



Visvesvaraya Technological University, Belagavi
(State University of Government of Karnataka Established as per the VTU Act, 1994)
VTU Centre for Online Education (VTU-COE)

VTU Centre for Online Education (VTU-COE)



Master of Business Administration (MBA)

Scheme and Syllabus



Visvesvaraya Technological University, Belagavi

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PROGRAM OUTCOMES (POs)

MBA Graduate will be able

- To foster analytical abilities decision-making.
- To understand, analyse and communicate a business's goals.
- To lead themselves and team in achieving organisational goals
- To achieve professional excellence and enhance employability.
- Students are given sufficient theoretical knowledge and are enabled to apply them to solve practical problems in business and other organizations/institutions of importance
- Students are provided effective communication skills with a high degree of lateral and critical thinking that enhances learn ability, developed for being continuously employable.
- Students are instilled with leadership qualities, ethically sound, enabled with decision making skills that reflect a high degree of social consciousness
- Students are trained for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment
- Students are equipped with self sustaining entrepreneurship qualities that encourages calculated risk taking.

PROGRAM SPECIFIC OUTCOMES (PSOs):

MBA Graduate will be able

- PSO1)** Comprehend the contemporary features and characteristics of Business Administration.
- PSO2)** Analyse and interpret the dynamic situations for making Business Management strategies and decisions at the national and global level.
- PSO3)** Handle responsibility with the ethical values for all actions undertaken by them.
- PSO4)** Adapt and focus on achieving the organisational goal and objectives with complete zeal and commitment.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

MBA Graduate will be able

1. To provide conceptual and practical knowledge that may be applied in actual business.
2. To pursue lifelong education to reach goals and be a responsible citizen.
3. To enhance critical thinking and decision-making skills.
4. To foster a sense of unity within a group and to focus on team building.



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Semester - I

Sl. No	Code	Course Name	Credits
1	OMBA101	Management and Organisational Behaviour	4
2	OMBA102	Quantitative Techniques	4
3	OMBA103	Accounting for Managers	4
4	OMBA104	Marketing Management	4
5	OMBA105	Business Communication	4
TOTAL			20

Semester - II

Sl. No	Code	Course Name	Credits
1	OMBA201	Human Resources Management	4
2	OMBA202	Corporate Strategy	4
3	OMBA203	Financial Management	4
4	OMBA204	Business Research Methods	4
5	OMBA205	Entrepreneurship Development	4
TOTAL			20

Semester - III (Core subject and Specializations)

Marketing	Finance	Human Resources	Credit
OMBA 301*	OMBA 301*	OMBA 301*	4
OMBAMM 302	OMBAFM 302	OMBAHR 302	4
OMBAMM 303	OMBAFM 303	OMBAHR 303	4
OMBAMM 304	OMBAFM 304	OMBAHR 304	4
OMBAMM 305	OMBAFM 305	OMBAHR 305	4
* Compulsory			20



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SEMESTER-III (Core subject and Specializations)

Code	Marketing	Code	Finance	Code	Human Resources Management
OMBA 301*	International Business	OMBA301*	International Business	OMBA301*	International Business
OMBAMM 302	Consumer Behaviour	OMBAFM 302	Financial Services & Securities Market	OMBAHR 302	Conflict & Negotiation Management
OMBAMM 303	Services Marketing	OMBAFM 303	Risk Management and Insurance	OMBAHR 303	Recruitment and selection
OMBAMM 304	Strategic Brand Management	OMBAFM 304	Behavioral Finance	OMBAHR 304	Human Resource Analytics
OMBAMM 305	Industrial Marketing	OMBAFM 305	Tax Management	OMBAHR 305	International Human Resource Management

SEMESTER-IV (Specializations)

Marketing	Finance	Human Resources	Credit
OMBA MM 401	OMBA FM 401	OMBA HR 401	4
OMBAMM 402	OMBA FM 402	OMBA HR 402	4
OMBAMM 403	OMBA FM 403	OMBA HR 403	4
OMBAPR 404	OMBAPR 404	OMBAPR 404	8
TOTAL			20



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SEMESTER-IV (Specializations)

Code	Marketing	Code	Finance	Code	Human Resources Management
OMBA MM 401	Digital & Social Media Marketing	OMBA FM 401	Investment Analysis &Portfolio Management	OMBA HR 401	Compensation & Benefits
OMBAMM 402	Integrated Marketing Communication	OMBA FM 402	Banking & Financial Services	OMBA HR 402	Industrial Legislation
OMBAMM 403	Sales & Distribution Management	OMBA FM 403	Financial Derivatives	OMBA HR 403	Talent Management
OMBAPR 404	Project Work	OMBAFM 404	Project Work	OMBAHR 404	Project Work



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Management and Organizational Behaviour			
Course Code	OMBA101	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives			
<ul style="list-style-type: none"> To understand theories and models of Management and Organizational Behaviour To classify and differentiate various models of problem solving To compile a framework for addressing and resolving the problems at workplace To acquaint the required industry relevant skill sets 			
Module-1			8 hours
Management - Introduction, Meaning, Nature, Objectives, Importance, Differences between Administration and Management, Levels of Management, Types of Managers, Managerial roles, and Evolution of Management Thought.			
Module -2			8 hours
Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. Organising: Meaning, Types of Organisation structures, Directions in organisation structures. Leading: Meaning, Nature, Traits and Behaviour, Approaches to Leadership. Controlling: Meaning, Importance, Steps in control process, Types of control.			
Module -3			6 hours
Organizational Behaviour: Introduction, Meaning, History of Organizational Behaviour, Organizational effectiveness, Organizational learning process, Need for studying Organizational Behaviour.			
Module -4			10 hours
Perception: Meaning, Process, Factors influencing perception, Perception and decision-making, Attitude and Behaviour, Work related stress and its management, Signs and Symptoms of stress, Causes and managing stress. Motivation: Meaning, Process, Types and Maslow's Hierarchy of Needs.			



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Module-5	8 Hours
<p>Power and Politics: Meaning, Sources of power, consequences of power, Managing organizational politics.</p> <p>Culture: Meaning, Elements of Organizational culture, Characteristics, Types, Creating Organizational culture.</p> <p>Organizational Change: Meaning, Characteristics, Forces responsible for change, Resistance to change, and Managing resistance to change.</p>	
<p>Semester End Examination: 100 percent theory: 0 percent problems</p>	
<p>Suggested Learning Resources:</p> <p>Books</p> <ol style="list-style-type: none"> 1. Essentials of Management, Koontz, McGraw Hill, 8/e, 2014 2. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010. 3. Organisational Behaviour, Fred Luthans, 12/e, McGraw Hill International, 2011 4. Organisational Behaviour, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015 5. Principles and Practices of Management and Organisational Behaviour, Chandrani Singh and Aditi Khatri, Sage Publications, 2016 	
<p>Web links and Video Lectures (e-Resources):</p> <ul style="list-style-type: none"> • https://onlinecourses.nptel.ac.in/noc22_mg104/preview • https://onlinecourses.nptel.ac.in/noc22_mg78/preview • https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters • https://openstax.org/details/books/organizational-behavior • https://www.classcentral.com/course/introduction-organisational-behaviour-11892 <p>Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</p>	



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Course outcome

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

Sl.No.	Description	Blooms Level
CO1	Gain and apply the knowledge of management and OB theories to solve problems.	L1
CO2	Acquire conceptual knowledge of management, its various functions and theories in OB.	L3
CO3	Comprehend and apply management and behavioural models to relate attitude, perception, power and politics.	L2
CO4	Analyse the changing trends and patterns in Management and OB models.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2



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Quantitative Techniques			
Course Code	OMBA102	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives:			
<ol style="list-style-type: none"> To make the students learn about the applications of statistical & quantitative tools and Techniques in decision making. To emphasize the need for statistics and decision models in solving business problems. To enhance the knowledge on descriptive and inferential statistics. To develop analytical skills in students in order to comprehend and practice data analysis at different levels. 			
Module-1 Introduction to Statistics			8 Hours
Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Measures of central tendency - Mean, Median, Mode. Measures of dispersion: Range - Quartile Deviation - Standard Deviation - Variance-Coefficient of Variance - Comparison of various measures of Dispersion.			
Module -2 Correlation and Regression			8 Hours
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regressions (problems on simple regression only).			
Module -3 Hypotheses			8 Hours
Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Level of significance, Parametric tests-- t-test, z-test, and Non-Parametric Tests ANOVA-one-way(only), u-test, K-W Test (problems on all tests).			
Module-4 Introduction to Linear Programming Problem			8 Hours
Structure of linear program model, Assumption, Advantages, Limitations, Guidelines for formulation of linear programming model, Formulation of problems, graphical method. General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM).			
Module-5 Project Management			8 Hours
Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning, PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, Theory of crashing (Theory Only), Theory of Constraints (Theory only).			



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Semester End Examination:

50 percent theory: 50 percent problems

Books:

1. Fundamentals of Statistics, SC Gupta, Himalaya Publications, 2012
2. Research Methodology, Ranjith Kumar, Sage Publications, 2018
3. Research Methodology, C R Kothari, ViswaPrakasam Publication, 2015
4. Operation Research: An Introduction, H A Taha, Pearson Publication, 2012
5. Operation Research, J K Sharma, McMillan Publications, 2014

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=VDLyk6z8uCg>

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the Quantitative techniques for its use in business decisions	L1
CO2	Comprehension of the knowledge of quantitative techniques covering statistics and operation research models for decision making	L2
CO3	Application of quantitative techniques for solving the business problems	L3
CO4	Analysing complex business problem using various ORQT tools.	L4



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Mapping of COs and POs

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



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Accounting for Managers			
Course Code	OMBA103	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> To enable the students to understand the conceptual framework of accounting, reporting and financial statements. To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off. To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making. 			
Module-1			(8 Hours)
Introduction to Accounting: Meaning, types of Accounting, Users of Accounting information, types of Accounting, Basics of Generally Accepted accounting Principles (GAAP), Concepts and Conventions of Accounting, IFRS, Indian Accounting Standards.. (Theory only)			
Module-2			(8 Hours)
Accounting Cycle: Single Entry System, Double Entry System Journal, Ledgers, Trial balance (Theory and Problems).			
Module-3			(8 Hours)
Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company (Theory and Problems).			
Module-4			(8 Hours)
Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis(Theory and Problems).			
Module-5			(8 Hours)
Depreciation and Emerging Issues in Accounting: Meaning of depreciation: causes of depreciation, types of depreciation. (Problems only on straight line and WDV method). Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting. (Theory only).			
Semester End Examination:			
<ul style="list-style-type: none"> 40 percent theory: 60 percent problems 			



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Suggested Learning Resources:

Books

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting For Management, Maheswari S. N, MaheswariSharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, NeerajGoyal, RohitSachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S.K.Bhattacharya& John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.

Web links and Video Lectures (e-Resources):

- <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
- <https://journals.sagepub.com/home/jaf>
- https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-Revised.pdf
- <https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
- <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>
- <https://www.pdfdrive.com/accountancy-books.html>
- https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
- <https://www.coursera.org/lecture/uva-darden-financial-accounting/what-is-accounting-eXQEc>
- <https://www.youtube.com/watch?v=mq6KNVeTE3A>

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Know what and how books of accounts and financial statements are prepared. .	L1
CO2	How to interpret financial statements of companies for decision making.	L1
CO3	Independently undertake financial statement analysis and take decisions.	L4,L6



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Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	



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Marketing Management			
Course Code	OMBA104	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives			
<ul style="list-style-type: none"> To familiarize with the basic concepts, and techniques of marketing management To gain knowledge on consumer buying behaviour and influencing factors To describe major bases for segment marketing, target marketing, and market positioning. To develop a Conceptual framework, covering basic elements of the marketing mix. To analyses and solve marketing problems in the complex and fast changing business environment. 			
Module-1 Introduction to Marketing Management and marketing Environment			9 Hours
Introduction, nature, scope and importance of marketing; Marketing concepts and its evolution; Marketing mix.4P's of Marketing. Marketing environment analysis - macro and micro components and their impact on marketing decisions, Market segmentation and positioning and Targeting, Consumer Buying behaviour, Consumer decision making process.			
Module -2 Product Decision			9 Hours
Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix;; Product life cycle Stages -strategic implications; New product development and consumer adoption process. Branding; Packaging and labelling.			
Module -3 Price Decisions			7 Hours
Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - pricing strategies and Price adjustment strategy. Factor influencing pricing (Internal factor and External factor), Factors affecting price determination.			
Module: Promotion mix Decisions and channel of Distribution			8 Hours



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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. Channel Decision and Physical Distribution Decisions - Nature of Marketing Channels -. Types of Channel flows - Channel functions - Functions of Distribution Channel - Structure and Design of Marketing Channels, conflict handling strategies in channel of distribution.

Module-5 Emerging Trends in Marketing

7 Hours

Emerging Trends in Marketing, Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.

Semester End Examination: 100 percent theory: 0 percent problems

Suggested Learning Resources:

Books

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York
5. Marketing Management -Analysis planning and Control Prentice Hall of India, New Delhi, Ramaswamy. V S & Namakumari.
6. Marketing Management planning implementation and Control, Macmillan Business Books, New Delhi, 2002,
7. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.



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Business Communication			
Course Code	OMBA105	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives			
<ul style="list-style-type: none"> To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively. To introduce the students to some of the practices in managerial communication those are in vogue. To prepare students to develop the art of business communication with emphasis on analysing business situations. To train Students towards drafting business proposals. 			
Module-1			8 Hours
Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation - Communication in a cross-cultural setting.			
Module -2			8 Hours
Oral and Written Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control –Reflection and Empathy: two sides of effective oral communication.Modes of Oral Communication - Listening as a Communication Skill, Non-verbal communication. Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process. Systematically: The 3X3 writing process for business communication.			
Module -3			8 Hours
Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages. Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports. Writing Proposals: Structure & preparation - Writing memos			
Media Management: The press release – Press conference – Media interviews.			



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Group Communication: Meetings – Planning meetings – objectives –participants – timing – venue of meetings.	
Meeting Documentation: Notice, Agenda, and Resolution & Minutes.	
Module - 4	8 Hours
Presentation skills: What is a presentation – Elements of presentation –Designing & Delivering Business Presentations – Advanced VisualSupport for managers.	
Case Methods of learning: Understanding the case method of learning.	
Negotiation skills: What is negotiation – Nature and need fornegotiation – Factors affecting negotiation – Stages of negotiationprocess – Negotiation strategies.	
Module-5	8 Hours
Employment communication: Introduction – Composing Application Messages – Writing CVs – Group discussions – Interview skills, Impact of Technological Advancement on Business Communication– Technology-enabled Communication– Communication networks– Intranet–Internet–E-mails–SMS– teleconferencing – videoconferencing.	
Semester End Examination: 100 percent theory: 0 percent problems	
Suggested Learning Resources:	
Books:	
<ol style="list-style-type: none"> 1. Business Communication: Concepts, Cases and Applications- Chaturvedi P. D, &MukeshChaturvedi, 4/e, Pearson Education, 2020. 2. Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018. 3. Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002. 4. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017. 5. Business Communication: Lesikar, Flatley, Rentz&Pande, 12/e, TMH, 2014. 6. Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e, 2017. 7. Contemporary Business Communication - Scot Ober-Biztantra, 5/e, 2015. 	
Web links and Video Lectures (e-Resources):	



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- <https://www.youtube.com/watch?v=yml9dx9nUco>
- <https://www.edx.org/learn/business-communications>
- https://onlinecourses.swayam2.ac.in/imb19_mg14/preview
- <https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org>
- <https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf>
- <http://www.mim.ac.mw/books/Business%20Communication.pdf>
- https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by
- <https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian-edition.pdf>
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://nptel.ac.in/courses/110105052>

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	The students will be aware of their communication skills and know their potential to become successful managers.	L1
CO2	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.	L3
CO3	The students will be introduced to the managerial communication practices in business those are in vogue.	L2
CO4	Students will get trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3



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Human Resources Management			
Course Code	OMBA201	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To impart the fundamental concepts of Human Resource management and provide the significance of HRM. 2. To prepare the students to apply the knowledge of HRM to solve organizational problems. 3. To Enable the students analyze the organizational situation and prepare the HRM strategies for organizational development. 4. To demonstrate the knowledge in analyzing the organization's real time problems. 			
Module-1		8 Hours	
Human Resource Management: Introduction, Meaning, Nature, Importance, Scope of HRM, Evolution of HRM Systems approach to HRM, Traditional HR Vs Strategic HRM, Functions of HRM, principals of HRM. Role of HR manager, Latest Trends in HRM			
Module -2		8 Hours	
HR planning: Introduction, Importance, Process of Human Resource planning, Tools for demand forecasting, Factors affecting HRP, Job Analysis: Uses, Process of job analysis. Recruitment and Selection: Nature, Sources of recruitment, methods of recruitment, Factors affecting recruitment, Selection: Definition, Process, Induction.			
Module -3		8 Hours	
Training and Development: Introduction, Training Vs Development, methods of training, methods of management development. Performance Management: Introduction, objectives and benefits of Performance management, Performance counseling. Performance appraisal: meaning, objectives, methods of appraisal, Barriers to performance.			
Module -4		8 Hours	
Compensation Administration: Introduction, components of pay structure in India, Factors influencing compensation level, Compensation determination process. Incentives and benefits: Pay for performance, Incentives plan, Group incentive plans, Organization wide incentive plan, Fringe benefits, types of fringe benefits.			



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Module-5	8 Hours
<p>Employee Grievance and Discipline: Introduction, Grievance procedure, Discipline, Approaches to discipline, Misconduct or Indiscipline, Disciplinary action.</p> <p>Collective Bargaining: Concepts, Features, objectives, Bargainable issue, Types of Bargaining, the process of collective bargaining, Suggestion for effective implementation of collective Bargaining.</p>	
<p>Semester End Examination: 100 percent theory: 0 percent problems</p>	
<p>Suggested Learning Resources:</p> <p>Books:</p> <ol style="list-style-type: none"> 1. Human Resource Management , VSP Rao, 3/e, Excel Books, 2010 2. Human Resource Management, K. Aswathappa , 6/e, McGraw Hill Education, 2010 3. Personnel and Human Resource Management, P SubbaRao, 5/e, Himalaya Publishing House, 2015 4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition. 	
<p>Web links and Video Lectures (e-Resources):</p> <ul style="list-style-type: none"> • https://www.youtube.com/watch?v=zAy6xT8Rvag • https://www.youtube.com/watch?v=w_wIMveGlrI&list=PLPjSqITyvDeXSqZlgYD2XKKLGZtjrhDtl • https://www.youtube.com/watch?v=wOCqMEVrW3Y&list=PL_a1TI5CC9RHmoV-nhwnqaoFA0b0mHURU • https://www.youtube.com/watch?v=VU_7AaOZCLI 	



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VTU Centre for Online Education (VTU-COE)

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts and principles of Human Resource Management and apply in preparing the strategies for the organization.	L1
CO2	Apply the appropriate techniques and methods in the process of employment, performance management and grievance handling in the organization.	L3
CO3	Analyse the various employee related issues and offer appropriate suggestions	L4
CO4	Acquire the knowledge on the essential functions of human resource management.	L2

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3		2		2	3	2		2
CO2	3		3		3	2	2		2
CO3	3		3		3	2	3	1	
CO4	3		1		1		2	3	2



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VTU Centre for Online Education (VTU-COE)

Corporate Strategy			
Course Code	OMBA202	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> To provide insights into the concepts and theories of Strategic Management To evaluate business strategies in dynamic market environment To gain insights into various strategic management models To apply all these to address and solve the problems in the corporate world 			
Module-1			8 Hours
Overview of Strategic Management: Meaning and Origins of Strategy and Strategic Management, Stages, Strategic Management Model, Benefits, Key terms - Competitive Advantage, Vision and Mission, Long term objectives, Strategies and Strategists, Relationship between a Company's Strategy and its Business Model.			
Module -2			8 Hours
The External Assessment, PESTLE Analysis, Competitive Analysis, Industry Analysis, Porter's Five-Forces Model, and Key Success Factors.			
Module -3			6 Hours
The Internal Assessment, Key internal forces, Resource Based View (RBV), SWOC Analysis, Value Chain Analysis, Balanced Score Card, and Bench Marking.			
Module -4			10 Hours
Strategy Formulation, Porter's Five Generic Strategies, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed with Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), and International Business Level Strategies.			
Module-5			8 Hours
Strategy Implementation, Nature of Strategy implementation, Annual objectives, Policies, Resource allocation, Restructuring, Reengineering, and E-engineering, Creating a Strategy-supportive culture, and Production/Operations/Human Resource concerns while implementing strategies, Ethics and Corporate Social Responsibility.			



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Semester End Examination:

100 percent theory: 0 percent problems

Suggested Learning Resources: Books

1. Strategic Management, Fred R. David, 13/e, Prentice Hall India
2. Crafting and Executing Strategy – Concepts and Cases, Arthur A. Thompson, Jr. et al., 16/e, 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10/e.

Web links and Video Lectures (e-Resources):

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

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.



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Sl. No.	Description	Blooms Level
CO1	Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.	L1
CO2	Students to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.	L3
CO3	To give the students an insight on strategy at different levels of an organization to gain competitive advantage.	L2
CO4	To help students understand the strategic drive in multinational firms and their decisions in different markets.	L4

Course outcome:

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

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3



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VTU Centre for Online Education (VTU-COE)

Financial Management			
Course Code	OMBA203	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives:			
<ol style="list-style-type: none"> 1. To familiarize the students with basic concepts of financial management and financial system. 2. To understand concept of time value of money and its implication. 3. To evaluate the investment proposals. 4. To understand the management of working capital in an organization. 5. To analyze capital structure and dividend decision. 			
Module-1 Introduction			08 Hours
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. (Theory)			
Module -2 Time Value of Money			08 Hours
Meaning of Time value of money –Future value of single cash flow & annuity, present value of single cash flow,annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problems)			
Module -3 Sources of Financing and Cost of Capital			08 Hours
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC). (Theory & Problem).			
Module -4 Capital Budgeting			08 Hours
Capital budgeting process, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return.(Theory & Problem).			



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Module-5 Capital structure and Dividend Decisions		08 Hours															
<p>Capital structure policy, Leverages, EBIT and EPS analysis. ROI & ROE analysis. Dividend policy - Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout.</p> <p>Working Capital - Factors influencing working capital requirements - Current asset policy and current asset finance policy, Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm.</p>																	
<p>Semester End Examination: 40% Theory: 60% Problems</p>																	
<p>Suggested Learning Resources:</p> <p>Books:</p> <ol style="list-style-type: none"> 1. Financial Management, Khan M. Y.& Jain P. K, TMH, 7th Edition 2. Financial Management, Prasanna Chandra, TMH, 9th Edition 3. Financial Management, I M Pandey, Vikas Publishing House, 11th Edition 																	
<p>Web links and Video Lectures (e-Resources):</p> <ol style="list-style-type: none"> 1. https://www.mastermindsindia.com/ 2. https://www.mygreatlearning.com/ 3. https://www.youtube.com/watch?v=qrs3taWpuD8 4. https://www.youtube.com/watch?v=TgF2XvjquUU&list=PLLy_2iUCG87CX Y2B6fPex1SOIqxzzD5Wj <p>Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</p>																	
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<table border="1"> <thead> <tr> <th>Sl. No.</th> <th>Description</th> <th>Blooms Level</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td>Understand the basic financial concepts</td> <td>L1</td> </tr> <tr> <td>CO2</td> <td>Apply time value of money</td> <td>L3</td> </tr> <tr> <td>CO3</td> <td>Estimate the Cost of Capital and Analyze the capital structure and dividend decisions</td> <td>L2</td> </tr> <tr> <td>CO4</td> <td>Evaluate the investment decisions and Estimate working capital requirements</td> <td>L4</td> </tr> </tbody> </table>	Sl. No.	Description	Blooms Level	CO1	Understand the basic financial concepts	L1	CO2	Apply time value of money	L3	CO3	Estimate the Cost of Capital and Analyze the capital structure and dividend decisions	L2	CO4	Evaluate the investment decisions and Estimate working capital requirements	L4		
Sl. No.	Description	Blooms Level															
CO1	Understand the basic financial concepts	L1															
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VTU Centre for Online Education (VTU-COE)

Business Research Methods			
Course Code	OMBA204	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To understand the basic components of research design 2. To Gain an insight into the applications of research methods 3. To equip students with various research analytical tools used in business research 4. To develop analytical skills of business research and to prepare scientific business reports 			
Module-1 Introduction to Research, Research Problem and Research Hypothesis			
7 Hours			
Research: Meaning of Research; Types of Research - Exploratory Research, Conclusive Research; The Process of Research; Research Applications in Social and Business Sciences; Features of a Good Research Study.			
Research Problem and Formulation of Research Hypotheses: Defining the Research Problem; Management Decision Problem Vs Management Research Problem; Problem Identification Process; Components of the Research Problem; Formulating the Research Hypothesis - Types of Research Hypothesis; Writing a Research Proposal - Contents of a Research Proposal and Types of Research Proposals.			
Module -2 Research Design and Sampling			
7 Hours			
Research Design: Meaning of Research Designs; Classification of Research Designs: Exploratory Research Designs, Descriptive Research Designs, Cross-Sectional Studies and Longitudinal Studies; Experimental Designs.			
Sampling: Sampling Concepts - Sample Vs Census, Sampling Vs Non-Sampling Error; Sampling Design - Probability and Non Probability Sampling Design; Determination of Sample Size - Sample Size for Estimating Population Mean, Determination of Sample Size for Estimating the Population Proportion.			



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Module - 3 Measurement, Scaling, Questionnaire Design and Data Collection	
Methods	9 Hours
<p>Attitude Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single Item Vs Multiple Item Scale, Comparative Vs Non-Comparative Scales.</p> <p>Questionnaire Design: Questionnaire Method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method.</p> <p>Primary and Secondary Data: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and Sources; Primary Data Collection: Observation Method, Focus Group Discussion, Personal Interview Method.</p>	
Module-4 Data Processing, Data Analysis and Testing of Hypothesis	
	10 Hours
<p>Data Processing: Data Editing - Field Editing, Centralized in House Editing; Coding - Coding Closed Ended Structured Questions, Coding Open Ended Structured Questions; Classification and Tabulation of Data.</p> <p>Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling - Conjoint Analysis - Application of statistical software for data analysis. (Theory Only)</p> <p>Testing of Hypotheses: Concepts in Testing of Hypothesis - Steps in Testing of Hypothesis, Test Statistic for Testing Hypothesis about Population Mean; Tests Concerning Means - the Case of Single Population; Tests for Difference between Two Population Means; Tests Concerning Population Proportion - the Case of Single Population; Tests for Difference between Two Population Proportions. (Theory Only)</p>	
Module-5 Research Report Writing and Ethics in Research	
	7 Hours
<p>Research Report Writing: Types of Research Reports - Brief Reports and Detailed Reports; Report Writing: Structure of the Research Report, Preliminary Section, Main Report, Interpretations of Results and Suggested Recommendations; Report Writing: Formulation Rules for Writing the Report: Guidelines for Presenting Tabular Data, Guidelines for Visual Representations.</p> <p>Ethics in Research: Meaning of Research Ethics; Clients Ethical Code; Researchers Ethical Code; Ethical Codes Related to Respondents; Responsibility of Ethics in Research - Uses of Library and Internet in Research.</p>	



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Semester End Examination:

100 percent theory: 0 percent problems

Suggested Learning Resources:

Books

- *Research Methodology: Concepts and Cases:* Dr Deepak Chawla & DrNeenaSondhi, Vikas Publishing/2e/2016
- *Business Research Methods:* Donald R. Cooper & Pamela s Schindler, TMH/9e/2007
- *Research Methodology:* C R Kothari, ViswaPrakasam Publication, 2014.
- *Business Research Methods :* S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016

Web links and Video Lectures (e-Resources):

[https://ccsuniversity.ac.in/bridge-](https://ccsuniversity.ac.in/bridge-library/pdf/MPhil%20Stats%20Research%20Methodology-Part1.pdf)

[library/pdf/MPhil%20Stats%20Research%20Methodology-Part1.pdf](https://ccsuniversity.ac.in/bridge-library/pdf/MPhil%20Stats%20Research%20Methodology-Part1.pdf)

https://cac.annauniv.edu/aidetails/afpg_2021_fu/Management/M.B.A.pdf

[https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/_PG_M.Com_Commerce%20\(English\)_Research%20Methodology_6223.pdf](https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/_PG_M.Com_Commerce%20(English)_Research%20Methodology_6223.pdf)

<https://www.digimat.in/nptel/courses/video/121106007/L01.html>

<https://www.coursera.org/learn/research-methods>

https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODODOLOGY

<https://www.pdfdrive.com/research-methodology-books.html>



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VTU Centre for Online Education (VTU-COE)

Sl. No.	Description	Blooms Level
CO1	Learners will understand and appreciate business research methods	L1
CO2	Students will be able to explore various research designs and sampling design and techniques	L3
CO3	Students will be able to apply various scaling measurements, Questionnaire design and data collection methods	L2
CO4	Students will process, analyse, and interpret the data	L4
CO5	Students will be able to write the research report and do the presentation	

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5	2		3		2			3	



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VTU Centre for Online Education (VTU-COE)

Entrepreneurship Development			
Course Code	OMBA205	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives <ul style="list-style-type: none"> To develop and strengthen entrepreneurial qualities and motivation among students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. To make students understand the ways of starting a company of their own. 			
Module-1			8 Hours
Introduction to Entrepreneur & Entrepreneurship: Meaning of Entrepreneur -Types of Entrepreneurs Concept of Entrepreneurship, Entrepreneurial Process-. Corporate Entrepreneurial Mind set: Nature , Developing Vision, organization structure, Strategy Entrepreneurial Culture-Creativity and Innovation: The role of creativity, The innovation Process , Sources of New Ideas ,Methods of Generating Ideas, Creative Problem Solving,			
Module -2			8 Hours
Developing Business Model and process of Company Incorporation: Importance of Business Model, Starting a small-scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan-Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Process of registration of a private limited company, a public limited company, Startup Four stages of Start Up.			
Module -3			8 Hours
Entrepreneurship Development and government support system , Business Angels, Venture Capital, Initial Public Offering, Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants Export Oriented Units - A brief overview of financial institutions in India - SIDBI - SIDCO - DIC - Single Window - Latest Industrial Policy of Government of India.			



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Module-4	8 Hours
<p>Succession Planning and Strategies for harvesting and ending the Venture: succession of Business, Transfer to family member, Transfer to non family Member , Option of selling the Business, Direct sale, Employee stock option Plan, Management Buyout. Exit Strategy Ethics: Involving Employees, Business associates, social responsibility of Business.</p>	
Module-5	8 Hours
<p>Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, meaning, scope and opportunities. Rural Entrepreneur , Potential opportunities for Rural entrepreneurship in India Women Entrepreneurship - Need - Growth of women Entrepreneurship - Problems faced by Women Entrepreneurs - Development of women Entrepreneurship - Entrepreneurship in Informal Sector - Rural Entrepreneurship - Entrepreneurship in Sectors like Agriculture, Tourism, health case, Transport and allied services.</p>	
<p>Semester End Examination: 100 percent theory: 0 percent problems</p>	
<p>Suggested Learning Resources: Books:</p> <ul style="list-style-type: none"> • Entrepreneurship Development Small Business Enterprises. Poornima M Charanthimath, Pearson Education • Entrepreneurship. Robert D, Hisrich, 10 edition, Mcgraw Hill Education 	
<p>Web links and Video Lectures (e-Resources):</p>	
<ul style="list-style-type: none"> • https://youtu.be/rbmz5VEW90A • https://www.youtube.com/watch?v=CnStAWc7iOw • https://www.youtube.com/watch?v=RLQivEQUgUc <p>Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</p>	

