



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST

Rajarajeswari College of Engineering

(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)

#14, Ramohalli Cross, Kumbalagodu, Mysore Road, Bengaluru-560074



Master of Business Administration

Scheme and Syllabus of I Semester

(2024 Scheme)

VISION

To empower young minds through technology, research and innovation, to produce technically competent and socially responsible professionals in higher education.

MISSION

1. To deliver excellence in education through innovative teaching, impactful research, and continuous skill development, preparing students to meet global challenges with technical expertise and ethical responsibility.
2. To foster a transformative learning environment that integrates technology, research and practical experience, empowering students to become skilled professionals and socially conscious leaders.
3. To cultivate a culture of lifelong learning and professional excellence by encouraging creativity, research, and community engagement, equipping students with the skills to thrive in a dynamic world.
4. To provide a holistic educational experience that combines advanced technology, hands-on research, and community-focused learning, shaping students into competent, ethical professionals who contribute positively to society.

QUALITY POLICY

Rajarajeswari College of Engineering is committed to imparting quality technical education that nurtures competent, ethical professionals with global relevance. We ensure academic excellence through a dynamic, outcome-based curriculum, experienced faculty, and cutting-edge infrastructure. Continuous improvement is driven by innovation, research and strong industry collaboration. We foster holistic development and a progressive environment that supports lifelong learning, teamwork, and professional growth.

CORE VALUES

Academic Excellence, Integrity, Innovation, Global Competence, Continuous Improvement.

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I Semester			
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Master of Business Administration

Scheme of Teaching and Examinations – 2024

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

(Effective from the Academic Year 2025-26)



Note:

1. Each Course has a theory component of 04 hrs (04 credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.
2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases/Case Centre.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. The Students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
6. Practical component Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
7. The students shall (a) Gain confidence in modeling of management systems. (b) Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude. (c) Involve in case studies and field visits/ field work. (d) Accustom with the use of standards/codes etc., to narrow the gap between academia and industry. All activities should lead to enhancement of students' abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.
8. Societal Project (one week) is mandatory for all the students and this has to be carried out after the first semester during vacation and the report should be submitted by the students should be assessed internally during the **third semester** and it is a non credit but mandatory course.

HOD

Dean-Academics

Principal



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Department of Master of Business Administration

SEMESTER-I			
MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR			
Category: PCC			
Course Code	:	P24MBA101	CIE : 50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE : 50 Marks
Total Hours	:	50	Total : 100 Marks
Credits	:	4	SEE Duration : 3Hrs

Course Objectives	
1.	To understand and analyze Management and Organizational Behaviour theories and models.
2.	To classify and differentiate between the best methods to solve the problems.
3.	To compare the appropriate framework for solving the problems at the workplace.
4.	To apply Management and OB concepts to real-world business scenarios.

Module-1	No. of Hours
Introduction, Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, Historical evolution of Management thought, Contemporary issues in Management – sustainability, diversity, equity & inclusion in the workplace.	10
Module-2	No. of Hours
Planning –Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. Organising –Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures. Leading – Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. Controlling – Meaning, Importance, Steps in the Control Process, Types of Control.	10
Module-3	No. of Hours
Organisational Behaviour –Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, OB in a global context.	10
Module-4	No. of Hours
Introduction , MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation, Values in the workplace, Types of values, Perception–Meaning, Model of Perceptual process. Emotions in the workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management. Motivation – Meaning, Maslow’s Hierarchy of Needs, Four Drive Theory of Motivation.	10
Module-5	No. of Hours
Teams : Meaning of Teams, Advantages of Teams, Model of Team Effectiveness, Stages of Team Development. Power & Politics : Meaning, Sources, Contingencies of Power, Consequences of Power, Politics in organisation. Conflict and Negotiation in the workplace : Constructive & Relationship conflict, Conflict Process Model, Structural sources of Conflict Management, Resolving conflict through negotiation and Third-Party Conflict Resolution.	10
Module-6	No. of Hours
Organisational Culture – Meaning, Elements of Organisational Culture, Importance of Organisational Culture. Organisational Change – Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour.	10
Case Study : Compulsory question. Review and recap of case studies discussed from Unit 1 to Unit 6.	

Course Outcomes: At the end of the course, the students will be able to	
CO1	Gain practical experience in the field of Management and Organisational Behaviour.
CO2	Acquire the conceptual knowledge of management, various functions of Management and theories in OB.
CO3	Develop management and behavioural models related to attitude, perception, power, politics and conflict in workplace.
CO4	Analysing the recent trends in Management and OB models.

Text Books	
1.	John R. Schermerhorn Jr., Management, Wiley India, 8 th edition, 2010.
2.	Steven L. McShane & Mary Ann Von Glinow, Organizational Behavior, McGraw Hill Education, 6 th edition, 2015.



3.	Laurie J. Mullinus, Management & Organizational Behavior, Prentice Hall, 7 th edition, 2005.
4.	Koontz, Essentials of Management, McGraw Hill, 8 th edition, 2014.
5.	Chuck Williams & Manas Ranjan Tripathy, MGMT, Cengage Learning, 5 th edition, 2013.
6.	Fred Luthans, Organizational Behavior, Mc Graw Hill International, 12 th edition, 2011.
7.	Ajit Singh & Sapta Sheel, Fast tracking to Managerial 7 CEO Roles, Primedia E-Launch, 1 st edition, 2022

Web links and Video lectures (e-Resources)

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

Skill Development Activities Suggested

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

ASSESSMENT DETAILS (BOTH CIE AND SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks and Minimum passing marks for the SEE is 40% of the maximum marks of SEE. The minimum passing marks is 50% i.e. sum of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE):

Component	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment1	50	25 (Average of Best Two Assessments)	50
	Internal Assessment2	50		
	Internal Assessment3	50		
Self Learning	Two Assignments	20	10	50
	Seminar Presentation	20	15	
SEE	Semester End Examination	100	50	50
Grand Total				100

SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part–A and Part-B.
- Part–A consists of 12 full questions (Need to write 6 questions) carrying 14 marks. Part–B consists of one compulsory question carrying 16 marks.
- Each full question of 14 marks will have 2 sub questions A & B Carrying 4 & 10 marks.

CO-PO Mapping

PO \ CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2



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SEMESTER-I					
FINANCIAL ACCOUNTING & REPORTING					
Category: PCC					
Course Code	:	P24MBA102	CIE	:	50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	50	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3 Hrs

Course Objectives	
1.	To enable the students to understand the conceptual framework of accounting, reporting and financial statements.
2.	To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off.
3.	To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making.

Module-1	No. of Hours
Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles (GAAP), Indian Accounting Standards, IFRS, (Theory only)	10
Module-2	No. of Hours
Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cash book only. (Theory and Problems).	10
Module-3	No. of Hours
Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).	10
Module-4	No. of Hours
Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).	10
Module-5	No. of Hours
Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank pass book, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement (Tally may be used for preparation Bank reconciliation Statement). (Theory and Problems).	10
Module-6	No. of Hours
Depreciation and Emerging Issues in Accounting: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method). Emerging Areas in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Block chain, AI in Accounting, Big Data in Accounting. (Theory only).	10

Course Outcomes: At the end of the course, the students will be able to	
CO1	Know what and how books of accounts and financial statements are prepared.
CO2	How to interpret financial statements of companies for decision making.
CO3	Independently undertake financial statement analysis and take decisions.



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Text Books	
1.	Narayana swamy R, Financial Accounting: A Managerial Perspective, PHI, 5 th edition, 2014.
2.	Maheswari S N, Maheswari Sharad K, Maheswari, A Textbook of Accounting for Management, Vikas, 2 nd edition Publishing house (P) Ltd
3.	Neeraj Goyal, Rohit Sachdeva, Computerized Accounting, Kalyani Publishers, 1 st edition, 2018.
4.	S. K. Bhattacharya & John Dearden, Accounting for Management- text & cases, Vikas Publishing House Pvt. Ltd., 3 rd edition, 2018.
5.	Jai Kumar Batra, Accounting and Finance for Non-Finance Managers, Sage Publications, 1 st edition, 2018.
6.	Jain S. P and Narang KL, Financial Accounting, Kalyani Publishers.

Web links and Video lectures (e-Resources)	
•	https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf
•	https://journals.sagepub.com/home/jaf
•	https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-Revised.pdf
•	https://books.mec.biz/tmp/books/Y3BMTIHR2UE7LMTZG3T.pdf
•	https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf
•	https://www.pdfdrive.com/accountancy-books.html
•	https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
•	https://www.coursera.org/lecture/uva-darden-financial-accounting/what-is-accounting-eXQEc
•	https://www.youtube.com/watch?v=mq6KNVeTE3A

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

ASSESSMENT DETAILS (BOTH CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE):

Component	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment1	50	25 (Average of Best Two Assessments)	50
	Internal Assessment2	50		
	Internal Assessment3	50		
Self Learning	Two Assignments	20	10	
	Seminar Presentation	20	15	
SEE	Semester End Examination	100	50	50
Grand Total				100

SEMESTER END EXAMINATION

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CO-PO Mapping

PO \ CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-I				
ECONOMICS FOR DECISION MAKING				
Category: PCC				
Course Code	:	P24MBA103	CIE	: 50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	: 50 Marks
Total Hours	:	50	Total	: 100 Marks
Credits	:	4	SEE Duration	: 3 Hrs

Course Objectives	
1.	To introduce the fundamentals, tools and theories of managerial economics.
2.	To provide an understanding of the application of Economics in Business
3.	To learn the basic Micro and Macro-economic concepts.
4.	To understand Demand, Production, Cost, Profit and Market competitions with reference to firm and industry.

Module-1	No. of Hours
Introduction: Managerial Economics: Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Maris's model of growth maximization, Williamson's model of managerial discretion.	10
Module-2	No. of Hours
Demand Analysis: Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price, Income & Cross elasticity, Promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply. Demand forecasting: Meaning & Significance, Methods of demand forecasting. (Problems on Price elasticity of demand, and demand forecasting using Time-series method)	10
Module-3	No. of Hours
Cost Analysis & Production Analysis Concepts of Production, production function with one variable input - Law of Variable Proportion, Laws of returns to scale, Indifference Curves, ISO-Quant's & ISO-Cost line, Economies of scale, Diseconomies of scale. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, Long- Run Average Cost (LAC) curve Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA In Managerial decisions (Theory and simple problems).	10
Module-4	No. of Hours
Market structure and Pricing Practices Perfect Competition: Features, Determination of price under perfect competition, Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Monopoly: Features, Pricing under monopoly, Price Discrimination. Descriptive Pricing Approaches: Loss leader pricing, Peak Load pricing, Transfer pricing.	10
Module-5	No. of Hours
Indian Business Environment Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio- Cultural Environment, Global Environment. Private Sector, Growth, Problems and Prospects, SMEs, Significance in Indian economy, challenges and prospects. Fiscal policy and Monetary Policy: Meaning of Fiscal policy, three main types of fiscal policy Monetary policy: Meaning, Objectives of monetary policies: Controlling inflation, Managing employment levels, and Maintaining long-term interest rates. (Theory only)	10
Module-6	No. of Hours
Indian Industrial Policy: New industrial policy 1991, Production Linked Incentive (PLI) scheme for Promoting manufacturing of Telecom & Networking Products in India, New economic initiatives proposed by Indian government for economic growth Private Sector-Growth-like Atma Nirbhar Bharath Abhiyan.	10



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Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the application of Economic Principles in Management decision making.
CO2	Earn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
CO3	Understand, assess and forecast the demand.
CO4	Apply the concepts of production and cost for optimization of production.
CO5	Design competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.
CO6	Understand the impact of macroeconomic concepts.

Text Books	
1.	Dr. A. B. Kalkundrikar and Dr. Rajendra M. Inamdar, Managerial Economics, 2022.
2.	Geethika, Ghosh & Choudhury, Managerial Economics, McGraw Hill, 2 nd edition, 2016.
3.	Dominick Salvatore, Managerial Economics, Oxford Publishers, 2 nd edition, 2016.
4.	D. M Mithani, Managerial Economics, HPH Publications, 2016.
5.	Samuelson & Marks, Managerial Economics, Wiley, 5 th edition, 2015

Web links and Video lectures (e-Resources)	
•	https://www.edx.org/learn/managerial-economics
•	https://www.indiabudget.gov.in/
•	https://onlinecourses.swayam2.ac.in/imbl9_mg16/preview
•	https://www.youtube.com/watch?v=ZXDKdJO3V6Y

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

ASSESSMENT DETAILS (BOTH CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE):

Component	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment1	50	25 (Average of Best Two Assessments)	50
	Internal Assessment2	50		
	Internal Assessment3	50		
Self Learning	Two Assignments	20	10	
	Seminar Presentation	20	15	
SEE	Semester End Examination	100	50	50
Grand Total				100



SEMESTER END EXAMINATION

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CO-PO Mapping

PO \ CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3		1			3			
CO2	3	2		1			3		
CO3	2				1			1	
CO4	2		3		1				1
CO5	2			1	3		3		
CO6	3			1					2

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-I					
BUSINESS STATISTICS					
Category: PCC					
Course Code	:	P24MBA104	CIE	:	50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	50	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To facilitate the students to compute the various measures of central tendency and dispersion using descriptive statistics.
2.	To enhance the skills to visualize and estimate the relationship between variables using correlation and regression analysis.
3.	To equip with the skills of decision-making using probability techniques.
4.	To empower with the knowledge of trend analysis.
5.	To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests.
6.	To familiarize the students with analytical package SPSS.

Module – 1	No. of Hours
Introduction to Statistics: Introduction to Statistics: Meaning and Definition, Importance, Types, Measures of Central Tendency -Arithmetic mean, Geometric mean, Harmonic mean, Median, Quartiles, Deciles, Percentiles, Mode. Measures of Dispersion -Range, Quartile deviation, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness, Moments and Kurtosis (Theory and Problems).	10
Module – 2	No. of Hours
Correlation and Regression: Correlation - Significance, Types, and Methods, Scatter diagram, Karl Pearson correlation, Spearman's Rank correlation, Regression, Significance, Linear Regression Analysis, Types of regression models, Lines of Regression, Standard error of Estimate (Theory and Problems).	10
Module – 3	No. of Hours
Probability Distribution: Concept of probability, counting rules for determining number of outcomes - Permutation and Combination, Rules of probability- Addition and Multiplication, Baye's Theorem. Concept of Probability Distribution, Theoretical Probability Distributions - Binomial, Poisson, Normal (Problems only on Binomial, Poisson and Normal). (Theory and Problems).	10
Module – 4	No. of Hours
Time Series Analysis: Objectives, Variations in Time Series. Measurement of Trend, Graphic Method, Moving Average Method, Semi-Average Method, Least Square Method. Measurement of Seasonal Variations- Method of Simple Averages, Ratio to Trend Method-Ratio to Moving Average Method, Link Relative Method. (Theory and Problems).	10
Module – 5	No. of Hours
Hypothesis Testing: Definition, Types, Procedure for testing, Errors in Hypothesis testing. Parametric and Non-Parametric Test – t-test, z-test, f-test, Chi- square test, U-test, K-W test (Problems on all tests) Analysis of Variance: One Way and Two Way ANOVA (Problems)	10
Module – 6	No. of Hours
Computer lab for Statistics: SPSS: Overview of SPSS, Creating, saving and editing files, Importing files from other formats. Transforming Variables - Compute, Multiple responses. Organization and Presentation of Information - Measures of Central Tendency and Variability, Frequency Distributions. Charts and Graphs, Hypotheses testing using means and cross-tabulation, Paired t, Independent Sample t, Chi- square. Correlation, Regression Analysis, Linear, Logistic, Analysis of Variance- One Way ANOVA, ANOVA in regression. (Mandatory all the students should be taught in the lab and give them the practical knowledge which will be beneficial for their research work and Industrial applications.)	10

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand how to organize, manage, and present the data.
CO2	Use and apply a wide variety of specific statistical tools.
CO3	Understand the applications of probability in business.



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CO4	Effectively interpret the results of statistical analysis.
CO5	Develop competence of using computer packages to solve the problems.

Text Books	
1.	S C Gupta, Fundamentals of Statistics, 7 th edition Himalaya Publications. (2018)
2.	J K Sharma, Business Statistics 5 th edition Vikas Publishing House. (2020)

Reference Text Books	
1.	C R Kothari, Research Methodology- Methods and Techniques, Viswa Prakasam Publications. (2015)
2.	William E. Wagner, III, Using IBM SPSS- Statistics for Research Methods and Social Science Statistics 5 th edition Sage Publications. (2015)

Web links and Video lectures (e-Resources)	
<ul style="list-style-type: none">Students should opt Swayam NPTEL Course on Business Statistics offered by Prof. M.K.Barua Dept. of Management studies IIT Roorkeehttps://www.youtube.com/watch?v=VDLyk6z8uCg Swayam NPTEL Course on Business Statistics by Dr. P. M. Shiva Prasad, Department of Commerce, Teresian College, Mysuru.	

Skill Development Activities Suggested	
<ul style="list-style-type: none">Role Play TechniquesQuizzesField SurveysAssignments	

ASSESSMENT DETAILS (BOTH CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE):

Component	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment1	50	25 (Average of Best Two Assessments)	50
	Internal Assessment2	50		
	Internal Assessment3	50		
Self Learning	Two Assignments	20	10	
	Seminar Presentation	20	15	
SEE	Semester End Examination	100	50	50
Grand Total				100

SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part-A and Part-B.
- Part-A consists of 12 full questions (Need to write 6 questions) carrying 14 marks. Part-B consists of one compulsory question carrying 16 marks.
- Each full question of 14 marks will have 2 sub questions A & B Carrying 4 & 10 marks.



CO-PO Mapping

PO \ CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2
CO5		2		2			1		2

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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Department of Master of Business Administration

SEMESTER-I					
MARKETING MANAGEMENT					
Category: PCC					
Course Code	:	P24MBA105	CIE	:	50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	50	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To make students understand the fundamental concepts of marketing and environment in which marketing system operates.
2.	To gain knowledge on consumer buying behavior and influencing factors.
3.	To describe major bases for segment marketing, target marketing, and market positioning.
4.	To develop a Conceptual framework, covering basic elements of the marketing mix.
5.	To understand fundamental premise underlying market driven strategies and hands on practical approach.

Module – 1	No. of Hours
Introduction to Marketing: Importance of marketing, Definitions of market and marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, evolution of marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.	10
Module – 2	No. of Hours
Analyzing Consumer Behavior: Meaning and Characteristics, Importance of consumer behavior, Factors influencing Consumer Behavior, Consumer characteristics influencing buying behavior personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behavior. Psychological factors consumer.	10
Module – 3	No. of Hours
Product management and Pricing: Importance and primary objective of product management, product levels, product hierarchy, Classification of products, product mix, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension- effects. Introducing to pricing, Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.	10
Module – 4	No. of Hours
Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System. Promotions- Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising. Push-pull strategies of promotion.	10
Module – 5	No. of Hours
Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.	10
Module – 6	No. of Hours
Emerging Trends in Marketing: Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.	10



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Course Outcomes: At the end of the course, the students will be able to	
CO1	Comprehend the concepts of Marketing Management. L1
CO2	Gain knowledge on consumer behavior and buying process
CO3	Understand concept of Product and Brand Management , Branding and Pricing strategies
CO4	Identify marketing channels and the concept of product distribution, techniques of sales promotion
CO5	Simply ideas into a viable marketing plan for various modes of marketing

Text Books	
1.	Etzel M J BJ Walker & William J Stanton, Fundamentals of Marketing Management, Tata Macgraw Hill, Latest edition.
2.	Ramaswamy & Namakumari, Marketing Management- Indian Context, Global Perspective by SAGE publication, 6th Edition.
3.	Merle Crawford and Anthony Di Benedetto, New Product Management by by McGraw-Hill, Latest Edition.
4.	Ramesh Kumar, Advertisement Brands & Consumer Behavior by Sage Publications, 2020.

Reference Text Books	
1.	Philip Kotler, Marketing Management- Analysis Planning And Control, Prentice Hall of India, New Delhi
2.	Govindarajan, Marketing Management Concepts, Cases, Challenges And Trends, Prentice Hall of India, New Delhi.
3.	Marketing by Lamb, Hair, McDanniel by Cengage Learning, Latest edition

Web links and Video lectures (e-Resources)	
<ul style="list-style-type: none"> • https://nptel.ac.in/courses/122106025 • https://youtu.be/5fdx5Laavkc • https://youtu.be/Ule8n6GgE1g • https://youtu.be/ob5KWs3I3aY?t=131 • https://youtu.be/U1VWUHLhmdk • https://youtu.be/iWuYUhSHXHg • https://youtu.be/IErR_YYfp3Y • https://youtu.be/mL7V7MASrDIQ 	

Skill Development Activities Suggested	
<ul style="list-style-type: none"> • Sensitise the students to the market dynamics by visiting super markets and regulatory markets like APMC, etc. • Students to study the buying pattern based on demographics of consumers. • Students to draft advertising copy. • Students to take any FMCG product and study the PCL of that product. 	

ASSESSMENT DETAILS (BOTH CIE AND SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks and Minimum passing marks for the SEE is 40% of the maximum marks of SEE. The minimum passing marks is 50% i.e. sum of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE):

Component	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment1	50	25 (Average of Best Two Assessments)	50
	Internal Assessment2	50		
	Internal Assessment3	50		
Self Learning	Two Assignments	20	10	50
	Seminar Presentation	20	15	
SEE	Semester End Examination	100	50	50
Grand Total				100



SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part–A and Part-B.
- Part–A consists of 12 full questions (Need to write 6 questions) carrying 14 marks. Part–B consists of one compulsory question carrying 16 marks.
- Each full question of 14 marks will have 2 sub questions A & B Carrying 4 & 10 marks.

CO-PO Mapping

PO \ CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2	1		2				2		
CO3				3				2	
CO4		2		2					3
CO5		2			2				

Level 3 - High, Level 2 - Moderate, Level 1 - Low



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SEMESTER-I					
MANAGERIAL COMMUNICATION					
Category: PCC					
Course Code	:	P24MBA106	CIE	:	50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	50	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course 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 enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
3.	To introduce the students to some of the practices in managerial communication those are in vogue.
4.	To prepare students to develop the art of business communication with emphasis on analyzing business situations.
5.	To train Students towards drafting business proposals.

Module-1	No. of Hours
Introduction: Meaning & Definition, Role, Classification, Purpose of communication, Communication Process, Characteristics of successful communication, Importance of communication in management, Communication structure in organization, Communication in conflict resolution, Communication in crisis. Communication and negotiation, Communication in across-cultural setting, Barriers to communication.	10
Module-2	No. of Hours
Oral Communication: Meaning, Principles of successful oral communication, Barriers to oral communication, Conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Effectiveness of oral communication. Listening as a Communication Skill: Approaches to listening, how to be a better listener, Process of listening, Non verbal communication: Meaning, classification.	10
Module-3	No. of Hours
Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Approaching the writing process systematically: The 3X3 writing process for business communication Prewriting, Writing, Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages. Types of Written Communication In Business: Business Letters: Introduction To Business Letters, Types of Business Letters, Writing Routine And Persuasive Letters, Positive And Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters.	10
Module-4	No. of Hours
Business Reports: Purpose, Kinds and Objectives of reports, Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation, Writing memos. Media Management: The press release, Press conference, Media interviews. Group Communication: Meetings, Planning meetings, objectives, participants, timing, venue of meetings. Meeting Documentation: Notice, Agenda and Resolution & Minutes.	10
Module-5	No. of Hours
Case method of learning: Understanding the case method of learning , different types of cases , overcoming the difficulties of the case method , reading a case properly , case analysis approaches , analyzing the case, dos and don'ts for case preparation. Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills. Impact of Technological Advancement on Business Communication: Technology-enabled Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, video conferencing.	10
Module-6	No. of Hours
Presentation and Negotiation skills: Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for managers. Negotiation skills: Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies. Etiquette Advantage in Managerial Communication: Meaning, types and advantages of Etiquette.	10



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Course Outcomes: At the end of the course, the students will be able to	
CO1	Aware of their communication skills and know their potential to become successful managers.
CO2	Enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.
CO3	Introduced to the managerial communication practices in business those are in vogue.
CO4	Trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations.

Text Books	
1.	Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, 4th edition, Pearson Education, 2020.
2.	Oberand Newman, Communicating in Business, Cengage learning, 8th Edition, 2018.
3.	Mary Ellen Guffey, Business Communication: Process and Product, 3rd edition, Cengage Learning, 2002.
4.	Kelly M, Quintanilla, Shawn Tand Wahl, Business and Professional Communication, SAGE South Asia Edition, 2017.
5.	Lesikar, Flatley, Rentz & Pande, Business Communication, 12 th edition, TMH, 2014.
6.	Williams, Krizan, Logan and Merrier, Communicating in Business, Cengage Learning, 8 th edition, 2017.
7.	Scot Ober-Biztantra, Contemporary Business Communication, 5 th edition, 2015.
8.	Penrose, Raspberry, Myers, Advanced Business Communication, 5 th edition, Cengage Learning, 2004.

Web links and Video lectures (e-Resources)	
	<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=yml9dx9nUco • https://www.edx.org/learn/business-communications • https://onlinecourses.swayam2.ac.in/imb19_mgl14/preview • https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org • https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf • http://www.mim.ac.mw/books/Business%20Communication.pdf • https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by • https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian-edition.pdf • https://sagepub.libguides.com/c.php?g=964634&p=6968892 • https://nptel.ac.in/courses/110105052 • https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatri-online-classes-3476.asp

Skill Development Activities Suggested	
	<ul style="list-style-type: none"> • Students enact and analyze the non-verbal cues. • Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc. • Demonstrating Video conferencing & teleconferencing in the class. • Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting. • Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty. • Organize a mock press conference addressing to the launch of new product by an organization. • Students should be given an assignment to draft a proposal to undertake research project.

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Grand Total	100
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Level 3 - High, Level 2 - Moderate, Level 1 - Low