "Relevance of classical management concepts in the contemporary era – a case study of Fayol's principles", *IIMT Journal of Management*, Vol. 1 No. 1, pp. 112-120. https://doi.org/10.1108/IIMTJM-10-2023-0026
- Brownlee, A.L., Dixon, D.P., Garcia, V. and Harris, A.V. (2024), "Leading with compassion and passion: A case study on servant leadership at the Crisis Center of Tampa Bay", Vol. 20 No. 6, pp. 1460-1475. https://doi.org/10.1108/TCJ-07-2023-0166
- Kumar, S. and Bhandarker, A. (2021), "Transformational leadership in AICTE: lessons for organizational excellence", Vol. 11 No.3. https://doi.org/10.1108/EEMCS-08-2020-0299

- Reidhead, Christine. (2020), Impact of Organizational Culture on Employee Satisfaction: A Case of Hilton Hotel, United Kingdom. In: Journal of Economics and Business, Vol.3, No.1, 432-437 DOI: 10.31014/aior.1992.03.01.209

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	Test	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Practical	2 practical assignments: 1. Self-assessment report 2. Behavior observation report	10+5 Marks
CIA Total Marks			**50**

SEA	Component	Description	Marks
50	Theory Exam	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: I			
Course: FINANCIAL ACCOUNTING AND REPORTING **Course Code: 25MBA12**			
L: T:P : J	**3:0:1:1**	**CIA : 50**	
Credits:	**04**	**SEA : 50**	
Hours:	**50**	**SEA Duration : 03 Hours**	

Course Learning Objectives:

1. To enable students to understand fundamental accounting concepts, basic accounting vocabulary, and the accounting equation.
2. To train students to prepare journal entries for business transactions and present the data accurately and meaningfully.
3. To equip students with the skills to prepare financial statements of companies and explain their components.
4. To help students analyze a company's financial statements and draw reasoned conclusions about its financial position.
5. To familiarize students with preparation of Bank Reconciliation Statement and emerging trends and developments in the field of accounting.

Contents	No. of hours	COs
Module -1: Introduction to Financial Accounting		
Need and Objectives of Accounting, Branches of Accounting, Types of business ownership, Accounting Terminologies, Classification of Accounts, Accounting Concepts and Conventions, GAAP and Accounting Standards, Introduction to IFRS.	**L:07**	**CO1**
Self-study - Identify a list of transactions for a business organization and classify each associated account as an Asset, Liability, Equity, Revenue, or Expense with reasons.	**01**	
Module- 2: Preparation of Books of Accounts		
Accounting Cycle, recording of transactions - Journalizing, Ledger posting, Preparation of Trial Balance.	**L:06**	**CO2**
Practical component: Collect sample business transactions from a small business or startup and manually prepare the journal, ledger, and trial balance. Highlight the steps of the accounting cycle followed in the process.	**P:02**	
Self study – study and prepare three column cash book.	**02**	
Module -3: Preparation of Financial Statements		
Components of Financial Statements; Preparation of Financial Statements of companies as per Schedule III of Companies Act, 2013: Statement of Profit and Loss, Balance Sheet and Notes to Financial Statements; Limitation of Financial statements; (Problems on preparation of final accounts with basic adjustments); Concepts & Methods of depreciation -SLM & WDV.	**L:10**	**CO3**
Practical Component - Preparation of books of accounts for a hypothetical business organisation.	**P:02**	

Module -4: Analysis of Financial Statements		
Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Cash and Fund Flow Statement Analysis (Only interpretation)	L:09	
Practical Component - Financial Statement Analysis using MS Excel (Problems on Trend Analysis, Comparative analysis and Ratio Analysis)	P:02	
Project work – Perform Financial Statement analysis for an existing listed joint stock company and comment on the financial status of the business.		CO4
Module 5: Bank Reconciliation statement and Emerging Trends		
Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank pass book, reasons for discrepancy. Preparation of Bank reconciliation statement (Theory and Problems). Emerging Trends: Digital transformation in Accounting – Cloud Accounting, Inflation accounting, Human Resource Accounting, Forensic Accounting, Sustainability Accounting (Theory only)	L:07	CO5
Self-study: Preparation of Bank reconciliation statement using Tally software. Comparative analysis of traditional and modern accounting practices.	02	

Course Outcomes: At the end of the course the student will be able to:

CO No	Statement
CO1	Understand accounting concepts and accounting equation
CO2	Apply journal, ledger and trial balance
CO3	Analyse and evaluate financial statements of companies
CO4	Create financial reports by analysing financial statements
CO5	Prepare Bank Reconciliation Statement and apply emerging accounting trends

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA12.1	3			3				3	
25MBA12.2	3	3							
25MBA12.3		3		3					3
25MBA12.4		3		3					3
25MBA12.5	3	3		2				3	
AVERAGE	3	3		3				3	3

Text Books

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Management: Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3/e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, & Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6/e, 2020
3	Financial Accounting	Tulsian, P. C.	Pearson Education	1/e, 2018
4	Accounting for Managers	Madegowda J; Inchara P.M. Gowda	Himalaya Publishing House	3/e, 2021

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Managers	J.Made Gowda	Himalaya Publishing House	2023
2	Management Accounting: Text, Problems and Cases,	M Y Khan, P K Jain,	Tata McGraw-Hill Education	2022

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	IA Test: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	Assignment – 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Project	Project Report Evaluation- 10 marks & Project Viva- 5 marks	10+5 Marks
CIA Total Marks			**50**
SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: 4 × 20 = 80 marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: I				
Course: MARKETING MANAGEMENT				
Course Code: 25MBA13				
L: T:P : J	3:0:2:0	**CIA**	:	**50**
Credits:	04	**SEA**	:	**50**
Hours:	50	**SEA Duration**	:	**03 Hours**

Course Learning Objectives:

1.To familiarize the students with fundamental concepts guiding new age marketing and impact of environment on marketing functions.

2. To develop the marketing strategies for influencing consumer buying behavior in B2B & B2C contexts.

3. To analyze the conceptual marketing efforts related to products, services and brands.

4. To analyze the essentials of pricing, promotion & distribution functions.

5. To evaluate the role of digital marketing environment.

Contents	No. of hours	COs
Module-1: Introduction to Marketing		
Marketing – Definition, Core concepts of marketing, Marketing v/s Selling, Customer lifetime Value, Marketing Myopia. Marketing Environment Components – Micro and Macro. New-age Marketing: Cause and Social Marketing, 3V concepts of Nirmalaya Kumar, Omnichannel Marketing, Green Marketing, Sustainable and Ethical Marketing, Ambush marketing.	**L:05**	**CO1**
Self-Study -Prepare a report on Contemporary Indian Marketing Environment & Social Responsibility.	**P:02**	
Module-2: Analyzing Consumer behavior		
Connecting with consumers and customers, Factors influencing Consumer Behavior Consumer Buying Decision Process, Buying Roles, Buying Motives. Market Segmentation: Market Segmentation, Targeting & Positioning (STP),Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Target marketing strategies-Undifferentiated, differentiated, concentrated, micromarketing strategies; Positioning-Unique Selling Proposition, Types of positioning, Perceptual Mapping Indian Consumer - Characteristics of Indian consumer, Strategies to build consumer trust. Consumer buying and Business buying.	**L:07**	**CO2**
Practical Component – Design STP for a chosen product/service.	**P:03**	
Module-3: Product, Brand & Services Marketing		
Product Marketing- Product hierarchy, product line, product mix, product mix strategies. Managing PLC of product, new product development and Branding- Concept and Types. selecting brand name, selecting logo, brand extension- effects, packaging & role of labelling in packing. Services Marketing & its Characteristics – 7Ps of services marketing, brand building in services.	**L:08**	**CO3**
Self-Study – Product differentiation: What is it & How it works?	**P:02**	

Practical Component -Design brand name, logo, packaging & labelling for product or service of your choice.	**P:02**	
Module-4: Pricing, Promotion & Distribution		
Pricing: Significance and objectives of pricing, factors influencing pricing, Pricing Strategies. Integrated Marketing Communications: Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Publicity/Public Relation-word of mouth, sponsorships. Advertising: Objectives, Advertising Budget, Advertising Copy, AIDA model. Marketing Planning: Steps involved in Marketing planning. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Conflict. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management	**L:08**	**CO4**
Practical component– Create an ad copy and visual using Canva for a chosen product/service.	**P:03**	
Module-5: Digital Marketing		
Digital Marketing & Tech in Marketing: Fundamentals of Digital Marketing, Traditional vs. Digital marketing, Benefits and Challenges of Digital Marketing, Digital landscape, POEM framework, Concepts and difference between SEO and SEM. Social Media Marketing (Facebook, Instagram, LinkedIn)	**L:08**	**CO5**
Practical Component –Create Social media marketing content and post it.	**P:02**	

Course Outcomes: At the end of the course the student will be able to:

CO1	Familiarize the impact of the environment on marketing function and fundamental concepts guiding new age marketing
CO2	Develop marketing strategies for influencing consumer buying behavior in B2B, B2C and Rural contexts
CO3	Analyse the marketing efforts related to products, services and brands.
CO4	Analyze and apply the concepts of pricing, promotion & distribution functions.
CO5	Evaluate the role of digital marketing environment.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA13.1	2				2				2
25MBA13.2	3	3							3
25MBA13.3	3				3				3
25MBA13.4	3	3		3		3			3
25MBA13.5	3	2					3	3	3
AVERAGE	3	3		3	3	3	3	3	3

Text Books

S l N o	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective	Ramaswamy & Namakumari	Sage 6/e	6/e 2020
2	Principles of Marketing	Philip Kotler, Gary Armstrong, Prahlad Agnihotri	Pearson Education	17/e 2021
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill Education	11/e 2020
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar S; Anup Krishnamurthy	Sage Publications 2020	2020

Reference Books

S l N o	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing in India: Text and Cases Neelamegham S Vikas 4/e 2012	Neelamegham S	Vikas	4/e 2012
2	Fundamentals of Marketing Management Etzel M J, BJ Walker & William J Stanton Tata McGraw Hill 14/e 2007	Etzel M J, BJ Walker & William J Stanton	Tata McGraw Hill	14/e 2007
3	Understanding digital marketing Damian Ryan& Calvin Jones Kogan Page Ltd. 4/e 2016	Damian Ryan& Calvin Jones	Kogan Page Ltd.	4/e 2016
4	Social media marketing Tracy Tuten &Micheal Solomen Sage Publication 2017	Tracy Tuten &Micheal Solomen	Sage Publication	2017

Additional Practical Component

1. Students should choose a service industry of their choice and apply 7p's.

2. Learn basic tools of digital marketing.

MOOCS: https://onlinecourses.nptel.ac.in/noc22_mg47/preview

Suggested Case Studies:

Case Studies in Marketing Management, 1/e by S. Ramesh Kumar.
https://www.pearsoned.co.in/prc/book/s-ramesh-kumar-case-studies-marketing-management-1e--1/9788131761397

Case Studies in Marketing Management. (n.d.). Google Books.
https://books.google.co.in/books?id=hau6_kC6HhUC&newbks=0&printsec=frontcover&hl=
en&source=newbks_fb&redir_esc=y#v=onepage&q&f=false

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Practical	New Product Development based report preparation and Presentation	10+5 Marks
CIA Total Marks			**50**
SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration
Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: I				
Course: BUSINESS ECONOMICS				
Course Code: 25MBA14				
L: T:P : J	3:0:2:0	**CIA**	:	**50**
Credits:	04	**SEA**	:	**50**
Hours:	50	**SEA Duration**	:	**03 Hours**

Course Learning Objectives:
1.To familiarize students with fundamentals of managerial economics and components of demand.
2. To enable students to evaluate and apply various concepts of production and cost in decision-making.
3. To facilitate students to understand the various forms of market structures and pricing practices.
4. To provide students with a basic understating of essential macro indicators of economic environment and factors of economic growth and development.
5. To acquaint students with economic policies of India.

Contents	No. of hours	COs
Module-1: Fundamentals of Managerial Economics and Demand Analysis		
Managerial Economics: Scope, & Significance of Managerial Economics. Fundamental Principles of Managerial Economics: Opportunity Cost, Incremental, Time Perspective, Discounting and Equi-marginal Principle. Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification and use. Demand forecasting: Meaning & Significance, Methods of demand forecasting.	**L:08**	**CO1**
Self-Study: Types of Ownership, Objectives of the firm	**02**	
Module-2: Production and Cost Analysis		
Concepts of Production, Indifference Curves, ISO-Quants & ISO-Cost line, least cost combination factor, Economies of scale, Diseconomies of scale. Types of cost, Cost curves, LAC curve. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).	**L:08**	**CO2**
Practical Component – Submission of Case-let on computation of Break Even Analysis of any listed company.	**P:02**	
Module-3: Market Structures		
Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve. (Theory only)	**L:10**	**CO3**
Module-4: Economic Growth and Development		
Macro Environment of Business; Economic system: Capitalism and Socialism; Macroeconomic Scenario: Growth, Saving and Investment, Inflation (sources, types and impact), Balance of Payment; Prosperity, Recession, Depression and Stagflation; Growth vs Development, Models of Economic Growth (Keynesian Cross and IS/LM Model); Circular Flow of Income in an Economy: Two-sector, Three-sector and Four-sector Model; National Income Measurement: Concepts and Methods; Gross Domestic Product and Gross National Product.	**L:09**	**CO4**

Practical component – Write an evaluative note on GDP and GNP of India over the decade and the forecast.	P:01	
Module-5: Economic Policies		
Economic Roles of the State and Central Government in India, Economic Planning and Control, Economic Policies: Industrial policy, Trade Policy, Monetary Policy and Fiscal Policy- Fiscal Imbalance, National Manufacturing Policy (Make in India)-Instruments, Objectives, Issues.	L:07	CO5
Self-Study – Industrial Policy of Karnataka Government and New Trade Policy.	02	
Practical component – Students shall interpret major news on Indian economy during the semester.	P:01	

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand fundamentals of managerial economics and components of demand.
CO2	Evaluate and apply various concepts of production and cost in decision-making.
CO3	Facilitate students to understand the various forms of market structures and pricing practices.
CO4	Understand the essential macro indicators of economic environment and analyse the factors of economic growth and development.
CO5	Analyze the economic policies of India .

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA14.1	3			2				3	
25MBA14.2	3		3						3
25MBA14.3		3			3			2	
25MBA14.4				3					3
25MBA14.5		3		3					
AVERAGE	3	3	3	3	3			3	3

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill Education	3/e, 2017
2	Managerial Economics	Dwivedi D. N.	Vikas Publishing House	10/e, 2024
3	Economic Environment of Business	V K Puri S K Mishra	HPH	11th Rev ed., 2019

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	Samuelson, William F., & Marks, Stephen G.	Wiley India Pvt. Ltd.	6/e, 2020
2	Managerial Economics	H.L Ahuja &Ahuja Amit	S.Chanda	9/e, 2020
3	Business Environment	Justin Paul	Mc Graw Hill	3/e, 2015

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Practical	Report on Break Even Analysis of any selected company - 10 marks & Presentation- 5 marks	10+5 Marks
CIA Total Marks			**50**
SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration
Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: I			
Course: BUSINESS STATISTICS			
Course Code: 25MBA15			
L: T:P : J	2:0:2:0	**CIA :**	**50**
Credits:	03	**SEA :**	**50**
Hours:	40	**SEA Duration :**	**03 Hours**

Course Learning Objectives:
1. To introduce students to basic statistical tools and techniques like Central Tendency in decision making.
2. To Familiarize the students with measures of Dispersion to evaluate the data
3. To Equip the students to evaluate relationship between variables using correlation and Regression techniques
4. To train the students to Forecast the values using Regression analysis
5. To develop analytical skills in students to be applied on data following Probability distribution

Contents	No. of hours	COs
Module -1: Introduction and Measures of central tendency		
Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode.	**L:07**	
Self-Study : Meaning and Definition, functions, scope and limitations,	**02**	CO1
Practical Component: Measures of Central tendencies using JMP	**P:01**	
Module-2: Measures of Dispersion		
Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion	**L:08**	CO2
Practical Component: Measures of Dispersion using JMP	**P:01**	
Module -3: Correlation Analysis		
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), Concurrent Deviation Method	**L:06**	CO3
Practical Component: Correlation analysis using JMP	**P:01**	
Module -4: Regression Analysis		
Simple and multiple regressions (problems on simple regression only).	**L:05**	CO4
Practical Component: Regression model building using JMP	**P:02**	
Module -5: Probability Distribution		
Concept and definition - Rules of probability –Theoretical probability distributions: Binomial, Poisson, Normal– (Problems only on Binomial, Poisson and Normal).	**L:07**	CO5

Course Outcomes: At the end of the course the student will be able to:

CO1	Evaluate and apply basic statistical tools and techniques like Central Tendency in decision making
CO2	Apply measures of Dispersion to evaluate the data
CO3	Evaluate relationship between variables using correlation
CO4	Estimate the values using Regression Analysis
CO5	Analyze data following Probability distribution and interpret the outcomes

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA15.1		3				3			
25MBA15.2		3				3		3	
25MBA15.3		3				3			
25MBA15.4		3				2			
25MBA15.5	3	3							
AVERAGE	3	3				3		3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Fundamentals of Statistics	S. C. Gupta	Himalaya Publications	2019
2	Statistical Methods	S. P. Gupta	Sultan Chand Publications	2017
3	Business Statistics and Analytics	Pannerselvam, Nagesh, Senthilkumar	Cengage Learning,	2018

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business Statistics	J. K. Sharma	Vikas Publishing	5/e, 2019
2	Statistics for Managers Using Microsoft Excel	David M. Levin; et al	Pearson Education	8/e, 2018
3	BSTAT : A South-Asian Perspective	Erald Keller; Hitesh Arora	Cengage Learning	2016

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Practical	Practical activity report using JMP and by Open Book Quiz	15+5 Marks
CIA Total Marks			**50**
SEA	Component	Description	Marks
50	Theory Exam	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totaling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration
Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: I			
Course: MANAGERIAL COMMUNICATION			
Course Code: 25MBA16			
L: T:P : J	1:0:2:2	CIA : 50	
Credits:	03	SEA : 50	
Hours:	40	SEA Duration : 03 Hours	

Course Learning Objectives:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To help the students understand and apply the components of speech appropriately.
3. To help them understand the importance of being a good listener and to enhance the reading ability through activity-oriented learning
4. To enable the students demonstrate writing processes through invention, organization, drafting, revision, editing, and presentation.
5. To develop skills to conduct business meetings and to create and present professional reports.

Contents	No. of hours	COs
Module-1: Introduction		
Meaning and importance, Process of communication, types of communication with special attention to non-verbal communication, barriers of effective communication, importance of cross-cultural communication – emphasizing on sensitivity in communication with special reference to gender equality and inclusion.	L:03	CO1
Self-Study: 7Cs of effective communication, Levels of communication, Communicating Networks in Organizations.	02	
Practical component – Exercises on body language	P:02	
Module-2: Speaking Skills		
Oral communication: Components of speech - Volume, pitch, tone, modulation, pauses and stresses. Key aspects of effective presentation skills	L:02	CO2
Practical Component – Practice exercises on usage of appropriate Volume, pitch, tone, modulation, pauses and stresses.	P:03	
Module-3: Listening and Reading skills		
Importance of listening, process of listening, tips for effective listening. Stages in reading, tips to improve vocabulary, Business Case Analysis: Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis.	L:04	CO3
Practical Component – • Classroom activity on barriers to listening • Book review	P:02	

Self-Study: Reading Skills for Effective Business Communication: Types of reading, SQ3R Technique of Reading	**02**	
Project component – Analysis and presentation of a case study		
Module-4: Writing skills		
Principles of effective writing, 3X3 writing process for business communication, Writing Positive, Neutral, Persuasive and Negative Messages	**L:03**	**CO4**
Practical components: Writing exercises – Emails, Business letters, Memos, Business Proposals, Blogs	**P:07**	
Module-5: Business Reports and Meetings		
Business Reports: Purpose, Kinds and Objectives of reports – Organization &Preparing reports, short and long reports Writing, writing executive summary. Meeting Documentation: Notice, Agenda, and Resolution &Minutes, Business Meetings: Format, planning, facilitating, participating and follow-up	**L:06**	**CO5**
Practical Component – Plan & implement a meeting (including documentation)	**P:04**	
Project component – Draft an analytical report on a given topic		

Course Outcomes: At the end of the course the student will be able to:

CO1	Identify ethical, legal, cultural, and global issues affecting business communication and apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Deliver an effective oral business presentation
CO3	Practice the art of active listening and develop the comprehending ability by practicing reading skills.
CO4	Utilize the mechanics of writing and compose business letters in English precisely and effectively
CO5	Select appropriate organizational formats and channels used in developing and presenting business messages.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBA16.1			3	3	3				3
24MBA16.2					3				3
24MBA16.3					3	2			3
24MBA16.4		3			3	3			3
24MBA16.5		3		3	3				3
AVERAGE		3	3	3	3				3

Text Books:

Sl . No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year

1	Communicating in Business: With Course Mate	Ober, Scot & Newman, Amy	Cengage Learning	8/e, 2015
2	BCOM : A South-Asian Perspective	Lehman, Dufrene, Sinha	Cengage Learning	2/e, 2012
3	Business Communication	P. D. Chaturvedi &Mukesh Chaturvedi	Pearson Education	4/e, 2017
4	Business and Professional Communication	Kelly M., Quintanilla & Shawn T. Wahl	Sage Publications	2011

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business	Williams, Karen Logan, Merrier	Cengage Learning	8/e, 2017
2	Business Communication: Process	Mary Ellen Guffey	Cengage Learning	3/e, 2002
3	Business Communication	Lesikar, Flatley, Rentz, Pande	McGraw Hill Education	13/e, 2015

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Project	Case Study analysis and presentation	10+5 Marks
CIA Total Marks			**50**

SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. **Part A** contains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: 4 × 20 = 80 marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: I

Course: ARTIFICIAL INTELLIGENCE FOR MANAGERS

Course Code: 25MBA17

L: T:P : J	1:0:2:0	CIA : 50
Credits:	**2**	**SEA : 50**
Hours:	**30**	**SEA Duration : 03 Hours**

Course Learning Objectives:

1. To familiarize the students with fundamentals and history of AI.
2. To Orient the students with the process for framing an AI initiative.
3. To provide an understanding of the application of AI in automation and robotics.
4. To provide students insights of Machine learning.
5. To familiarize the students with insights of Deep learning.

Contents	No. of hours	COs
Module-1:Introduction to AI		
Introduction to AI, History and Evolution of AI, Economics of AI, AI Practices in real Business, Future of AI, AI & Ethics, Trolley Problem	**L:04**	**CO1**
Practical Component: Access to the Moral Machine tool for live exploration	**P:01**	
Module-2:Foundations of AI intelligent agents		
Foundations of AI Intelligent agents, Search, AI Canvas, 7-step process for framing an AI initiative.	**L:04**	**CO2**
Self-Study: Architecture and working of AI	**01**	
Practical Component: Identify models for each AI Intelligent agents and introduction to AI Canvas	**P:03**	
Module-3:Robotic process automation		
Robotic Process, Automation Robotic Process, Automation & Cognitive AI	**L:04**	**CO3**
Practical Component: Automating invoice creation, final accounts formats using MS Excel Macros	**P:02**	
Module-4:Machine learning		
Machine Learning modelling process, ML systems and models. ML and Business Applications	**L:05**	**CO4**
Module-5:Deep learning		
Fundamentals of Natural Language Processing, Fundamentals of Computer Vision. Applications of Deep Learning in Business	**L:06**	**CO5**

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the fundamentals and history of AI

CO2	Evaluate the process for framing an AI initiative
CO3	Know the role of AI in automation and robotics
CO4	Understand the concepts of Machine learning
CO5	Understand the concepts of Deep learning

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA17.1	3					2			
25MBA17.2						3		2	
25MBA17.3	3					3		3	
25MBA17.4	2	3						2	
25MBA17.5		3						3	
AVERAGE	3	3				3		3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Artificial Intelligence Basics	Taulli, T	Apress.	2019
2	Prediction Machines	Agarwal, A., Gans, J. & Goldfarb, A.	Harvard Business Review Press.	2018
3	Artificial Intelligence: A Modern Approach	Russell, S., Norvig, P	Prentice Hall.	2010

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The Age of AI: Artificial Intelligence and the future of Humanity	Tacker, J.	Zondervan	2020

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks

	Practical	Practical activity demonstration using AI tools and Report Submission	10+5 Marks
		CIA Total Marks	**51**
SEA	**Component**	**Description**	**Marks**
50	Theory Exam	The question paper will have 8 full questions each of 20 marks. Part A will have 7 questions of 20 marks each. The student will have to attempt 4 full questions out of 7 questions. Part B of the question is compulsory (Case study based) Students have to answer 5 full questions including the mandatory 8th question.)	100 Reduced to 50
		SEA Total Marks	**50**
		Total Marks for the course	**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: I				
Course: APPLICATION OF BUSINESS TOOLS				
Course Code: 25MBA18				
L: T: P : J	1:0:1:1	**CIA**	:	**50**
Credits:	02	**SEA**	:	**50**
Hours:	30	**SEA Duration**	:	**2 Hours**

Course Learning Objectives:
1. To familiarize the students with the basics of computer and importance of MS office
2. To develop the ability of creating useful presentations using MS power point
3. To explain to the students the importance and application of MS Word for various academic and professional purposes.
4. To train the students to use the concepts of data representation and visualization
5. To develop the ability to apply MS Excel for analysis of small data sets

Contents	No. of hours	COs
Module-1: Introduction to Computers and MS Office		
Basics of MS office – Importance, application in business and limitations	**L:02**	**CO1**
Self-Study: Introduction to computers, role of computers, software and application, internet and its uses.	**02**	
Module-2: MS Power point		
Creating effective presentations using MS Power point - Opening, viewing, creating, and printing slides, applying auto layouts, adding custom animation, using slide transitions, graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.	**P:06**	**CO2**
Module-3: M S Word		
Creating, editing, saving and printing text documents, Font and paragraph formatting, Simple character formatting, inserting tables, smart art, page breaks, using lists and styles, working with images, Using Spelling and Grammar check, understanding document properties, Inserting citation and bibliography	**P:07**	**CO3**
Module-4: Data representation and visualization using M S Excel		
Data representation and visualization using excel – Spreadsheet basics, Creating, editing, saving and printing spreadsheets, modifying worksheets with color & auto-formats, formatting worksheets, graphically representing data: Charts & Graphs, speeding data entry: Using Data Forms	**P:6**	**CO4**
Module-5: Basics of Data Analysis using M S Excel		
Analyzing the Data – Data Menu, Subtotal, Filtering Data, use of data analysis tools available on excel, working with functions & formulas, Securing & Protecting spreadsheets. V – Lookup, H – Lookup and Pivot tables.	**P:07**	**CO5**

Project component: Students are expected to select any company of their choice, perform trend analysis using excel, report the findings using word and present the same using power point presentation.	

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the importance and applications of MS office
CO2	Create informative and attractive presentations using MS power point
CO3	Apply the techniques of MS Word for various academic and professional purposes.
CO4	Understand and apply the concepts of excel to represent and visualize the data professionally.
CO5	Apply the basics of data analysis to analyse small data sets

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBA18.1				3		3			
24MBA18.2				2		3			
24MBA18.3		2		2		3			
24MBA18.4		3				3		3	2
24MBA18.5		3				3		3	3
Average		3		3		3		3	3

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Computer Applications in Management	Niranjan Shrivastava	Dreamtech Press	2012
2	Computer Applications in Business	Sudalaimuthu S. S. Anthony Raj	HPH	2/e 2012

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Computer fundamentals – Introduction to computers	FaitheWempen	John Wiley and Sons Inc.	2015
2	Computer and Financial Accounting with Tally 9.0 Course Kit	Vikas Gupta	Dreamtech Press	2012

Marks Distribution for Assessment:

CIA	Description		Marks
50	**IA Test**: 2 IA tests - Each of 25 Marks		Average of 2 tests
	Lab Report/Lab Record assessed after every module- i.e. 3 Continuous Evaluations of 5 marks each averaged to 5 marks		5 Marks
	Mini Project Report		10 Marks
	Project Viva/Presentation		10 Marks
CIA Total Marks			**50**
SEA	Description		**Marks**
50	**Practical Exam**	Execution & Report Evaluation	50 marks
		VIVA	50 marks
SEA Total Marks			100 Reduced to 50
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration
Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II				
Course: STRATEGIC MANAGEMENT				
Course Code: 25MBA21				
L:T:P:J	**3:0:2:0**	**CIA**	**:**	**50**
Credits:	**04**	**SEA**	**:**	**50**
Hours:	**50**	**SEA Duration**	**:**	**03 Hours**

Course Learning Objectives:
1. To introduce students to strategic management frameworks for analyzing external competitive environments.
2. To impart knowledge of internal analysis tools and models for assessing organizational strengths and capabilities.
3. To help students explore different strategies adopted by organizations in a complex and dynamic environment.
4. To acquaint students with essential factors in strategy implementation.
5. To provide insights into the principles and practices of strategic control and performance monitoring.

Contents	No. of hours	COs
Module-1: Introduction to Strategic Management and External Analysis		
Meaning and Characteristics of Strategic Management; The Strategic Management Process. **External Analysis** Strategically Relevant Components of a Company's External Environment – Environment Threat and Opportunity Profile (ETOP); Industry Analysis –Porter's Dominant Economic Features, Porter's Five Forces Model, Entry and Exit Barriers, Strategic Group Mapping; Industry Key Success Factors, Key Performance Indicators and Key Result Areas.	**L:07**	**CO1**
Practical component – Identify Key Success Factors, Key Performance Indicators and Key Result Areas of a chosen Industry.	**P:02**	
Self-Study – PESTLE analysis.	**P:01**	
Module-2: Internal Analysis		
Strategic Vision, Mission, Goals, Long-Term and Short-Term Objectives and their Value to the Strategic Management Process; Organizational Capability Profile – Resource Based View of the firm (RBV) and VRIN; Business Portfolio Analysis – BCG / Growth Share Matrix, GE 9 Cell Model; Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking.	**L:08**	**CO2**
Practical component – Analyse SWOC of a chosen Company.	**P:02**	
Module-3: Strategy Formulation		
Business Strategies: Porter's Generic Strategies – Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation	**L:08**	**CO3**

Corporate Strategies: Growth Strategies – Internal Growth, External Growth (Integration, Diversification, Mergers, Joint Ventures, Strategic Alliances), Product/Market Expansion grid / Ansoff's Matrix; Stability Strategies – No-Change, Profit and Proceed with Caution; Retrenchment Strategies – Turnaround, Divestment and Liquation; International Business Level Strategies.		
Self-Study – Strategic Management in Non-Profit and Government Organizations; Blue ocean and Red ocean strategy.	**P:04**	
Module-4: Strategy Implementation		
Facilitators for implementation of strategy: Organisational Structures – matching structure to strategy, McKinsey's 7S, Changing structure and processes (Business Process Reengineering, Six Sigma); Strategic Leadership; Organisational Culture – Learning organisations, MBO, TQM; Barriers to implementation of strategy. Strategy and Innovation: Introduction to Innovation – Process, Product and Platform; Creative Destruction and Disruptive Technologies; Open Innovation and Open Strategy.	**L:10**	**CO4**
Module-5: Strategic Control		
Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations).	**L:05**	**CO5**
Practical component – Students work in groups to develop strategic control plan for a selected company, including KPIs, monitoring processes, feedback mechanisms, and corrective actions.	**P:03**	

Course Outcomes: At the end of the course the student will be able to:

CO1	Apply strategic frameworks to evaluate external industry forces and identify competitive opportunities and threats.
CO2	Apply selected models of internal analysis to evaluate an organization.
CO3	Formulate strategic alternatives for dynamic and complex business environments.
CO4	Design implementation plans that align organizational structure, culture, and leadership with strategic goals.
CO5	Develop strategic control mechanisms to monitor and align performance with objectives.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA21.1	3			3		3			3
25MBA21.2		3			3	3			3
25MBA21.3	3		2	3	3				3
25MBA21.4	3		3		3		3		3
25MBA21.5		3			3				3
AVERAGE	3	3	3	3	3	3	3		3

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e, 2017
2	Contemporary Strategy Analysis	Robert M Grant	Wiley	11/e, 2021
3	Contemporary Strategic Management	Robert M Grant	Wiley India	6/e, 2011
4	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9/e, 2016

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage	3/e, 2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e, 2015
4	Contemporary Strategic Management Case Studies	Robert M Grant	Wiley India	2009

Suggested Case Studies
1. TATA Steel, JIO, Zoom`s Rise Amidst the COVID-19 Pandemic
2. Swiggy: Delivering on Business Continuity amidst COVID-19
3. Rise of Adani Group through different corporate strategies.

Additional Practical Component:
- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc (Industry Note to be submitted).
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy formulation and execution that were responsible for the company's failure in the market. Analysis to be done keeping in mind the internal and external factors impacting the company.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Practical	2 practical assignments.	10+5 Marks
CIA Total Marks			**50**

SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. **Part A** contains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II				
Course: CORPORATE FINANCE				
Course Code: 25MBA22				
L: T:P : J	**3:0:2:0**	**CIA**	**:**	**50**
Credits:	**04**	**SEA**	**:**	**50**
Hours:	**50**	**SEA Duration :**		**03 Hours**

Course Learning Objectives:
1. To familiarize students with the basic concepts of financial management and enable them to apply the concept of time value of money and its implications in decision-making.
2. To enable students to analyze the concept of cost of capital and understand its relevance in financial decision-making.
3. To help students evaluate various investment proposals using capital budgeting techniques for effective long-term investment decisions.
4. To train students to analyze capital structure and dividend decisions to understand their impact on the value of the firm.
5. To develop students' understanding of working capital management and its importance in ensuring the liquidity and operational efficiency of an organization.

Contents	No. of hours	COs
Module- 1: Overview of Finance and Time value of money		
Introduction to Finance, objectives/ goals of Financial Management; Functions of Financial Management; Interface of Financial Management with other functional areas. Time value of money – Simple interest & Compound interest; Future value of Single cash flow & Annuity; Present value of single cash flow; Annuity & Perpetuity; Loan amortization. (Problems on PV, FV, Annuity and Loan Amortization schedule)	L:08	CO1
Practical Component – Finding out rate of return generated by different financial instruments; Preparing loan amortization schedule in Excel using the PMT function to calculate EMI and prepare a table showing month-wise breakup of principal and interest for a bank loan	P:04	
Module- 2: Cost of capital		
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private equity, Convertibles. **Cost of Capital:** Cost of debenture, term loans, preference shares and equity shares - Dividend discounting and CAPM model; Determination of Weighted average cost of capital (WACC) and Marginal cost of capital (Problems on WACC)	L:08	CO2
Self-Study - Sources of Financing -Long term and Short-term	02	
Module- 3: Capital Budgeting		
Capital budgeting: Importance; Process of Capital Budgeting, Estimation of Cash Flows; Investment evaluation techniques – Payback period, Accounting rate of return, Discounted payback period, Net present value, Internal rate of return, Profitability index, (Problems on evaluation of new projects)	L:10	CO3

Practical Component – Evaluate an investment project using Excel to calculate Payback Period, NPV, IRR, and other capital budgeting techniques and interpret results to recommend whether to accept or reject the project	**P:02**	
Module- 4: Capital structure and Dividend decisions		
Capital structure - Capital structure planning and factors affecting capital structure policy; Leverage Analysis, EBIT and EPS analysis. **Dividend Decision**– Factors affecting the dividend policy (Theories of capital structure and dividend NOT included) (Problems on leverages and EPS analysis)	**L:06**	**CO4**
Practical Component: Use Excel and perform leverage, EBIT-EPS analysis, and assess the impact of different financing options on a firm's capital structure	**P:01**	
Module- 5: Working Capital Management		
Meaning and Objectives; Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). (Problems on operating cycle, cash cycle and working capital estimation)	**L:06**	**CO5**
Self-Study - Factors influencing working capital requirements; Determination of operating cycle and cash cycle	**03**	

Course Outcomes: At the end of the course the student will be able to:

CO No	Statement
CO1	Understand the basic concepts of financial management and apply the time value of money concept
CO2	Analyse the various sources of finance and computation of weighted average cost of capital
CO3	Evaluate the investment decisions of a business
CO4	Analyze the capital structure and dividend decisions
CO5	Estimate working capital requirements of a business

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA22.1	3	3						3	
25MBA22.2	3	3		3				3	
25MBA22.3	3	3		2					
25MBA22.4	3	3							
25MBA22.5	3	3						2	
AVERAGE	3	3		3				3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management: Text, Problems and Cases	Khan M. Y.& Jain P. K	TMH	8/e, 2019

2	Financial Management	Prasanna Chandra	TMH	9/e, 2017
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah & Harish Babu	HPH	1/e, 2021

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	I. M. Pandey	Pearson	12e, 2024
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	14/e, 2021
4	Corporate Finance	Vishwanath S. R	Sage Publications	3/e, 2019
5	Financial Management	R. P. Rustagi	Taxmann's	20/e, 2025

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each- average of two	10 Marks
	Practical	Practical assignment on capital budgeting and presentation	10+5 Marks
CIA Total Marks			**50**
SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. Part A contains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks. Part B contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totaling to 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration
Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II			
Course: BUSINESS RESEARCH METHODS			
Course Code: 25MBA23			
L: T: P: J	**3:0:1:1**	**CIA : 50**	
Credits:	**04**	**SEA : 50**	
Hours:	**50**	**SEA Duration : 03 Hours**	

Course Learning Objectives:

1. To familiarize the students with basic concepts of Research and its process.
2. To help students gain insight into the various Research Designs to choose the most appropriate one.
3. To train students apply the correct sampling technique and data collection method.
4. To equip students, develop testable hypothesis, evaluate it using the right tests to draw meaningful conclusions.
5. To empower students evaluate data using JMP Pro and present results for decision making.

Contents	No. of hours	COs
Module-1: Introduction to Research		
Meaning, Types, Process of research, Defining the research problem, Formulating the research hypothesis, Developing the research proposals, Research design, sampling design, Planning, and collecting the data for research, Data analysis and interpretation, Features of good research study.	**L:08**	**CO1**
Module-2: Research Design		
Meaning, Significance and Types of research design- Exploratory, Conclusive, Descriptive, Experimental, Case Study, Mixed -method	**L:07**	**CO2**
Practical Component – Research review paper on any topic of your choice. Review of literature (Journal) and present the same.	**P:06**	
Module-3 Sampling and Data Collection		
Sampling: Concepts- Types of Sampling – Errors in sampling. Primary and Secondary data- meaning and various techniques of the data collection and their pros and cons. Questionnaire design, Measurement and Scaling Techniques: Basic measurement scales, Attitude measurement scale.	**L:08**	**CO3**
Module-4: Data Formatting and Hypothesis Testing		
Data Formatting for testing. Hypothesis testing: Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, Chi square, KW test, Normality, and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way and two-way classification, and problems on it.	**L:10**	**CO4**
Self-Study – Construct a questionnaire for a research topic of interest	**P:02**	
Module-5: Inferential Statistics using JMP Pro and Report Writing		
Report writing and presentation of results: guidelines for effective documentation.	**L:02**	**CO5**

Practical Component – Parametric and Non-Parametric Tests- t-test, z- test, f-test, Goodness of fit, Normality and reliability of hypothesis. Statistical analysis, Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification, and problems on it. Analysis and interpretation using JMP Pro.	**P:04**	
Self-Study: Importance and Types of research report, Report structure	**01**	
Project work –Research topic of interest and test hypothesis, analyze and present a research proposal for the topic chosen.	**P:02**	

Course Outcomes: At the end of the course the student will be able to:

CO1	To familiarize the students with basic concepts of Research and its process.
CO2	To help students gain insight into the various Research Designs to choose the most appropriate one.
CO3	To train students apply the correct sampling technique and data collection method.
CO4	To equip students, develop testable hypothesis, evaluate it using the right tests to draw meaningful conclusions.
CO5	To empower students evaluate data using JMP Pro and present results for decision making.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBAM23.1						3			
25MBAM23.2	3	2		3		2			3
25MBAM23.3						3			3
25MBAM23.4	3	3		3		3			3
25MBAM23.5		3		2		3			3
AVERAGE	3	3		3		3			3

Text Books

Sl N o	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business Research Methods	Donald R. Cooper & Pamela s Schindler	TMH	12/e, 2018
2	Research Methods	M M. Munshi& K Gayathri Reddy	HPH	1/e, 2015
3	Research Methods	Naresh K Malhotra	Pearson Education	7/e,2022
4	Research Methodology	C R Kothari	New Age International	4/e, 2019
5	Statistics for business & economics,	Anderson, D.R., Sweeny, D.J., Williams, T.A., Camm, J.D., Cochran, J.J.	Cengage Learning	13/e, 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Statistics for management	Levin, R.I., Rubin, D. S., Rastogi S., Siddiqui, M.H	Prentice Hall India Publications	Prentice Hall India Publications
2	Research Methodology	Ranjit Kumar	Sage Publications	3/e, 2013
3	Research Methodology	Deepak Chawla and Neena Sondhi	Vikas Publications	2/e, 2018

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment** – 2 Assignment Tests for 10 marks each- average of two	10 Marks
	Practical	Social Science Research followed by Project Report Evaluation- 10 marks & Project Viva- 5 marks	10+5
CIA Total Marks			**50**
SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totaling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II

Course: OPERATIONS RESEARCH

Course Code: 25MBA24

L: T:P : J	2:0:2:0	CIA	:	50
Credits:	3	SEA	:	50
Hours:	40	SEA Duration	:	03 Hours

Course Learning Objectives:
1. To help students understand the basics, scope, and practical uses of Operations Research.
2. To develop the ability to model, analyze, and solve transportation and assignment problems for optimizing logistics, cost, and resource utilization in business operations.
3. To enable students to formulate business problems as linear programming models and to solve them using graphical methods for optimal resource allocation and decision-making.
4. To provide an understanding of the various environments of Decision making and apply sequencing techniques to complete the jobs effectively.
5. To equip students to design and use basic simulations for solving real-world business problems under uncertainty.

Contents	No. of hours	COs
Module-1:Introduction		
Characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)	L:03	CO1
Self-Study : Definition, scope of Operations Research, Role of AI in OR	02	
Module-2: Transportation and Assignment Problem		
General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy. Assignment problems - Introduction, General structure. Problems on minimization & maximization.	L:07	CO2
Practical Component: Analyse TP and AP using TORA	P:02	
Module-3: Linear Programming Problem		
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.	L:07	CO3
Practical Component: Derive solution for LPP and Graphical technique using TORA	P:02	
Module-4:Decision Theory and Job Sequencing		
Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, decision tree. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines (Problems)	L:07	CO4
Self-Study : Decision under uncertainty and 2 jobs-M machines cases. (Only theory)	03	
Module-5: Simulation and Game Theory		

Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems,	**L:04**	
Self Study: Process of simulation, types of simulation, steps in simulation process, Advantages & Disadvantages.	**01**	**CO5**
Practical Component : Simulate real-world business scenarios under uncertainty using Monte Carlo methods in Excel.	**P:02**	

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basics, scope, and practical uses of Operations Research
CO2	Develop, analyze, and solve transportation and assignment problems for optimizing logistics, cost
CO3	Formulate business problems as linear programming models and to solve them using graphical methods
CO4	Understand the various decision-making environment and evaluate the sequence of jobs to minimize the idle time
CO5	Design and use basic simulations for solving real-world business problems

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA24.1	3								
25MBA24.2		3				2			
25MBA24.3		3				2		3	
25MBA24.4		2				3		2	
25MBA24.5		3				3			
AVERAGE	3	3				3		3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Operation Research: An Introduction	H.A. Taha	Pearson Education	9/e, 2014
2	Operation Research	J. K. Sharma	Trinity Press	2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Quantitative Techniques in management	N. D. Vohra	McGraw Hill	4/e, 2015

	2	Introduction to Operations Research	Hiller, Frederick S. ; et al	Tata McGraw Hill	9/e, 2012

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Practical	Practical activity Report using TORA and Open Book Quiz	10+5 Marks
CIA Total Marks			**50**

SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II			
Course: HUMAN RESOURCE MANAGEMENT			
Course Code: 25MBA25			
L: T:P: J	**2:2:0:0**	**CIA : 50**	
Credits:	**03**	**SEA : 50**	
Hours:	**40**	**SEA Duration : 03 Hours**	

Course Learning

    1. To enable students understand HRM functions, principles, theory, and practices**.**

    2. To create an understanding on the importance of Human Resources Planning

    3. To develop the ability to analyze importance of training and development initiatives in the organization.

    4. To develop the ability to assess the effectiveness of different performance appraisal, compensation, and rewards techniques and employee retention strategies.

    5. To orient the students on process of employee grievance and the importance of employee welfare in retention of the employees.

Contents	No. of hours	COs
Module-1: Introduction to HRM		
Human Resource Management V/s Personnel Management, The Importance of HRM, Evolution of HRM, Models of HRM, The Factors Influencing Human Resource Management, Human Resource Managers and Line Managers, The HR Competencies.	**L:06**	**CO1**
Practical Component - Visit an organization and interact with the HR Manager to identify and list various roles and responsibilities within the organization.	**P:02**	
Module -2: Human Resource Planning		
Importance of HR Planning, Factors Affecting HRP, Benefits of HRP, HRP Process, Tools for Demand Forecasting, Attributes of Effective HR Planning, Barriers to HRP, Meaning, Process and design of Job Analysis, and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection.	**L:06**	**CO2**
Self-Study: Factors Influencing Recruitment and Latest Trends in Recruitment	**02**	
Module- 3: Training and Development:		
Training, Learning, and Development, Learning Theories, The Future of Training, Process of training and Techniques of Training, measuring training effectiveness.	**L:04**	**CO3**
Practical Component- Organize one on the job and one off the job training to your fellow classmates on any topic. Analyse the effectiveness of each type.	**P:04**	
Module – 4: Performance Management and Appraisal		

Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, and Future of Performance Management. **Compensation and Benefits**: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits. **Employee Turnover & Employee Retention Strategies:** Meaning, Strategies to manage employee turnover, Employee retention strategies.	**L:08**	**CO4**
Practical Component - Exercise on Designing CTC	**P:02**	
Module-5: Employee Welfare		
Introduction, Types of Welfare Facilities, and Statutory Provisions in India. Employee Grievance: Employee Grievance procedure, Grievances Management in Indian Industry.	**L:04**	**CO5**
Self-Study- Industrial Relations: International Labor Organization (ILO), Objectives of Industrial Relations, Industrial Relations and Human Resource Management, Reasons for Industrial Disputes, Resolution of Industrial Disputes, Meaning and functions of Trade Union, Major Trade Unions in India.	**02**	
Project – Interact with an HR professional or an employee of a company to understand the following – • Different training and development initiatives • types of training (on the job/off the job etc.) • Method of training delivery (Activity based, technical, Gamified, Interaction etc) • Frequency of training programs • Feedback Report your observations.		

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand HRM functions, principles, theory, and practices.
CO2	Develop the ability to analyse the importance of Human Resources Planning
CO3	Develop the ability to understand the importance and techniques of training and analyse the effectiveness of it.
CO4	Evaluate the effectiveness of various performance appraisal methods, employee retention techniques, and compensation practices.
CO5	Understand the process of handling employee grievance and the importance of employee welfare.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA25.1	3			2	2			3	
25MBA25.2		3		2	3			3	

25MBA25.3	3	2		3	3			3	
25MBA25.4		3			3			3	
25MBA25.5	3	2	3	3	3		3	3	
AVERAGE	3	3	3	3	3		3	3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, & Nipun Sharma	Sage Publication India Pvt. Ltd.	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2021
3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	7/e, 2019
4	Human Resources Management	T.P RenukaMurthy	HPH	1/e, 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resources Management: A South Asian Perspective	Denski/Griffin/Sarkar	Cengage Learning	2012
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith & Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao	Sage Publishing India Ltd.	1/e, 2004
4	Human Resource Management	Appasaba L.V & KadakolA M	College Book House	2016
5	Human Resource Management	V.S.P Rao	Cengage Learning	2019

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	Test	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	AAT	Case analysis, Quiz and Presentation	10+5 Marks
CIA Total Marks			**50**

SEA	Component	Description	Marks
50	Theory Exam	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II

Course: GENERATIVE AI AND AGENTIC AI

Course Code: 25MBA26

L: T:P : J	1:0:1:1	CIA : 50
Credits:	02	SEA : 50
Hours:	30	SEA Duration : 03 Hours

Course Learning Objectives:

1. To introduce students to foundational architectures of generative and agentic AI.
2. To train students with prompt engineering strategies and fine-tuning techniques
3. To orient students of the application of each technical component to real business values.
4. To familiarize students of the Business applications of Gen AI and Agentic AI
5. To articulate what context engineering is and how it goes beyond basic prompt engineering

Contents	No. of hours	COs
Module-1:Foundations & Concepts		
Generative AI: large language models (LLMs), GANs, VAEs, **Agentic AI**: Autonomous, goal-driven AI systems capable of planning and acting Distinction: reactive generative models vs. proactive agentic systems.	**L:04**	**CO1**
Self Study: Definition, evolution		
Module-2:Prompt Engineering & Fine-Tuning		
Advanced prompt strategies: zero/one/few-shot, CoT, role-based prompts.	**L:04**	**CO2**
Practical Component: Hands-on: experiment with ChatGPT, Bard, Peer review of prompt performance.	**P:04**	
Project Component: Design and test a Prompt Engineering strategy, Select an Industry of choice , fetch FAQ and test the various prompt strategies to refine the outcome.		
Module-3:Technical Foundations & Tools		
Core technologies: Transformers, RAG, prompting, memory management.	**L:04**	**CO3**
Module-4:Business Applications		
Generative AI in business: Content generation, research assistance, ideation, Legal, marketing, and operational use cases . **Agentic AI in action**: Workflow automation, personalized assistants, finance bot, Corporate pilots.	**L:05**	**CO4**
Practical Component: Apply Generative AI to realistic business tasks(Generate a marketing email campaign, Draft a simple blog outline and refine it).	**P:03**	
Module-5:Context Engineering		
Context sources and Types, Building context pipelines.	**L:04**	**CO5**
Self Study: Definition, evolution, Introduction, Importance.	**02**	

Project Component: Pick an industry (e.g., Retail, Healthcare, Travel). and list possible context sources for that industry.		

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand foundational architectures of generative and agentic AI
CO2	Apply prompt engineering strategies to generate content
CO3	Evaluate the application of technical components to real business values.
CO4	Understand the business applications of Gen AI and Agentic AI
CO5	Apply context engineering concepts in real time scenarios

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA27.1	3							3	
25MBA27.2						3		3	
25MBA27.3		3				2			
25MBA27.4	2	3				3		3	
25MBA27.5	3	2		3				2	
AVERAGE	3	3		3		3		3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Generative Deep Learning: Teaching Machines to Paint, Write, Compose, and Play	David Foster	O'Reilly Media	2nd, 2022
2	Introduction to Generative AI	Numa Dhamani & Maggie Engler	Manning Publications	1st, 2024
3	Designing Bots: Creating Conversational Experiences	Amir Shevat	O'Reilly Media	1st, 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Context-Aware Computing and Self-Managing Systems	Gabriel Riva, Fabrizio Sebastiani, W. Chen, S. Kirn	CRC Press, Taylor & Francis Group	1st Ed, 2006

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment** – 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Project	Practical activity demonstration using Gen AI tools and Report Submission	10+5 Marks
CIA Total Marks			**50**

SEA	Component	Description	Marks
50	**Theory Exam**	The question paper shall be divided into two parts: Part A and Part B. **Part A c**ontains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration
Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II				
Course: DESIGN THINKING & ENTREPRENEURSHIP				
Course Code: 25MBA27				
L: T:P : J	**1:0:2:0**	**CIA**	**:**	**50**
Credits:	**02**	**SEA**	**:**	**50**
Hours:	**30**	**SEA Duration**	**:**	**03 Hours**

Course Learning Objectives:

1.To apply the design thinking process of empathizing and defining problems to identify real-world user needs and frame clear problem statements in entrepreneurial contexts.

2. To develop and evaluate creative solutions using ideation techniques, prototyping, and user testing to address defined problems and enhance innovation in entrepreneurial ventures.

3.To analyze the structure and key components of the startup ecosystem.
4. To analyze the role of entrepreneurship and decision process.
5. To create business plans, Business Canvas, and a winning elevator pitch.

Contents	No. of hours	COs
Module-1: Introduction to Design Thinking		
Origins and significance of design thinking in entrepreneurship, The 5-stage model: Empathize, Define, Ideate, Prototype, Test, Stage 1: Empathizing, Understanding user-centered design, Tools for empathy: User interviews, Observation, Empathy maps, Customer Journey Map, Personas, Identifying user pain points and unmet needs. Stage 2: Defining the Problem, Synthesizing empathy findings into insights, Problem framing vs. problem solving, Constructing Point of View (POV) statements	**L:04**	**CO1**
Practical component – Conduct a short empathy interview with target users on a chosen issue and create an empathy map to identify key user pain points. Present insights to the class.	**P:02**	
Self-Study – Analyze the Oral B and Airbnb case study to understand how they leveraged design thinking to solve business problems.	**02**	
Module-2:Ideate		
Mindsets for creativity-Divergent vs. Convergent thinking, Ideation techniques; Prototyping: Principles of prototyping, : Types of Prototypes, Process of prototyping-Minimum Viable prototype; Testing prototypes with users, Iteration: Using feedback to refine the prototype	**L:05**	**CO2**
Practical Component – Build a low-fidelity prototype (paper, sketches, or quick mockups using Canva/Figma /MarvelApp)	**P:02**	
Module-3: Startup Ecosystem		
Introduction start up ecosystem, introduction to Starup India initiatives, Schemes under startup India initiatives. **Tech-Driven Entrepreneurship:** AI-based startups (e.g., ChatGPT applications, AI in health, law, retail). ESG (Environmental, Social, Governance) as a business driver.	**L:05**	**CO3**

Module-4: Introduction to Entrepreneurship		
Important skillset for entrepreneur. Difference between entrepreneur and businessman Entrepreneur decision process, Functions of an Entrepreneur, Types of Entrepreneurs, Stages in entrepreneurial process, Different sources of Funds. Meaning and importance of Entrepreneurship and Types of entrepreneurship.	**L:05**	**CO4**
Module-5: Business Plan, Business Canvas, and Elevator Pitch		
Feasibility study- market feasibility, technical/operational feasibility, financial feasibility. Risk management in Entrepreneurial venture, Legal requirements of the venture, Business plan creation, Business Canvas Model, and Elevator pitch.	**L:05**	**CO5**
Project Work: In this module, Students will have to complete one project turning their business idea into a business plan. In the process, student will have to conduct research on the viability of the plan, design a business model canvas and prepare a business plan. Student will have to apply theoretical knowledge from the other courses they have learnt and connecting it with real life practical issues and decisions.		

Course Outcomes: At the end of the course the student will be able to:

CO1	Apply the design thinking process of empathizing and defining problems to identify real-world user needs and frame clear problem statements in entrepreneurial contexts.
CO2	Develop and evaluate creative solutions using ideation techniques, prototyping, and user testing to address defined problems and enhance innovation in entrepreneurial ventures.
CO3	Analyze the structure and key components of the startup ecosystem.
CO4	Analyze the role of entrepreneurship and decision process.
CO5	Create business plans, Business Canvas, and a winning elevator pitch.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA26.1	3	3	3			3	3	3	
25MBA26.2	3	3			3	3	3	3	3
25MBA26.3			3	3					
25MBA26.4	3	3	3			3		3	2
25MBA26.5	3		2				3		3
AVERAGE	3	3	3	3	3	3	3	3	3

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The Design of Business Harvard business review press.	Roger.L. Martin		2009
2	Entrepreneurship	Robert D Hisrich, Mathew. J. Manimala, Michael P. Peters and Dean A Shepherd	Tata-McGraw-Hill	8th edition 2015
3	Entrepreneurship- A South-Asian Perspective	D.F.Kuratko, T.V.Rao	Cengage Learning	2018

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Brenda Laurel	Design Research methods and perspectives	MIT press	2003
2	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses	Eric Ries	Sultan Chand & Sons, New Delhi.	2017
3	Design Thinking for Beginners: Innovation as a factor for entrepreneurial success	Kilian Langenfeld	Personal Growth Hackers	2019

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	Test	**IA Test**: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment	**Assignment –** 2 Assignment Tests for 10 marks each-average of two	10 Marks
	Practical	Practical- Interviewing the Entrepreneurs and presentation	10+5 Marks
CIA Total Marks			**50**
SEA	Component	Description	Marks

50	Theory Exam	The question paper shall be divided into two parts: Part A and Part B. **Part A** contains 7 full questions, each carrying 20 marks. Each question should be divided into 2 or 3 sub-questions of 5 or 10 marks each, ensuring the total equals 20 marks. Students must answer any 4 out of the 7 questions. Total Marks from Part A: $4 \times 20 = 80$ marks **Part B** contains 1 compulsory Question carrying 20 marks. This question may be divided into 2, 3, or 4 sub-questions of 5 or 10 marks each, totalling 20 marks. Total Marks from Part B: 20 marks.	100 Reduced to 50
SEA Total Marks			**50**
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration
Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II			
Course: CORPORATE READINESS AND SOFT SKILLS			
Course Code: 25MBA28			
L: T:P : J	0:0:2:2	CIA : 50	
Credits:	02	SEA : 50	
Hours:	30	SEA Duration : 02 Hours	

Course Learning Objectives:
1. To develop the ability to communicate effectively in groups.
2. To develop the ability of students to confidently face the interviews
3. To enhance professional English skills which also helps them crack aptitude test during interviews.
4. To make students more employment ready by enhancing their problem solving and decision making through numerical aptitude, reasoning aptitude
5. To make the students build their brand identity through personal branding

Contents	No. of hours	COs
Module-1: Group Discussion		
Group Discussion with special attention to content, team dynamics, body language and various components of oral communication skills.		**CO1**
Practical component – Conduct mock GD. Providing individual feedback is recommended.	**P:04**	
Module-2: Employment communication		
Employment communication: Preparing your resume, writing covering letters and Inquiry Emails, preparing for a Job Interview, Conducting Yourself during the Interview, Grooming etiquettes. Essential aspects of virtual interviews.		**CO2**
Practical component – Conduct Mock interviews and provide one on one feedback	**P:06**	
Project component – Interview an HR professional to understand the following – • Expectation from a candidate during an interview • Do's and Don'ts during an interview • Do's and Don'ts on a resume Prepare a report on the same.		
Module-3: English Aptitude		
English proficiency – Parts of speech, Verbal Analogies, Synonyms and antonyms, Reading comprehension, Error spotting, Sentence correction and completion.	**P:4**	**CO3**
Module-4: Quantitative and Reasoning Ability		
Numerical aptitude – Problems on Basic number system, Time, speed and distance, Time and work, Profit and loss, Percentages, Simple and compound interest, Logical Reasoning – Problems on Blood relation analysis, Direction sense, Analytical reasoning, Syllogisms, Series completion, Coding and decoding	**P:12**	**CO4**
Module-5: Personal Branding and Managing Social Media Handle		

Personal branding – Importance in career and business, building brand identity, monetizing your personal brand		
Managing social media handles – choosing right platforms, creating engaging and authentic content, profile optimization and branding, enhancing profile visibility, social media etiquettes	**P:04**	**CO5**

Course Outcomes: At the end of the course the student will be able to:

CO1	Develop the ability to communicate effectively in groups.
CO2	Develop the art of articulating well during the interviews
CO3	Apply the knowledge of English aptitude during employment tests and their profession.
CO4	Understand and apply various techniques and shortcuts to solve problems during employment aptitude tests.
CO5	Create attractive profiles on social media for professional use and develop the ability of personal branding

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA28.1		2			3				3
25MBA28.2		2			3			3	2
25MBA28.3		3							
25MBA28.4		3							
25MBA28.5		2			3		3		3
AVERAGE		3			3		3	3	3

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business: With Course Mate	Ober, Scot & Newman, Amy	Cengage Learning	8/e, 2015
2	Business Communication	P. D. Chaturvedi & Mukesh Chaturvedi	Pearson Education	4/e, 2017
3	Quantitative Aptitude	Dr. R S Aggarwal	S. Chand & Company Ltd.	Revised latest edition
4	Verbal and Non-verbal Reasoning	Dr. R S Aggarwal	S. Chand & Company Ltd.	Revised latest edition

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	Test	IA Test: 2 IA tests - Each of 50 Marks	Average of 2 tests – scaled down to 25 Marks
	Assignment/ Practical/ Projects	Oral Assessment and Assignment Average of 2 assessments	25 Marks
CIA Total Marks			**50**
SEA	Component	Description	Marks
50	Theory as well as Practical Exam	Evaluation of Written (25 marks), Oral Communication (50 marks) and Aptitude (25 marks) by External Examiner	100 reduced to 50
SEA Total Marks			50
Total Marks for the course			**100**

B.N.M. Institute of Technology

An Autonomous Institution under VTU, Approved by AICTE

Department of Business Administration

Choice Based Credit System (CBCS and Outcome Based Education (OBE)

Semester: II				
Course: PROJECT OF SOCIAL CONCERN Course Code: 25MBA29				
L:T:P:J	1:0:0:4	CIA	:	50
Credits:	03	SEA	:	50

Course Learning Objectives:

1. To sensitize students to ESG values and their role in shaping responsible business practices.
2. To impart the knowledge about national and international regulatory frameworks for ESG.
3. To bring awareness of multiple perspectives on a given topic of social concern among students.
4. To encourage students to understand the cause and effects of social problems and find research-based solutions for them.
5. To foster team work, punctuality and presentation skills among students.

Contents	No. of hours	COs
Module-1: Introduction to ESG and its Relevance to Business		
Business Entity-Impact of its operations & products on Environment & Society **ESG (environmental, social and governance) / Sustainability** - Introduction, Concepts, its relevance to business. Introduction to UN SDGs, Materiality Analysis, PLM, CDP, Circular Economy, Carbon Neutral, Net Zero, Water Positive, ZLD & EPR.	L:06	CO1
Module-2: Regulatory Frameworks for ESG		
Important National and International Frameworks: GRI (Global Reporting Initiative), BRSR, IR, SR, CDP, SASB, TCFD, GHG Protocol, CSRD, SASB and DJSI. Relevance and applicability of Regulatory Frameworks for ESG.	L:04	CO2
Practical Component – Case Studies and Best Practices from Indian / Global companies.	P:02	

General Guidelines

- The Project of social Concern (25MBA29) is compulsory for all the students perusing MBA Course

- The project work shall be spread over 2nd Semester with an emphasis on field survey.

- The project shall be done by a group of 3 students.

- The students shall identify a topic of social concern of his / her interest / passion through life experiences and / or through external sources.

- The students shall get associated with an organization (NGO, Social Enterprise, Government Department, CSR wing of a Corporate), working for the cause.

- The students are expected to identify the organization in consultation with the guide.

- Guides can at their discretion allow the freelance project ensuring strict adherence to quality and impact. Such projects ideally combine surveys, awareness creation and / or social work.

- The students shall seek guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- No two groups shall work in the same area/topic in a given organization.
- The student group shall submit a report on their work / study carried out by them.
- The group shall present the report to a committee of internal and external evaluators.

Identifying Topics

Topics of social concern can be classified into:

1. Social problems (Climate change, illiteracy, unemployment, poverty, malnutrition, health and hygiene, homelessness, domestic violence, inter-group conflicts, terrorism, etc).
2. Economic and social justice (ageism, racism, income disparity, gender bias and other types of discrimination).
3. Social ideals (empowerment, equality, democracy, etc.).

Format and Contents of the report

- The Project report shall not exceed 50 pages.
- The Project report shall be prepared using word processor viz. MS-Word in Times New Roman font, font size 12.
- All the reports shall be printed in A4 size sheet leaving 1" margin on all the sides.
- Students should submit the Project Report in both electronic form (Non editable PDF) and two hard copies (One for the student and other for the institute).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- Certificate from the organization.

Contents of the Project Report

- Cover page
- Certificate from the Organization (not applicable in case of freelance projects)
- Certificate from the guide, HOD and Head of the Institution
- Declaration by the student
- Acknowledgement
- Table of contents
- List of figures, tables and graphs

Chapter 1: Introduction

Introduction to the project: The cause identified, Organization chosen (if applicable), Nature of Work carried out.

Chapter 2: Organization profile

Nature of the organization (NGO, Social Enterprise, Government Department, CSR wing of a Corporate), History, Promoters, Vision, Mission, Core values, Products / service profile, Areas of operation, other organizations involved in the cause, SWOC Analysis, Impact of the organization's activities, Awards and recognitions, Future growth and prospects.

In case of freelance projects: List of organizations involved in the cause in a given geographical area, Collective SWOC Analysis for these organizations, Impact of the organizations' activities, Future growth and prospects for these organizations.

Chapter 3: Theoretical Background and Literature Review

Theoretical background of the issue / problem identified (Major theories, models, policy initiatives, Laws and propositions). Review of literature regarding the reasons and solutions for the identified cause.

Chapter 4: Research Design, Analysis and Findings

Statement of the problem, Need for the study, Objectives of the study, Scope of the study, Research methodology; Analysis and interpretation of the data collected with relevant tables and graphs, Summary of findings and Suggestions.

Projects involving volunteering work:

Nature of work / engagement; Methodology adopted / Plan of action; Ground Report; Feedback from the beneficiary / beneficiary organization; Impact / Outcome of the work / engagement; Challenges encountered in carrying out the work.

Chapter 5: Experience, Learning Outcome and Conclusion

Include experience, learnings from the engagement with the NGO / working for the cause, and conclusion.

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

Course Outcomes: At the end of the course the student will be able to:

CO1	Recognize ESG values and their impact on business responsibility.
CO2	Understand ESG frameworks and their domestic and global impact.
CO3	Analyse diverse viewpoints on contemporary social and environmental issues.
CO4	Identify causes of social problems and propose research-based solutions.
CO5	Demonstrate teamwork, punctuality, and effective presentation skills.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
25MBA29.1			3	3				3	3
25MBA29.2	3			3				3	
25MBA29.3		3	3	3					3
25MBA29.4		3		3		3			3
25MBA29.5					3				3
AVERAGE	3	3	3	3	3	3		3	3

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The ESG Imperative: How Sustainability and Profitability Can Coexis	Rick Alexander	Wiley	1/e, 2023

2	ESG Frameworks for Sustainable Business Practices	Biju Ajithakumari Vijayappan Nair, Glenn Muschert, Ambili Jayachandran	IGI Global	1/e, 2024
3	Sustainable Finance for Sustainable Development	Güler Aras	Routledge	1/e, 2024

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Benchmarking ESG & CSR: A Compendium of Best Practices in India	Dr. Ravi Raj Atrey, Dr. Garima Dadhich	Taxmann	1/e, 2022
2	Business and society: issues and cases in the Indian context	Edited by Mathew Manimala, Princy Thomas, Neetha Mahadev	World Scientific	2024

Evaluation: Project of Social Concern carries 100 marks as shown below.

Marks Distribution for Assessment:

CIA	Component	Description	Marks
50	**Test**	**IA Test**: 2 IA tests - Each of 25 Marks	Average of 2 tests – scaled down to 10 Marks
	Internal Assessment by Guide	2 Progress Review Presentations for 15 marks each (average of 2 reviews)	15 Marks
		Project Report Evaluation by Internal Guide	25 Marks
CIA Total Marks			**50**
SEA	Component	Description	Marks
50	**Practical Exam**	Project Report Evaluation by Internal Examiner	25
		Project Report Evaluation by External Examiner	25
		Viva-Voce Examination (Joint Evaluation)	50
SEA Total Marks			**100 marks Reduced to 50 Marks**
Total Marks for the course			**100**

Rubrics

A. Progress Review by the Guide

Sl. No	Aspects	Marks Allotted
1	Progress Review Evaluation I (Identification of cause, organization, chapter 1,2 & 3)	**15**
2	Progress Review Evaluation II (Chapter 4 and 5)	**15**
Average of 2 reviews		**15**

B. Project Report Evaluation

Sl. No	Aspects	Marks Allotted
1	Clarity of cause, Depth of SWOC and Impact assessment	**05**

2	Relevance and integration of theories / models and literature	**05**
3	Methodology, data analysis, and interpretation (In case of volunteering work: engagement, ground report, impact and feedback)	**10**
4	Learning outcomes & conclusion, articulation of work carried out	**05**
	Total	**25**

C. Viva-Voce Examination (Joint evaluation by Internal & External Examiner)

Sl. No	Aspects	Marks Allotted
1	Knowledge about ESG	**10**
2	Understanding of the project topic, relevance to social work values and principles	**10**
3	Methodology & Field Engagement	**10**
4	Ability to connect classroom learning with field realities and interventions (Learning outcomes)	**10**
5	Presentation and Q&A	**10**
	Total	**50**