



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

II Semester Scheme and Syllabus

(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.

INDEX

I Semester			
Sl. No.	Course Code	Course Title	Page No.
1.	P24MBA201	Human Resources Management	1
2.	P24MBA202	Financial Management	4
3.	P24MBA203	Research Methodology and IPR	7
4.	P24MBA204	Operations Research	10
5.	P24MBA205	Corporate Strategy	12
6.	P24MBA206	Entrepreneurship Development	14



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering



(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)

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)

II Semester

S. No	Course Category and Course Code		Course Title	TD/PSB	Teaching Hours/ Week			Examination				
					Lecture	Tutorial/ SDA	Practical/ Seminar	SEE Duration Hours	CIE Marks	SEE Marks	Total Marks	Credits
					L	T/S	P					
1.	PCC	P24MBA201	Human Resources Management	MBA	4	0	0	3	50	50	100	4
2.	PCC	P24MBA202	Financial Management	MBA	4	0	0	3	50	50	100	4
3.	PCC	P24MBA203	Research Methodology and IPR	MBA	4	0	0	3	50	50	100	4
4.	PCC	P24MBA204	Operations Research	MBA	4	0	0	3	50	50	100	4
5.	PCC	P24MBA205	Corporate Strategy	MBA	4	0	0	3	50	50	100	4
6.	PCC	P24MBA206	Entrepreneurship Development	MBA	4	0	0	3	50	50	100	4
TOTAL								300	300	600	24	

Note: PCC: Professional Core Course, SEC: Skill Enhancement Course. Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process, SDA: Skill Development Activity, SEC: skill Enhancement Course, PRJ: Project (Duration of the project is 10 days after the I semester. Evaluation in the Second Semester.

NCMC: All the students should complete one NPTEL course in the duration of 2 years. This Course will be evaluated in the IV semester.



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering



(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)

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 (04credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.
2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.
4. **One Industrial Visit per Semester is Mandatory.** The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.
6. **Internship-P24INT307** (four weeks) to be carried out by students after II semester during vacation and the report should be submitted by the students and is to be assessed internally during the III semester.

Dean-Academics

Principal



Master of Business Administration

SEMESTER-II					
HUMAN RESOURCE MANAGEMENT					
Category: PCC					
Course Code	:	P24MBA201	CIE	:	50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

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

Module-1	No. of Hours
Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.	9
Module-2	No. of Hours
HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis: Job Description and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Types of Selection Tests; Factors Influencing Selections. Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development.	9
Module-3	No. of Hours
Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits. Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Industrial Relations: Decent Workplace, International Labor Organization, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.	9
Module-4	No. of Hours
Human Resource Management in Small and Medium Enterprises: Introduction to SMEs, The Difference in Adoption of Human Resource Management, SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Human Resource Management in the Service Sector: Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Models of Union Strategies.	9
Module-5	No. of Hours
Human Resource Management and Innovations: Factors Affecting the Innovation Process in organizations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management. HR Information Systems: Introduction to HRIS. HRIS in the digital age.	9



Master of Business Administration

Module-6	No. of Hours
Future Trends in Human Resource Management: Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools. Introduction to Human Resource Information System (HRIS): The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS	9

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.
CO2	Acquire conceptual insight of Human Resource and various functions of HR.
CO3	Apply personnel, managerial and welfare aspects of HR.
CO4	Perceive greater understanding about HR practices.
CO5	Perceive knowledge about the future trends in HRM

Text Books	
1.	Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition.
2.	Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
3.	Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.
4.	Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.
5.	The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.
6.	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.
7.	Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, 1 st edition 2004.
8.	Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.
9.	Human Resource Management by V.S.P Rao, 2014 edition.
10.	Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006)

Web links and Video lectures (e-Resources)
<ul style="list-style-type: none">• https://youtu.be/hHE4ilceiXs• https://youtu.be/_d5QMwLC19Y• https://youtu.be/uMQMDQI7Hpk• https://youtu.be/vXgt9yASs_k• https://youtu.be/pqtYQb9nbRk• https://youtu.be/e1F3xnF5LKg• https://youtu.be/4Kr0VpM14LI

Skill Development Activities Suggested
<ol style="list-style-type: none">1. Make students visit an organization and know the various HR roles in the organization.2. Conduct mock interviews.3. Role play for acquainting and addressing HR challenges.

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 in SEE 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	
	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	-	2	-	3	-	-	-	2	-
CO4	1	2	-	2	-	-	-	-	3
CO5	-	2	-	-	2	-	-	-	-

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



Master of Business Administration

SEMESTER-II			
FINANCIAL MANAGEMENT			
Category: PCC			
Course Code	:	P24MBA202	CIE : 50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE : 50 Marks
Total Hours	:	55	Total : 100 Marks
Credits	:	4	SEE Duration : 3Hrs

Course Objectives	
1.	To familiarize the students with basic concepts of financial management and financial system.
2.	To understand the concept of time value of money and its implication.
3.	To evaluate investment proposals.
4.	To understand the management of working capital in an organization.
5.	To analyze the capital structure and dividend decision of an organization.

Module 1 - Introduction	No. of Hours
Introduction: Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments –Financial institutions and financial services- Non-Banking Financial Companies (NBFCs).Emerging areas in Financial Management: Risk Management- Behavioral Finance- Financial Engineering- Derivatives (Theory).	9
Module2-Time Value of Money	No. of Hours
Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest &Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem).	9
Module3– Long term sources of Finance & Cost of Capital	No. of Hours
Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funds (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital(WACC) (Theory & Problem).	9
Module4- Investment Decisions	No. of Hours
Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).	9
Module5– Capital Structure and Dividend Decisions	No. of Hours
Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis (Theory & Problem). Dividend decisions &policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only).	9
Module6– Working Capital Management	No. of Hours
Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem).	9

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the basic financial concepts.
CO2	Apply time value of money.
CO3	Evaluate the investment decisions.
CO4	Estimate working capital requirements.
CO5	Analyze the capital structure and dividend decisions.



Master of Business Administration

Text Books	
1.	Financial Management, M.Y. Khan & P.K. Jain, TMH 7 th edition .
2.	Financial Management, Prasanna Chandra, TMH 10 th edition.
3.	Financial Management, I.M. Pandey, Vikas Publishing, 11 th edition.
4.	Financial Management, Ravi M Kishor Taxmann's, 6 th edition.
5.	Financial Management, Rajiv Srivastava & Anil Misra, Oxford University press, 2 nd edition.
6.	Financial Management, Principals And Practice, Sudhindra Bhat, Excel Books, 2 nd edition.

Web links and Video lectures (e-Resources)	
•	https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html
•	https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html
•	https://www.youtube.com/watch?v=CCQwz_Gwo6o
•	https://www.digimat.in/nptel/courses/video/110107144/L01.html

Skill Development Activities Suggested	
1.	Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
2.	Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
3.	Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
4.	Students can study any five companies' capital structure
5.	Students can do Company analysis for select companies using profitability and liquidity ratios.

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 in SEE 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.



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering
(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
Master of Business Administration

CO-PO Mapping

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

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



Master of Business Administration

SEMESTER-II			
RESEARCH METHODOLOGY AND IPR			
Category: PCC			
Course Code	:	P24MBA203	CIE : 50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE : 50 Marks
Total Hours	:	55	Total : 100 Marks
Credits	:	4	SEE Duration : 3Hrs

Course Objectives	
1.	To understand the basic components of research design.
2.	To Gain an insight into the applications of research methods.
3.	To equip students with various research analytical tools used in business research.
4.	To provide the insights of IPR and IPR system in India.

Module-1	No. of Hours
Introduction to Business Research: Meaning, types, significance of research, process of research management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Motives in doing research, Research Application in business decisions, Ethical issues in business research. Features of a good research study.	9
Module-2	No. of Hours
Business Research Design: Meaning, types and significance of research design, Process of research design, errors affecting research design. Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies. Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.	9
Module-3	No. of Hours
Sampling: Concepts, Types of Sampling, Process of sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling. Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.	9
Module-4	No. of Hours
Data Collection: Meaning, types, Data collection methods: Observations, survey and interview techniques, Questionnaire design: Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale. Multi-Dimensional Scaling: Non comparative scaling techniques.	9
Module-5	No. of Hours
Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.	9
Module-6	No. of Hours
Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs). A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS, Industrial Designs-Integrated Circuits-Geographical Indications-Establishment of WIPO-Application and Procedures.	9

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand various research approaches, techniques and strategies in the appropriate in business.



Master of Business Administration

CO2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.
CO3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.
CO4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.
CO5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR.

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

Web links and Video lectures (e-Resources)	
•	https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf
•	https://onlinecourses.nptel.ac.in/noc22_ge08/preview
•	https://www.digimat.in/nptel/courses/video/121106007/L01.html
•	https://www.coursera.org/learn/research-methods
•	https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODODOLOGY
•	https://www.pdfdrive.com/research-methodology-books.html
•	https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf
•	https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf
•	https://sagepub.libguides.com/c.php?g=964634&p=6968892
•	https://www.youtube.com/watch?v=GSeeyJVD0JU
•	https://www.icsi.edu/docs/webmodules/Publications/9.4%20Intellectual%20Property%20Rights.pdf

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

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 in SEE 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



MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST
Rajarajeswari College of Engineering
(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
Master of Business Administration

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	-	-
CO3	-	-	-	3	-	-	-	2	-
CO4	-	2	-	2	-	-	-	-	3
CO5	2	-	3	-	2	-	-	3	-

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



Master of Business Administration

SEMESTER-II					
OPERATIONS RESEARCH					
Category: PCC					
Course Code	:	P24MBA204	CIE	:	50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To understand the mathematical tools that are needed to solve optimization problems.
2.	To elucidate optimization techniques for various problems.
3.	To understand and practice allocation problems, Assignment problems, Transportation problems and Network Analysis (PERT & CPM).

Module-1	No. of Hours
Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)	9
Module-2	No. of Hours
Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization), Simplex method. (Theory and Problems)	9
Module-3	No. of Hours
Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. (Theory and Problems).	9
Module-4	No. of Hours
Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems).	9
Module-5	No. of Hours
Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. (Theory and Problems)	9
Module-6	No. of Hours
Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (Theory only) Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems)	9

Course Outcomes: At the end of the course, the students will be able to	
CO1	Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases.
CO2	Use appropriate quantitative techniques to get feasible and optimal solutions.
CO3	Understand the usage of game theory, Queuing Theory and Simulation for solving Business Problems.
CO4	Understand and apply the network diagram for project completion.

Text Books	
1.	Operation research H. A. Taha, Person Publication 2012
2.	Operation research, J. K. Sharma, McMillan Publication 2014
3.	Quantitative Techniques in management, N D Vohra McGraw Hill 2015
4.	Quantitative Techniques: Theory and Problems, P. C. Tulsian and Vishal Pandey, Pearson India 2006



Web links and Video lectures (e-Resources)
<ul style="list-style-type: none"> • https://youtu.be/vuKK3HAOB74 • https://lipas.uwasa.fi/-tsottine/lecture_notes/or.pdf • https://onlinecourses.nptel.ac.in/noc20_ma23/preview • https://www.amirajcollege.in/wp-content/uploads/2020/10/3151910-operations-researchtheory-and-application-by-j.-k.-sharma-zlib.org_.pdf • https://youtu.be/vUMGvpsb8dc • https://youtu.be/fSuqTgnCVRg • https://www.youtube.com/results?search_query=operation+research+transportation+problem • https://www.youtube.com/watch?v=fSuqTgnCVRg

Skill Development Activities Suggested
<ol style="list-style-type: none"> 1. To comprehend the operation research models 2. Analyze various organizational problems using LPP, Assignments and Game theory principles. 3. Applying techniques of OR for project management 4. Evaluate the constraints and challenges faced by the manufacturing and service organizations using methods of operation research.

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 in SEE 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	
	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 14marks. 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

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



Master of Business Administration

SEMESTER-II					
CORPORATE STRATEGY					
Category: PCC					
Course Code	:	P24MBA205	CIE	:	50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To provide insights into the core concepts of strategic management.
2.	To evaluate various business strategies in dynamic market environments.
3.	To gain insights into various strategic management models and tools.
4.	To apply the models and tools of strategic management in real-time scenarios.

Module-1: OVERVIEW OF STRATEGIC MANAGEMENT	No. of Hours
Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long-term objectives, strategies, annual objectives and policies. Relationship Between a Company's Strategy and its Business Model.	9
Module-2: ASSESSING EXTERNAL ENVIRONMENT	No. of Hours
The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis, Porter's Five Forces Model, and Key Success Factors.	9
Module-3: ASSESSING INTERNAL ENVIRONMENT	No. of Hours
Nature of internal audit, key internal forces, the internal audit process, Resource-Based View (RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Benchmarking, and Internal Factor Evaluation matrix.	9
Module-4: STRATEGY FORMULATION	No. of Hours
The business vision and mission, the process of developing vision and mission, the importance of vision and mission statement, characteristics of mission statement, long-term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porter's generic strategies, Blue Ocean Strategy, and Strategic Decision Making.	9
Module-5: STRATEGY IMPLEMENTATION	No. of Hours
Nature of strategy implementation, issues in strategy implementation, model of strategic implementation, resource allocation, managing conflicts, restructuring, reengineering and engineering, linking performance and pay to strategies, managing resistance to change, creating a strategy-supportive culture, and production/operations concerns in implementing strategies.	9
Module-6: STRATEGY EVALUATION	No. of Hours
The process of evaluating strategies, strategy evaluation framework, balanced scorecard, characteristics of an effective evaluation system, contingency planning, Role of organizational systems in evaluation, Emerging trends and issues in strategic management – ESG initiatives and the role of technology.	9

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand a clear understanding of the concepts of strategic Management, its relevance, characteristics, process, nature and purpose.
CO2	Acquire an understanding of how firms successfully institutionalize a strategy, create an organizational structure for domestic and overseas operations and gain competitive advantages.
CO3	Gain insights into strategies at various organizational levels to achieve a competitive advantage.
CO4	Understand the strategic motivations of multinational firms and their decisions in various markets.

Text Books	
1.	Strategic Management, Fred R. David, Prentice Hall India Publication.
2.	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Petera f John E. Gamble, A. J. Strickland III, ArunK. Jain, McGraw Hill Education, 16 th edition 2016
3.	Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10 th edition
4.	Strategic Management-Concepts and Cases, UpendraKachru, Excel Books, New Delhi, 2005.



Web links and Video lectures (e-Resources)

- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjI>
- <https://www.youtube.com/watch?v=tyUw0h5i9yI>
- <https://www.youtube.com/watch?v=FQLIrmmsHeo>
- <https://www.youtube.com/watch?v=EvvnoNAUPS0>
- <https://study.com/academy/topic/strategic-management-overview.html>
- <https://www.cascade.app/blog/strategic-management-process>

Skill Development Activities Suggested

1. Conduct environmental analysis of the local industry.
2. Identify and list out the Key Success Factors of the industries located in your area.
3. Apply SWOT analysis to any of the locally functioning companies.
4. Draft a Vision and Mission statement of your institute.
5. Identify the organizations and list the corporate social responsibilities they have undertaken.

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 in SEE 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 14marks. 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	-	-
CO3	-	-	-	3	-	-	-	2	-
CO4	-	2	-	2	-	-	-	-	3

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



Master of Business Administration

SEMESTER-II					
ENTREPRENEURSHIP DEVELOPMENT					
Category: PCC					
Course Code	:	P24MBA206	CIE	:	50 Marks
Teaching Hours L : T : P	:	4:0:0	SEE	:	50 Marks
Total Hours	:	55	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Objectives	
1.	To develop and strengthen entrepreneurial qualities and motivation among students.
2.	To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
3.	To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4.	To make students understand the ways of starting a company of their own.

Module-1	No. of Hours
Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Entrepreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity , The innovation Process , Sources of New Ideas ,Methods of Generating Ideas , Creative Problem Solving , Entrepreneurial Process.	9
Module-2	No. of Hours
Developing Business Model: Importance of Business Model, Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Lab Component and assignment: Designing a Business Model Canvas	9
Module-3	No. of Hours
Managing and Growing New Venture: Preparing for the new venture launch - early management decisions, Managing early growth of the new venture- new venture expansion strategies and issues. Getting Financing or Funding for the New Venture: Estimating the financial needs of a new venture and preparation of a financial plan, Sources of Personal Financing, Preparing to Raise Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing, Leasing. Forms of business organization: Sole Proprietorship, Partnership, Limited liability partnership - Joint Stock Companies and Cooperatives.	9
Module-4	No. of Hours
Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants- Export Oriented Units - Fiscal and Tax concessions available- Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women. Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window – Latest Industrial Policy of Government of India. Latest e – government portals supporting entrepreneurship.	9
Module-5	No. of Hours
Process of Company Incorporation; process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Four stages of Start Up, Intellectual property protection and Ethics: Patents , Copyright - Trademark- Geographical indications , Ethical and social responsibility and challenges.	9
Module-6	No. of Hours
Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, meaning, scope and opportunities. Social Entrepreneur, Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur,	9



Master of Business Administration

Meaning of Rural Entrepreneur, Potential opportunities for Rural entrepreneurship in India. Benefits of Social Media platforms in promoting entrepreneurship.	
---	--

Course Outcomes: At the end of the course, the students will be able to	
CO1	Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity modules in order to setup a business and to think creatively.
CO2	Know about the various business models and B-plans across business sectors.
CO3	Understand the importance of marketing and different forms of businesses.
CO4	Aware about various sources of funding and institutions supporting entrepreneurs.
CO5	Awareness about various sources of funding and institutions supporting entrepreneurs.
CO6	Understand the ways of starting a business and to know how to foster their ideas.

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

Web links and Video lectures (e-Resources)	
•	https://youtu.be/rbmz5VEW90A
•	https://www.youtube.com/watch?v=CnStAWc7iOw
•	https://www.youtube.com/watch?v=RLQivEQUgUc

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

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 in SEE 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	
	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	2	-	-	-	3	1	-	-	-
CO2	1	2	-	-	2	-	2	-	-
CO3	1	-	1	2	-	-	-	-	-
CO4	1	-	-	-	1	-	-	-	-
CO5	1	-	3	-	1	-	-	3	-
CO6	1	-	1	-	-	-	-	-	2

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