



# PRESIDENCY COLLEGE

(AUTONOMOUS)

AFFILIATED TO BENGALURU CITY UNIVERSITY, APPROVED BY AICTE, DELHI & RECOGNISED BY THE GOVT. OF KARNATAKA

RE-ACCREDITED BY NAAC WITH 'A+' GRADE

## AUTONOMOUS SYLLABUS

### I SEMESTER, MBA

<b>Paper Code</b>	<b>PM101.1C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Management and Organisational Behavior</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>I</b>		

#### Description

Management and Organizational Behavior course is designed to provide students with a foundational understanding of the development of Organizational Behavior (OB) theories and concepts. The body of knowledge focuses on how the attributes and behaviors of individuals and groups influence the culture, design, ethics, learning and structure of an organization. The purpose of this module is to examine the key concepts and issues associated with human behavior in organizations and in general. The applied focus of the course is to facilitate experiential learning of contemporary approaches to conflict resolution, communication, decision making, leadership, motivation, negotiation, power, and politics within a team environment.

**Course Outcomes:** On successful completion of the course the learner will be able to:

COs	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Describe the nature and evolution of management thoughts and various theories related to individual & organizational behaviour
CO2	Understanding	Demonstrate understanding of various leadership theories and their impact on organization's performance
CO3	Applying	Apply the knowledge gained on human behavioural theories in solving group conflicts in an organization
CO4	Analysing	Illustrate the use of various tools and frameworks to solve strategic organizational problems.
CO5	Evaluating	Evaluate various motivation theories and their application in effectively managing human resources in an organisation.

#### MODULE 1: INTRODUCTION

**10 Hours**

Concept, Nature and Evolution of Management Thought: Early contributors, Scientific, process, human behaviour and social system school; Challenges of managing 21st century corporations/organization; American, Japanese and Indian Management Thought  
 Managerial Functions: Planning; Staffing; Directing; Coordinating; Control -nature, process, and techniques.



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### **MODULE 2: ORGANISATION STRUCTURE, DESIGN, AND DEVELOPMENT**

**08 Hours**

Determinants and Parameters of Organisational Design-Organisation and Environment, Organisational Strategy, Organisation and Technology, Types of Organisational Structures, Organisational Decision-Making and Strategy-Formulation, Organisational Culture.

### **MODULE 3: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR**

**08 Hours**

Individual Behaviour and Learning – Personality – Transactional Analysis – Values & value systems – Emotions – Attitudes – ABC Model – Types of attitudes – Job related outcomes – Perception processes, Nature – Factors influencing individual decision making – Implications in the organizational Context.

### **MODULE 4: LEADERSHIP AND MOTIVATION**

**10 Hours**

Introduction – Leadership versus Management – Leadership theories –Expectancy and the Path-goal theory of leadership, Situational Leadership Theory, Contingency theories of leadership, Contemporary Leadership Theories

Motivation in work settings – Managerial issues and challenges – Theories - Maslow's Need theory, McGregor XY Theory, Herzberg's Two Factor Theory, Vroom's Valence and Instrumentality.

### **MODULE 5: GROUP AND TEAMS**

**09 Hours**

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Team Building Exercise and Practical Activity.

### **PEDAGOGY / METHODOLOGY:**

(Lectures, Case Study, Assignments, Seminar, Discussion, Role plays, Group Activity, Simulation, Business Games etc.). Focus on practical exercises help students to maintain their interest levels in learning and also enhance their understanding of the subject. These activities will make the students industry ready.

### **RECOMMENDED BOOKS: (Latest Edition)**

1. Williams & Nelson, "Management and ORGB", Cengage Learning
2. Stephen P. Robbins, "Organizational Behaviour", Prentice Hall





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<b>Paper Code</b>	<b>PM102.1C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Legal Aspects of Business</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>I</b>		

### Description

Legal Aspects of Business course is designed to provide students with an understanding of business, contract and commercial law, company law, company regulations, consumer regulation and environment regulations. The purpose of this module is to examine the key concepts and issues associated with laws in organizations, Indian contract act, sales of goods act, laws related to environment protection, cyber crime and in general. This will help them understand how a company runs with rules and regulations. The course will make the students learn the basics of Business law encompassing all of the legal processes and its impact on the stakeholders.

**Course Outcomes:** On successful completion of the course the learner will be able:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	Understand the different provisions of the law and how it is applicable in current business scenario.
CO2	Analyze	Analyze the fundamental legal issues pertaining to the business and how it contributes to managing the business successfully.
CO3	Apply	Apply the basic Corporate Regulations and legal tenets as applicable to Business firms.
CO4	Identify	Classify/identify the different laws applicable to the business w in world in different areas.
CO5	Analyze	Analyze the different laws in the context , Environment protection, Social welfare, Employee Welfare

### MODULE 1: MERCANTILE AND COMMERCIAL LAW

**10 HOURS**

INDIAN CONTRACT ACT 1872: Agreement and Contract, Essential of a valid Contract, Classification of Contracts, Remedies for breach of Contract, Quasi contracts.

NEGOTIABLE INSTRUMENTS: Promissory Note, Bills of Exchange, special rules for Cheque and drafts, discharge of negotiable instruments.

THE SALE OF GOODS ACT 1930: Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller. Online Trade Policy in selling goods.



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## MODULE 2: COMPANY LAW AND CORPORATE REGULATIONS

8 HOURS

Company Act 2013 and 2017: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association (MOA, AOA), Prospectus (Types of prospectus), Power, Duties and Liabilities of Directors, Winding up of Companies

Intellectual Property Right: Trade Marks, Patents, Copyright, Trade Secrets, Geographical Indications.

## MODULE 3: CONSUMER REGULATIONS

8 HOURS

The Consumer Regulations Act 1986 and 2019, Consumer Disputes, Complaint, Unfair Trade Practices, Restrictive Trade Practices, Redressal of Consumer Disputes, State Commission, National Commission, Procedure applicable to the National Commission, Consumer Protection Councils.

**Introduction of IPR, Copy rights, Trade marks, Patent Act.**

Information Technology Act 2002, 2008 Amendment, Cyber Law in India, Salient features of IT Act, Digital Signature. Digital payments and Cyber Security implications in ecommerce for B2C and B2B markets. related to cyber crime.

## MODULE 4: ENVIRONMENTAL REGULATIONS

6 HOURS

Environmental Protection Act 1986 – Salient features of the Act, Global Warming, Sustainable Development.

## MODULE 5: EMPLOYEE REGULATIONS

13 HOURS

Labour Compliances in India – Laws on Wages, Social Security, Industrial Safety & Welfare and Industrial Relations, The Sexual Harassment of Women at Workplace Prevention, Prohibition and Redressal Act, 2013, POSH Act. Practical aspects of Case law with current cases corporate to be analyzed

### RECOMMENDED BOOKS: (Latest Edition)

1. Akhileshwar Pathack, Legal Aspects of Business, 5th Edition, Tata McGraw Hill.
2. P.K. Goel, Business Law for Managers, Bizentra Publishers India. 2018

### REFERENCE BOOKS (Latest Edition)

1. Aswathappa K, Essentials of Business Environment, Himalaya Publishing House
2. Francis Cherunilam, Business Environment, Himalaya Publishing House
3. RBI Bulletins
4. Public Sector Enterprises Survey
5. B.D.Singh, "Labor Laws for Managers", Excel Books
6. C.S Venkata Ratnam, "Industrial Relations", Oxford University Press
7. National Sample Survey Organization reports
8. Labour Regulations Reports



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### ONLINE LEARNING RESOURCES

S. No.	Name of the URL	How does it augment the Teaching-Learning Process
1	<a href="http://www.ibef.org">www.ibef.org</a>	Helps students understand the case laws and specific cases
2	<a href="http://www.sakshieducation.com">www.sakshieducation.com</a>	
3	<a href="https://indiacorplaw.in/">https://indiacorplaw.in/</a>	
4.	<a href="http://corporatelawreporter.com/">http://corporatelawreporter.com/</a>	

### CO-PO Mapping

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1			3	2				
CO2								
CO3			3	2		1		
CO4			2	3				
CO5	2		3	3				



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<b>Paper Code</b>	<b>PM103.1C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Marketing Management</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>I</b>		

### Description

The course is designed to help students develop a better appreciation and understanding of the role of marketing in a business organization specifically, and in our society at large. It is an introductory course that allows students to analyze the environment in which modern day marketers operate. It includes definitions, main principles, techniques, frameworks and tools that marketers use to identify target segments of customers and position themselves in a highly competitive market. The aim is to provide students with a strong foundation for understanding the role of marketing in an organization and prepare them for more advanced modules later in the degree.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	Understand the importance of marketing in an organization, how marketing relates to other business functions, and the role of marketing in society at large.
CO2	Apply	Apply marketing concepts to a new or existing business
CO3	Analyse	Analyze and define a target market for a selected product or service along with Distribution channel intermediaries and Channel management decisions
CO4	Evaluate	Evaluate and synthesize information and derive insights related to marketing management, from several perspectives
CO5	Design	Develop a marketing plan and strategy for a product or service

### MODULE 1: INTRODUCTION:

**10 HOURS**

Concept, nature, scope and importance of marketing - Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview- Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.



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### **MODULE 2: PRODUCT DECISIONS**

**10 HOURS**

Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates

### **MODULE 3: DISTRIBUTION CHANNELS AND PHYSICAL DISTRIBUTION DECISIONS**

**10 HOURS**

Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques. Port and Airport logistics

### **MODULE 4: RESEARCH, DEVELOPMENTS AND VALUES IN MARKETING:**

**6 HOURS**

Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations. Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Relationship marketing and other developments of marketing

### **MODULE 5: SUSTAINING GROWTH AND CUSTOMER VALUE**

**9 HOURS**

New product development strategy, Steps in new product development - Managing holistic marketing organization: Internal marketing, Marketing control- Business Marketing Concept, Business vs. Consumer Marketing, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services. Organizational Buying - Types of buying methods in organization like single tender, Limited tender, global tender and Reverse auction.

## **6. TEACHING PEDAGOGY**

Lecture, group discussion, guest speakers, group presentation, case studies

## **7. SKILL DEVELOPMENT EXERCISES**

1. Bring out the similarities of various on line marketing portals
2. Visit a nearest Large retail stores and discuss the various key points in stores operations
3. Carry out a survey and find out the opinion of consumers about traditional marketing and web based marketing.





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### RECOMMENDED BOOKS: (Latest Editions)

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.

### REFERENCE BOOKS

1. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
2. Edward G. Hinkelman, "International Trade Documentation the Documents of Exporting, Importing, Shipping and Banking", World Trade Press
3. Lambert, D, "Strategic Logistic Management", Tata McGraw Hill, New Delhi

### CO-PO Mapping

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1		3	2				3	
CO2	2	3	3					
CO3			3			3		2
CO4	1		3					3
CO5		2				2	3	



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<b>Paper Code</b>	<b>PM104.1C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Statistical Techniques for Managers</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>I</b>		

### Description

The Statistical Techniques for Managers course is designed to help students understand and apply the concepts and tools of data analysis. It develops the skills to confidently apply statistical methods to performance problems in an organization. Areas such as marketing, human resource management, operations, information systems and accounting provide rich opportunities for the application of statistics and modelling. With the help of this course, students will be introduced to the principles of data collection, description and analysis. They will learn the basic tools of statistical inference and modelling, as well as some fundamentals of designing a statistical study, how to sample and collect data, and which statistical techniques are appropriated. Students will also learn how to interpret statistical output, and how not to be fooled by statistical studies.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	Understand formal statistical approach to problem solving and an intuition about situations where such an approach is appropriate.
CO2	Apply	Apply the concepts of sampling, estimation, and hypothesis testing to real world examples
CO3	Analyze	Analyze Hypothesis and test them for acceptance
CO4	Evaluate	Evaluate non parametric tests and the situations where they can be applied.
CO5	Develop	Index numbers and Time series in business solutions.

### MODULE1: ROLE OF STATISTICS

**10 HOURS**

Introduction to statistics in managerial decision-making; Presentation of data by - Tables, Graphs and Frequency Distribution - Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis

### MODULE 2: SAMPLING THEORY AND HYPOTHESIS TESTING.

**15 HOURS**

Sampling theory and Hypothesis Testing; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. ANOVA one and two way, MANOVA, Problems in Non-parametric tests like, Chi-square tests for independence of attributes and goodness of fit, Sign test for paired data, Rank sum test, Kolmogorov-Smirnov, Test for goodness of fit, comparing two populations. Mann-Whitney U test and Kruskal Wallis test, One sample run test, rank correlation.



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### MODULE 3: TIME SERIES & INDEX NUMBERS,

**9 HOURS**

Components of time series - Trend analysis: Least Square method, Linear and Non- Linear equations, Exponential shooting method, Applications in business decision-making.  
Index Numbers: Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods.

### MODULE 4 : CORRELATION AND REGRESSION ANALYSIS

**4 HOURS**

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Concepts of Multiple Correlation analysis-Regression: Meaning, Regression equations and their application. Concepts of Multiple Regression analysis.

### MODULE 5 : DECISION THEORY

**7 HOURS**

Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications - Use of various softwares in Decision theory  
Decision Theory–Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty.

### PEDAGOGY

Lecture, group discussion, guest speakers, group presentation, case studies.

### SKILL DEVELOPMENT EXERCISES

Work our various problems in software like SPSS and others.

### RECOMMENDED BOOKS(Latest Editions)

1. P.K Mittal, B.G. Sathya Prasad, Mathematics and Statistics for Management, Himalaya Publications, Latest edition
2. S P Gupta, Statistical Methods, Sultan Chand & Sons, Latest edn.
3. N.D. Vohra, Business Statistics, Tata McGrawHill,2013

### REFERENCE BOOKS (Latest Editions)

1. SC Gupta, Fundamentals of Statistics, HimalayaPublications.2013.
2. Glynn Davis and Branko Pecar, Business Statistics using Excel. Oxford University press,2010

### CO-PO MAPPING

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1	2	3		2				
CO2		3			2		3	
CO3				3		3		3
CO4		2	3				2	
CO5						2	2	2



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<b>Course Code</b>	<b>PM105.1C</b>	<b>No. of Credits</b>	<b>4</b>
<b>Course Name</b>	<b>Managerial Accounting</b>	<b>No. of Hours</b>	<b>60</b>
<b>Semester</b>	<b>I</b>		

Course Outcomes: On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	Explain the concepts of financial, management and cost accounting
CO2	Understand	Demonstrate the application of managerial accounting
CO3	Apply	Prepare financial statements.
CO4	Apply	Apply various tools and techniques to make management decisions

### **MODULE 1: INTRODUCTION TO FINANCIAL ACCOUNTING**

**5 HOURS**

Accounting Concepts and Conventions (Generally Accepted Accounting Principles) - Purpose and objectives of accounting information – Uses and users of accounting information – Branches of accounting – Basic terminology in accounting — Ethics in Accounting

### **MODULE 2 RECORDING ACCOUNTING TRANSACTIONS & VALUATION OF ASSETS**

**15 HOURS**

Concept of Double Entry System – Basic knowledge of Accounting Process: Journal, Ledger-subsidary books (purchase, sales and cash), Trial Balance (Theory and Problems), Bank Reconciliation statement; Valuation of tangible fixed assets and inventory (FIFO & LIFO).

### **MODULE 3: FINAL ACCOUNTS**

**10 HOURS**

Preparation of Final account of a company – Income statement and Balance sheet - Vertical method (Problems). Disclosures under Company's Act 2013 and under Listing Agreement (Only Theory)

### **MODULE 4: ANALYSING AND INTERPRETING FINANCIAL STATEMENTS**

**15 HOURS**

Financial Statement Analysis- Meaning and Objectives; Sources of Information, Techniques of Financial statement analysis; Comparative Statement Analysis, Common size Statement Analysis, Trend Analysis; Ratio analysis, Cash Flow Statement.



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### MODULE 5 MARGINAL COSTING AND BUDGET

10 HOURS

Meaning- Classification of Cost – Cost Sheet-cost reduction techniques, Marginal Costing –CVP and BEP analysis (problems) – Budgetary Control—Types of budget—Problems on Flexible budget and Cash budget only.

### MODULE 6: EMERGING TRENDS

05 HOURS

IFRS – Inflation accounting – Human Resource Accounting –Forensic Accounting – Environmental Accounting – Through Put Accounting - Corporate Social Reporting- (Only Concepts)

### PEDAGOGY

To teach various topics in the course a combination of PPT, problem solving on the board, videos and case discussion would be used.

### RECOMMENDED BOOKS (Latest Editions)

1. Ramachandran, N. & Kakani, R.K., “Financial Accounting for Management”, Tata McGraw Hill.
2. Banerjee B. K., “Financial Accounting: A Dynamic Approach”, Prentice Hall of India(PHI)
3. Jawahar Lal and Seema Srivastava, ‘Cost Accounting’, Tata McGraw hill
4. M .Y Khan and Jain, Cost Accountong and Financial Management, Tata McGraw hill, 2006.

### REFERENCE BOOKS (Latest Edition)

1. M.N. Arora, “Accounting for Managers”, Himalaya Publications
2. Narayanaswamy. R, “Financial Accounting: A Managerial Perspective”, Prentice Hall of India(PHI)
3. Bhattacharya, S.K “Accounting for Management : Text and Cases”, Vikas Publishing House
4. Tulsian and Tulsian, “ Financial Reporting”, S.Chand
5. Shankarnarayan/Ramanath, “Financial Accounting for Management”, Cengage Learning
6. Maheswari & Maheswari, “Accounting for Managers”, Vikas Publishing
7. Jain and Narang, ‘Cost Accounting Principles and Practices’, Kalayani Publishers, 2013.
8. Ravi M. Kishore, ‘Cost Management’, Taxmann’s
9. Bagavathi V., Pillai,R .S .N ., Cost Accounting, S . Chand, Chennai, 2010.



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### E-RESOURCES

1. <https://ocw.mit.edu/courses/sloan-school-of-management/15-501-introduction-to-financial-and-managerial-accounting-spring-2004/lecture-notes/>
2. <http://anax8a.pressmart.com/TheCharteredAccountant#page/51>
3. [https://www.youtube.com/watch?v=Rpa\\_UAcileU](https://www.youtube.com/watch?v=Rpa_UAcileU)
4. [https://wps.pearsoned.co.uk/ema\\_uk\\_he\\_wachowicz\\_fundfinman\\_13/106/27149/6950232.cw/index.html](https://wps.pearsoned.co.uk/ema_uk_he_wachowicz_fundfinman_13/106/27149/6950232.cw/index.html)
5. <http://www.managerialaccounting.org/Activity%20Based%20Costing.htm>
6. <http://anax8a.pressmart.com/TheCharteredAccountant#page/51>
7. [https://wps.pearsoned.co.uk/ema\\_uk\\_he\\_wachowicz\\_fundfinman\\_13/106/27149/6950232.cw/index.html](https://wps.pearsoned.co.uk/ema_uk_he_wachowicz_fundfinman_13/106/27149/6950232.cw/index.html)

### CO-PO Mapping

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1			1					
CO2		1	2					
CO3			3	1				
CO4			3					



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<b>Paper Code</b>	<b>PM106.1C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Operations and Quality Management</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>I</b>		

### Description

The Operations and Quality Management course objective is to develop, amongst the students, in-depth strategic understanding of operations systems, their components and integration with other functional areas. Through this course students will get to know about functions and importance of operations management, its process and structure, quality concepts, its tools and management and basic fundamentals of inventory management and controls. This will help to enable the students to identify operational issues and develop problem solving skills to resolve the operational issue at any organization.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Describe the strategic role of POM in creating and enhancing a firm's competitive advantages
CO2	Understanding	Demonstrate understanding of key concepts and issues of POM in both manufacturing and service organizations
CO3	Applying	Identify the operational issues in the value addition processes of a firm
CO4	Analysing	Analyse business processes in services / manufacturing for improvement
CO5	Evaluating	Develop problem-solving tools to resolve the operational issues

### MODULE 1: INTRODUCTION TO OPERATIONS MANAGEMENT

**6 HOURS**

Operations Management – functions, importance, manufacturing versus service operations, Operations Management strategy, Supply Chain view of operations, modern practices of operations management, systems concept of operations management, critical issues in operations management, Service Operations Management, Managing efficiency of service operations.



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### **MODULE 2: OPERATIONS PROCESSES**

**12 HOURS**

Process structure in services and manufacturing – Strategic fit, process tools, strategies for improving processes, selection of location for a factory, selecting a factory layout, different types of layout, achieving world class manufacturing excellence, Techniques of method study and work measurement, Assembly line balancing, strategic capacity planning, bottleneck management & theory of constraints.

### **MODULE 3: QUALITY MANAGEMENT**

**12 HOURS**

Quality Concepts - the 7 QC tools and 7 new QC tools, Cost of Quality, QFD, House of Quality, Inspection versus Quality, Quality Circles, Contributions of Quality Gurus, Juran Trilogy, TQM, QS 9000, ISO 14000, Service quality dimensions, FMEA, Types of FMEA, Kano model, Baka Yoke and Poka Yoke, Six sigma, Lean tools, Just in Time, Gemba Kaizen, Vendor management.

### **MODULE 4: MAINTENANCE MANAGEMENT**

**5 HOURS**

Importance of maintenance management, TPM, Different types of maintenance, Concept of overall equipment effectiveness, 5S Housekeeping standards of excellence.

### **MODULE 5: MATERIAL MANAGEMENT & INVENTORY CONTROL**

**10 HOURS**

Materials management – importance and functions, Purchasing – Objectives and Functions, Purchasing Cycle, Documentation in purchasing, Inventory management basics - need for inventory control, Anticipatory and Response based inventory models, EOQ and EOQ models and variants, Methods of inventory control, KANBAN, Continuous Review, Periodic Review, Perpetual Inventory System, MRP and MRP II.

### **PEDAGOGICAL TOOLS:**

Lectures, Presentations, Solving numerical examples, Case Studies, Videos, Industry visit, use of E-resources

### **RECOMMENDED BOOKS (LATEST EDITIONS)**

1. Kanishka Bedi, Production and Operations Management, Oxford
2. William Stevenson, Operations Management, Oxford
3. Mahadevan, Operations Management, Pearson

### **REFERENCE BOOKS (LATEST EDITIONS)**

1. Martin K Starr, Production and Operations Management, Biztantra
2. Mahadevan, Operations Management, Pearson
3. Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman & Samir K. Srivastava, Operations Management: Process and Supply Chains, Pearson
4. S N Chary, Production and Operations Management, TMH
5. Upendra Kachru, Production and Operations Management, EB





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## ONLINE LEARNING RESOURCES

1. <https://www.mckinsey.com/business-functions/operations/our-insights/operations-blog>
2. <https://operationsroom.wordpress.com/>
3. <https://www.allaboutlean.com/>
4. <https://blogs.anderson.ucla.edu/global-supply-chain/>
5. <https://aviyer2010.com/>

## CO-PO MAPPING

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1				2				3
CO2								2
CO3		1	3					2
CO4		1	2					
CO5	1	1	3					



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<b>Paper Code</b>	<b>PM107.1C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>MANAGERIAL ECONOMICS</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>I</b>		

### Description

Managerial Economics course introduces the concept of Economics and provides better understanding about the importance of economic approaches in managerial decision making to understand the applications of economic theories in business decisions. This will help students to gain knowledge about demand analysis and consumer equilibrium, techniques of demand forecasting, theories of production, cost and revenue concepts, market structure and equilibrium. By the end of the course, students will be able to identify various market conditions by analyzing economic scenarios and solve business related problems.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understanding	DESCRIBE the role of a Managerial Economist in business organisations.
CO2	Understanding	EXPLAIN the changes in consumer behavior affecting the demand.
CO3	Applying	DEMONSTRATE the laws of production.
CO4	Analysing	ILLUSTRATE the derivation of short run and long run cost curves.
CO5	Evaluating	DETERMINE price and output equilibrium under various market conditions.

### MODULE 1: INTRODUCTION TO MANAGERIAL ECONOMICS

**8 Hours**

Introduction to Managerial Economics The roles of the firm and the House hold  
Decision Making in the Household - Consumer Choice. Objectives of a managerial economist.  
Economic principles relevant to managerial decision making. Opportunity cost, production possibility curve, concept of increments and margin, discounting principle.

### MODULE 2: DEMAND ANALYSIS AND CONSUMER EQUILIBRIUM

**9 Hours**

Demand theory and analysis, Elasticity of Demand and its role in Managerial decision making,  
Demand forecasting, Techniques of Demand forecasting. Consumers Equilibrium: Cardinal and Ordinal utility approaches, Law of diminishing marginal utility, Indifference curve approach, Theory of revealed preference, Consumer surplus.

### MODULE 3: THEORY OF PRODUCTION

**8 Hours**

Production function: Laws of variable proportions, Economies and diseconomies of scale, Economies of Scope, Isoquants and Isocost, optimum combination of inputs. Analysis of Risk and Uncertainty.



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### MODULE 4: COST AND REVENUE CONCEPTS

8 Hours

Cost and Revenue concepts: kind of costs, Short run and long run cost functions, Revenue Concepts – Relationship between total, marginal and average revenue, significance of revenue curves, Relation between cost and revenue curves. Optimal Input Choice - Cost Minimization vs. Output Maximization - Relation between SR and LR Costs

### MODULE 5: MARKET STRUCTURE AND EQUILIBRIUM

12 Hours

Characteristics of different market structure, Price determination and firm's equilibrium under perfect competition, monopolistic competition, monopoly and oligopoly, price discrimination dumping and pricing methods.

### PEDAGOGY

Lecture, group discussion, guest speakers, group presentation, case studies

### SKILL DEVELOPMENT EXERCISES

1. Solve market equilibrium problems
2. Graphically portray consumer surplus.
3. List factors that cause demand to change.
4. Categorize demand as being elastic or inelastic from the given data.
5. Solve cost related problems
6. Business examples of opportunity cost.
7. Illustrate different types of short & long run cost curve
8. Distinguish the features of monopoly, oligopoly and monopolistic competition, giving two examples of each

### ONLINE LEARNING RESOURCES

1. <https://www.pfw.edu/dotAsset/142427.pdf>
2. <https://openoregon.pressbooks.pub/socialprovisioning/chapter/introduction-to-monopolistic-competition-and-oligopoly/>
3. <https://www.saylor.org/books/>

### RECOMMENDED BOOKS (Latest Editions)

1. Gethika, Piyali Ghosh & Purba Roy Choudhury, "Managerial Economics", Tata McGraw Hill
2. Pindyck Rubinfeld & Mehta, "Microeconomics", Pearson



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### REFERENCE BOOKS (Latest Editions)

1. Mankiw, "Principles of Microeconomics", Cengage Learning
2. Damodaran Suma, "Managerial Economics", Oxford University Press
3. Dominick Salvatore, "Managerial Economics", Oxford University Press
4. Petersen Lewis & Jain, "Managerial Economics", Pearson
5. D M Mithani, "Managerial Economics Theory and Applications", Himalaya Publishing House
6. Ritika Sinha, "Economics for Manager", SBPD Publishing House
7. Pannerselvam/Sivasankaran/Senthilkumar, "Managerial Economics", Cengage Learning
8. Dwivedi D.N, "Managerial Economics", Vikas Publication

### CO-PO MAPPING

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1	1	3				2		
CO2			1	2				
CO3			3					
CO4			3					
CO5			3	2				1



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<b>Paper Code</b>	<b>PM108.1S</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Computer Based Information System</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>I</b>		

### Description

The objective of this course is to develop students to construct their awareness and application of various aspects of information technology to solve business issues of today. This course will provide students with a blend of both technical and management concepts needed to survive the current and future business environment in context to treating and using IT as an enabler for achieving business goals. The students will be able to hone their skills by applying and integrating the concepts learnt during the course to design intelligence based expert systems.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	Define relevant business information technologies, teamwork, and decision making necessary for the integration of business processes using information technology.
CO2	Understand	Explain the use of various automation systems along with its tools, techniques, methodologies, and processes, to develop computer-based information systems that meet the needs of businesses and organizations.
CO3	Analyze	Demonstrate the analytical aspects regarding the motivations, architectures, and implementation of IT policy and practices.
CO4	Apply	Assess the use of databases for data analysis, design, implementation, and administration.
CO5	Evaluate	Formulate computer-based systems projects across various levels of computer-based information systems.
CO6	Create	Plan the application of decision support systems for higher-order decision making.
CO7	Create	Design the artificial intelligence-based expert systems for cyber-physical applications.

### MODULE 1: INTRODUCTION TO OFFICE AUTOMATION SYSTEM

**7 HOURS**

Introduction to office automation systems and their Impact on efficiency and productivity of office workers - Application of various office automation tools such as word processing, spreadsheets, presentation software and video-based conferencing.

Implementation of office automation system by integrating various components and technologies, which include basic Hardware, Software, Networks, Internet, Intranet, Extranet, LAN, WAN & Worldwide Web, Wi-Fi and 3G/4G mobile communication technologies.



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### Module 2: Transaction Processing System

7 Hours

Understand the use of transaction processing systems in managing and processing various transactions that are a necessity of any business organization.

Analyze the architecture of a TPS as to how it captures, classifies, stores, maintains, updates, and retrieves transaction data for record-keeping and input into other types of CBIS.

Differentiate and assess various types of transaction processing systems such as ERP, CRM, Financial Accounting (FA), HRIS, Production and Logistics systems and SCM.

Understand the variety of cross-functional transaction processing system and their interplay.

### Module 3: Management Information System

7 Hours

Appreciate the concept that MIS is the lynchpin of the higher-order and lower-order CBIS.

Develop MIS as an information system that may give critical information to all levels of management for the smooth operation of an organization.

Understand System concept, Overview of MIS development, MIS Design, System objective, System constraints, Information need and Information sources.

### Module 4: Decision Support System

12 Hours

Assess the Senior Management's need to make unstructured or semi-structured decisions.

Application and importance of DSS as Closed system, Evaluation Metrics of System, Rationality, and problem-solving.

Apply a critical success factor model to build and implement a DSS that influences a rational choice and supports the unstructured decision-making process.

### Module 5: Expert Systems

12 Hours

Evaluate the application of AI-based expert systems to deploy as sophisticated cyber-physical tools. Understand the use of expert systems as non-algorithmic programs to provide solutions to complex issues or clarify decisions in situations where human expertise is required. Understand the development of expert systems that requires a Knowledge base, Working storage, Inference engine, User interface, Domain expert, Knowledge engineer, User and System engineer.

### RECOMMENDED BOOKS (Latest Edition)

1. Kenneth C. Laudon, Jane P. Laudon, Management Information Systems: Managing the Digital Firm, 16th edition
2. Gerardus Blokdyk, Transaction Processing Management System A Complete Guide

### REFERENCE BOOKS: (Latest Edition)

1. Vicki L. Sauter, Decision Support Systems for Business Intelligence
2. Papathanasiou, Jason, Ploskas, Nikolaos, Linden, Isabelle , Real-World Decision Support Systems: Case Studies
3. I. Gupta, G. Nagpal, Artificial Intelligence and Expert Systems



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### ONLINE LEARNING RESOURCES

1. <http://www.questjournals.org/jrbm/papers/vol4-issue11/B4111117.pdf>
2. <https://www.researchgate.net/publication/328509912> An Enterprise Computer-Based Information System CBIS in the Context of Its Utilization and Customer Satisfaction.
3. <http://soeagra.com/ijert/ijertdec2014/8f.pdf>
4. <https://www.mdpi.com/1999-4907/6/1/163/pdf>
5. <http://data.conferenceworld.in/DSCW/P778-783.pdf>

### MOOCs

1. <https://www.coursera.org/specializations/introduction-computer-infosystems#courses>
2. <https://www.coursera.org/learn/business-intelligence-tools#syllabus>
3. <https://www.coursera.org/specializations/data-design-operational-business-intelligence#courses>
4. <https://www.coursera.org/learn/introduction-to-ai>
5. <https://www.coursera.org/specializations/excel>

### CO-PO Mapping

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1	2		2	1				
CO2		2	2					
CO3	3		3		3			
CO4			3				3	
CO5		3	3		3			
CO6	3		3	3			3	
CO7			3	3				



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### Soft Skills Development – I (Audit Course)

Paper Code		No. of credits	0
Course Name	Soft Skills Development – I	No. of Hours	30
Semester	I		

#### Course Description:

This course aims to develop the soft skills that a good business professional should have. It covers the area of self-management, which includes of positive behavior, creative thinking and health and hygiene. The course also develops emotional skills which helps in managing emotions and stress to make crystal clear business decision. It also focuses on developing body and oral languages.

**Course Outcomes:** On successful completion of the course, the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	IDENTIFY the skills that enhance one's self concept and accordingly imbibe them
CO2	APPLYING	PRACTICE skills of Yoga to lead an energetic life
CO3	APPLYING	DEPLOY the emotional management skills for professional and personal life management
CO4	ANALYSING	PRIORTIZE the use of time management skills for better self-organization.
CO5	EVALUATING	ASSESS continuously stress levels and manage them
CO6	CREATING	DEVELOP into a well-groomed person and confident employee with effective communicative abilities.

#### MODULE 1: SELF-MANAGEMENT

8 HOURS

**Art of self-management** - Understanding of Self-concept and enhance to match with societal and organizational expectations - **Positive attitude** – **Health and hygiene** – Importance of fitness and health - Yoga for improved health of mind and body – Importance of energy and enthusiasm – Practical exercises and demonstration of Yoga – Breathing, Asanas and kriyas

**Creative Thinking** – Skills of Creativity – Problem Solving – Critical thinking

**Reading and art of updating self** - Understanding the elements of effective reading, using skimming and scanning techniques for rapid reading, reading for comprehension- exercises in Reading -

#### MODULE 2: BUSINESS COMMUNICATION – I

5 HOURS

Definition, Purpose of communication, Importance of Communication, characteristics of effective communication, classification of Communication, differences between oral and written





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communication, Process of Communication, means of communication, verbal and non-verbal, spoken and written, Barriers to communication, communication in crisis, Communication in a cross-cultural setting.

## MODULE 3: ORAL COMMUNICATION SKILLS

5 Hours

Meaning, features, methods, advantages and disadvantages, Barriers to oral communication, verbal and non-verbal communication - Forms – tone (paralinguistics), use of space (proxemics), gestures (Kinesics), posture, Listening and hearing, Listening Skills: Meaning, importance, types, Anatomy of poor Listening, Features of a good Listener, Listening- the art of listening - elements of listening, being an effective listener- practical exercises in listening – Steps for effective communication.

## MODULE 4: MANAGING EMOTIONAL SELF

5 HOURS

Components of Emotional Intelligence- self-awareness, self- regulation, internal motivation, empathy and social skills, enhancement of emotional coping, anger management, EI rating - Importance of inter-personal skills – analysis of ego states and transactions - positive relationship – positive attitude – Importance of empathy - comprehend others opinions, points of views and face them with understanding, trust – handling interpersonal situations.

## MODULE 5: TIME MANAGEMENT AND STRESS MANAGEMENT

7 HOURS

Importance of adhering to time and discipline in professional behavior – Exercising discipline and motivation on subordinates - Time Management – importance of time management – Creating and using a to-do list using mobile phone apps to plan - Stress Management – causes of stress and its impact – personality types and stress- how to manage - stress busters.

### PEDAGOGY:

Ice- breaking, Brainstorming and simulation exercises, movie clips, videos, Educational games, examples, story/sharing questionnaire/role play/exercises/ Task, Video/Audio recording, demonstrations on Yoga - presentations.

### Recommended Books:

1. R. Alec Mackenzie , “The Time Trap: The Classic book on Time Management”, AMACOM.
2. Suzanne C. Janasz, Karen O. Dowd & Beth Z. Schneider, “Interpersonal Skills in Organisation”, Tata McGraw Hill Education.
3. Butterfield, “Soft Skills for Everyone”, Cengage Learning.
4. Daniel Goleman, “Emotional Intelligence”, Random House Publishing Group.
5. Raj Sangwaan, “Stress Management- How to Deal with Stress”, Shashwat Publication.

### Reference Books:

1. Yoga Sutras of Pathanjali
2. Light on Yoga – BKS Iyengar
3. Yoga Anatomy – Leslie Kaminoff



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4. Gopalaswami Naresh, "The Ace of Soft Skills", Pearson.
5. Raman & Upadhyay, "Soft Skills – Key to Success in Workplace and Life", Cengage Learning.
6. Peter W Cardon, "Business Communication", McGraw Hill Education.
7. Levitt & Harwood, "Your Career: How to Make it Happen", Cengage Learning.

### E – RESOURCES

1. [onlinecourses.nptel.ac.in](http://onlinecourses.nptel.ac.in)
2. [www.edupristine.com](http://www.edupristine.com)
3. Everageedu.com
4. [www.wikijob.co.uk](http://www.wikijob.co.uk)
5. [learndigital.withgoogle.com](http://learndigital.withgoogle.com)

CO-PO Correlation								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1		3						
CO2		2				1		
CO3		2				1		
CO4		2						
CO5		2						
CO6	3							

**Assessment Criteria:** The course of **Soft Skills Development – I**, being more of a subjective in the nature of its contents, the entire assessment will be internal. The assessment will be made by the internal faculty by way of continuous module wise evaluation by conducting practical exercises and tests.

**Testing Tools:** Following are the examples of the module wise tests:

1. Practical exercises in Yoga
2. Maintenance of a record book in vocabulary and sentences and tests in possible mistakes.
3. Tests on handling of interpersonal situations/interactions
4. Mock interviews on time management.



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### AUTONOMOUS SYLLABUS II SEMESTER, MBA

<b>Paper Code</b>	<b>PM101.2C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Human Resource Management</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>II</b>		

#### Description

This course introduces students to the conceptual and technical aspects of Human Resource Management and aims to provide students with an understanding of various HRM activities such as talent acquisition (including recruitment, testing & selection), talent management (including performance management, compensation, career management, succession planning), talent development (including development and training, human asset management, etc.) so that they can become more effective managers in future.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	Understand and gain knowledge of human resource management, diversity in workplace, cultural and reality shock and to understanding of different tools used in forecasting and planning human resource needs.
CO2	Applying	IDENTIFY the value of human resource in a work environment and assess what an organization is willing to compensate for it.
CO3	Analysing	Analyse the use of various tools and frameworks to solve strategic HR problems using HRIS data.
CO4	Evaluating	Evaluate the procedures and practices used in managing human asset in an organization.
CO5	Creating	DESIGN a system that incorporates the key tools of HR Accounting and Audit.

#### MODULE 1: INTRODUCTION

**09 Hours**

Human Resource Management: Definition – Objectives – Functions – Scope – models of HRM– HRM in India and Global context – Evolution of HRM –HR Metrics – Qualities of a good Human Resource Manager- Human Resource Outsourcing- HR Audit – Human Resource Information System (HRIS)



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**Human Resource Planning:** HR Planning as a source of Information – Methods of HR Planning – Job Analysis, Job description and Job Specification – Job redesign, HR dashboard.

### MODULE 2: TALENT ACQUISITION

**09 Hours**

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs. Functions of Human Resources Management from Procurement to Separation: Placement, Induction, Transfers, Promotions, Disciplinary actions, Termination of Services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

### MODULE 3: TRAINING AND DEVELOPMENT, CAREER MANAGEMENT

**10 Hours**

**Training and Development** – Training need analysis, designing a training program, Evaluating a training program- approaches, Methods of Training: Job Instructed Training, Coaching, Mentoring, Job Rotation, Apprenticeship training, Learning Theories – Jaen Piaget's theory, Social Learning theory, Kolb's model on Learning style of individuals

**Career Management** – Need for career planning – Career Development (CD) – Steps in CD – Elements in CD – Career anchors in CD – Diversity in CD – Counselling and Mentoring in CD – Competency: Concept – Meaning – Types – Process of Competency Mapping

### MODULE 4: WAGE AND SALARY ADMINISTRATION

**09 Hours**

Rewards Management: Wage and Salary Administration: Meanings, Calculation of Wage, Salary, Perquisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria.

### MODULE 5: MANAGING EMPLOYEE RELATIONS

**08 Hours**

Employee Relations: Meaning & Characteristics – Parties to Industrial relations – Theoretical Perspectives on Industrial Relations – Nature of Trade Unions – Types of trade unions – Reasons for joining TU – Problems of Trade Union – Causes for Industrial Disputes – Grievance Procedures – Redressal of Grievances through Collective Bargaining – Features – Workers participation in management – Laws relating to Employee Relations.

### PEDAGOGY / METHODOLOGY

Lectures, Case Study, Assignments, Seminar, Discussion, Role plays, Group Activity, Simulation, Business Games etc. Focus on practical exercises help students to maintain their interest levels in learning and also enhance their understanding of the subject. These activities will make the students industry ready





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<b>Paper Code</b>	<b>PM102.2C</b>	<b>No. of Credits</b>	<b>4</b>
<b>Course Name</b>	<b>Financial Management</b>	<b>No. of Hours</b>	<b>60</b>
<b>Semester</b>	<b>II</b>		

### Description

This course offers an understanding of various concepts of financial management. This course focuses upon Financing, Investing and Surplus Decisions at firm level along with other important aspects (Working Capital Management and Time Value of Money). Successful completion of this course will result in development of subject specific knowledge, skills and students will be able to demonstrate a detailed understanding about the significance of managing financial resources. Students will build an understanding of managing money to derive maximum benefit by raising and investing money by way of optimizing the cost of funds and returns from investment. They will be able to evaluate the real and nominal, inculcating the interdependence of finance functions and the concept of Time Value of Money. Students will learn to rationalize dividend decisions under different economic conditions in order to maximize the shareholders' wealth.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	<b>Describe</b> managing corporate finance and emerging trends in financial management
CO2	Evaluate	<b>Estimate</b> the future value and present value of cash flows for financing decisions
CO3	Analyze	<b>Examine</b> Cost of Capital, Leverage and Capital Structure
CO4	Analyze	<b>Analyse</b> investing & project appraisal techniques to select the best
CO5	Evaluate	<b>Evaluate</b> Working Capital Requirements
CO6	Understand	<b>Explain</b> dividend decisions at different circumstances

### MODULE 1: FINANCIAL MANAGEMENT AND EMERGING TRENDS IN FINANCIAL MANAGEMENT

**12 Hours**

Financial Management: Meaning and Objectives, Functions of Financial Management, **Agency Problem**, Emerging role of finance manager in India, Indian Financial System- Financial Markets  
Emerging trends in finance: Digital Transformation- Digital Finance and Digital Money- Fintech- Crypto currency- Focus on user experience

### MODULE 2: TIME VALUE OF MONEY AND RATE OF INTEREST

**08 Hours**

Time Value Concept- Compounding - Future value of a Present value- Future value of an Annuity and Annuity Due- Discounting- Present value of a Future Value- Present Value of an Annuity and Annuity Due



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Rate of Interest- Inclusive and Exclusive- Equated Annual Instalments

## MODULE 3: CAPITAL STRUCTURE DECISIONS

12 Hours

Sources of Funds: Long Term and Short Term-Capitalisation; Earnings Theory and Cost Theory of Capitalisation; Over-Capitalisation; Under-Capitalisation

Cost of Capital- Cost of Debentures- Cost of Preference Capital- Cost of Equity- CAPM, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems) Leverages – Operating Leverage, Financial Leverage and Combined Leverage – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point

## MODULE 4: CAPITAL BUDGETING DECISIONS

12 Hours

Risk and Return in Financial Management – Risk Associated with Project Appraisal and its return

Meaning of Capital Budgeting, Significance, Principles, Capital budgeting proposals, Methods of appraising proposals; Payback period, ARR, IRR, NPV, Profitability Index

## MODULE 5: WORKING CAPITAL DECISIONS

08 Hours

Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs – Receivables Management

## MODULE 6: DIVIDEND DECISIONS

08 Hours

Concept of Dividend- Walters Approach- Gordon's Approach- MM Approach- Impact of dividend decisions on Market Price

## PEDAGOGY:

Lecture and Discussion, Problem Solving, Illustrative Exercise, Case Study Analysis, Guest Lecture, Group Presentation

## RECOMMENDED BOOKS (Latest Editions)

1. Shashi K Gupta, R K Sharma Financial Management- Theory and practice", Kalyani Publishers
2. Khan, M.Y., and Jain, P.K., "Financial Management – Text, Problems and Cases", Tata McGraw-Hill Publishing Company Limited.

## REFERENCE BOOKS (Latest Editions)

1. Kishore, M. Ravi, "Financial Management – with Problems and Solutions", Taxmann Allied Services (P) Ltd.
2. Rajiv Srivastava, Anil Misra- Financial Management, Oxford Higher Education.
3. Bodhanwala, J. Ruzbeh, "Financial Management using Excel Spreadsheet", Taxmann Allied Services (P) Ltd.
4. Bahal, Mohit, "Practical Aspects of Financial Management", Suchita Prakashan (P) Ltd.
5. Sharma, Dhiraj, "Working Capital Management – A conceptual Approach", Himalaya Publishing House.



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### ONLINE LEARNING RESOURCES

1. <https://tavaga.com/blog/digital-banking-and-its-foray-into-the-banking-sector/>
2. <https://www.temenos.com/news/2019/12/19/what-is-digital-banking/>
3. <https://builtin.com/fintech>
4. <https://www.investopedia.com/terms/f/fintech.asp>

### CO-PO Mapping

POs → COs ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1			2	1				
CO2	1			3				
CO3	1		2					
CO4	1			3				1
CO5			2				1	1
CO6			1	2				1





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<b>Paper Code</b>	<b>PM103.2C</b>	<b>No. of Credits</b>	<b>4</b>
<b>Course Name</b>	<b>Business Research Methods</b>	<b>No. of Hours</b>	<b>60</b>
<b>Semester</b>	<b>II</b>		

### Description

This course explores the role of business research in business management and demonstrates the contribution of business research in management decision-making. The course will develop the skills necessary to do independent business research (Problem Identification, Research Design, Data collection, Data analysis, and communicating research results) and perform report writing. All the concepts, theories, and knowledge of the discipline will be driven based on analyzing data and coming to conclusions.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understanding	Discuss research problem and research objectives.
CO2	Apply	Prepare a research design.
CO3	Create	Design research tools (like questionnaires)
CO4	Evaluate	Interpret research data using various tools and techniques.
CO5	Create	Develop clear and concise research reports.

### MODULE 1: INTRODUCTION TO RESEARCH METHODOLOGY

**10 HOURS**

Definition; Types of Research and applications: Exploratory research, Descriptive research, Causal research / Primary research, Secondary research; Research Terminology: Constructs, Variables, Proposition, Hypothesis, Theory Building; Features of a Good Research Study; Applications of Research in Business Situations; Research Ethics.

### MODULE 2: RESEARCH PROCESS, RESEARCH DESIGN, RESEARCH PROBLEM

**15 HOURS**

Research Process – Steps; Need for a good Research Design; Components of Research Design; Review of literature, Identification and Selection of Research Problem, Process of Problem Definition; Definition and Characteristics of Good Hypothesis & types of hypotheses , Formulation and testing of hypothesis.

Practical Aspects: Digital Platforms for Review of Literature using SCOPUS, Google Scholar, EBSCO etc.; In Text citations, Referencing using Mendeley/ Zotero Software



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### MODULE 3: SAMPLING AND DATA COLLECTION

14 HOURS

Definitions: Sample and Population, Census and Sampling, Sample frame, Sample unit, Sample size; Sampling Design: Probability and Non Probability Sampling Methods; Characteristics of a Good Sample; Sampling vs. Non Sampling Errors. Quantitative Research Methods; Qualitative Research Methods – Observation, Depth interviews, Focus Group Discussions, Projective Techniques; Research tools – Design of questionnaires, Interview Schedules and Group Discussion Guidelines; Scales of Measurement; Evaluation of Scales; Pilot Testing.

Practical Aspects: Determination of Sample Size, Construction of Questionnaire

### MODULE 4: USE OF DIGITAL BASE IN RESEARCH

12 HOURS

Data Collection – Use of Digital Platforms like Survey Monkey, Google Forms, Digital Sources for Secondary Data; Data Preparation; Data Editing & Coding. Practical aspects: Data Collection and Data Preparation

### MODULE 5: DATA ANALYSIS AND REPORT WRITING

9 HOURS

Data Analysis - Use of SPSS in basic data analysis; Content Analysis; Classification and Tabulation of Data; Options in Hypothesis Testing (theory); Report Format; Guidelines for effective Documentation and Visual Presentation in a Report. Practical Aspects: Data Editing & Coding using SPSS

### PEDAGOGY

Comprises lectures, discussions, Guest speakers, case study analysis and class exercises.

Practical: Students are required to undertake a research project as part of this course so that they would learn the application of concepts covered in class. Assignments will be based on this project – details will be given in class.

### SKILL DEVELOPMENT EXERCISES

To augment learning, students will be given exercises on:

- Ex 1. Developing statement of problem, research objectives and hypotheses
- Ex 2. Developing Research Synopsis
- Ex 3. Application of Qualitative Research Methods
- Ex 4. Developing Questionnaire
- Ex 5. Data cleaning, data entry and data tabulation
- Ex 6. Data interpretation and report writing

### RECOMMENDED BOOKS (Latest Editions)

1. Zikmund/Adhikari, Business Research Methods: A South - Asian Perspective, Cengage
2. Donald R Cooper, Pamela S Schneider, J K Sharma, Business Research Methods, McGraw Hill Education



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### REFERENCE BOOKS (Latest Editions)

1. Deepak Chawla & Neena Sondhi, Research Methodology-Concepts & Cases, Vikas Publishing House
2. Kothari, C.R and Garg, Gaurav, Research methodology. New Age International Publishers,
3. Naval Bajpai, "Business Research Methods", Pearson India
4. Rummel & Ballaine, "Research Methodology in Business", Harper & Row Publishers
5. R. Pannerselvam, "Research Methodology", Prentice-Hall of India
6. Bryman, Alan, and Emma Bell. Business research methods. Oxford University Press, USA,
7. Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui , Statistics For Management , Pearson

### CO-PO Mapping

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1			3	1				
CO2			3					
CO3	3		2					
CO4	3		2					
CO5	3		2					



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<b>Paper Code</b>	<b>PM104.2C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Entrepreneurship Management</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>II</b>		

### Description

The course explores the creation and management of start-up businesses. It concentrates on initial strategy, location, financing, staffing, daily activities, controls and taxes. The long-term purpose of this course is to help students develop an understanding of attitude and skills to create and implement their new enterprise. This course evaluates the necessary qualities and characteristics of a successful entrepreneurial profile. It helps students recognize and determine the steps necessary to design and develop a startup business. It also utilizes information, financial estimates and projections, logic and critical thinking needed to recognize opportunities and to address small business problems in a multicultural, ethical and legal and competitive environment.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understanding	Identify new venture opportunities and evaluate them using a mix of quantitative and qualitative techniques.
CO2	Understanding	Develop the opportunity into a viable venture by using the concept & planning of business incubation
CO3	Applying	Prepare detailed business plan by identifying the factors for business planning
CO4	Analysing	Analyze and Prepare proper ethical and legal foundation as applied to entrepreneurship and new business ventures.
CO5	Evaluating	Design the most effective methods for generating new business ideas and develop a convincing investor pitch

### MODULE 1: ENTREPRENEURSHIP PROCESSES

**9 Hours**

Meaning and concept of Entrepreneurship, Role of entrepreneurs in nation building, Pre-startup: Idea generation and evaluation. Startup- Evaluating the opportunity, developing the business model, Start up ecosystem writing the business plan, assessing the required resources, acquiring the required resources, Growth- Various growth strategies that an entrepreneur can pursue.

### MODULE 2: BUSINESS INCUBATION

**9 Hours**

Business Incubation: Definition and Principles, Incubator, Incubator Operation, Planning an Incubator, Business Incubation Marketing and Stakeholder Management, Financing a Business Incubator, Managing the Business Incubator, Monitoring, Evaluation and Benchmarking, Implementing a Mentoring Program, Virtual Business Incubation



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### MODULE 3: BUSINESS PLAN AND FEASIBILITY ANALYSIS

10 Hours

What is Business Plan? Structure of the Business Plan; Presentation of the Business Plan; Financial Plan; Market Plan; Operational Plan; Funding Plan; Feasibility analysis; Technical feasibility; Market feasibility; Financial feasibility; Environmental feasibility; Economic feasibility.

### MODULE 4: ECO- SYSTEM SUPPORTING GROWTH OF ENTREPRENEURSHIP

10 Hours

Entrepreneurial Ecosystems, Sources of Finance, Central government institutions and agencies: SIDBI, NABARD, NSIC, SISI, EDI, etc. State government institutions and agencies: DIC, CEDOK, KIADB, KSFC, etc. Other supporting agencies RUDSETI, Incubation centers, VCs, Makers labs, TBIs, etc. Specific initiatives to promote entrepreneurship: Startup India, Stand up India and Mudhra Make in India, etc initiatives. Funding through Angel Investors and Venture Capitalists.

### MODULE 5: CONTEMPORARY CONCEPTS IN ENTREPRENEURSHIP

7 Hours

Social entrepreneurship, Next-Gen entrepreneurship, achieving entrepreneurial leadership in the new millennium, problems, challenges and success stories of start-ups, entrepreneurial competencies in the digital era.

### PEDAGOGY

Lecture, group discussion, guest speakers, group presentation, case studies

### SKILL DEVELOPMENT EXERCISES

1. Identify five business Ideas and prepare business
2. What do you mean by viable business opportunity? Justify the stand to your answer.
3. SWOT analysis of a successful entrepreneur you know
4. How do you play the role of an Intrapreneur in an organization, give details
5. Why does an entrepreneur fail? Bring two case studies of both fail and turn around stories with proper analysis of the details.
6. Give examples of women entrepreneurs who have contributed to the growth of the economy
7. List examples of successful social entrepreneurs

### ONLINE LEARNING RESOURCES

1. <https://www.firstpost.com/business/msme-udyam-portal-check-steps-to-register-small-businesses-on-cost-free-platform-here-9771291.html>
2. <https://champions.gov.in/Government-India/Ministry-MSME-Portal-handholding/msme-problem-complaint-welcome.htm>
3. <https://www.startupindia.gov.in/>
4. <https://www.indiafilings.com/learn/startup-india-scheme/>
5. <https://www.adb.org/sites/default/files/publication/612521/adbi-wp1146.pdf>
6. <https://www.drishtias.com/daily-updates/daily-news-analysis/sankalp-se-siddhi-trifed>



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## RECOMMENDED BOOKS (Latest Editions)

1. Robert D Hisrich, Michal P Peter & Dean A Shepherd, "Entrepreneurship", Tata MC-Graw hill Education Pvt. Ltd.
2. A Sahay & V Sharma, "Entrepreneurship and New Venture Creation", Excel Books.

## REFERENCE BOOKS (Latest Editions)

1. Krishnan, R. T & Dabholkar V, "8 steps to innovation: going from jugaad to excellence 8 steps to Innovation; going from jugaad to excellence". Collins India.
2. Acland S, Angels, Dragons & Vultures: How to Tame Your Investors and Not Lose Your Company. Nicholas Brealey Publishing.
3. Bansal R, "Stay hungry Stay foolish". Prabhat Prakashan.
4. Desai, V, "Dynamics of entrepreneurial development and management", Himalaya Publishing House.
5. Charantimath Poornima, "Entrepreneurship Development and Small Business Enterprises", Pearson.
6. Timmons, J. A & Spinelli S, "New venture creation: Entrepreneurship for the 21st century", McGraw-Hill/Irwin.
7. Ries E, "The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses", Crown Business.
8. Saiz-Alvarez, J. M., "Entrepreneurship: Concept and Theoretical Framework. In Encyclopedia of Organizational Knowledge, Administration, and Technology". IGI Global.
9. Den Dekker T, "Design Thinking". Taylor & Francis.

## CO-PO Mapping

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1	3							
CO2		1		2			1	
CO3			2					1
CO4				1	3			
CO5	3	2					3	



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<b>Paper Code</b>	<b>PM105.2C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Business Analytics</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>II</b>		

### Description

In this course students will learn about basics of Business Analytics techniques used for business problem. This course focuses on analytical tools used for analyzing business data. In this course students will learn various analytics techniques which are applied in contemporary business problems. Students will learn new research techniques to analyze and visualize the business data and convert them into information for the decision managers

**Course Outcomes:** On successful completion of the course the learner will be able:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	<b>Explain</b> the need and importance of Business Analytics in today's context
CO2	Apply	<b>Analyze</b> which type of analytics technique to use for different data requirements
CO3	Create	<b>Construct</b> and <b>solve</b> a model for predictive analysis
CO4	Apply	<b>Make use of the</b> appropriate analytical tool for analytics of different functional area of business
CO5	Understand	<b>Outline</b> what are the emerging technologies in the area of business analytics which will have impact in future

### MODULE 1: INTRODUCTION TO BUSINESS ANALYTICS

**10 Hours**

Introduction to Business Analytics; Challenges; Business Analytics Optimization (BAO); Data warehousing; Online Analytical Processing (OLAP); Online Transaction Processing (OLTP); Introduction to Predictive Analytics and Prescriptive Analytics; Role of Business Analyst and Data Scientist; Business Intelligence Applications; Difference between Business Intelligence and Business Analytics

### MODULE 2: DATA MINING

**8 Hours**

Meaning of Data Mining; Evolution of Data Mining; Data Mining Process; Knowledge Discovery from Data (KDD); Cross Industry Standard Process for Data Mining (CRISP-DM), Data Mining techniques; Challenges of Data Mining

### MODULE 3: PREDICTIVE ANALYTICS

**10 Hours**

Using Excel to solve problems on simple linear regression, Time Series; Logistic Regression; Use of Social Media Analytics, Mobile Data Analytics for Business Intelligence; Google Analytics, Ad Words, Ad Sense. Other online analytical tools demonstrated in practical session.



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### MODULE 4: BIG DATA ANALYTICS

10 Hours

Introduction to Big Data; Need for Big data; Characteristics of Big Data; structure of Big Data (Structured, Semi-structured, Unstructured and real time data); Benefits and barriers of Big Data Analytics;

### MODULE 5: APPLICATIONS IN ANALYTICS AND EMERGING TECH

7 Hours

Financial Analytics; HR Analytics; Marketing Analytics; Supply Chain Analytics; Production and Operations analytics; Cloud Computing fundamentals, Machine learning; Deep Learning; Internet of Things (IOT); Artificial Intelligence; and Robotics;

### RECOMMENDED BOOK (Latest Editions)

1. Ramesh Sharda, Dursun Delen & F-frasm Turban "Business Intelligence & Analytics for Decision Support" 10<sup>th</sup> edition, Pearson Publication

### REFERENCE BOOKS (Latest Editions)

1. Cindi Howson " Business Intelligence & Analytics" Editor-Drew Bentley, Library Press, New York, USA
2. Gert H.N. Laursen "Business Analytics for Managers" by Wiley Publications
3. Ramesh Sharda, Dursun Delen & Efraim Turban, Business Intelligence and Analytics: Systems for Decision Support, Pearson.
4. Bernard Marr, Big Data in Practice: How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results, Wiley

### ONLINE LEARNING RESOURCES

S. No.	Name of the URL	How does it augment the Teaching-Learning Process
1.	<a href="https://www.batimes.com/">https://www.batimes.com/</a>	This website has resources such as white papers, blogs etc. for reference
2.	<a href="https://www.bridging-the-gap.com/">https://www.bridging-the-gap.com/</a>	This website has resources on how to build a career in business analytics and use it in your job

### CO-PO Mapping

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COs ↓								
CO1			3					
CO2			3	2	1			
CO3			3					
CO4			3	2	1			
CO5			3	2				1





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<b>Paper Code</b>	<b>PM106.2C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Digital Transformation</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>II</b>		

### Description

The objective of the course Digital Transformation is to provide students with tools for observing, analyzing and understanding how the role of digital technology is rapidly changing in the corporate world. It will provide students with insights and different perspectives on digital transformation, and help them gain understanding on emerging technologies for developing innovative business models in the digital era. Students will comprehend and analyze how the deployment of information technology changes interactions and processes within organizations, across organizations, within industries, and across society.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understand	Describe the terms used in the field of digital transformation to develop capacity among business managers and technology managers to co-create a transformative environment.
CO2	Understand	List innovative technologies that will have an impact on key business decisions now and in the future.
CO3	Understand	Explain the context in which technology is used in transforming or disrupting the current business models.
CO4	Apply	Apply the relevant quantitative issues related to technology (TCO, ROI) in terms of specific business models.
CO5	Analyse	Analyze the tasks and challenges of implementing emerging technologies for business innovation.
CO6	Evaluate	Evaluate the contributions of technology to business needs situations/scenarios by applying fundamental knowledge and skills.
CO7	Evaluate	Strategize comprehensive awareness of how technology can leverage a game-changing role in business.

### MODULE 1: TECHNOLOGY-LED BUSINESS ENVIRONMENT

**10 HOURS**

Understand the changes in the business environment due to the 4th industrial revolution. Appreciate the role technology is playing in transforming businesses and disrupting existing business models.

Analyze the interplay of technology and innovation in transforming the business landscape.



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### **MODULE 2: UNDERSTANDING THE APPLICATION OF EMERGING TECHNOLOGIES 10 HOURS**

Develop insights regarding various emerging technologies. Build application strategies to make use of the cloud, big data, the internet of things, AI ML, blockchain and other new technological breakthroughs.

Analyze the application of these technologies as to how companies may effectively foresee, appraise, introduce, and leverage them. Appreciate the transformative and disruptive powers of these technologies in the world of business

### **MODULE 3: INNOVATIONS AND BUSINESS MODELS 8 HOURS**

Develop various innovative business models for both small and large companies. Understand determinants of various resources and talents required to implement these models. Apply concepts of TCO and ROI to see the role of technology applications in making businesses more competitive. Build technological road maps to ensure that the business remains ahead of the curve.

### **MODULE 4: DEVELOPING CUSTOMER-CENTRIC MODELS 6 HOURS**

Use technology to build technology-led business models where customers and citizens are at their core. Apply technology to improve customer conveniences and satisfaction. Design technology-led workflows that optimize the cost as well as customer experiences.

### **MODULE 5: STRATEGIZE TECHNOLOGY APPLICATION 6 HOURS**

Understand how forward-looking businesses, government, and society leaders are leveraging the power of cyber-physical systems to accomplish economic growth, near-term efficiency, long-term sustainability, and societal advancement. Build scenarios where access to Energy, healthcare, education and environmental protection are achieved through the strategic application of emerging technologies.

### **MODULE 6: FUTURE INSIGHTS OF TECHNOLOGY INNOVATION 5 HOURS**

Understand which factors which will shape the future of businesses in the near term. Create scenarios using emerging innovations that can transform the world in the next five or ten years.

#### **RECOMMENDED BOOKS(Latest Editions)**

1. Tom Siebel , Digital Transformation: Survive and Thrive in an Era of Mass Extinction
2. Isaac Sacolick , Driving Digital: The Leader's Guide to Business Transformation Through Technology

#### **REFERENCE BOOK (Latest Editions)**

1. Jill Dyché , The New IT: How Technology Leaders are Enabling Business Strategy in the Digital Age
2. George Westerman, Didier Bonnet and Andrew McAfee , Leading Digital: Turning Technology into Business Transformation
3. Sunil Gupta , Driving Digital Strategy: A Guide to Reimagining Your Businesses



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### ONLINE LEARNING RESOURCES

1. <https://blog.remesh.ai/3-key-case-studies-for-successful-digital-transformation>
2. <https://research.aimultiple.com/digital-transformation/>
3. <https://reports.weforum.org/digital-transformation/go-to-the-case-studies/>

### MOOCs

Some useful MOOCs for hybrid teaching

1. <https://www.coursera.org/learn/business-transformation-google-cloud#syllabus>
2. <https://www.coursera.org/learn/aws-fundamentals-going-cloud-native#syllabus>
3. <https://www.coursera.org/learn/intro-cyber-security-business#syllabus>
4. <https://www.coursera.org/learn/cyber-security-domain#syllabus>
5. <https://www.coursera.org/learn/data-science-course?specialization=executive-data-science#syllabus>
6. <https://www.coursera.org/learn/ai-for-everyone#syllabus>
7. <https://www.coursera.org/learn/introduction-blockchain-technologies#syllabus>
8. <https://www.coursera.org/learn/blockchain-business>
9. <https://www.coursera.org/learn/xr-introduction#syllabus>
10. <https://www.coursera.org/learn/iot-wireless-cloud-computing#syllabus>
11. <https://www.coursera.org/learn/genomics-research#syllabus>
12. <https://www.coursera.org/learn/electric-vehicles-mobility#syllabus>

### CO-PO Mapping

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CO6			3				3	
CO7	3		3				3	



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<b>Paper Code</b>	<b>PM107.2C</b>	<b>No. of Credits</b>	<b>3</b>
<b>Course Name</b>	<b>Macro Economics</b>	<b>No. of Hours</b>	<b>45</b>
<b>Semester</b>	<b>II</b>		

### Description

Upon completion of Macroeconomics course, students will be able to understand and use appropriately the macroeconomic terms, major macroeconomic models, recognize and interpret relationships between economic variables. Students will learn major perspectives on what determines performance of the overall economy and will learn to analyze impacts on the economy. Students will also be able to comprehend key approaches to macroeconomic policy. They will develop skills to analyze impacts of policy actions and to evaluate the advantages and disadvantages of different policies. Through this course, students will be able to effectively express general economic concepts and the ability to think critically in written/oral form, and demonstrate ability to integrate knowledge and ideas in a coherent and meaningful manner.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understanding	Understanding the concept of National Income Accounting concepts to evaluate a nation's economic health.
CO2	Analyzing	Compare Classical & Keynesian Models of employment and output
CO3	Analyzing	Analyse theories of consumption, saving and investment
CO4	Analyzing	Compare and contrast various economic theories and policies
CO5	Evaluating	Justify the occurrence of Trade Cycles

### MODULE 1: INTRODUCTION TO MACRO ECONOMICS

**8 HOURS**

Nature and scope of macroeconomics; Meaning and definition, Circular flow of income and expenditure; National Income: Basic Concepts, Components of GDP, GNP, Disposable Personal Income and PCI

### MODULE 2: CLASSICAL & KEYNESIAN MODELS

**9 HOURS**

Classical approach: Full employment equilibrium – Says's Law of Market; Keynesian approach: Keynes theory of employment, consumption demand, investment demand, Effective demand: determination of equilibrium income; Theory of multiplier.

### MODULE 3: CONSUMPTION, SAVING AND INVESTMENT

**10 HOURS**

Consumption Functions- APC, MPC, APS and MPS(concepts), Keynesian Absolute income Hypothesis, Relative Income Hypothesis, Life Cycle Hypothesis, Permanent Income Hypothesis- Investment Demand.



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### MODULE 4: SUPPLY OF MONEY & DEMAND FOR MONEY

9 HOURS

Functions and Classification of Money, Money Supply and Money Demand –Keynes Liquidity preference theory, Monetary policy & objectives, Functions of Central Bank, Fiscal policy & objectives, IS – LM Model

### MODULE 5: INFLATION & TRADE CYCLES

9 HOURS

Inflation: Concept, Types, Causes and Measurement – Effects of Inflation - Concepts of Phillips Curve, Deflation and Stagflation –Trade Cycles: Concept, Causes and Phases of trade cycle.

### PEDAGOGY

Lectures, Case study analysis, Exercises, Guest speakers, group discussions, Interactive presentation, illustrative exercises and question and answer interaction.

### SKILL DEVELOPMENT EXERCISES

- Graphically portray Circular flow
- Explain all macro-economic variables
- Students will apply economic principles in making business decisions.
- Student will evaluate changes in economic environment and its impact.
- Students will analyse cases that relate to global economic business.

### ONLINE LEARNING RESOURCES

Sl. No.	Name of the URL	How does it augment the Teaching-Learning Process
1	<a href="https://www.bloomberg.com/asia">https://www.bloomberg.com/asia</a>	Helps the students to testify the complexity of economic theory as applicable to real life and to provide enhanced insight to comprehend the economic concepts
2	<a href="http://www.planningcommission.gov.in">www.planningcommission.gov.in</a>	
3	<a href="http://www.economist.com">www.economist.com</a>	
4	<a href="https://moneyweek.com/">https://moneyweek.com/</a>	
5	<a href="http://www.nber.org">www.nber.org</a>	
6	<a href="https://www.economist.com/economics-a-to-z">https://www.economist.com/economics-a-to-z</a>	
7	<a href="https://www.nber.org/research/data?page=1&amp;perPage=50">https://www.nber.org/research/data?page=1&amp;perPage=50</a>	
8	<a href="https://data.oecd.org/">https://data.oecd.org/</a>	
9	<a href="https://globaledge.msu.edu/">https://globaledge.msu.edu/</a>	

### RECOMMENDED BOOKS (Latest Editions)

1. HL Ahuja. Macro Economic Theory & Policy. S. Chand
2. Mankiw N. G. Macroeconomics Worth Publishers Inc.,U.S.



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### REFERENCE BOOKS (Latest Editions)

1. Gupta, SB : Monetary Economics: Institutions, Theory and Policy
2. Froyen, R. (2014). Macroeconomics: Theories and Policies Pearson Education.
3. Abel, A. B. & Bernanke, B. S. (2011). Macroeconomics Pearson Education.
4. M.L. Seth : Macro Economics, Lakshmi Narain Agarwal, Agra,
5. Hansen A H A Guide to Keynes, McGraw Hill, New York
6. Keynes JM The General Theory of Employment, Interest and Money,
7. MC Vaish : Macro Economic Theory

### CO-PO Mapping

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1			3					
CO2			2	3				
CO3			2	3				
CO4			3	3				
CO5				3			1	



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<b>Paper Code</b>	<b>PM108.2S</b>	<b>No of Credits</b>	<b>2</b>
<b>Course Name</b>	<b>Innovation Management</b>	<b>No of Hours</b>	<b>30</b>
<b>Semester</b>	<b>II</b>		

### Description

Upon completion of Innovation Management course, students will be able to develop an innovative mindset and expertise in how firms successfully create new ideas for growth. This course introduces innovation management terminology and concepts and explains innovation adoption at the individual as well as organizational level. With a fast and effective learning approach to innovation management, students will develop the capability to understand the strategic value of the tools and techniques that can be used to analyze and use data to spark innovation.

**Course Outcomes:** On successful completion of the course the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Describe the role of innovations in creating sustainable competitive advantage for business
CO2	Understanding	Demonstrate understanding of key concepts in innovation management
CO3	Applying	Identify the operational challenges in implementing innovative ideas
CO4	Analysing	Analyse business processes crucial for successful implementation of innovation projects
CO5	Evaluating	Develop creative tools to address business challenges

### MODULE 1: EXPLORING INNOVATIONS

**7 HOURS**

Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions and barriers to innovations, Innovation sources, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions.

### MODULE 2: APPLICATION OF INNOVATION

**7 HOURS**

Organizational aspects of innovation, Soft methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing sources of innovation financing.

### MODULE 3: MARKETING OF INNOVATIVE PRODUCTS

**5 HOURS**

Strategic considerations on innovations, innovation platforms that incorporate new product development, process innovations, service innovation, service design innovation, marketing open innovations, crowd sourcing / crowd funding, innovations by FMCG companies during pandemic



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### MODULE 4: EVALUATING EFFECTIVENESS OF INNOVATION

5 HOURS

Effectiveness evaluation, factors influencing economic effectiveness, Post implementation analysis of innovation projects, Intellectual property of innovations, legal aspects of innovations, evaluating reverse and jugaad innovations for their effectiveness

### MODULE 5: INNOVATION IN REALITY

6 HOURS

Developing an innovative mind set, lateral thinking, out of box approach, creativity, innovation for problem solving – use of 6 thinking hats by Edward de Bono, innovations in financial services sector, block chain technology and its application, relevance of aggregator models in services.

### TEACHING AND LEARNING RESOURCES

- www.iciinclia.mm
- www.shell.com/Innovation
- www.iuqaadtoinnovation.com
- www.super30.org
- Harvard Business Review
- Journal of Product Innovation & Management
- Journal of Business Strategies
- Journal of Business Venturing

### RECOMMENDED BOOKS(Latest Edition)

- CK Prahalad and MK Krishnan: The new age of innovation, McGraw Hill
- Paul Trott: Innovation Management and New product Development, Pearson
- Khandwalla. Corporate Creativity, McGraw hill

### REFERENCESBOOKS(Latest Edition)

- Mauborgne, René, Blue Ocean Strategy, Boston, Harvard Business School Press.
- Fraser, Heather, Design Works; Toronto: University of Toronto Press.
- Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School Press, 2005
- Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press.
- Hamel, Gary, The Future of Management; Boston : Harvard Business School Press

### CO-PO Mapping

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1				2				3
CO2								2
CO3		1	3					2
CO4		1	2					
CO5	1	1	3					





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### Soft Skills Development – II (Audit Course)

<b>Paper Code</b>		<b>No. of Credits</b>	
<b>Course Name</b>	<b>Soft Skills Development – II</b>	<b>No. of Hours</b>	<b>30</b>
<b>Semester</b>	<b>II</b>		

**Course Description:** This course aims to develop the soft skills that a good business professional should have. It covers the area of grooming, etiquettes, and professional communications. The course also develops extensive skills on MS office tools as well as writing professional CVs. It also intends to develop leadership ability by providing inputs on leadership attributes.

**Course Outcomes:** On successful completion of the course, the learner will be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	<b>DISCOVER</b> writing skills to enhance on the job performance
CO2	UNDERSTANDING	<b>DEMONSTRATE</b> IT skills to deliver efficiency in the functional job role.
CO3	APPLYING	<b>USE</b> spoken skills to enhance personal and professional lives.
CO4	APPLYING	<b>DEVELOP</b> the leadership skills to better deliver on the job.
CO5	EVALUATING	<b>APPRAISE</b> continuously to calibrate abilities to better manage the job role
CO6	CREATING	<b>DEVELOP</b> into a well-groomed person to be a confident employee.

#### MODULE 1: GROOMING AND ETIQUETTES

**4 HOURS**

Personal grooming – Personal Hygiene – Business etiquettes – Dining etiquettes – Power of dressing – Art and science of personal image/brand building – Creating First impressions – 4 “Cs” of personal brand building – Process of brand building of self.

#### MODULE 2: WRITING SKILLS USING MS WORD AND RESUME WRITING

**6 HOURS**

Understanding the Business Functionalities of various options available in MS Word: (a) Creating a new document – Typing Skills (25 to 30 wpm), (b) Editing a document - Text formatting - Finding and replacing text and checking spelling, (c) Using Clip gallery - Working with tables - Using Mail merge - Creating a new data source, (d) Accessing the data document - Printing a document – Familiarity with reports, letters, memos, notices/circulars and minutes.

**Resume building:** Proper use of action words – Brevity - Highlighting of relevant skills – Keeping it dynamic based on company and job.



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### MODULE 3: SPOKEN SKILLS TRAINING FOR SELECTION TESTS:

6 HOURS

Exercises and practice sessions in **Prepared speeches** – Just a minute speech – **Extempore Speeches** - How to prepare – How to deliver – **Group Discussion** – Purpose - Process - understanding the criteria for assessment, right types of behavior in GD – Mock GD practice sessions - **Interview Skills** - Understanding the interview process – ground work before interviews – interviewing for success – Tips on power dressing – exhibiting appropriate body language – Mock interviews and assessment

### MODULE 4: RELEVANT IT SKILLS DEVELOPMENT - I

6 HOURS

Relevant Digital skills - **MS Excel**: Understanding the various functionalities of MS Excel - Basic operations: Operations in Excel, Modifying the worksheet layout, working with functions – Date and Time, Statistical, financial, Mathematical. Inserting Charts, Graphs and Tables etc. - formatting Charts, Finding Trends, Using Sorting, Filter, Text to Column Functions. Understanding Conditional Formatting, V-Lookup, H-Lookup and PIVOT - **Presentation Skills – MS Power Point** – Slides making – Animation – Transition - Hyper linking

### MODULE 5: Leadership Development:

6 Hours

Practical exercises, role plays and games in leadership – Screening of movies and discussions - Case study discussions of famous corporate leaders

### PEDAGOGY:

Ice- breaking, Brainstorming and simulation exercises, movie clips, videos, Educational games, examples, story/sharing questionnaire/role play/exercises/ Task, Video/Audio recording, demonstrations on Yoga - presentations, team building exercises, mock meetings.

### E – RESOURCES

1. [onlinecourses.nptel.ac.in](http://onlinecourses.nptel.ac.in)
2. [www.edupristine.com](http://www.edupristine.com)
3. [Everageedu.com](http://Everageedu.com)
4. [www.wikijob.co.uk](http://www.wikijob.co.uk)
5. [learndigital.withgoogle.com](http://learndigital.withgoogle.com)

### RECOMMENDED BOOKS:

1. Butterfield, “Soft Skills for Everyone”, Cengage Learning.
2. Sheetal Kakkar Mehra, “Business Etiquette”, HarperCollins Publishers.
3. Art of Public Speaking – Dale Carnegie



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### REFERENCE BOOKS:

1. Gopaldaswami Naresh, "The Ace of Soft Skills", Pearson.
2. Raman & Upadhyay, "Soft Skills – Key to Success in Workplace and Life", Cengage Learning.
3. Peter W Cardon, "Business Communication", McGraw Hill Education.
4. Levitt & Harwood, "Your Career: How to Make it Happen", Cengage Learning.
5. Sheetal Kakkar Mehra, "Business Etiquettes", Harper Collins Publishers.

### CO - PO Mapping:

POs →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COs ↓								
CO1	3							
CO2			2					
CO3	3	3						
CO4		3						
CO5		2						
CO6	2	2						

**Assessment Criteria:** The course of **Soft Skills Development - II** being more of a subjective in the nature of its contents, the entire assessment will be internal. The assessment will be made by the internal faculty by way of continuous module wise evaluation by conducting practical exercises and tests.

Testing Tools: Following are the examples of the module wise tests:

1. Tests on use of MS word by giving various exercises in creating scripts of Notices, circulars, memos, minutes of meetings etc.
2. Practical Tests on mock GDs(group discussions), speeches, power point presentations, mock interviews.
3. Situation reaction tests for leadership testing