

Nutan Maharashtra Vidya Prasarak Mandal's (NMVPM's)

**NUTAN MAHARASHTRA INSTITUTE OF
ENGINEERING AND TECHNOLOGY
(NMIET)**

An

Autonomous Institute

Affiliated to Savitribai Phule Pune University



**Governing
Post Graduation (MBA) Program**

First Year of Master of Business Administration

(With effect from Academic Year 2025 – 26)



Course Approval Summary – Board of Studies (MBA)

Sl. No.	Approved By	Signature and Stamp / Authority
1	Chairman, Board of Studies, MBA	 HEAD OF THE DEPARTMENT Master Of Business Administration Nutan Maharashtra Inst Of Engg & Tech Talegaon Dabhade, Pune - 410 507
2	Secretary, Academic Council, NMIET, Pune	
3	Chairman, Academic Council, NMIET, Pune	 Director Nutan Maharashtra Institute of Engineering & Technology Talegaon Dabhade - 410507

PREFACE

Nutan Maharashtra Vidya Prasarak Mandal (NMVPM) was established in the year 1906. The Great Freedom Fighter Lokmanya Bal Gangadhar Tilak was the Founder and President of the Governing Body for almost 12 years. National Education Promotor Guruvarya Annasaheb Vijapurkar was the Founder and Secretary of the Governing Body for almost 23 years. The Institute was established in the year 2008. The institute envisions being a dynamic-leading institute of practice engineering and industrial research in the learning system that promotes learners towards the development of self-esteem, self-learning, creativity & innovation leading to the development of successful professionals and members of society. The curriculum is meticulously crafted to provide a holistic learning experience, blending theoretical concepts with hands-on applications. It aims to foster critical thinking and problem-solving abilities, enabling graduates to contribute meaningfully to the advancement and responsible deployment of emerging technologies. The syllabus falls in line with the objectives of NEP - 2020, Savitribai Phule Pune University, AICTE New Delhi, UGC, and various accreditation agencies by keeping an eye on technological & managerial developments, innovations, and industry requirements. We believe that this well-structured and comprehensive syllabus will serve as a robust foundation for aspiring Management professionals, enabling them to contribute significantly to technological progress and address the challenges of the 21st century.

We would like to place on record our gratefulness to the faculty, alumni, industry experts and stakeholders for having helped us in the formulation of this syllabus.

Vision

To be a notable institution for providing quality technical education and ensuring ethical, moral and holistic development of students.

Mission

To nurture engineering graduates with state-of-the-art competence, professionalism and problem solving skills to serve needs of industry as well as society.

Dr. Asmat Ara
Chairman,
Board of Studies – First Year MBA

Department of Management Studies

Vision of Department

"To be an eminent institution in management education, delivering exceptional professional and managerial expertise while nurturing ethical, morally grounded, and holistically developed global leaders who drive innovation and positive societal change".

Mission of Department:

1. To develop industry-ready global leaders with advanced management and professional skills, driving innovative solutions for industry challenges.
2. To foster an ethical and holistic learning environment that empowers graduates to lead with integrity and make meaningful contributions to industry and society.
3. To provide a dynamic Management Program integrating advanced business strategies and professional expertise, empowering students to create innovative solutions with continuous perseverance for industry's current needs, trends and sustainable societal developments. Continuous perseverance

Members of Board Of Studies (BOS)

Board Of Studies- MBA-SEM- I & II			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	All faculty members of the Department.	1. Prof. Ravi Ranjan Assistant Professor, (FIN, MKT) NMIET, Talegaon, Pune. raviranjana.mangalmay@gmail.com 8851993166	Member
3	Two subject experts (From outside the parent University)	Dr. Kirti Dharwadkar (HR) Director, PCET's S.B. Patil Institute of Management, Pune. kirtisd@gmail.com 84219555400 2. Dr. Amit Patil (MKT) Professor, School of Management, Pimpri Chinchwad University. amit.patil@pcu.edu.in. 9766842955.	Member, nominated by the Academic Council.
4	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
5	One representative from industry/corporate sector/allied areas	Mr. Kishore Sahadeo Shelke (Ind. Expert), GM (HR), Mitsu Chem Plast Ltd. (Khalapur) kishore_ss60@rediffmail.com. 9423378311	Member, nominated by the Director
6	One member of the College Alumni	Rahane Sanchita (Alumni) Naman Staffing, Vadodara, Gujrat, sanchitar1998@gmail.com. 7420909049	Member, nominated by the Director

Board Of Studies- Marketing Management			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Dr. Amit Patil (MKT) Professor, School of Management, Pimpri Chinchwad University. amit.patil@pcu.edu.in. 9766842955.	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Mr. Madhav Apte (MKT) Regional Sales Manager, Leading Customs Broker. madhav2207@gmail.com. 9326190408	Member, nominated by the Director
5	Specialization faculty	1. Prof. Ravi Ranjan Assistant Professor, (FIN, MKT) NMIET, Talegaon, Pune. raviranjn.mangalmay@gmail.com 8851993166	Member
6	Specialization faculty	2 Prof. Kaushik Harne Assistant Professor, (HR, MKT) NMIET, Talegaon, Pune. kaushik.harne@nmiet.edu.in 9673175197	Member

Board Of Studies- Human Resource Management			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Dr. Kirti Dharwadkar (HR) Director, PCET's S.B. Patil Institute of Management, Pune. kirtisd@gmail.com 84219555400	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Mr. Kishore Shelke (HR) GM, Mitsu Chem Plast Ltd. (Khalapur) kishore_ss60@rediffmail.com. 9423378311	Member, nominated by the Director
5	Specialization faculty	Prof. Kaushik Harne Assistant Professor, (HR, MKT) NMIET, Talegaon, Pune. kaushik.harne@nmiet.edu.in 9673175197	Member

Board Of Studies- Financial Management			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Dr. Roopali Kudare (FIN) Professor, PCET's S.B. Patil Institute of Management, Pune. roopalikudare@gmail.com. 9922449145	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Mr. Ajit Rai (FIN) Regional Head, Motilal Oswal Asset Management Company Limited. ajitrai317@gmail.com. 9768631424	Member, nominated by the Director
5	Specialization faculty	Prof. Ravi Ranjan Assistant Professor, NMIET, Talegaon, Pune. raviranjn.mangalmay@gmail.com 8851993166	Member

Board Of Studies- Operation & SCM			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Dr. Sajid Alvi, (OP & SCM) Director of DIMR, Baner, Pune. sajidalvi1@gmail.com 9823355284	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Ms. Nisha Rathi (OP & SCM) Lead Senior Manager, CASHe Bhanix Finance Ltd. nisharathi096@gmail.com 9404276124	Member, nominated by the Director
5	Specialization faculty	Prof. Ravi Ranjan Assistant Professor, NMIET, Talegaon, Pune. raviranjn.mangalmay@gmail.com 8851993166	Member

Board Of Studies- Business Analytics			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Prof. Ankur Srivastava (BA/AI) Associate Professor- Pimpri Chinchwad University, Pune. srivankur82@gmail.com. 9212803190	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Dr. Swati Verma Sood (BA/AI) Founder/ MD, SilverSun Consultant. Pune. silversunconsultant@gmail.com 9529583959	Member, nominated by the Director
5	Specialization faculty	Prof. Aarya Gangakhedkar (BA/AI) Assistance Professor NMIET, Talegaon, Pune. aarya.gangakhedkar@nmiet.edu.in 9834372602	Member

Board Of Studies- Artificial Intelligence			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Prof. Ankur Srivastava (BA/AI) Associate Professor- Pimpri Chinchwad University, Pune. srivankur82@gmail.com 9212803190	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Dr. Swati Verma Sood (BA/AI) Founder/ MD, SilverSun Consultant. Pune. silversunconsultant@gmail.com 9529583959	Member, nominated by the Director
65	Specialization faculty	Prof. Aarya Gangakhedkar (BA/AI) Assistance Professor (BA) NMIET, Talegaon, Pune. aarya.gangakhedkar@nmiet.edu.in 9834372602	Member

Board Of Studies- International Business			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Dr. Amit Patil (MKT) Professor, School of Management, Pimpri Chinchwad University. amit.patil@pcu.edu.in. 9766842955.	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Mr. Madhav Apte (IB) Regional Sales Manager, Leading Customs Broker. madhav2207@gmail.com. 9326190408	Member, nominated by the Director
5	Specialization faculty	Prof. Kaushik Harne Assistant Professor, (HR, MKT) NMIET, Talegaon, Pune. kaushik.harne@nmiet.edu.in 9673175197	Member

Board Of Studies- Entrepreneurship Development			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Prof. Mohd Iftekhar Khan (ED) Designation -Assistant Professor College Name- Dnyansagar Institute of Management & Research, Baner, Pune. Iftekhar2000@gmail.com 9422265895	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Mr. Mujahid Shaikh (ED) CEO- Nutan Incubation Foundation, NMIET, Pune. ceo@nutanincubationcentre.com 9764613189	Member, nominated by the Director
5	Specialization faculty	Prof. Ravi Ranjan Assistant Professor, NMIET, Talegaon, Pune. raviranjn.mangalmay@gmail.com 8851993166	Member

Board Of Studies- Digital Marketing			
Sr. No.	BOS Committee Category	Name of the Members	Committee Designation
1	Head of the Department concerned	Dr. Asmat Ara Shaikh. Associate Professor, (MKT) NMIET, Talegaon, Pune. aasmat.shaikh@nmiet.edu.in. 9594683777	Chairperson
2	Subject experts (From outside the parent University)	Dr. Ravi Chourasiya (DM) Professor- Dr. D.Y. Patil Inst. Of Mgt. & Entr. Deve. Pune. rkc.mba@dypatilef.com 8407991877	Member, nominated by the Academic Council.
3	One expert (VC. Nominee)	Dr. Hemant Katole Professor, Department of Management Science, PUMBA, Pune. hjkatole@gmail.com 9822448661	Member, nominated by the Vice-Chancellor from a panel of six
4	One representative from Industry/Corporate Sector/allied areas	Mr. Shakir Shaikh Digital Marketing Specialist PODS Technology Solutions shakir@podstechnologysolutions.com 9987795926	Member, nominated by the Director
5	Specialization faculty	Prof. Kaushik Harne Assistant Professor, (HR, MKT) NMIET, Talegaon, Pune. kaushik.harne@nmiet.edu.in 9673175197	Member
6	Specialization faculty	Prof. Aarya Gangakhedkar (BA) Assistance Professor NMIET, Talegaon, Pune. aarya.gangakhedkar@nmiet.edu.in 9834372602	Member

CURRICULUM FRAMEWORK

List of Abbreviations

Sr. No.	Abbreviation	Type of Course
1.	GC	Generic Core
2.	GE	Generic Elective
3.	RGC	Research Generic Core
i	BRM	Business Research Method
ii	DR	Desk Research
iii	FP	Field Project
4.	IKS	Indian Knowledge System

Course Wise Credit Distribution

Sr. No.	Abbreviation	Type of Course	No. of Courses	Credits	
				Credit Points	% of Credits
1.	GC	Generic Core	14	36	67 %
2.	GE	Generic Elective	4	8	15 %
3.	RGC	Research Generic Core	3	8	15 %
i.	BRM	Business Research Method	1	2	
ii.	DR	Desk Research	1	2	
iii.	FP	Field Project	1	4	
4.	IKS	Indian Knowledge System	1	2	3 %
Total			16	61	100%

ASSESSMENT PARAMETERS

Continuous Assessment (CA) Parameters					
Parameter	Attendance & Overall Conduct	Assignment	Group Presentation	Case Study Presentation	Field Project
Marks (25)	5	5	5	5	5

Summative Assessment (SA) Parameters					
Course Credits	Formative Assessment (FA)		Summative Assessment (SA) / Practical	Oral / Viva Voce	Total Marks
	Unit Test (UT)	Continuous Assessment (CA)			
3 Credit Course	25 Marks	25 Marks	50 Marks	--	100 Marks
2 Credit Course	10 Marks	10 Marks	30 Marks	--	50 Marks
Research Credit (8 Credit)	10 Marks	110 Marks	30 Marks	100 Marks	250 Marks
Audit Course (0 Credit)	--	--	--	--	Pass/ Not Pass

CURRICULUM STRUCTURE

First Year MBA-SEM-I

Type	Sem Code	Course Code	Course	Credit	Examination Schemes				Teaching Scheme [L,T,P]				Marks	
					Theory				TOTAL				TOTAL	
					FA(50)		SA(50)		PR	L	T	P		TO T
					UT (25)	CA (25)	TH							
Mandatory	GC-01	MB25GC101	Managerial Accounting	3	25	25	50	-	2	1	1	4	100	
Mandatory	GC-02	MB25GC102	Organizational Behaviour	3	25	25	50	-	2	1	1	4	100	
Mandatory	GC-03	MB25GC103	Economic Analysis for Business Decisions	3	25	25	50	-	2	1	1	4	100	
Mandatory	GC-04	MB25GC104	Principals of Marketing	3	25	25	50	-	2	1	1	4	100	
Mandatory	GC-05	MB25GC105	Business Analytics	3	25	25	50	-	2	1	1	4	100	
Mandatory	GC-06	MB25GC106	Technology Tools In Management-I	3	25	25	-	50	-	1	3	4	100	
Mandatory	GC-07	MB25GC107	Operation & SCM	2	10	10	30	-	1	1	1	3	50	
Mandatory	GC-08	MB25GC108	Business Statistics	2	10	10	30	-	1	1	1	3	50	
Mandatory	GC-09	MB25GC109	Fundamentals of Management	Audit Course (0 Credit)								-	AC/NC	
GENERIC CORE TOTAL			9	22	170	170	310	50	12	8	10	30	700	
Generic Electives (Any 2 Course to be opted from the following)														
Electives	GE-01	MB25GE110	Business Communication-I	2	10	10	30	-	1	1	1	3	50	
Electives	GE-02	MB25GE111	Decision Science	Audit Course (0 Credit)								-	AC/NC	
Electives	GE-03	MB25GE112	Indian Knowledge System	2	10	10	30	-	1	1	1	3	50	
Electives	GE-04	MB25GE113	Entrepreneurship Management	2	10	10	30	-	1	1	1	3	50	
GENERIC ELECTIVE TOTAL			2	4	20	20	60	-	2	2	2	6	100	
SEMESTER TOTAL			12	26	190	190	370	50	14	10	12	36	800	

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,
***Exit Policy: Available as a separate document**

CURRICULUM STRUCTURE First Year MBA-SEM-II

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L,T,P]				Marks
					Theory				TOTAL				TOTAL
					FA(50)		SA(50)	PR	L	T	P	TOT	
					UT (25)	CA (25)	TH						
Mandatory	GC-10	MB25GC201	Marketing Management	3	25	25	50	-	2	1	1	4	100
Mandatory	GC-11	MB25GC202	Financial Management	3	25	25	50	-	2	1	1	4	100
Mandatory	GC-12	MB25GC203	Human Resource Management	3	25	25	50	-	2	1	1	4	100
Mandatory	GC-13	MB25GC204	Operation Research	3	25	25	50	-	2	1	1	4	100
Mandatory	GC-14	MB25GC205	Technology Tools in Management -II	2	-	20	-	30	1	1	1	3	50
GENERIC CORE TOTAL			5	14	110	110	200	30	9	5	5	19	450
Mandatory	RGC-16	MB25RGC206	BRM	2	10	10	30	-	2	1	-	2	50
Mandatory	RGC-17	MB25RGC207	Desk Research	2	-	50	-	-	-	-	-	2	50
Mandatory	RGC-18	MB25RGC208	Field Project	4	-	50	-	100	-	1	3	4	150
RESEARCH GENERIC CORE TOTAL			3	8	10	110	30	100	2	2	3	8	250
Generic Electives (Any 2 Course to be opted from the following)													
Electives	GE-05	MB25GE209	Business Communication-II	2	10	10	30	-	1	1	1	3	50
Electives	GE-06	MB25GE210	Legal Aspects of Business	2	10	10	30	-	1	1	1	3	50
Electives	GE-07	MB25GE211	Selling & Negotiation Skills	Audit Course (0 Credit)								-	AC/NC
Electives	GE-08	MB25GE212	Business Ethics	2	10	10	30	-	1	1	1	3	50
GENERIC ELECTIVE TOTAL			2	4	20	20	60	-	2	2	2	6	100
SEMESTER TOTAL			10	26	140	240	290	130	13	9	10	33	800

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,
*Exit Policy: Available as a separate document

Course Syllabus
First Year MBA.
Semester I

Program	MBA (All Programs)			Semester: I				
Course	Managerial Accounting			Course Code	MB25GC101			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO 101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO 101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO 101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non- financial elements involved in the situation.
CO 101.5	EVALUATING	EVALUATE the financial impact of the decision.
CO 101.6	CREATING	CREATE the Financial Statement of Sole Proprietor, Cost Sheet and Budgets

Course Contents

Unit	Description	Duration [Hrs]
I.	Basic Concepts: Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Ancient Indian / Mahajani Accounting System – history, Bahi – Khata, advantages & Limitations, Indian Accounting System v/s Modern Accounting System, Journal, Ledger and Trial Balance.	(4+2)
II.	Financial Statements: Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm.	(7+2)
III.	Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Types of Cost, Elements of Cost, Classification and Analysis of Costs, Preparation of Cost Sheet.	(8+2)
IV.	Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis	(8+2)

V.	Cost Control Techniques: Budgetary Control & Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance.	(8+2)
	Total	45

Note: Numerical Problems will be asked on the following –

- Final Accounts of Sole Proprietary Firm
- Preparation of Cost Sheet
- Marginal Costing
- Cash Budget, Flexible Budget
- Material Variances

Textbooks:

1. Management Accounting- Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting - H. V. Jhamb
3. Managerial Accounting - Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting - Dr. Mahesh Kulkarni
5. Bahi – Khata: The Traditional Accounting System of India – A. N. Aggarwal
6. Ancient India Accountancy: A Study – Krishna Mohan Tummala

Program	MBA (All Programs)			Semester: I				
Course	Organizational Behavior			Course Code	MB25GC102			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 102.1	REMEMBERING	DESCRIBE complexities of individual and group behavior in the organizations.
CO 102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO 102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO 102.4	ANALYSING	ANALYZE human behavioral problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO 102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO 102.6	CREATING	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.

Course Contents

Unit	Description	Duration [Hrs]
I.	Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC). Personality: Definition- Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window. Relevant case studies on personality.	(7+2)
II.	Perception: Meaning and concept of perception, Factors influencing perception, Perceptual process, social perception (stereotyping and halo effect) Relevant case studies on Perception.	(7+2)

III.	Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor Model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Motivation.	(7+2)
IV.	Group and Team Dynamics: The Meaning of Group, Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development, Team Effectiveness & Team Building. Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, leadership principles from Indian epics and scriptures (e.g. Ramayana and Mahabharata), Managerial Grid Theory of Leadership, Path Goal Theory of leadership and Situational Leadership (Hersey-Blanchard) Model. Relevant case studies on Group dynamics and Leadership.	(7+2)
V.	Stress at workplace: Work Stressors – Prevention and Management of stress – counselling, Importance of Yoga in Stress Management, balancing work and Life, causes of work stress. Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that act as stimulants to change. Kurt Lewin's- Three step model, how to overcome Resistance to Change, Methods of Implementing Organizational Change. Relevant case studies on stress management and organizational change.	(7+2)
	Total	45

Suggested Textbooks:

1. Organizational BehaviourS, Robins.
2. Organizational Behaviour, Nelson & Quick.
3. Organizational Behaviour, Fred Luthans.
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra.
5. Organizational Behaviour, M N Mishra.
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek.
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar.
3. Human Resource Management, Nkomo, CENGAGE Learning

Program	MBA (All Programs)			Semester: I				
Course	Economic Analysis for Business Decisions			Course Code	MB25GC103			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
UT				CA	TH			
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO 103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO 103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO 103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO 103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO 103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

Course Contents

Unit	Description	Duration [Hrs]
I.	Managerial Economics: Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, and March's Behavior Theory, Marris' Growth Maximization Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory.	(6+1)
II.	Utility & Demand Analysis: Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerical not	(8+1)

	expected).	
III.	Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.	(8+1)
IV.	Revenue Analysis and Pricing Policies: Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short- run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price.	(11+1)
V.	Consumption Function and Investment Function: Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles and Business Decisions.	(7+1)
	Total	45

<p>Suggested Textbooks:</p> <ol style="list-style-type: none"> 1. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall 2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi. 3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi 4. Managerial Economics, G.S. Gupta, T M H, New Delhi. 5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.
<p>Suggested Reference Books</p> <ol style="list-style-type: none"> 1. Managerial Economics, Homas and Maurice, Tata McGraw Hill 2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. 3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi. 4. Managerial Economics, D. M. Mithani 5. Managerial Economics, Joel Dean, Prentice Hall, USA. 6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Program	MBA (All Programs)			Semester: I				
Course	Principals Of Marketing			Course Code	MB25GC104			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE fundamental concepts of marketing management.
CO104.2	UNDERSTANDING	UNDERSTANDING Marketing strategies & implementations.
CO104.3	APPLYING	APPLY various marketing strategies as per marketing situations.
CO104.4	ANALYSING	ANALYZE the marketing environment and its impact on business.
CO104.5	EVALUATING	EVALUATE marketing decisions and choose appropriate solutions keeping in mind organizational opportunities, competition, resources and constraints.
CO104.6	CREATING	CREATE a marketing strategy applying the theories and frameworks.

Course Contents

Unit	Description	Duration [Hrs]
I.	<p>Introduction to Marketing: Concept, Understanding the Basics: Concept of Need, Want and Demand, Concept of Product and Brand, Scope of Marketing. Evolution of Marketing: Evolution of Marketing from Production to Sustainability & Customer Orientation. Marketing Mix – 4P’s, -7P’s, Product: Definition, Product Classifications, New Product Development Process.</p> <p>PLC, Stages in the PLC; Diffusion of Innovation, Entry strategies at different stages of the PLC – Pioneers, follow the leader, segments,</p>	(7+2)
II.	<p>Market Segmentation – Objectives, Need for Segmentation, Assumptions underline Segmentations, Criteria for Segmentation; Segmentation variables – Geographic, Psychographic, Demographic, Benefits; Segmentation Analysis.</p> <p>Targeting: Long term objectives, Segment wise Competitor Capability Matrix, Targeting Strategies: Differentiated, Undifferentiation, Concentrated, Local & individual.</p> <p>Positioning: Target Customers, need for the product; Elements of the positioning strategies, Criteria for evaluating the positioning statement – Relevance, clarity, uniqueness, attainability, sustainability; Marketing Mix linkage to the positioning statement. Distribution Channels.</p>	(7+2)

III.	<p>Marketing Environment: External Environment & Internal Environment – Components and Characteristics, Need for Analyzing the Marketing Environment. Analyzing the Demographic, Economic, Sociocultural, Natural, Technological, and Political Legal Environment. (PESTLE, SWOT).</p> <p>Experience Economy: Time as currency, theme from history, religion, politics, psychology, art and pop culture; Types of experiences – educational, entertainment, aesthetic, escapist.</p>	(7+2)
IV.	<p>New 4 Cs' Framework: Co-creation, Currency, Communal Activation, Customer Conversation. 4C framework: DMU, Product – Company Fit, Capabilities in R&D, Finance, Manufacturing; Collaborators, and Competitors; Context.</p> <p>5A Framework – Aware, Appeal, Ask, Act, Advocate; Omni channel.</p>	(7+2)
V.	<p>Consumer Buying Process: Level of involvement in the buying process, Managing Marketing Information to gain customer insights: Market Research, Demand Forecasting methods, and Market Potential Analysis.</p> <p>Field Based Live Projects and Presentations by capturing insights from 3 Markets; Capstone Case – Starbucks: Delivering Customer Value. (Suggested Case).</p>	(7+2)
	Total	45

Suggested Textbooks:

1. Marketing Management, 15/16e by Kotler, Keller, Chernev, Sheth, Shainesh, Pearson Education
2. Fundamentals of Marketing – William Stanton et.al.
3. Essentials of Marketing - Charles W. Lamb, Jr., Joseph F. Hair, Carl McDaniel
4. Business to Business Marketing - Zimmerman Reference Books

Suggested Reference Books

1. Marketing Management, 4e, Russel Winer
2. Essentials of Marketing – William Perrault Jr, Joseph Cannon et al
3. Marketing Management: Text and Cases, SIE – Kasturi Rangan, Rajiv Lal, John Quelch

Program	MBA (All Programs)			Semester: I				
Course	Business Analytics			Course Code	MB25GC105			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 105.1	REMEMBERING	REMEMBER the fundamental concepts and terminologies in business analytics
CO 105.2	UNDERSTANDING	UNDERSTANDING the differences between business analytics and related fields (e.g., business analysis, business intelligence, data science), as well as the ethical considerations and quality of data in business analytics and key applications of business analytics.
CO 105.3	APPLYING	APPLY basic tools of business analytics, such as data exploration and visualization tools, to perform basic exploratory data analysis and data cleaning tasks.
CO 105.4	ANALYSING	ANALYSING business problems into key questions and analyze data to derive meaningful insights for decision-making in various business domains like marketing, finance, HR, operations, health care, and Agri – business
CO 105.5	EVALUATING	EVALUATING the effectiveness of different data-driven strategies and analytical techniques in improving business performance across different sectors through case studies
CO 105.6	CREATING	CREATE and propose data-driven solutions and strategies to address complex business challenges, integrating knowledge from marketing, finance, HR, operations, health care, and agri-business analytics.

Course Contents

Unit	Description	Duration [Hrs]
I.	Business Analytics Basics: Definition of analytics, Evolution of analytics, The Growing Role of Business Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics - Descriptive, Diagnostic, Predictive, Prescriptive, Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, Quality of data, 5Vs of Big Data, Big Data Collection and Ethics, Data Sources and collection methods, Data privacy, security and ethical considerations.	(7+2)
II.	Analytical decision-making: Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, The Basic Tools of Business Analytics - Data exploration and visualization (using tools like Excel, Tableau, or Power BI), Concept	(7+2)

	of Statistical analysis and hypothesis testing (Hypothesis testing numerical / tests not expected) Data Visualization: Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis(EDA), Data Cleaning, Data Inspection.	
III.	Business Analytics in Marketing and Finance: Marketing Analytics, Customer segmentation, targeting, and positioning, Campaign management and ROI measurement, Data-driven marketing strategies. Financial Analytics- Risk management and credit scoring, financial forecasting and planning, Case studies: Financial performance improvement through analytics.	(7+2)
IV.	Business Analytics in HR and Operations: HR Analytics, Workforce planning and talent management, Employee engagement and performance measurement, Case studies: Enhancing HR practices with analytics. Operations Analytics - Process optimization and efficiency improvement, Supply chain analytics and logistics management, Case studies: Operational excellence through analytics Non-Statistical - Conceptual Treatment only).	(7+2)
V.	Business Analytics in Health Care and Agri Business: Health Care Analytics - Patient care optimization and resource management, Predictive analytics for health outcomes, Case studies: Improving health care delivery with analytics. Agri Business Management Analytics - Crop yield prediction and supply chain management, Market analysis and risk management in agriculture, Case studies: Enhancing agricultural productivity with analytics Non- Statistical - Conceptual Treatment only).	(7+2)
	Total	45

Suggested Textbooks:

1. Davenport, T. H., & Harris, J. G. (2007). "Competing on analytics: The new science of winning". Harvard Business School Press.
2. Provost, F., & Fawcett, T. (2013). "Data science for business: What you need to know about data mining and data-analytic thinking". O'Reilly Media.
3. Sharda, R., Delen, D., & Turban, E. (2019). "Business intelligence, analytics, and data science: A managerial perspective" (4th ed.). Pearson.
4. Hastie, T., Tibshirani, R., & Friedman, J. (2009). "The elements of statistical learning: Data mining, inference, and prediction" (2nd ed.). Springer.
5. Knaflic, C. N. (2015). "Storytelling with data: A data visualization guide for business professionals". Wiley.
6. Pearl, J., & Mackenzie, D. (2018). "The book of why: The new science of cause and effect". Basic Books.
7. Lewis, M. (2016). "Marketing data science: Modeling techniques in predictive analytics with R and Python". Pearson FT Press.
8. Siegel, E. (2016). "Predictive analytics: The power to predict who will click, buy, lie, or die". Wiley.
9. Winston, W. L. (2014). "Marketing analytics: Data-driven techniques with Microsoft Excel". Wiley. Narayanan, A., & Bhattacharya
10. A. (2023). "Big data in finance: Data analytics in financial services and banking". Wiley.
11. Fitz-enz, J. (2010). "The new HR analytics: Predicting the economic value of your company's human capital investments". AMACOM.
12. Raghupathi, W., & Raghupathi, V. (2014). "Big data analytics in healthcare: Promise and potential". Health Information Science and Systems, 2(1), 1-10.
13. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). "Designing and managing the supply chain: Concepts, strategies, and case studies" (3rd ed.). McGraw-Hill/Irwin.

Program	MBA (All Programs)			Semester: I				
Course	Technology Tools in Business Management-I			Course Code	MB25GC106			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	0	1	3	25	25	-	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 106.1	REMEMBERING	REMEMBER the basic functions and features of MS Word, MS PowerPoint, and MS Excel.
CO 106.2	UNDERSTANDING	UNDERSTANDING the purpose and use of different tools and functions in MS Word, MS PowerPoint, and MS Excel.
CO 106.3	APPLYING	APPLY the basic features of these tools to create business documents, presentations, and spreadsheets.
CO 106.4	ANALYSING	EXAMINE the interrelationships between different tools and their applications in business scenarios
CO 106.5	EVALUATING	EVALUATE the effectiveness of various formatting and data management techniques in real-world tasks.
CO 106.6	CREATING	CREATE comprehensive business reports, presentations, and data analysis projects using the integrated features of MS Word, MS PowerPoint, and MS Excel.

Course Contents

Unit	Description	Duration [Hrs]
I.	<p>MS-Word & MS PowerPoint: MS Word: Interface and navigation, creating and saving documents, formatting text and paragraphs, page layout and sections, headers, footers, and page numbering, border, watermark, adding fonts, line spacing, page break, table splits, references, use of AI, spell checks, mail merge, track changes and comments, creating tables and charts.</p> <p>MS PowerPoint: Interface and navigation, creating and saving presentations, slide design and layout, adding text, images, and videos, using SmartArt and charts, designing custom animations and transitions, presenter view and notes, creating interactive presentations, exporting and sharing presentations, converting PPT into JPEG/PDF, slide master, free templates, corporate presentations.</p>	(7+2)

II.	Basics of Excel (Part 1): Introduction to spreadsheets, understanding Microsoft Excel, Excel workbook windows, basic spreadsheet skills, Excel help system, opening and closing workbooks, understanding workbook file formats, creating new workbooks, selecting cells, auto sum and auto fill function, cell referencing and request, formatting cells, formatting numbers, placing cell alignment, cell, rows, and columns, understanding worksheets, editing, copying, and moving cells, page layouts in Excel, proofing workbooks, basic options, ribbons, and toolbar.	(8+2)
III.	Basics of Excel (Part 2): Defining names in Excel, sorting data, using Excel tables, filtering data in Excel, understanding charts, chart design options and tools, chart format tools, combo charts, functions within Excel, understanding date function, information functions, logical functions, find and replace, headers and footers, adding comments, conditional formatting.	(8+2)
IV.	Microsoft Teams: Navigating Microsoft Teams, creating teams and channels, managing conversations and meetings, file sharing and collaboration, integrating Office 365 applications, using Microsoft Teams for remote work.	(4+2)
V.	Artificial Intelligence, Project Management and Marketing Tools AI Tools: Introduction to AI and Chat GPT, Applications in Business, saving work time through AI Tools, setting up and using Chat GPT, Paid Chat GPT Features, How to input the information for better results, integrating Chat GPT with business processes, introduction to machine learning tools, natural language processing applications, AI-driven business insights, ethical considerations Asana: Project and task management fundamentals, creating and managing projects, assigning tasks, setting deadlines, tracking progress, using Asana boards and timelines, collaboration features, Asana Academy resources. Trello: Visual project management with Trello, creating boards, lists, and cards, managing workflows, collaboration and team management, integrating power-ups and automation, using Trello for personal and professional projects. Hootsuite: Social media management basics, connecting social media accounts, scheduling and publishing posts, monitoring social media engagement, analyzing performance metrics, using Hootsuite for social media campaigns, Hootsuite Academy resources.	(8+2)
	Total	45

Suggested Textbooks:

1. "Microsoft Office 365 For Dummies" by Wallace Wang
2. "MOS Study Guide for Microsoft Word Exam MO-100" by Joan Lambert
3. "MOS Study Guide for Microsoft PowerPoint Exam MO-300" by Joan Lambert
4. "Excel 2019 Bible" by Michael Alexander, Richard Kusleika, and John Walkenbach
5. "Microsoft Excel 2019 Step by Step" by Curtis Frye

Online Free Courses:

1. **Microsoft Office Training Center:** Free training resources for Microsoft Word, PowerPoint, and Excel. <https://support.microsoft.com/en-us/training>
2. **GCF Global - Microsoft Office Tutorials:** Free tutorials for Word, PowerPoint, and Excel. <https://edu.gcfglobal.org/en/subjects/office/>
3. Coursera - AI For Everyone by Andrew Ng: Free trial and financial aid options available. <https://www.coursera.org/learn/ai-for-everyone>
4. DeepLearning.AI - Introduction to Tensor Flow for Artificial Intelligence, Machine Learning, and Deep Learning: Free trial and financial aid options available. <https://www.coursera.org/learn/introduction-tensorflow>

Program	MBA (All Programs)			Semester: I				
Course	Operations & Supply Chain Management			Course Code	MB25GC107			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	1	1	1	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 107.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO 107.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process- product matrix in a real-world context.
CO 107.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO 107.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO 107.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context.
CO 107.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organizations where the decision-making element is emphasized.

Course Contents

Unit	Description	Duration [Hrs]
I.	Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	(4+2)
II.	Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System Design Matrix: Design of Service Systems, Service Blueprinting.	(4+2)
III.	Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of	(4+2)

	Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	
IV.	Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventories - seasonal, decoupling, and cyclic, pipeline, safety -Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. EOQ – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-Order Point.	(4+2)
V.	Supply Chain Management: Supply chain concept, Generalized Supply Chain Management Model, Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, Sourcing, Pricing	(4+2)
	Total	30

Suggested Textbooks:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.
6. Decoding Success – Indian Business Management Cases -Kelkar Girish, Ed. Kulkarni Abhay, Orange Books

Suggested Reference Books

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson

Program	MBA (All Programs)			Semester: I				
Course	Business Statistics			Course Code	MB25GC108			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	2	1	0	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 108.1	REMEMBERING	RECALL the basic terminologies related to the concepts of Business Statistics
CO 108.2	UNDERSTANDING	UNDERSTAND statistics as a crucial tool for data analysis and making justifiable business decisions
CO 108.3	APPLYING	MAKE USE OF appropriate data to calculate statistical measures for solving business problem
CO 108.4	ANALYSING	ANALYZE the data and draw inferences from statistical findings for various business solutions
CO 108.5	EVALUATING	COMPARE the results of statistical tests for taking informed business decisions
CO 108.6	CREATING	CREATE the results of statistical tests for taking informed business decisions DEVELOP a statistical report for a given business situation

Course Contents

Unit	Description	Duration [Hrs]
I.	Introduction to Statistics: Types of variables (dependent, independent, mediating, Mapping extraneous, continuous), charts and graphs discrete, Descriptive Statistics Measure of Central Tendency. Measure of variability: Interquartile Range, and Dispersion, Measure of shapes (Kurtosis and Skewness).	(4+2)
II.	Probability & Permutations & Combinations: Introduction to the concept of probability and permutations and combinations, Axioms, Addition and Multiplication rule, Theories of Probability, Types of probability, Independence of events, probability tree, Bayes' Theorem.	(5+2)
III.	Probability Distribution: Concept of Random variable, Probability distribution, Expected value and variance of random variable, conditional expectation, Binomial distribution and its business application, Poisson and its business application, Normal and its business application. Sampling and Estimation: Sampling Distribution, Types of sampling, Central Limit Theorem, Estimation- Point estimation, Interval estimation.	(5+2)
IV.	Hypothesis Testing: Introduction to Hypothesis testing, Importance of significance level (confidence level), margin of error, type I error and type II error, criteria for selection of right test. Parametric Test: Univariate -Z test, one sample t-test significance Bivariate - T-test (paired and independent), Pearson's correlation, simple linear regression, one way-	(5+2)

	ANOVA . Non-parametric Test: Univariate - Chi-square goodness for fit for uniform distribution Bivariate - Spearman's rank correlation, Mann Whitney U test, Wilcoxon sign paired rank test, Chi-square test of independence.	
V.	Multivariate Analysis: Overview of multiple Regression, Factor analysis, multi-dimensional scaling and Discriminant Analysis (Theoretical Concepts only). Practical: Students should apply statistical hypothesis testing on assumed/ hypothesized data using statistical software.	(2+1)
	Total	30

Suggested Textbooks:

1. Ken Black, Business Statistics for Contemporary Decision Making, Wiley, Latest Edition
2. Sanjiv Jaggia, Alison Kelly Business Statistics, McGraw Hill, Latest Edition
3. Richard I. Levin and David S., Rubin Statistics for Management, Pearson, Latest Edition
4. D. P. Apte, Statistics for Managers, Excel, Latest Edition
5. Gerald Keller & Hitesh Arora, Business Statistics, Cengage, Latest Edition

Suggested Reference Books

1. Joseph Francis, Business Statistics, Cengage, Latest Edition
2. T N Srivastava and Shailaja Rego, Statistics for Management, TMH, Latest Edition
3. K. B. Akhilesh & S. B. Balasubrahmanyam, Mathematics and Statistics for Management Vikas
4. Naval Bajpai, Business Statistics, Pearson, Latest Edition
5. D. P. Apte M. S., Excel: Statistical Tools for Managers, Excel, Latest Edition
6. Qazi Zameerudin, Vijay K. Khara, S. K. Bhamri, Business Mathematics, Vikas, Latest Edition

Program	MBA (All Programs)			Semester: I				
Course	Fundamentals of Management			Course Code	MB25GC109			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
0	-	-	-	-	-	--	-	AC/NC

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 109.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO 109.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO 109.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO 109.4	ANALYSING	COMPARE various organizational structures of variety of business and not-for-profit entities in a real-world context.
CO 109.5	EVALUATING	BUILD a list of the decision-making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision-making situations and EVALUATE and EXPLAIN the same.
CO 109.6	CREATING	FORMULATE and DISCUSS are a basic controlling model in a real life business, start-up and not-for-profit organizational context.

Course Contents

Unit	Description	Duration [Hrs]
I.	Basic Concepts: Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management. Managerial Competencies: Communication, team work, planning and administrative, Managerial Skills.	(4+2)
II.	Planning: Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals,	(4+2)
III.	Organizing: Organization, Organizing, Organizational Structures, Principles of Work Specialization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional	(4+2)
IV.	Decision Making: The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness	(4+2)

V.	Controlling: Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices.	(4+2)
	Total	30

Suggested Textbooks:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wechrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.

Suggested Reference Books

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

Program	MBA (All Programs)			Semester: I				
Course	Business Communication –I			Course Code	MB25GE110			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	1	1	1	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 110.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO 110.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO 110.3	APPLYING	DEMONSTRATE appropriate use of body language.
CO 110.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO 110.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO 110.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

Course Contents

Unit	Description	Duration [Hrs]
I.	Basics of Communication: Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication.	(4+2)
II.	Speaking: Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings.	(4+2)
III.	Soft skills: How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees,	(4+2)

	For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette	
IV.	Presentation skills: Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation.	(4+2)
V.	Interviews: Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-Presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions.	(4+2)
	Total	30

<p>Suggested Textbooks:</p> <ol style="list-style-type: none"> 1. Business Communication Today, Bovee C L et. al., Pearson Education 2. Business Communication, P.D. Chaturvedi, Pearson Education 3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India 4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi 5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi
<p>Suggested Reference Books</p> <ol style="list-style-type: none"> 1. Communication Skills for Effective Management, Hargie et. al., Palgrave 2. Communication for Business, Tayler Shinley, Pearson Education 3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi 4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi 5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Program	MBA (All Programs)			Semester: I				
Course	Decision Science			Course Code	MB25GE111			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
0	1	-	-	--	-	---	-	AC/NC

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 111.1	REMEMBERING	REMEMBER the concepts and models associated with Decision Science.
CO 111.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO 111.3	APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO 111.4	ANALYSING	ANALYSE real life situations with constraints and examine the problems using different decision-making tools
CO 111.5	EVALUATING	EVALUATE the various facets of a business problem and develop problem solving ability
CO 111.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

Course Contents

Unit	Description	Duration [Hrs]
I.	Introduction: Importance of Decision Sciences & role of quantitative techniques in decision making. Linear Programming: Concept, Formulation & Graphical Solution. Applications related to management functional areas, Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution).	(4+2)
II.	Transportation Problems: Concept, formulation, Basic initial solution using Northwest Corner rule, Least Cost method & Vogel's Approximation Method (VAM), Optimal solution using Modified Distribution Method (Special cases: balanced, unbalanced, restriction, prohibited routes and maximization). Concept of degeneracy.	(4+2)

III.	Assignment Problems: Concept, Flood's Technique/ Hungarian method, (Special cases: multiple solutions, maximization case, unbalanced case, restrictions on assignment).	(4+2)
IV.	Decision Theory: Concept, Decision making under uncertainty (Maximin, Maximax, Minimax regret, Hurwicz & Laplace principles), Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, two-person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point- Mixed strategy, Dominance Rule- Reduction of m x n game and solution of 2x2.	(4+2)
V.	PERT & CPM: Concept, drawing network diagram, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats. Program evaluation and review technique (PERT).	(4+2)
	Total	30

Note:

1. In each unit case let related to management situation in various functional domains shall be discussed by the subject teacher.
2. Numerical based on functional areas of business are expected on each unit

Suggested Textbooks:

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
2. Operations Research by Hamdy A. Taha, Pearson Publication (latest edition)
3. Operations research by Hira Gupta, S. Chand Publication (latest Edition)
4. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition)
5. Statistical Methods by S.C. Gupta S. Chand Publication (latest edition)
6. Comprehensive Statistical Methods by P.N. Arora, Sumeet Arora, S. Arora S. Chand Publication

Suggested Reference Books

1. Quantitative techniques & statistics by K L Sehgal Himalaya Publications (latest edition)
2. An introduction to management science: Quantitative approach for decision making- Cengage Learning- Anderson (latest edition)
3. Introduction to Operations Research by Billey E. Gillett, TMGH (latest edition)
4. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI (latest Edition).
5. Operations Research by R. Panneerselvam, Prentice Hall India

Program	MBA (All Programs)			Semester: I				
Course	Indian Knowledge Systems			Course Code	MB25GE112			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	1	1	1	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 112.1	REMEMBERING	RECALL key teachings and themes from the Bhagavad Gita and identify significant events and principles from the life of Ch. Shivaji Maharaj.
CO 112.2	UNDERSTANDING	EXPLAIN the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita and summarize Shivaji Maharaj's leadership qualities.
CO 112.3	APPLYING	APPLY principles of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership scenarios.
CO 112.4	ANALYSING	COMPARE Indian Knowledge Systems (IKS) with Western Management Theories (WMT), particularly in terms of leadership styles, decision-making frameworks, and ethical considerations
CO 112.5	EVALUATING	EVALUATE the effectiveness of Jugaad innovations in various sectors and assess the impact of family and community roles in Indian business practices
CO 112.6	CREATING	DESIGN strategic leadership plans that integrate the principles of the Bhagavad Gita and Shivaji Maharaj's governance strategies to address contemporary organizational challenges

Course Contents

Unit	Description	Duration [Hrs]
I.	Leadership and Organizational Behavior from Bhagavad Gita: Overview of the Bhagavad Gita, Historical and cultural context, Key themes and teachings, Role of values, ethics and spirituality in leadership and organizational culture, Motivation, Inspiring and motivating teams, Team dynamics and conflict resolution in Indian traditions, Gita-based decision-making frameworks.	(4+2)

II.	Insights and Lessons from the life of Shivaji Maharaj: Overview of Shivaji Maharaj's life, historical context, Dharma, Raj Dharma, and Artha, Leadership qualities of Shivaji Maharaj - Leadership in adversity, Shivaji Maharaj's strategic vision and planning, Innovative strategies in warfare and governance, Administration structures and decision- making processes, Shivaji Maharaj as an entrepreneur and nation-builder, Balancing tradition with modernity in leadership.	(4+2)
III.	Comparative Analysis of Indian Knowledge Systems and Western Management Theories: Overview of IKS: Vedas, Upanishads, Darshanas, Overview of Western management theories (WMT), Philosophical foundations and cultural contexts; Individualism (IKS) vs. Collectivism (WMT), Intuition and gut feelings (IKS) vs. data-driven decision-making (WNT), Work-life balance: Concepts of Karma and Dharma vs. Western work ethic, IKS emphasis on sustainability vs. Western focus on short-term gains. Concepts of Karma and Dharma vs. Western work ethic, IKS emphasis on sustainability vs. Western focus on short-term gains	(4+2)
IV.	Indigenous Management Practices and Frameworks – Jugaad: Jugaad - Definition and Principles, Key principles of frugal innovation, Historical context and cultural significance in India; The Jugaad Mindset, Characteristics of a Jugaad innovator, Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, Sector-Specific Case Studies – Healthcare, Agriculture, Automobiles, Education, etc., Scaling Jugaad Innovations, Sustaining Jugaad Innovations, Frugal innovation in other countries, Emerging trends and technologies in frugal innovation.	(4+2)
V.	Indigenous Management Practices and Frameworks - The role of family and community in Indian business: Historical context of family and community roles in Indian business, Joint family systems, Community Networks, Characteristics of family- owned businesses, Leadership styles, Cooperative movements in India, Social enterprises and their impact on local communities, Role of community support in business sustainability, Cultural values and their influence on business ethics, Role of traditional values in contemporary business practices.	(4+2)
Total		30

Suggested Reference Books

1. "The Bhagavad Gita: A New Translation" by Stephen Mitchell
2. "The Essence of the Bhagavad Gita: Explained by Paramhansa Yogananda" by Swami Kriya Nanda
3. "The Bhagavad Gita: A New Commentary" by Swami Sivananda
4. "Bhagavad Gita: A New Translation" by Swami Satchidananda
5. "The Bhagavad Gita for Executives" by Swami Parthasarathy
6. "Bhagavad Gita: A New Interpretation for Modern Times" by Stephen Cope
7. "Shivaji: The Great Maratha" by Ranjit Desai
8. "Shivaji and His Times" by Jadunath Sarkar
9. "The Life and Times of Shivaji Maharaj" by Kalpana Roy
10. "Chhatrapati Shivaji Maharaj" by A.K. Priolkar Leadership Lessons from the Life of Shivaji Maharaj" by Shubhada Joshi

11. "Management Insights from Indian Spirituality" by A.V. Narasimha Murthy
12. "Western and Indian Management: Exploring Synergies" by Vipin Gupta
13. "Ancient Indian Wisdom for Self-Development" by Pradip N. Khand Walla
14. "Indian Ethos and Values in Management" by Sankar
15. "East Meets West: Asian Management Approaches" by Kimio Kase
16. "Comparative Management: A Cultural Perspective" by Malcolm Warner
17. "Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth" by Navi Radjou, Jaideep Prabhu, and Simone Ahuja
18. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
19. "Reverse Innovation in Healthcare: How to Make Value-Based Delivery Work" by Vijay Govindarajan and Ravi Ramamurti
20. "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton Christensen
21. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
22. "Jugaad: A New Growth Formula for Corporate India" by Sangeeta Talwar
23. "Family Business in India" by R.G. Verma

Indicative Case Studies

1. Amul: The Cooperative Movement - Focus: Cooperative model, rural empowerment, supply chain management.
2. The Dabbawallas of Mumbai - Focus: Operational excellence, Six Sigma, traditional logistics systems, Supply chain efficiency, customer satisfaction.
3. Fabindia: Crafting Success- Focus: Handicrafts, sustainable sourcing, social entrepreneurship.
4. Tata Group: Pioneering Corporate Social Responsibility- Focus: CSR practices, ethical business, community development.
5. Jaipur Foot: Affordable Prosthetics - Focus: Social innovation, frugal engineering, inclusive growth.
6. Patanjali: Revolutionizing FMCG - Focus: Ayurvedic products, brand positioning, market disruption.
7. SEWA (Self-Employed Women's Association): Empowering Women - Focus: Women empowerment, microfinance, cooperative movement.
8. ITC's e-Choupal: Digitizing Rural India - Focus: E-commerce, rural development, supply chain integration.
9. Lijjat Papad: Women's Cooperative - Focus: Women entrepreneurship, cooperative model, business sustainability.
10. Haldiram's: Traditional Snacks, Modern Business - Focus: Brand evolution, quality management, market expansion.
11. Reliance Jio: Disrupting Telecom- Focus: Market disruption, technology adoption, customer acquisition.
12. Tata Nano: The World's Cheapest Car- Focus: Frugal innovation, product development, market challenges.
13. Biocon: Building a Global Biotech Company - Focus: Research and development, strategic alliances, global expansion.
14. Shahnaz Husain: Globalizing Ayurveda - Focus: Brand building, international marketing, traditional knowledge.
15. Cafe Coffee Day: Creating a Coffee Culture - Focus: Brand positioning, customer experience, market expansion.
16. Mahindra & Mahindra: Driving Innovation - Focus: Product diversification, innovation strategies, global expansion.
17. Godrej: From Locks to Consumer Goods - Focus: Diversification, brand evolution, sustainability practices.
18. Infosys: Leadership and Growth - Focus: Corporate governance, employee empowerment, innovation.
19. Tata Steel: Global Expansion and CSR - Focus: Globalization, corporate social responsibility, sustainable practices.
20. Zomato: Revolutionizing Food Delivery in India - Focus: Technology integration, customer engagement, market expansion.

Program	MBA (All Programs)			Semester: I				
Course	Entrepreneurship Management			Course Code	MB25GE113			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	1	1	1	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 113.1	REMEMBERING	REMEMBER Concepts of Entrepreneur, Entrepreneurship, and Enterprise.
CO 113.2	UNDERSTANDING	UNDERSTAND the frameworks and key concepts in entrepreneurship management.
CO 113.3	APPLYING	APPLY the model of the entrepreneurial process for new venture development.
CO 113.4	ANALYSING	ANALYSE the entrepreneurial environment, legal framework, and expansion strategies.
CO 113.5	EVALUATING	EVALUATE various types of entrepreneurships (social, opportunity, techno, intra & women) and suitable routes to start a business.
CO 113.6	CREATING	CREATE a business plan/model based on the innovative ideas and concepts of entrepreneurship.

Course Contents

Unit	Description	Duration [Hrs]
I.	Entrepreneurial Perspective: Definition and Evolution of the Concept of Entrepreneurship; Definition and Concept of Entrepreneur, Concept of Enterprise; Entrepreneurship - Functions, Needs and Importance; Entrepreneurial Traits, Characteristics and Skills; Role of entrepreneurship in economic Development; Introduction to various forms of business organization (sole proprietorship, partnership, corporations, Limited Liability Company); Introduction of Start-up and types of Start-ups, Start-up Ecosystem in India	(2+1)
II.	Types of Entrepreneurs and Entrepreneurship: Innovators, Creators, Market makers, Expanders and scalers, Intrapreneurship, Social Entrepreneurship, Woman Entrepreneurship, Technopreneur ship, Rural Entrepreneurship; Entrepreneurs, Managers and Intrapreneurs: Similarities and Differences. CO1, CO2, CO3 3 76 Entrepreneurial Pathways: Understanding New Venture Life-Cycle - Pre-Seed, Early Stage, Launch;	(2+1)

	Business Life Cycle: Start-up, Launch, Growth, Maturity, Harvest, Re-Birth, Exit; Frameworks to Inform Your Entrepreneurial Path - Introduction to Business Model Canvas, Lean Model Canvas, Design Thinking Process.	
III.	Identifying Entrepreneurial Opportunity: Analysis of Business Opportunities in both the Domestic and Global Economies, including the Analysis of PEST Factors; Entrepreneurial Opportunity; Joseph Schumpeter's Theories & Key Drivers of Opportunity; Researching Potential Business Opportunities.	(2+1)
IV.	Drivers of Entrepreneurship: Creativity, Innovation and Invention; Tools for Creativity and Innovation Idea Generation & Evaluation: Sources of business ideas, Find & Assess ideas, Data for ideation, Identify the problem, Problem – Solution Fit, Ideation to Prototyping Process.	(2+1)
V.	Feasibility Analysis Product/Service Feasibility Analysis; Industry & Competitive Analysis: SWOT, Three Circles (Company, Competitors, Customers); Financial Feasibility Analysis.	(2+1)
VI.	The Enterprise Launching: Entrepreneurial Process; Product/ Project Identification; Developing a Business Plan: Meaning and Purpose of a business plan, Contents of a business plan, Guidelines for writing a Business Plan, Prerequisites from the perspective of an investor, (Creating Pitch Deck)	(2+1)
VII.	Product/ Market Fit: Concept, Importance for startups. Minimum Viable Product, Business Financing: Various Sources of Funding to Start-ups including venture capital finance and private equity Managing early growth of the business; New venture expansion - strategies and issues.	(2+2)
VIII.	Legal framework for starting a business in India: Quick start routes to establish a business (franchising, acclimatization, and acquisitions); Support Organizations for an entrepreneur and their role; The Make in India and Digital India Campaigns – For Entrepreneurship support; Other Start-up Ecosystem in India.	(2+2)
IX.	Learning by Doing: Activity – Create a Business Model Canvas / Business Plan based on an Idea (Ideation till Pitch deck) and Presentations	(2+2)
	Total	30

Suggested Textbooks:

Vasant Desai, "The Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House, Sixth Edition, 2011

Suggested Reference Books

Robert D Hisrich, Mathew J Manimala, "Entrepreneurship", McGraw Hill Education (I) Pvt. Ltd., New Delhi, Ninth Edition - 2015
 Poornima M. Charantimath, "Entrepreneurship Development and Small Business Enterprises" Pearson, Ninth Impression - 2023
 Literature Published by Support Institutions, viz i) SIDBI, ii) MSSIDC iii) NSIC

Course Syllabus
First Year MBA.
Semester II

Program	MBA (All Programs)			Semester:II				
Course	Marketing Management			Course Code	MB25GC201			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	REMEMBER the key terms associated with the 4 Ps of marketing and Marketing Planning & Control for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.2	UNDERSTANDING	UNDERSTAND the relevance of marketing mix concepts and Planning & Control frameworks for a real-world marketing offering (commodities, Goods, services, e-products/e-services.)
CO201.3	APPLYING	APPLY marketing Mix and Planning & Control decisions for a real-world marketing offering (commodities, goods, services, e-products/ e- Services.)
CO201.4	ANALYSING	ANALYSE marketing issues pertaining to Marketing Mix and Marketing. Plan in the context of real-world marketing offering (commodities, goods, services, e- products/ e-services.
CO201.5	EVALUATING	EVALUATE the interrelationships between various elements of Marketing mix and Planning & Control in the context of real-world marketing offering (commodities, goods, services, e-products/ e- services)
CO201.6	CREATING	CREAT a Marketing Mix and Marketing Plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)

Course Contents

Unit	Description	Duration [Hrs]
I.	<p>Product: Meaning, The Role of Product as a market offering, Goods & Services Continuum Classification of Consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products materials and parts, capital items, supplies and services. Product Levels: The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy.</p> <p>Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and Concept of Brand equity, Packaging and Labeling: Meaning and role, Types of Packaging, Sustainable practices in packaging and Labeling.</p>	(7+2)

II.	Pricing: Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, Selecting Pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction Pricing), Pricing in online marketing (free, premium, freemium). Token based pricing. Price Change: Initiating & responding to price Changes. Use of Big Data and Generative AI in pricing decisions	(7+2)
III.	Place: Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions-Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Channels in international Market, Online Interaction versus Offline Interaction - Introduction to Omni channel & hybrid channel options, Phygital Channels.	(7+2)
IV.	Promotion: Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, 5Ms of Advertising. Attention, Interest, Desire, Action (AIDA) to 5A (Aware, Appeal, Ask ,Act, and Advocate), Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in developing effective marketing communication- identifying target audience, Determining communication objectives, designing a message, choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional Mix strategy, push-pull strategies. Role of Generative AI in Promotion Decisions.	(7+2)
V.	Personal Selling: Designing the Sales Force, Managing the Sales Force, Evaluating the Sales Force; Direct Marketing	(7+2)
Total		45

- **Note:** Real world examples/cases in domestic and international context for commodities, goods, services, e-products/ e-services in terms of Traditional as well as contemporary Marketing Practices are expected to be analyzed in the class as well as included in the Examination.

Suggested Textbooks:

1. Marketing Management: A South Asian Perspective Kotler, Keller, Koshy & Jha, 14th edition, Pearson Education, 2018.
2. Marketing Management, Rajan Saxena, TMGH, 6th Edition, 2019
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning, 1st Edition, 2016
4. Marketing Management – Ramaswamy V.S. & Namakumar S, 4/e, Macmillan Publishers, 2014.
5. Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas publications, 2013
6. Marketing Management – Text and Cases, Tapan K Panda, Excel Books, 2008
7. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Seiwan, 2017
8. Marketing 5.0: Technology for Humanity by Philip Kotler, Hermawan Kartajaya, Wiley. 2021
9. Marketing 6.0: The Future Is Immersive: Philip Kotler, Hermawan Kartajaya, 2023

Suggested References:

1. Marketing Grewal, Levy, Tata McGraw - Hill, 7th Edition, 2021
2. Marketing, Asian Edition, Paul Bainer, Chris Fill, Kelly Page, Oxford University Press. 2013
3. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13th Edition
4. Brand Equity Supplement of the Economic Times
5. Brand Wagon Supplement of the Financial Express
6. Strategist Supplement of Business Standard
7. Marketing White book, latest edition

Program	MBA (All Programs)			Semester: II				
Course	Financial Management			Course Code	MB25GC202			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO202.1	REMEMBERING	REMEMBER the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	UNDERSTANDING	UNDERSTAND in detail all theoretical concepts throughout the syllabus
CO202.3	APPLYING	APPLY all the required calculations through relevant numerical problems
CO202.4	ANALYSING	ANALYZE the situation and Comment on the financial position of the firm Estimate working capital required Decide ideal capital structure Evaluate various project proposals
CO202.5	EVALUATING	Evaluate impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
CO202.6	CREATING	CREATE Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry-wise), Comparative Proposals using Capital Budgeting Techniques

Course Contents

Unit	Description	Duration [Hrs]
I	Introduction: Introduction to Finance, Meaning and Definition of Financial Management, Objectives of Financial Management - (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relationship with other disciplines, Functions of Finance Manager	(3+2)
II	Techniques of Financial Statement Analysis: Introduction, Objectives of financial statement analysis, various techniques of analysis via Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis	(10+2)
III	Working Capital Management: Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)	(8+2)
IV	Capital Structure: Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital	(7+2)

	(measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types	
V	Capital Budgeting: Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR	(7+2)
	Total	45

- Note: Numerical Problems will be asked on following topics only—
- Common Size Statements
 - Comparative Statements
 - Ratio Analysis (Calculation of ratios plus its interpretation)
 - Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
 - Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC
 - Capital Structure
 - Leverages
 - Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

Note: The Financial Management syllabus focuses on the techniques used for financial decision making at the organizational level. The origin of the same is observed to be seen in the 20th century. Hence, the IKS element seems to be difficult to be included in the Financial Management syllabus.

Suggested Books:

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V. K. Saxena and C.D. Vashist (Sultan Chand & Sons)
3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
4. Financial Management, Dr. Mahesh A bale & Dr. Shri prakash Soni (Himalaya Publishing House Pvt. Ltd.)
5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
6. Financial Management, IM Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A.P. Rao (Everest Publishing House)
8. Advanced Financial management, N.M. Vechalekar

Suggested Reference Books:

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S.Chand)
4. Financial Management, Jonathan Berk, Peter De Marzo and Ashok Thampy (Pearson Publication)

Program	MBA (All Programs)			Semester: II				
Course	Human Resource Management			Course Code	MB25GC203			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DEFINE the role of Human Resource Functions in an Organization
CO203.2	UNDERSTANDING	UNDERSTAND the emerging trends and practices in HRM.
CO203.3	APPLYING	UTILIZE the different methods of HR Min an organization
CO203.4	ANALYSING	EXAMINE the use of different HRM Practices in an organization.
CO203.5	EVALUATING	ASSESS the outcome of different HRM functions in an organization.
CO203.6	CREATING	DESIGN the HR manual and compensation policy of the organization

Course Contents

Unit	Description	Duration [Hrs]
I	Human Resource Management: Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM.	(6+2)
II	Human Resource Planning: Human Resource Planning: Definition, Objectives, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement.	(7+2)
III	Recruitment and Retention: Recruitment Introduction, Sources of Recruitment, Difference between recruitment and selection. Applying IKS principles to recruitment, Process- Recruitment and Selection, concept-Induction and Orientation. Career Planning-Process of career planning, Succession Planning- Process of succession planning, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention.	(7+2)

IV	Managing Employee Performance and Training: Performance Appraisal & Performance Management – Definition, Objectives, Importance, Applying IKS principles to Performance and rewards, Appraisal Process and Appraisal Methods. Training and Development - Definition – Scope, Role of Training in an Organizations, Objectives, Applying IKS principles to Training, Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.	(8+2)
V	Compensation Management: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Suspension. Concept- Grievance and Grievance redressal procedure.	(7+2)
	Total	45

Suggested Textbooks:

1. Human Resource Management, Dr. S. S. Khanka, Sultan Chand, Delhi.
2. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
3. Human Resource Management, Arun Moppa, Tata McGraw Hill Publishing Company
4. Human Resource Management, Mirza & Zaiyaddin
5. Human Resource Management, Dr. P. C. Pardeshi, Niramli Publication.
6. Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
7. Human Resource Management, C.B. Mamoria, Himalaya Publishing House
8. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.
9. Human Resource Management: Text and Cases, K Aswathappa, Tata Mc Graw Hill Publishing Company.
10. Performance Appraisal and Management, Himalaya Publishing House.

Suggested Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong’s Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Applied Psychology in Human Resource Management, Cascio & Aguins, PHI.

Program	MBA (All Programs)			Semester: II				
Course	Operation Research			Course Code	MB25GC204			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO204.1	REMEMBERING	REMEMBER the importance of the use of OR application in decision-making environments.
CO204.2	UNDERSTANDING	UNDERSTAND the need to formulate LPP, obtain Graphical Solution and acquire a general idea of the Simplex method.
CO204.3	APPLYING	APPLY to solve transportation and assignment models.
CO204.4	ANALYSING	ANALYSE optimal sequence models and comprehend concepts of queuing theory.
CO204.5	EVALUATING	EVALUATE and create strategies to identify the right time for equipment replacement and comprehend project management techniques.
CO204.6	CREATING	CREATE the different types of decision-making environment.

Course Contents

Unit	Description	Duration [Hrs]
I	Operation Research & Decision-Making Environment Operation Research: Uses, Scope and Applications of Operation Research in managerial decision making. Decision making Environments: - Decision making under certainty, uncertainty and risk situations: Decision tree approach and its applications.	(7+2)
II	Linear Programming Problem & Transportation Problem Linear Programming: Mathematical formulations of LP models for product-mix problems; graphical and simplex method of solving LP problems: duality. Transportation Problem: various methods of finding initial basis feasible solution NWC method, LC method & VAC method and optimal solution – steppingstone & MODI method, Maximization Transpiration problems.	(7+2)
III	Assignment Model & Game Theory: Assignment model Hungarian Algorithm and its application, Maximization assignment problem, Game theory: concept of game, Two person zero sum game, Pure and Mixed strategy Game, Saddle point, odd method, Dominance method and Graphical method for solving Mixed strategy Game.	(7+2)

IV	Sequencing and Queuing Theory: Sequencing problem: Johnson Algorithm for Jobs and Two machine, n jobs and Tree machine, two jobs and M machine problems, Queuing Theory: Characteristics of M/M/I Queue model: Application of Poisson and Exponential distribution in estimation arrival rate and service rate: Applications of Queue model for better service to the customers	(7+2)
V	Replacement Problem and Project Management: Replacement problem, Replacement of assets that deteriorate with time, replacement of asset which fail suddenly, Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in Project Planning and Control, Crashing of operation.	(7+2)
	Total	45

Suggested Textbooks:

1. Operations Research: An Introduction, Hamdy A. Taha, Pearson Education
2. Introduction to Operations Research, Frederick S. Hillier & Gerald J. Lieberman, McGraw-Hill Education
3. Operations Research, Kanti Swarup, P.K. Gupta, Man Mohan, Sultan Chand & Sons
4. Operations Research: Principles and Practice, Ravindran, Phillips, and Solberg, Wiley

Program	MBA (All Programs)			Semester: II				
Course	Technology Tools in Business Management-II			Course Code	MB25GC205			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	1	1	1	-	20	-	30	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205.1	REMEMBERING	Recall advanced functions and features of Excel, Power BI, Tableau, Chat GPT, and other emerging tools.
CO205.2	UNDERSTANDING	Explain the advanced functionalities and applications of the set tools in business contexts.
CO205.3	APPLYING	Utilize advanced features to perform complex data analysis, create interactive dashboards and develop AI-driven solutions.
CO205.4	ANALYSING	Examine the integration and application of advanced tools in real-world business scenarios
CO205.5	EVALUATING	Assess the effectiveness and efficiency of using advanced tools for business intelligence and decision-making.
CO205.6	CREATING	Develop sophisticated business intelligence projects, interactive dashboards, and AI-driven solutions using advanced tools.

Course Contents

Unit	Description	Duration [Hrs]
I	Advanced Excel (Part 1): Using text to columns, the paste special function, data validation, subtotals and grouping, consolidating data, scenario analysis, data tables in scenario analysis, what-if analysis, math and trig functions, text functions in Excel, lookup functions (V lookups, H Lookups, Match), statistical functions, database functions, financial functions, formula auditing and error tracing, hyperlinks in Excel, linking data, understanding pivot tables, using pivot charts, workbook properties, protecting and sharing worksheets, data encrypting and finalizing workbooks.	(4+2)
II	Advanced Excel (Part2): Custom number formats in Excel, using custom lists, working with templates, tracking changes in Excel, merging and comparing Excel workbooks, using pivot tables and slicers, report filters for basic analytics, contact management and marketing with Excel, managing customers, vendors, and employees, gaining product and service insights, sales reports using Excel, supervising sales with Excel, preparing invoices, assessing account aging, analyzing demographics, creating scheduling and marketing calendars, creating standard Excel templates for routine business	(4+2)

	data management and analysis activities.	
III	Power BI and Tableau: Power BI: Interface and navigation, connecting to data sources, basic data modeling, creating interactive dashboards, using DAX for calculations, sharing and publishing reports, advanced data transformations, custom visuals, integration with other Microsoft tools. Tableau: Interface and navigation, connecting to data sources, basic data visualization, creating interactive dashboards, using calculations and parameters, sharing and publishing dashboards, advanced data manipulation, custom geocoding, integration with other tools.	(4+2)
IV	Google Analytics & Financial Tools: Google Analytics: Setting up Google Analytics accounts, tracking website traffic, understanding key metrics and reports, audience, acquisition, and behavior analysis, conversion tracking, using Google Analytics Academy for hands-on learning, QuickBooks: Introduction to QuickBooks, managing financial transactions, creating and sending invoices, tracking expenses and income, generating financial reports, understanding Quick Books Online vs Desktop, Quick Books support resources.	(4+2)
V	Introduction to Salesforce: CRM, managing customer relationships, sales tracking, automation of sales processes, customer service, creating dashboards, generating reports, using Salesforce Trailhead for hands-on practice. HubSpot: Overview of HubSpot CRM, inbound marketing strategies, managing contacts and deals, email marketing, sales automation, analytics and reporting, utilizing HubSpot Academy for practical knowledge. Slack: Understanding Slack interface, creating channels, managing teams, integrating apps and services, communication best practices, using Slack for project collaboration, exploring Slack resources. Microsoft Teams: Navigating Microsoft Teams, creating teams and channels, managing conversations and meetings, file sharing and collaboration, integrating Office 365 applications, using Microsoft Teams for remote work.	(4+2)
	Total	30

Suggested Books

1. "Excel2019 Power Programming with VBA" by Michael Alexander and Dick Kusleika
2. "Advanced Excel Essentials "by Jordan Goldmeier
3. "Microsoft Excel Data Analysis and Business Modeling" by Wayne Winston
4. "Excel 2019 for Business Statistics: A Guide to Solving Practical Business Problems" by Thomas J. Quirk
5. "Introducing Microsoft Power BI" by Alberto Ferrari and Marco Russo
6. "Microsoft Power BI Cook book" by Greg Deckler and Brett Powell
7. "Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence" by Brett Powell
8. "Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization" by Joshua N. Milligan
9. "Tableau Your Data!":Fast and Easy Visual Analysis with Tableau Online Free Courses

Online Resources

MS Word, MS Power Point, and Basic Excel:

1. Microsoft Office Training Center: Free training resources for Microsoft Word, Power Point, and Excel.
<https://support.microsoft.com/en-us/training>
2. GCF Global- Microsoft Office Tutorials: Free tutorials for Word, Power Point, and Excel.
<https://edu.gcfglobal.org/en/subjects/office/>

Advanced Excel:

1. Coursera - Excel Skills for Business Specialization: Offers a free trial and financial adoptions.
<https://www.coursera.org/specializations/excel>
2. edX- Analyzing and Visualizing Data with Excel: Free access with optional paid certificate.
<https://www.edx.org/course/analyzing-and-visualizing-data-with-excel>

Power BI:

1. Microsoft Learn- Get Started with Power BI: Free, self-paced learning path.
<https://docs.microsoft.com/en-us/learn/paths/get-started-power-bi/>
2. Coursera - Getting Started with Power BI: Free trial available.
<https://www.coursera.org/learn/getting-started-with-power-bi>

Program	MBA (All Programs)			Semester:II				
Course	Business Research Methods			Course Code	MB25RGC206			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	2	1	0	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206.1	REMEMBERING	REMEMBER various concepts and terms associated with scientific business research.
CO206.2	UNDERSTANDING	UNDERSTAND the terms and concepts used in all aspects of scientific business research.
CO206.3	APPLYING	APPLY scientific principles of research to SOLVE contemporary business research problems.
CO206.4	ANALYSING	ANALYSE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO206.5	EVALUATING	EVALUATE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a Given real-life business research problem from a data driven decision perspective.
CO206.6	CREATING	CREAT alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

Course Contents

Unit	Description	Duration [Hrs]
I	Foundations of Research: Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. Questions in Research: Formulation of Research Problem – Management Question – Research Question –Investigation Question. The process of business research: Literature review - Concepts and theories - Research questions - Sampling - Data Collection - Data analysis – Writing up – The iterative nature of business research process, Elements of a Research Proposal. Practical considerations: Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and	(4+2)

	conflicts of interest. Legal considerations - Data management, Copyright.	
II	Research Design: Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance.	(4+2)
III	Data & Measurement: Meaning of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. Primary Data: Definition, Advantages and disadvantages over secondary data. Measurement: Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.	(4+2)
IV	Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, non-sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)	(4+2)
V	Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including hypothesis of association, association of attributes. Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. Test	(4+2)

	of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. Research Reports: Structure of Research report, Report writing and Presentation.	
	Total	30

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, A Ian Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P. Michae

Program	MBA (All Programs)			Semester: II				
Course	Desk Research (DR)			Course Code	MB25RGC207			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	0	0	3	00	50	00	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	REMEMBER the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant Industry
CO207.2	UNDERSTANDING	UNDERSTAND the regional, national and global footprint of a real- world business organization and the relevant industry
CO207.3	APPLYING	APPLY an understanding of the regulatory forces acting on a real- world business organization and the relevant industry
CO207.4	ANALYSING	ANALYS using tables and charts, the market and financial performance of a real-world business organization and the players in an industry
CO207.5	EVALUATING	EVALUATE a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain.
CO207.6	CREATING	CREAT the key challenges and opportunities for the real world business organization and the relevant industry in the immediate future (1 to 3years).

Course Contents

Unit	Description	Duration [Hrs]
I	Industry Analysis – the Basics: Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Niches, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments there on, Capacity analysis – total capacity of the industry and breakup capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and	(4+2)

	regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry.	
II	Promoters & Management Ethos: Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation.	(4+2)
III	External Environment: Controlling ministry and /or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities , legal violations if any.	(4+2)
IV	Financials: Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes there in, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry	(4+2)
V	Recent Developments: Impact of key relevant provisions of the latest Fiscal policy on the industry and various players there in, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, corporate wars& feuds in the industry, if any.	(4+2)
	Total	30

Note:

1. Students working in groups of 3 to 5 each shall select of any TWO industries of their choice, under the guidance of a faculty.
2. The in depth analysis of the industry shall be carried out jointly by the students
3. Every student shall study one company within this industry independently.
4. Industries selected should be distinct from each other.
5. Students shall submit a structured detailed report.

Program	MBA (All Programs)			Semester:II				
Course	Field Project (FP)			Course Code	MB25RGC208			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
4	0	1	3	00	50	-	100	150

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	REMEMBER and list key management concepts and frameworks relevant to their specialization specific field project.
CO208.2	UNDERSTANDING	UNDERSTAND an understanding of the specific management theories and frameworks to real-world business issues.
CO208.3	APPLYING	APPLY theoretical knowledge to practical situations in their chosen field of specialization and demonstrate data driven decision making approach.
CO208.4	ANALYSING	ANALYSE quantitative and qualitative data collected from the field to identify patterns, trends, and insights relevant to their specialization.
CO208.5	EVALUATING	EVALUATE the effectiveness of different management strategies and approaches by comparing their field project findings with existing literature And industry practices from the respective specialization/domain.
CO208.6	CREATING	CREATE a comprehensive field project report and presentation that integrates their findings, analysis, and recommendations, demonstrating a professional and result- oriented approach.

Course Contents

Unit	Description	Duration [Hrs]
	<p>A] Preamble:</p> <ol style="list-style-type: none"> To integrate theory and practice by providing students with the opportunity to work on real – world issues. To provide experiential learning opportunities that goes beyond traditional textbooks and class room learning. To provide a platform to explore the functional aspects of each specialization. To deepen students 'understanding of management concepts and frameworks. To develop application – oriented approach by bridging the gap between theory and practice. To foster the development of critical skills, a professional mind set, and a result- 	60 hrs

	<p>oriented approach.</p> <p>7. To highlight the insights from the business environment of the geo graphical region.</p> <p>B] Guidelines for the Field Projects B - 1] Nature of the Field Project:</p> <ol style="list-style-type: none"> 1. Field project must be related to the intended specialization of the student. 2. Field projects must be done individually. Group projects are not permitted. 3. The project should involve field work; online projects are not permitted. 4. Primary data collection is mandatory. 5. Field projects can be quantitative /qualitative in nature or even use mixed approaches. 6. Field projects can involve surveys, interviews, case studies, visits or observation studies. 7. For surveys, the sample size should be between more than or equal to100 participants. 8. For in-depth interviews (lasting at least 45-60 minutes), the sample size should be a minimum of 25 participants. <p>9. Total Hours of Effort Expected:160 Hours, (This can be completed during the Semester, Saturdays, Sundays, Public holidays, Winter vacation in between Sem- I and Sem-II)</p> <p>B-2] Permissible Partner Organizations:</p> <p>Student's have the flexibility to conduct their field projects with any of the following organizations:</p> <ol style="list-style-type: none"> a) Companies listed on either NSE or BSE in India/abroad b) Unlisted subsidiaries of Listed Companies. c) Government/Semi-Government Undertaking/PSU d) Government Offices e) Consultancy Firms f) Start Ups with an existence of 3years or more and manpower more than 25. g) Family managed businesses with an existence of 5years or more and manpower morethan25. h) Cooperative Societies <p>NOTE: Students can also carry out the Field Work without being associated to a specific organization. Such projects may involve quantitative / qualitative fieldwork related to</p> <ol style="list-style-type: none"> a) Contemporary issues of businesses b) Specialization specific concepts c) Local or regional concerns d) Matters of national importance. <p>B-3] Linkage with specialization: The field project topic must be aligned with the specialization chosen and specialization electives offered in Semester II. It can address local, national, or global issues relevant to the specialization, as guided by the faculty guide/mentor.</p> <p>B-4] Selecting a Relevant Topic: Consider current trends, issues, or challenges within the domain/specialization across various business (industry) sectors when conducting their project.</p>	
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	<p>B – 5] Identifying the Scope: Define the project's scope to ensure it is manageable within the given time frame and resources. Set realistic expectations regarding the project's depth and breadth.</p> <p>B–6] Project Objectives – Clearly outline the objectives of your field project.</p> <p>B – 7] Project Planning and Proposal: Students shall define the scope and objectives of the specialization- specific field project, develop a project proposal, and gain approval from the institute.</p> <p>B –8] Reporting and Presentation: Prepare a professional report & presentation that outlines your project, methodology, findings, and recommendations as per the outline given below.</p> <p>Your report should be clear, well- structured, visually appealing & the presentation must be delivered professionally.</p> <p>Presentation could be through any of the enlisted formats: (this is an indicative list and innovative formats if any beyond this list may be adopted) -</p> <ol style="list-style-type: none"> 1. Traditional Slide Deck Presentation 2. Info graphics 3. Video presentation 4. Paper presentation 5. Poster presentation 6. Webinar or online presentation 7. TED-style presentation 8. Storytelling Presentation etc. <p>B–10] Indicative break up of hours (160hours)</p> <ol style="list-style-type: none"> 1. 120hours-Onfieldwork (The field projects shall be spread throughout the second semester, can be started immediately after Sem-I exam Winter vacation) 2. 40hours–Pre and post-field work including proposal making, analysis, report writing, etc. <p>C] Field Project Proposal Outline</p> <p>The Field Project proposal, ranging from three to five pages, outlines the development plan for the project. It includes one or two paragraphs for each of the following components:</p> <ol style="list-style-type: none"> 1. Field Project Introduction: Provide an overview of the project, including its context and scope. 2. Statement of the Problem: Clearly define the problem the project aims to address. 3. Purpose of the Project: Explain the main objectives and goals of the project. 4. Significance of the Project: Discuss the importance and potential impact of the project. 5. Plan for Developing / Executing the Project: Describe the approach and steps to be taken in developing / executing the project. 6. Review of the Literature: Include an initial literature review of one or two pages. <p>D] Field Project Report Outline</p> <p>The field project report includes the components mentioned below.</p> <ol style="list-style-type: none"> 1. Title Page 	
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	<p>2. Declaration by student</p> <p>3. Acknowledgement by student</p> <p>4. Certificate by the Guide on Institutional Letter Head</p> <p>5. Certificate by the Partner Organization on Letter Head (if applicable)</p> <p>6. Table of Contents</p> <p>7. List of Tables (if needed)</p> <p>8. List of Figures (if needed)</p> <p>9. Abstract</p> <p>D-1] Chapter I -Introduction:</p> <p>1. Statement of the Problem</p> <p>2. Purpose/Objectives of the Project</p> <p>3. Theoretical Framework</p> <p>4. Significance of the Project</p> <p>5. Definition of Terms(optional)</p> <p>D-2] Chapter II- Review of the Literature:</p> <p>1. Review the existing body of knowledge available on the problem or topic.</p> <p>D-3] Chapter III Method:</p> <p>1. Describes how the study was completed / conducted, including a specific description of subjects, procedures, equipment, materials, and other information pertinent to the study,</p> <p>D-4] Chapter IV–Data Collection and Analysis:</p> <p>1. Collecting relevant data from primary and secondary sources.</p> <p>2. Analyzing data using appropriate analytical tools and techniques.</p> <p>D-5] Chapter V–Results/Findings & Suggestions:</p> <p>1. Identifying key issues, opportunities, trends etc. based on data analysis.</p> <p>2. Develop/propose feasible solutions or recommendations.</p> <p>3. Reflect on the experience, lessons learned, and scope for further work/improvement.</p> <p>D- 6] Annexure</p> <p>1. Questionnaires</p> <p>2. Observation Sheets</p> <p>3. Field Maps</p> <p>4. Exhibits</p> <p>5. Geo Tagged Photos with Sample respondents</p> <p>6. Any other relevant documents</p> <p>E] Evaluation Pattern: Total Marks: 150 Formative Assessment: 50 Marks Summative Assessment: 100Marks</p> <p>E-1] Formative Assessment Weight age (50marks):</p> <p>1. Project Proposal - 5 marks</p> <p>2. Interim Progress review I/Report I - 5 marks</p> <p>3. Final Project Report - 10 marks</p> <p>4. Final Presentation(30markswithbreakupasindicatedbelow)</p> <p>a) Project Objectives - 5 marks</p> <p>b) Quality of Analysis and Research - 5 marks</p>	
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	<ul style="list-style-type: none"> c) Problem Solving and Decision Making- 5marks d) Innovation and Impact - 5 marks e) Documentation and Reporting - 5 marks f) Reflection - 5 marks <p>E-2] Summative Assessment Weight age (100marks):</p> <ol style="list-style-type: none"> 1. There shall be a panel of 2 examiners for the Final Viva-Voce 2. University shall nominate External Examiners 3. Director shall nominate Internal Examiner 4. Presentation by each student along with spiral bound reports mandatory 5. Students will deliver a 15 minutes presentation about their field project. 6. The panel will evaluate the presentation for 50 marks and the viva-voce shall have a weight age of 50 marks. 7. The presentation & the External viva voce shall evaluate the Field Projection: <ul style="list-style-type: none"> a) Project Objectives b) Quality of Analysis and Research c) Problem Solving and Decision Making d) Innovation and Impact e) Documentation and Reporting f) Reflection 	
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Program	MBA (All Programs)			Semester: II				
Course	Business Communication-II			Course Code	MB25GC209			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
				FA	SA	PR	Total	
	Lecture	Tutorial	Practical	UT	CA			TH
2	0	2	2	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	REMEMBER stages in a typical communication cycle and the barriers to effective communication.
CO209.2	UNDERSTANDING	UNDERSTAND long essays and reports in to précis and executive summaries.
CO209.3	APPLYING	APPLY Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO209.4	ANALYSING	ANALYS sample internal communications in a business environment for potential refinements.
CO209.5	EVALUATING	EVALUATE variety of letters, notices, memos and circulars.

Course Contents

Unit	Description	Duration [Hrs]
I	Written Communication: Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems.	(4+2)
II	Writing Techniques: Rules of good writing, adaptation and selection of words, masculine words, writing with style - choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters. Planning the persuasive message, common types of persuasive requests, and principles of persuasive communication. Reformulation and summarizing- What is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, and guidelines for comprehension	(4+2)

III	Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters.	(4+2)
IV	Internal Communications: Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing – What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports.	(4+2)
V	External Communications: Public notices, invitations to a tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes.	(4+2)
	Total	30

Note:

1. The entire course should be delivered in a workshop and application-oriented manner. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.
2. Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the student's right at the beginning of the course.
3. Students should be asked to submit the completed workbooks at the end of the term.

Suggested Text Books:

1. Business Communication Today, Bovee CLet.al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, TN Chhabra, Bhanu Ranjan, SunIndia
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargieet. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N. Dand Heaton, J.B, Addison Wesley Longman Ltd.

Program	MBA (All Programs)			Semester: II				
Course	Legal Aspects of Business			Course Code	MB25GC210			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
2	1	1	1	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO210.1	REMEMBERING	REMEMBER the key terms involved in each Act.
CO210.2	UNDERSTANDING	UNDERSTAND the key legal provisions of each Act.
CO210.3	APPLYING	APPLY the use of the Acts in common business situations.
CO210.4	ANALYSING	ANALYSE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO210.5	EVALUATING	EVALUATE critical thinking by making judgments related to use of various provisions of the Acts in business situations

Course Contents

Unit	Description	Duration [Hrs]
I	The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract based on validity, formation of contract- law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, Wagering Agreement and Its Essentials, Exceptions to wager, performance of contracts, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies; Special contracts- contract of indemnity and guarantee, Contract of Agency - Creation of Agency – Agent and Principal (Relationship/rights).	(4+2)
II	Sale of Goods Act, 1930: Contract of sale of goods, Sale and agreement to sell, Caveat emptor, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale – delivery of goods by seller and acceptance of delivery of goods and payment for the same by buyer, Unpaid Seller - Rights of unpaid seller, Sale by Auction.	(4+2)

III	The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest.	(4+2)
IV	The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types - Private, public, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Prospectus, share capital and types of shares & Debentures, buy back of shares, Acceptance of deposits, Appointment of director including woman Director.	(4+2)
V	The Consumer Protection Act, 2019: Definition of Consumer W.r.t goods & services, Dispute Redressed Forums District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority, Unfair & Restrictive Trade Practices.	(4+2)
	Total	30

Note:

1. The entire course should be delivered in a workshop and application-oriented manner. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.
2. Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the student's right at the beginning of the course.
3. Students should be asked to submit the completed workbooks at the end of the term.

Suggested Textbooks:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D. Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

Suggested Reference Books:

1. Legal Aspects of Business, Ravinder Kumar
2. Business Laws, S.D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

Program	MBA (All Programs)			Semester: II				
Course	Selling & Negotiations Skills Lab			Course Code	MB25GC211			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA	PR	Total
				UT	CA	TH		
0	1	-	-	-	-	---	-	AC/NC

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO211.1	REMEMBERING	REMEMBER the key terms involved in each Act.
CO211.2	UNDERSTANDING	UNDERSTAND the key legal provisions of each Act.
CO211.3	APPLYING	APPLY the use of the Acts in common business situations.
CO211.4	ANALYSING	ANALYSE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO211.5	EVALUATING	EVALUATE critical thinking by making judgments related to use of various provisions of the Acts in business situations

Course Contents

Unit	Description	Duration [Hrs]
I	Basics of Selling: Importance of Selling. Role in the context of organization – survival and growth. Types of Selling – Different in selling situations, New business versus service selling, Newton’s classification of sale types, Mc Murry & Arnold’s classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Tele sales, Franchise selling, international selling.	(4+2)
II	Pre-Selling Work: Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge-product, Competition, organization, market, customer, territory; People Buy from People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. Fear Factor in Sales. Maximizing Productivity in a Sales Role, Meetings and Your Time, The Telephone-Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments.	(4+2)

III	Selling in Action: Identifying Key Individuals – Prospecting, Influencers and Decision Makers, talking to the Right Individuals, making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What’s In It For Me? Honesty and Integrity.	(4+2)
IV	Objection handling: Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advice (L-P-A), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, and Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition.	(4+2)
V	Sales Conversation, Negotiation & Closure: Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs. Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Problems with Positional Bargaining, Opening the Negotiation, Approaches to Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together	(4+2)
	Total	30

Note:

1. The course should be delivered from as kills building perspective.
2. Principles should be supplemented by live exercises on personal selling

Suggested Textbooks:

1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Mac Milan India Ltd.
2. Negotiation: Communication for diverse settings, Michael L Spangle and My raIsenhart, Sage South Asia Edition.
3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
4. How to win friends and influence People, Dale Carnegie
5. The Art of Closing the Sale, Brian Tracy, Pearson Education.

Suggested Reference Books:

1. Sales Management, Bill Donald’s on, Palgrave Publications
2. You can negotiate anything, Herb Cohen
Managing Sales Leads, Crocker and Obermayer, American Marketing Association

Program	MBA (All Programs)			Semester: II				
Course	Business Ethics			Course Code	MB25GC212			
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
				FA		SA	PR	Total
	Lecture	Tutorial	Practical	UT	CA	TH		
2	2	1	0	10	10	30	-	50

Course Outcomes:

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO212.1	REMEMBERING	REMEMBER the fundamental concepts and principles of business ethics.
CO212.2	UNDERSTANDING	UNDERSTAND the importance of ethical behavior in business and its impact on stakeholders.
CO212.3	APPLYING	APPLY ethical theories and frameworks to real-world business situations.
CO212.4	ANALYSING	ANALYSE ethical dilemmas and conflicts of interest in business practices.
CO212.5	EVALUATING	EVALUATE the role of corporate governance and corporate social responsibility in promoting ethical business practices.

Course Contents

Unit	Description	Duration [Hrs]
I	Introduction to Business Ethics: Definition and scope of business ethics, importance of ethics in business, historical development of business ethics, key ethical theories and philosophies (utilitarianism, deontology, virtue ethics), distinction between ethics, morals, and values, relevance of ethics in contemporary business environments.	(4+2)
II	Ethical Decision Making in Business: Frameworks for ethical decision making, stages of moral development (Kohlberg's theory), factors influencing ethical decision making (individual, organizational, societal), tools and techniques for ethical analysis, role of ethical leadership, ethical issues in various business functions (marketing, finance, HR, operations).	(4+2)

III	Corporate Governance and Corporate Social Responsibility (CSR): Concepts and principles of corporate governance, role of boards of directors and executives, importance of transparency and accountability, codes of conduct and ethical guidelines, definition and significance of CSR, approaches to CSR (philanthropy, sustainability, shared value), impact of CSR on business performance and society.	(4+2)
IV	Ethical Issues in Global Business: Cross-cultural ethical issues and challenges, ethical implications of globalization, international business ethics standards (e.g., UN Global Compact, OECD Guidelines), ethical practices in international trade and investment, role of multinational corporations in promoting ethical practices, case studies of global business ethics issues.	(4+2)
V	Promoting Ethical Culture in Organizations: Strategies for fostering an ethical culture, role of ethical training and development, importance of ethical codes and policies, whistle blowing and protection for whistleblowers, methods for monitoring and enforcing ethical standards, case studies of organizations with strong ethical cultures, benefits of maintaining high ethical standards.	(4+2)
	Total	30

Suggested Book References:

1. "Business Ethics: Concepts and Cases" by Manuel G. Velasquez.
2. "Business Ethics: A Textbook with Cases" by William H. Shaw.
3. "The Essentials of Business Ethics" by Denis Collins.
"Corporate Governance and Business Ethics "by Alexander Brink

Online Free Courses and Resources:

1. Coursera-"Business Ethics for the Real World"
<https://www.coursera.org/learn/business-ethics>
2. edX - "Corporate Social Responsibility (CSR): A Strategic Approach"
<https://www.edx.org/course/corporate-social-responsibility-csr-a-strategic-approach>
3. MITOpenCourseWare-"BusinessEthics"
<https://ocw.mit.edu/courses/sloan-school-of-management/15-270-ethical-practice-professionalism-social-responsibility-in-business-spring-2010/index>.