



**ST. JOHN COLLEGE OF ENGINEERING & MANAGEMENT,  
PALGHAR  
MBA Department  
NBA Accredited | NAAC “A+” Grade**



**Syllabus under Credit Based Semester and Grading**

**System Effective Academic Year 2025 - 26**

**For**

**MASTER OF BUSINESS ADMINISTRATION  
MBA (Autonomous)  
TWO-YEAR FULL-TIME PROGRAM  
AFFILIATED  
TO  
UNIVERSITY OF MUMBAI**

Name of the Program:	Master of Business Administration (MBA)
Nature of the Program:	Master of Business Administration (MBA) is a 2 year Full-time Master's Degree course of St. John College of Engineering and Management affiliated to University of Mumbai.
Eligibility Criteria:	As per the directives of the Directorate of Technical Education, Government of Maharashtra

## Preamble

Rapid technological progress, continuous innovation, and evolving socio-economic conditions are reshaping the landscape of management education. To prepare MBA students for these dynamic changes, it is crucial to embed current industry practices into teaching and learning processes. This ensures that students not only develop relevant knowledge and technical competencies but also adopt a practical, real-world perspective essential for modern business environments.

MBA students are expected to benefit from short-term live projects, field-based assignments, on-the-job training (OJT), industry internships, and research projects. These experiential learning components help students gain first-hand exposure to industry environments, processes, and working methods. Moreover, management education is increasingly expected to empower students with the entrepreneurial mindset and competencies required to launch their own start-ups and become successful entrepreneurs. In view of these developments, a revision of the MBA curriculum has become essential.

The revised curriculum aligns with the **AICTE Model Curriculum standards**, ensuring that all specializations integrate relevant and contemporary topics. Additionally, the curriculum is developed in accordance with the **National Higher Education Qualification Framework (NHEQF) 2023** and the **National Education Policy (NEP) 2020**, both of which emphasize skill development through projects, practical training, and clearly defined learning outcomes for each subject.

In line with NHEQF guidelines, the revised MBA curriculum also incorporates the flexibility for **multiple entry and exit options**, thereby supporting diverse learner needs and career pathways.

A strong emphasis is placed on **quantitative methods and analytics**, equipping students with the ability to understand practical aspects of corporate functioning and to interpret complex datasets using modern **business analytics tools**. This focus is intended to enhance decision-making skills and foster a deeper understanding of data-driven business environments.

### 1. Need for Revision and Restructuring of the MBA Curriculum:

In the wake of recent global disruptions, the business landscape has undergone a profound transformation in organizational structures, work models, and market dynamics. Hybrid and remote work arrangements have become increasingly preferred by the workforce, prompting a critical reassessment of traditional theories in organizational behavior, human resources, and recruitment. Many of these legacy theories are no longer fully aligned with the evolving realities of today's workplaces.

At the same time, the rapid emergence of fintech companies has disrupted traditional banking institutions by offering agile, technology-driven alternatives. In the manufacturing sector, automation and customization are steadily replacing conventional practices. Meanwhile, marketing

has been redefined by the growing influence of social media platforms, digital content creators, and the integration of artificial intelligence (AI) and machine learning (ML) into strategic decision-making.

Given these developments, there is an urgent need to revise and restructure the MBA curriculum. Modern business leaders face multifaceted, transdisciplinary, pragmatic, and ethical challenges that must be reflected in the design and delivery of academic programs. The curriculum must strike a deliberate balance between hard skills (such as data analytics, technological literacy, and financial management) and soft skills (such as leadership, communication, and ethical reasoning)—all of which are vital in contemporary managerial roles.

To ensure the MBA program remains relevant and future-oriented, the revised curriculum continually updated to reflect the dynamic business environment, equipping graduates with the tools, mindset, and competencies needed to lead responsibly and effectively in a complex world. It covers the following key areas:

- **Evolving Nature of Enterprises and Global Economies**  
Reflect the shift towards agile, innovative, and globally interconnected business models.
- **Technological Advancements and Changing Market Dynamics**  
Integrate learning on digital transformation, AI/ML, automation, and the influence of disruptive technologies across industries.
- **Emergence of New Business Models and Startups**  
Explore entrepreneurial ecosystems, the gig economy, platform-based ventures, and digital-first business strategies.
- **Experiential and Application-Oriented Learning**  
Prioritize hands-on learning through simulations, live industry projects, internships, and real-world case studies.
- **Alignment with Stakeholders' Expectations**  
Ensure coherence with the National Education Policy (NEP) 2020 and the National Higher Education Qualification Framework (NHEQF), emphasizing flexible, multidisciplinary, and skill-based education.

In conclusion, the MBA curriculum must be continually updated to reflect the dynamic business environment, equipping graduates with the tools, mindset, and competencies needed to lead responsibly and effectively in a complex world.

## 2. Program Outcomes (POs)

- PO1 Apply knowledge of management theories and practices to solve business problems.
- PO2 Foster Analytical and critical thinking abilities for data-based decision making.
- PO3 Ability to develop Value based Leadership ability.
- PO4 Ability to understand, analyse and communicate global, economic, legal, and social aspects of business.
- PO5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6 Foster technical and managerial skills to become an effective manager.
- PO7 Ability to develop research aptitude and entrepreneurial mind set.

## 3. Structure of the Revised MBA Curriculum

The revised MBA curriculum is structured into two main components: **Core (Mandatory) Courses** and **Elective Courses**. While core courses provide a strong foundation in management principles, the elective courses offer students the flexibility to pursue their area of interest and work toward specialization. The elective component also allows for the inclusion of emerging subjects that foster contemporary professional competencies.

In addition to coursework, the curriculum emphasizes **hands-on, experiential learning** through **On-the-Job Training (OJT), field-based projects, internships, and industry- and society- relevant research initiatives**.

The learning outcomes of the curriculum are aligned with **Bloom's Taxonomy**, targeting progressive cognitive levels:

- **L1:** Remembering
- **L2:** Understanding
- **L3:** Applying
- **L4:** Analyzing
- **L5:** Evaluating
- **L6:** Creating

Faculty members are encouraged to go beyond traditional classroom instruction by adopting a variety of **innovative and learner-centric pedagogical methods**, including:

- Field Work
- Workshops

- Mentoring Sessions
- Assignments and Quizzes
- Live Projects
- Case Study Discussions
- Student Presentations
- Business Simulations
- Industrial Visits
- Use of statistical software and analytical tools
- Industry-specific skill development
- Training and Development Sessions

These pedagogical practices aim to enhance student engagement, promote critical thinking, and ensure the application of theoretical knowledge to real-world business contexts.

#### **4. NEP Implementation:**

The Syllabus emphasizes flexibility, interdisciplinary learning, research orientation, skill development which will enhance students' industry readiness. Here's a more detailed look at the key factors included as part of syllabus, workshop, certifications as per NEP:

##### **4.1 Flexibility and Interdisciplinary Learning:**

The MBA Program promotes flexible learning pathways, allowing students to choose courses from different disciplines, fostering a more holistic and multidisciplinary understanding of management. The subjects such as Indian Ethos(IKS), Effective Managerial Skills, Managerial Economics and Creativity and Design Thinking are included as electives in the first semester to provide flexibility and Interdisciplinary learning to students.

##### **4.2 Research Orientation:**

The syllabus encourages research and development, equipping students with the skills and knowledge to conduct independent research and contribute to the field of management. The subject of Business Research Methods, Internship Projects are included in second semester to give research orientation to students

##### **4.3 Practical Training and Industry Relevance:**

The 2 year program emphasizes practical training and industry-relevant curriculum, ensuring that MBA students are well-prepared for the job market. On the Job training/field project and Internship Projects are included as Mandatory subjects to provide Practical Training and Industry Relevance to students

#### 4.4 Skill Development:

The MBA Course focuses on developing essential skills like critical thinking, problem-solving, and technology proficiency, which are crucial for future managers. Certification course on Advanced Excel and workshop on Entrepreneurship Development are conducted to develop students' essential skills

#### 4.5 Higher Employability and International Recognition:

By enhancing the practical skills and knowledge of MBA students, The curriculum aims to improve their employability and recognition on the global stage. Students are given training on Life Skill Management from a reputable body to enhance their employability skills. Students are participating in national and international conferences/ seminars on research or on various internationally recognized programs.

#### 4.6 Modularity and Customization:

MBA programs are expected to be modular and customizable, allowing students to tailor their learning experience to their specific interests and career goals. Electives are offered to students in such a way that it caters to the students' needs based on their area of interest and career goals.

### 5. Programme Structure

Year	Semester	Major		R	M	OJT/F P	R P	Cum. Credit	Degree / Diploma
		Mandatory (Sub.*Cr.)	Elective (Sub.*Cr.)						
First Year	Semester I	22	4	-	-	-	-	26	PG Diploma in Management after 3 year UG Degree
		(2*4)+(4*3)+(1*2)	(2*2)						
	Semester II	15	4	3	4	-	26		
		(1*4)+(6*3)	(2*2)	(3*1)					
Cumulative Credits FY		37	8	3	4	-	52		

## 6. Outline of MMS

SEM-I							
Sr. No.	Course Code	Subject	Teaching Hours	Assessment Pattern			
				Continuous Assessment	Semester End Examination	Total Marks	No.of Credits
<b>Mandatory</b>							
1	MBA101	Perspective Management	45	40	60	100	3
2	MBA102	Business Statistics	45	40	60	100	3
3	MBA103	Financial Accounting	45	40	60	100	3
4	MBA104	Organizational Behaviour	45	40	60	100	3
5	MBA105	Operations Management	60	40	60	100	4
6	MBA106	Information Technology for Business	60	40	60	100	4
7	MBA107	Selling & Negotiation Skills	30	40	60	100	2
<b>Electives (Any Two)</b>							
1	MBA121	Effective Management Communication	30	40	60	100	2
2	MBA122	Creativity and Design Thinking	30	40	60	100	2
3	MBA123	E Business	30	40	60	100	2
4	MBA124	Indian Ethos (IKS)	30	40	60	100	2
5	MBA125	Managerial Economics	30	40	60	100	2

SEM-II							
				Assessment Pattern			
Sr. No.	Course Code	Subject	Teaching Hours	Continuous Assessment	Semester End Examination	Total Marks	No.of Credits
<b>Mandatory</b>							
1	MBA201	Business Research Methods	45	40	60	100	3
2	MBA202	Financial Management	45	40	60	100	3
3	MBA203	Human Resource Management	45	40	60	100	3
4	MBA204	Marketing Management	45	40	60	100	3
5	MBA205	Decision Models in Management	45	40	60	100	3
6	MBA206	Business Analytics For Management Decision	45	40	60	100	3
7	MBA207	OJT / Field Project				100	4
<b>Electives (Any Two)</b>							
1	MBA221	Corporate Social Responsibility	30	40	60	100	2
2	MBA222	Economic Environment and Policy	30	40	60	100	2
3	MBA223	Business Law for Managers	30	40	60	100	2
4	MBA224	Data Visualization (Advanced Excel, Power BI, Tableau)	30	40	60	100	2
5	MBA225	Cost and Management Accounting	30	40	60	100	2
6	MBA226	Universal Human Values	30	40	60	100	2

**Semester: I**

**Name of the Course: Perspective Management**

**Course Code: MBA101**

**Credits: 3**

**Duration: 45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type : Mandatory**

**Learning Objectives:**

- To introduce the principles and functions of management
- To develop understanding of planning, organizing, leading and controlling in business
- To explore current trends and challenges in management practices.
- To enable students to connect theory with real-life business scenarios

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Describe the fundamental concepts and principles of management.	Understand
CO2	Apply planning and decision-making techniques in business scenarios.	Understand, Apply
CO3	Explain organizing principles and assess delegation effectiveness.	Apply
CO4	Analyze leadership and motivation theories for organizational impact.	Apply, Analyze
CO5	Examine the processes of control and coordination in management.	Analyze
CO6	Evaluate emerging trends and challenges in modern management practices.	Evaluate

**Syllabus:**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Introduction to Management Concepts</b> <ul style="list-style-type: none"> <li>• Evolution of management thought</li> <li>• Principles and functions of management</li> <li>• Roles of managers</li> <li>• Levels of management</li> </ul>	CO1	5	Lecture, discussion-based learning
2	<b>Planning and Decision Making</b> <ul style="list-style-type: none"> <li>• Importance of planning</li> <li>• Types of plans</li> <li>• Steps in planning</li> <li>• Decision-making models</li> <li>• MBO and strategic planning</li> </ul>	CO2	5	Case study, decision games
3	<b>Organising and Delegation</b> <ul style="list-style-type: none"> <li>• Formal vs informal organization</li> <li>• Departmentalization</li> <li>• Authority, responsibility and accountability</li> <li>• Delegation and decentralization</li> </ul>	CO3	5	Simulations, organizational charts
4	<b>Introduction to Leadership</b> <ul style="list-style-type: none"> <li>• Manager vs Leader</li> <li>• Leadership styles and theories</li> <li>• Communication in leadership</li> <li>• Empowerment and engagement</li> </ul>	CO4	5	Lecture, discussion-based learning
5	<b>Career Management</b> <ul style="list-style-type: none"> <li>• Managing Career</li> <li>• Organizational Dynamics</li> <li>• SWOC Analysis</li> </ul>	CO5	5	Lecture, discussion-based learning
6	<b>CSR and Change Management</b> <ul style="list-style-type: none"> <li>• CSR and ethical management</li> <li>• Globalization and diversity</li> <li>• Innovation and change management</li> <li>• Future of management</li> </ul>	CO6	5	Debates, lectures, article reviews

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Principles and Practices of Management	Dr. Kiran Nerkar & Dr. Vilas Chopde	DreamTech Press
Principles of Management	Davar	-
Essentials of Management	Koontz & Wehrich	McGraw-Hill Education
Strategic Management	V. S. P. Rao & V. Hari Krishna	Excel Books
The Leader Within	Drea Zigarmi, Michael O'Connor, Ken Blanchard, Carl Edeburn	Pearson

**Name of the Course: Business Statistics**

**Course Code: MBA102**

**Credits: 3**

**Duration: 45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type : Mandatory**

**Learning Objectives:**

- To develop analytical skills using statistical tools for business decision-making.
- To understand probability and distribution concepts.
- To apply hypothesis testing and regression analysis in managerial contexts.
- To interpret and present data effectively using statistical software.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand basic statistical concepts like measures of central tendency and dispersion.	Understand
CO2	Apply probability concepts and theorems to business problems.	Understand, Apply
CO3	Explain and use discrete and continuous probability distributions.	Understand, Apply
CO4	Apply sampling techniques and perform hypothesis testing using statistical tools.	Apply, Evaluate
CO5	Analyze relationships between variables using correlation and regression techniques.	Apply, Evaluate
CO6	Apply statistical tools to solve real-world business problems and aid decision-making.	Apply, Analyze

**Syllabus:**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Introduction to Business Statistics</b> <ul style="list-style-type: none"><li>• Revision of Data Representation</li><li>• Central Tendency and Dispersion</li><li>• Kurtosis and Skewness</li></ul>	CO1	5	Lectures, exercises, practical examples
2	<b>Probability and Random Variables</b> <ul style="list-style-type: none"><li>• Probability: Axioms, Addition and Multiplication Rule</li><li>• Independence of Events, Bayes' Theorem</li><li>• Random Variable: Expected value and variance, Conditional expectation</li></ul>	CO2	5	Interactive sessions, problem-solving
3	<b>Probability Distributions</b> <ul style="list-style-type: none"><li>• Binomial Distribution</li><li>• Poisson Distribution</li><li>• Normal Distribution</li></ul>	CO3	5	Problem sets, simulations
4	<b>Sampling &amp; Statistical Inference</b> <ul style="list-style-type: none"><li>• Sampling Techniques: Probability and Non-Probability</li><li>• Central Limit Theorem</li><li>• Hypothesis Testing: Z-test, t-test, Chi-square test, ANOVA</li></ul>	CO4	5	Group activities, case studies
5	<b>Correlation and Regression</b> <ul style="list-style-type: none"><li>• Karl Pearson's Correlation, Rank Correlation</li><li>• Linear Regression, Interpretation of Regression Coefficients</li></ul>	CO5	5	Hands-on exercises using Excel
6	<b>Managerial Applications of Statistics</b> <ul style="list-style-type: none"><li>• Application of statistical techniques in business decisions</li><li>• Use of statistical tools in forecasting and problem-solving</li></ul>	CO6	5	Case analysis, industry examples

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Statistics for Management	Richard Levin, David Rubin	Prentice Hall of India
Statistics for Managers	Levine, Stephen, Krihbiel, Berenson	Pearson Education
Complete Business Statistics	Aczel Sounderpandian	Tata McGraw Hill
Statistics for Business and Economics	Newbold, Carlson, Thorne	Pearson Education
Statistics for Business and Economics	Anderson, Sweeney, Williams	Cengage Learning

**Name of the Course: Financial Accounting**

**Course Code: MBA103**

**Credits: 3**

**Duration: 45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type : Mandatory**

**Learning Objectives:**

- To introduce the basic concepts and principles of financial accounting.
- To enable students to prepare, interpret, and analyze financial statements.
- To understand corporate reporting, cash flows, and accounting standards.
- To equip learners with financial literacy for managerial decision-making.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Explain the basic accounting principles and financial statement structure.	Understand
CO2	Interpret accounting standards and apply GAAP/IFRS in business contexts.	Understand
CO3	Prepare corporate financial statements incorporating adjustments.	Apply
CO4	Apply revenue recognition and cash flow analysis techniques.	Understand, Apply
CO5	Evaluate financial performance using trend and ratio analysis.	Evaluate
CO6	Analyze corporate financial reports and interpret disclosures.	Create

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to Accounting &amp; Financial Statements</b> <ul style="list-style-type: none"> <li>• Meaning and necessity of accounting</li> <li>• Overview of Financial Statements – Income Statement and Balance Sheet</li> <li>• Accounting Equation and mechanics</li> </ul>	CO1	5	Lecture, real-world examples
2	<b>Accounting Standards &amp; GAAP</b> <ul style="list-style-type: none"> <li>• GAAP, IFRS and Ind AS</li> <li>• Key Accounting Standards</li> <li>• Concepts related to Income Statement and Balance Sheet</li> </ul>	CO2	5	Conceptual exercises, case study analysis
3	<b>Preparation of Financial Statements</b> <ul style="list-style-type: none"> <li>• Adjustments, T-form and Vertical form</li> <li>• Schedule III format and Notes to Accounts</li> <li>• Preparation of Corporate Financial Statements</li> </ul>	CO3	5	Spreadsheet modeling, accounting software
4	<b>Cash Flow and Revenue Recognition</b> <ul style="list-style-type: none"> <li>• Revenue and capital items</li> <li>• Recognition &amp; measurement</li> <li>• Cash Flow Statement</li> </ul>	CO4	5	Case analysis using cash flow reports
5	<b>Financial Statement Analysis</b> <ul style="list-style-type: none"> <li>• Trend Analysis, Common-size Statements</li> <li>• Ratio Analysis – Liquidity, Profitability, Solvency</li> </ul>	CO5	5	Ratio analysis practice, report decoding
6	<b>Corporate Financial Reporting</b> <ul style="list-style-type: none"> <li>• Reading Annual Reports</li> <li>• Director's and Auditor's Report</li> <li>• Report Analysis and Interpretation</li> </ul>	CO6	5	Group presentation on annual reports

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Financial Accounting for Management	Dinesh D. Harsolekar	Multitech
Accounting: Text and Cases	Robert Anthony et al.	McGraw Hill
Financial Accounting – Text and Cases	Dearden & Bhattacharyya	S. Chand
Financial Accounting: Reporting & Analysis	Stice & Diamond	Thomson
Indian Accounting Standards	Taxmann	Taxmann Publications

**Name of the Course: Organizational Behaviour**

**Course Code: MBA104**

**Credits: 3**

**Duration: 45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type : Mandatory**

**Learning Objectives:**

- To understand individual, group and organizational behaviour and their impact on performance.
- To introduce concepts like personality, perception, motivation, leadership and culture.
- To develop skills for managing interpersonal relationships and team dynamics.
- To build awareness about workplace behaviour and psychological mechanisms affecting performance.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Define key OB concepts and their relevance to managerial practice.	Understand
CO2	Analyze the impact of personality, perception, and attitudes in organizations.	Understand
CO3	Apply motivation theories and understand group dynamics.	Analyze
CO4	Evaluate different leadership styles and power dynamics.	Evaluate
CO5	Develop an understanding of organizational structure and culture.	Develop
CO6	Apply psychological insights to manage workplace behaviours and conflicts.	Understand

**Syllabus:**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Introduction to OB</b> <ul style="list-style-type: none"> <li>• Nature and scope of OB</li> <li>• Levels of behaviour: individual, group, organizational, societal</li> <li>• Importance of OB in management</li> </ul>	CO1	4	Lecture with examples, discussion
2	<b>Personality, Perception, Attitude &amp; Values</b> <ul style="list-style-type: none"> <li>• Determinants of personality</li> <li>• Effect of perception, attitude and values on behaviour</li> <li>• Impact on job performance</li> </ul>	CO2	6	Psychometric tools, caselets
3	<b>Motivation &amp; Group Dynamics</b> <ul style="list-style-type: none"> <li>• Theories of motivation: Maslow, Herzberg, McClelland</li> <li>• Group behaviour, team roles</li> <li>• Conflict management</li> </ul>	CO3	5	Simulations, video cases, group roleplay
4	<b>Leadership &amp; Power</b> <ul style="list-style-type: none"> <li>• Leadership theories: Trait, Behavioral, Contingency</li> <li>• Power: sources, use in organizations</li> <li>• Politics in organizations</li> </ul>	CO4	5	Leadership style surveys, peer activities
5	<b>Organisational Design &amp; Culture</b> <ul style="list-style-type: none"> <li>• Structure, size, technology and their relationship</li> <li>• Organisational culture: creation, sustaining, changing</li> <li>• Impact of design on performance</li> </ul>	CO5	5	Structure building activities, cases

6	<b>Defence Mechanisms &amp; Managing Behaviour</b> <ul style="list-style-type: none"> <li>• Types of defence mechanisms</li> <li>• Role in personality and interpersonal behaviour</li> <li>• Coping with difficult superiors, peers, subordinates</li> </ul>	CO6	5	Role plays, journaling, group projects
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**Text & Reference Books:**

Title	Author(s)	Publisher
Organizational Behavior	Stephen Robbins	Pearson
Organizational Behavior	Fred Luthans	McGraw Hill
Organizational Behaviour	Dipak Bhattacharyya	Oxford University
Organizational Behavior	McShane & Von Glinow	McGraw Hill
Organizational Behaviour	L.M. Prasad	Sultan Chand

**Name of the Course: Operations Management**

**Course Code: MBA105**

**Credits: 4**

**Duration: 60 Hours**

**No. of Sessions (90 min Session) : 40**

**Course Type : Mandatory**

**Learning Objectives:**

- To provide a foundation in the principles and practices of operations in manufacturing and service organizations.
- To equip students with tools for inventory, capacity, quality, and supply chain management.
- To understand the strategic role of operations in enhancing productivity and competitiveness.
- To analyze real-world operational problems and propose solutions.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Explain the scope and strategic role of operations in organizations.	Understand
CO2	Understand key inventory and capacity planning techniques.	Understand
CO3	Apply methods of service operations and productivity measurement.	Apply
CO4	Apply quality and engineering tools in operations decision-making.	Apply
CO5	Analyze supply chain dynamics and logistical considerations.	Analyze
CO6	Evaluate real-world operational case studies across industries.	Analyze

**Syllabus:**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Introduction to Operations Management</b> <ul style="list-style-type: none"> <li>• Nature and scope of OM</li> <li>• Role in manufacturing and service industries</li> <li>• Process analysis, Facility location and layout</li> <li>• Competitive advantage via operations</li> </ul>	CO1	6	Lecture, industry examples, videos
2	<b>Inventory &amp; Capacity Management</b> <ul style="list-style-type: none"> <li>• EOQ, ABC analysis</li> <li>• Reorder point, Safety stock</li> <li>• Capacity planning, Aggregate Planning</li> <li>• Sequencing and scheduling</li> </ul>	CO2	7	Problem solving, numerical workshops
3	<b>Service &amp; Work Study Operations</b> <ul style="list-style-type: none"> <li>• Introduction to Service Operations</li> <li>• Work study and method study</li> <li>• Time-motion study</li> <li>• Quality control and SQC basics</li> </ul>	CO3	6	Simulation exercises, service scenarios
4	<b>ISO, Value Engineering &amp; Technology</b> <ul style="list-style-type: none"> <li>• ISO systems and standards (9001, 14001)</li> <li>• Value analysis and engineering concepts</li> <li>• Use of tech in operations: ERP, automation</li> </ul>	CO4	6	ISO case discussions, engineering analysis
5	<b>Supply Chain &amp; Logistics</b> <ul style="list-style-type: none"> <li>• SCM concepts and evolution</li> <li>• Logistics, inventory management across SC</li> <li>• Bullwhip effect, SCM technology</li> </ul>	CO5	7	Case studies, role-play simulation

6	<b>Applications &amp; Case Studies in OM</b> <ul style="list-style-type: none"> <li>• OM applications in hospitals, retail, aviation, manufacturing, etc.</li> <li>• Integrated case solving</li> <li>• Use of OM tools in decision-making</li> </ul>	CO6	8	Real-world case studies, industry projects
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**Text & Reference Books:**

Title	Author(s)	Publisher
Production and Operations Management	S.N. Chary	Tata McGraw Hill
Production & Operations Management	Kanishka Bedi	Oxford University Press
Operations Management for Competitive Advantage	Chase & Jacobs	McGraw Hill
Production and Operations Management	Chunawalla & Patel	Himalaya Publishing
Theory & Problems in Production and Operations Management	S.N. Chary	Tata McGraw Hill

**Name of the Course: Information Technology for Business**

**Course Code: MBA106**

**Credits: 4**

**Duration: 60 Hours**

**No. of Sessions (90 min Session) : 40**

**Course Type : Mandatory**

**Learning Objectives:**

- To introduce students to the role of information technology in modern business.
- To equip them with essential IT tools such as MS Office, databases, and web tools.
- To enable practical knowledge of WordPress and digital website creation.
- To understand IT applications in business functions and emerging tech trends.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Explain the fundamentals of Information Technology, including hardware, software, and networks.	Understand
CO2	Demonstrate the use of office productivity tools for business documentation and presentations.	Apply
CO3	Analyze and manage business data using spreadsheet and database tools.	Analyze
CO4	Apply web and internet technologies to create basic websites using WordPress and HTML/CSS.	Apply
CO5	Evaluate the use of IT in various business functions including MIS and CRM.	Evaluate
CO6	Analyze emerging digital trends and their implications for business innovation.	Analyze, Understand

**Syllabus :**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Introduction to Information Technology</b> <ul style="list-style-type: none"> <li>• Overview of IT</li> <li>• Hardware &amp; software basics</li> <li>• OS: Windows, Linux</li> <li>• Networking &amp; Internet</li> <li>• Cloud computing</li> </ul>	CO1	6	Lecture, demonstrations, digital illustrations
2	<b>Office Productivity Tools</b> <ul style="list-style-type: none"> <li>• MS Word, Excel, PowerPoint</li> <li>• Pivot tables</li> <li>• Smart formatting</li> </ul>	CO2	6	Lab-based, MS Office demos, practice sessions
3	<b>Data Management &amp; Analysis</b> <ul style="list-style-type: none"> <li>• DBMS basics</li> <li>• Queries, forms</li> <li>• Basic SQL</li> <li>• Data cleaning</li> </ul>	CO3	6	Practicals using Excel & MS Access
4	<b>Web and Internet Technology</b> <ul style="list-style-type: none"> <li>• HTML/CSS</li> <li>• Hosting, Domain, SEO basics</li> <li>• WordPress: install, pages, themes, plugins</li> </ul>	CO4	8	Website creation labs, WordPress Workshop, live demos
5	<b>Business Applications of IT</b> <ul style="list-style-type: none"> <li>• MIS &amp; ERP overview</li> <li>• CRM tools</li> <li>• IT in HR, Finance, Marketing</li> </ul>	CO5	7	Case studies, group presentations
6	<b>Emerging Technologies &amp; IT Trends</b> <ul style="list-style-type: none"> <li>• Big Data, Cloud, AI/ML</li> <li>• Blockchain</li> <li>• Digital transformation</li> </ul>	CO6	7	Guest lectures, debates, articles

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Introduction to Information Technology	V. Rajaraman	Prentice Hall India
Foundations of Computing	P.K. Sinha & Priti Sinha	BPB Publications
Introduction to IT	Turban, Rainer, Potter	Wiley India
Excel VBA for Managers	Keshav Trehan	Shroff Publishers
IT for Management: Strategic & Operational	Norton & Long	Wiley

**Name of the Course: Selling & Negotiation Skills**

**Course Code: MBA107**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Course Type : Mandatory**

**Learning Objectives:**

- To understand the fundamentals of personal selling and the psychology of buyers.
- To develop communication and persuasion skills essential for effective selling.
- To introduce strategic sales approaches and key account management practices.
- To develop negotiation techniques for win-win solutions in business contexts.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Explain the nature and role of personal selling in business.	Understand
CO2	Identify buyer types and demonstrate a structured sales process.	Understand, Apply
CO3	Apply communication and persuasion skills to selling scenarios.	Apply
CO4	Demonstrate negotiation planning and execution in buyer-seller contexts.	Apply, Analyze
CO5	Analyze strategies for key account management and relationship selling.	Analyze
CO6	Evaluate ethical and technological dimensions in modern selling.	Evaluate

**Syllabus:**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Fundamentals of Selling</b> - Personal selling: meaning, nature, scope - Selling vs marketing - Myths and characteristics - Role of salespeople	CO1	3	Role-plays, live demos, discussions
2	<b>Buying Motives &amp; Sales Process</b> - Types of buyers – B2B vs B2C - Organizational buying - Buying motives - Prospecting to closing process	CO2	3	Buyer persona creation, situation-based cases
3	<b>Sales Communication &amp; Persuasion</b> - Sales communication model - Listening & questioning - Sales presentation strategies - Body language	CO3	4	Communication labs, storytelling exercises
4	<b>Negotiation Planning &amp; Process</b> - Negotiation vs bargaining - Planning, BATNA, ZOPA - Objection handling, closing the deal	CO4	4	Role-play negotiations, simulations
5	<b>Strategic Selling &amp; Key Accounts</b> - Strategic selling concepts - Customer Lifetime Value - CRM integration - Handling complex sales	CO5	3	KAM exercises, case study
6	<b>Ethics, Technology &amp; Future Trends</b> - Ethics in selling - Selling laws - CRM tools, AI, remote selling - Career paths in sales	CO6	3	Ethical dilemma caselets, AI demo

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Negotiation & Selling	R. K. Srivastava	Excel Books
Managing Conflict & Negotiation	B. D. Singh	Excel Books
Negotiations Selling	Sameer Kulkarni	Excel Books
Negotiation Handbook	P. J. Cleary	Prentice Hall of India
ABC's of Selling Skills	Charles M. Futrell	McGraw Hill
Sales Management: Analysis and Decision Making	Thomas Ingram & Raymond W. Lafarge	Dryden

**Name of the Course: Effective Management Communication**

**Course Code: MBA121**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Course Type : Elective**

**Learning Objectives:**

- To understand the principles and forms of business communication.
- To develop verbal, non-verbal, and written communication skills.
- To enhance interpersonal communication for managerial effectiveness.
- To apply communication strategies in professional, digital, and cross-cultural settings.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Describe the basic models and types of business communication.	Understand
CO2	Develop written communication for professional business purposes.	Apply
CO3	Demonstrate oral presentation and public speaking skills.	Apply
CO4	Apply interpersonal communication in team and conflict situations.	Apply, Analyze
CO5	Evaluate cultural and ethical aspects of business communication.	Evaluate
CO6	Use digital tools and managerial feedback techniques for communication.	Apply, Evaluate

**Syllabus:**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Basics of Communication</b> <ul style="list-style-type: none"><li>• Definition, process, types and importance of communication in management</li><li>• Barriers to communication and overcoming them</li><li>• Verbal, non-verbal and written communication</li><li>• Role of listening</li></ul>	CO1	3	Interactive lectures, communication games
2	<b>Written Business Communication</b> <ul style="list-style-type: none"><li>• Business letters, memos, notices</li><li>• Email etiquette and structure</li><li>• Reports, proposals, executive summaries</li><li>• Tone, format and clarity in writing</li></ul>	CO2	3	Email writing drills, memo practice
3	<b>Oral &amp; Presentation Skills</b> <ul style="list-style-type: none"><li>• Art of public speaking</li><li>• Making effective presentations</li><li>• Voice modulation and body language</li><li>• Elevator pitch and storytelling</li></ul>	CO3	3	Group discussions, speech delivery
4	<b>Interpersonal &amp; Group Communication</b> <ul style="list-style-type: none"><li>• Interpersonal effectiveness</li><li>• Group dynamics and team communication</li><li>• Conflict resolution</li><li>• Empathy and emotional intelligence</li></ul>	CO4	3	Role-play, team interaction games
5	<b>Cross-Cultural and Crisis Communication</b> <ul style="list-style-type: none"><li>• Business communication across cultures</li><li>• Communication during crisis</li><li>• Cultural sensitivity and global mindset</li><li>• Ethical communication</li></ul>	CO5	4	Case studies, mock crisis drills

6	<b>Digital &amp; Managerial Communication</b> <ul style="list-style-type: none"> <li>• Communication using digital tools</li> <li>• LinkedIn, social media professionalism</li> <li>• Managerial feedback, appraisals, coaching</li> </ul> Managing upward, downward, lateral communication	CO6	4	Tools demo, LinkedIn profile building
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**Text & Reference Books:**

Title	Author(s)	Publisher
Business Communication: Principles, Methods & Techniques	Singh Nirmal	Deep & Deep Publications
Developing Communication Skills	Krishna Mohan & Meera Banerji	MacMillan
Business Communication: Connecting at Work	Mukherjee Hory Sankar	Oxford University Press
Business Communication	Doctor & Doctor	Sheth Publishers
Business Communication	Raman & Singh	Oxford University Press

**Name of the Course: Creativity and Design Thinking**

**Course Code: MBA122**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Course Type : Elective**

**Learning Objectives:**

- To enhance creative thinking and innovation among management students.
- To introduce the principles and tools of Design Thinking (DT).
- To develop empathy, ideation, prototyping, and testing skills in a structured framework.
- To apply creativity and DT in real-world business and social challenges.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand creativity and its relevance in business innovation.	Understand
CO2	Apply design thinking principles in problem-solving.	Understand, Apply
CO3	Develop user empathy and define real-world problems.	Apply
CO4	Generate innovative ideas using structured ideation techniques.	Apply
CO5	Prototype and test ideas for iterative improvement.	Apply, Analyze
CO6	Integrate creativity and DT in business model innovation.	Analyze, Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Foundations of Creativity</b> <ul style="list-style-type: none"> <li>- Meaning and nature of creativity</li> <li>- Traits of creative people</li> <li>- Convergent vs divergent thinking</li> <li>- Removing mental blocks</li> </ul>	CO1	3	Brainstorming, creative exercises
2	<b>Introduction to Design Thinking</b> <ul style="list-style-type: none"> <li>- Empathy, Define, Ideate, Prototype, Test</li> <li>- Human-centric innovation</li> <li>- The mindset of design thinkers</li> </ul>	CO2	3	Stanford model walk-through, mind maps
3	<b>Empathy &amp; Problem Framing</b> <ul style="list-style-type: none"> <li>- Empathy mapping</li> <li>- Customer interviews</li> <li>- Defining problems clearly</li> <li>- User journey maps</li> </ul>	CO3	3	Personality building, observation tasks
4	<b>Ideation Techniques</b> <ul style="list-style-type: none"> <li>- Brainstorming techniques</li> <li>- Lateral thinking</li> <li>- Evaluation of ideas</li> </ul>	CO4	3	SCAMPER, mind mapping, "worst idea" game
5	<b>Mock-ups and wireframes</b> <ul style="list-style-type: none"> <li>- Feedback loops</li> <li>- Role of iteration</li> </ul>	CO5	4	Low-fidelity prototyping, A/B testing
6	<b>Application &amp; Innovation</b> <ul style="list-style-type: none"> <li>- DT for business &amp; social impact</li> <li>- Case studies: IDEO, Apple, GE</li> <li>- Innovation canvas</li> </ul>	CO6	4	Innovation showcase, final projects

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation	Tim Brown	Harper Collins Publishers Ltd.
Design Thinking for Strategic Innovation	Idris Mootee	John Wiley & Sons Inc
Design Research Methods and Perspectives	Brenda Laurel	MIT Press
Innovation Tournaments: Creating and Identifying Exceptional Opportunities	Terwiesch, C. & Ulrich, K.T.	Harvard Business Press
Product Design and Development	Ulrich & Eppinger	McGraw Hill
Prototyping and Model Making for Product Design	Bjarki Hallgrimsson	Laurence King Publishing Ltd

**Name of the Course: E Business**

**Course Code: MBA123**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Course Type : Elective**

**Learning Objectives:**

- To introduce the fundamentals of e-business and its growing role in the digital economy.
- To understand the technological, legal, and ethical aspects of e-commerce.
- To familiarize students with digital marketing tools, payment systems, and customer relationship management in e-business.
- To explore emerging trends such as AI, blockchain, and the metaverse in online commerce.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the fundamentals of E-Business and digital business models.	Understand
CO2	Describe the technology infrastructure behind E-Business platforms.	Understand
CO3	Apply digital marketing and CRM strategies in e-commerce.	Apply
CO4	Explain e-payment systems and digital security practices.	Apply
CO5	Analyze ethical, legal, and social implications of E-Business.	Analyze
CO6	Evaluate emerging trends and innovation in digital business ecosystems.	Analyze, Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>E-Business Fundamentals</b> - Concept of E-Business - Digital vs traditional models - Types of e-commerce - Evolution of e-commerce	CO1	4	Website walkthroughs, case studies
2	<b>Technology Infrastructure</b> - Internet, Intranet, Extranet - Web servers, DNS - Cloud computing, Mobile platforms	CO2	4	Diagrams, real-time hosting simulations
3	<b>Digital Marketing &amp; CRM</b> - SEO, SEM, SMM - Email & content marketing - CRM strategies	CO3	3	Campaign demo, email marketing practice
4	<b>E-Payment &amp; Security</b> - Payment gateways, UPI, wallets - Cryptocurrency overview - Cybersecurity practices	CO4	3	Fintech guest lecture, wallet walkthroughs
5	<b>Legal, Ethical, and Social Issues</b> - IT Act, Cyber Laws - Data protection & GDPR - Social impact of e-commerce	CO5	3	Law debates, data privacy case studies
6	<b>Future Trends in E-Business</b> - Blockchain, AI/ML - Metaverse, AR/VR - Future-ready digital platforms	CO6	3	Trend analysis, tools demo, group presentations

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
E-Commerce: Business, Technology, Society	Laudon & Traver	Pearson
E-Commerce: An Indian Perspective	P.T. Joseph	PHI
Frontiers of Electronic Commerce	Kalakota & Whinston	Pearson
E-Business: Issues and Challenges	S.J. Joseph	Himalaya Publishing
E-Commerce: Strategy, Technologies, Apps	David Whiteley	McGraw Hill

**Name of the Course: Indian Ethos in Management (IKS)**

**Course Code: MBA124**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Course Type : Elective**

**Learning Objectives:**

- To understand Indian values and ethos and their relevance to modern management.
- To apply insights from Indian scriptures in work ethics and leadership.
- To integrate traditional Indian thought into sustainable and ethical business practices.
- To explore Indian Knowledge Systems (IKS) as tools for holistic development.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand Indian values and ethos in the context of business.	Understand
CO2	Apply ethical models from Indian scriptures in leadership and life.	Understand
CO3	Practice Indian principles of work ethic and motivation.	Apply
CO4	Apply traditional wisdom to leadership and governance.	Apply
CO5	Analyze holistic wellness and sustainability practices in Indian thought.	Analyze
CO6	Evaluate the role of Indian Knowledge Systems in modern management.	Analyze, Evaluate

**Syllabus:**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Introduction to Indian Ethos</b> - Definition and relevance - Indian vs Western management - Core Indian values: Dharma, Karma	CO1	3	Traditional value stories, Vedic quotes
2	<b>Ethical Models from Scriptures</b> - Bhagavad Gita: leadership and duty - Ramayana & Mahabharata: moral dilemmas - Panchatantra learnings	CO2	4	Gita-based discussions, story reflections
3	<b>Work Ethic &amp; Motivation</b> - Work as worship - Nishkama Karma - Self-management and Indian motivation	CO3	4	Karma yoga reflections, journaling
4	<b>Leadership &amp; Corporate Governance</b> - Rajarshi leadership - Arthashastra insights - Ethics in administration	CO4	4	Chanakya Sutras, leadership role-play
5	<b>Holistic Wellbeing &amp; Sustainability</b> - Panchakosha model - Sustainability from Indian lens - Ecology and Ahimsa	CO5	3	Yoga-Ayurveda caselets, group dialogue
6	<b>Indian Knowledge Systems &amp; Management</b> - Vedas and Vedanta relevance - Innovation in Ancient India - Value-based leadership	CO6	2	Cultural project presentations

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Ethics, Indian Ethos and Management	S. Balachandran & G. Rajagopalan	PHI
Ethics in Management and Indian Ethos	Biswanath Ghosh	Vikas Publishing
The Message of the Upanishads	Swami Ranganathananda	Advaita Ashrama
Chanakya Neeti & Arthashastra	Various	Generic Editions
Indian Knowledge Systems Vol. 1	Kapil Kapoor	Prabhat Prakashan

**Name of the Course: Managerial Economics**

**Course Code: MBA125**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Course Type : Elective**

**Learning Objectives:**

- To equip students with the concepts of micro and macroeconomics relevant to managerial decisions.
- To provide an economic rationale for business policies and strategies.
- To develop the ability to analyze the business environment using economic theories and models.
- To apply economic logic to pricing, production, and investment decisions under uncertainty.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Explain fundamental economic principles and their relevance to business.	Understand
CO2	Analyze demand, supply, and elasticity in managerial decisions.	Understand
CO3	Apply production and cost theories in economic analysis.	Apply
CO4	Examine market structures and pricing mechanisms.	Apply
CO5	Interpret macroeconomic indicators and economic cycles.	Understand
CO6	Evaluate business decisions under uncertainty and risk.	Apply, Analyze

**Syllabus:**

<b>Module No</b>	<b>Module Name</b>	<b>Mapped CO</b>	<b>No. of Sessions</b>	<b>Suggested Pedagogy</b>
1	<b>Introduction to Economics</b> <ul style="list-style-type: none"> <li>• Micro vs Macro Economics</li> <li>• Relevance in business decisions</li> <li>• Evolution of money, Invisible Hand, Division of Labour</li> </ul>	CO1	3	Lecture, case illustrations
2	<b>Demand and Supply Analysis</b> <ul style="list-style-type: none"> <li>• Demand/supply curves and shifts</li> <li>• Equilibrium and elasticity</li> <li>• Paradox of Bumper Harvest, Giffen Goods</li> </ul>	CO2	3	Graphing, simulation games
3	<b>Production and Cost Analysis</b> <ul style="list-style-type: none"> <li>• Utility concepts, Law of Diminishing Marginal Utility</li> <li>• Production Function, Returns to Scale</li> <li>• Short run vs long run, Cost curves, Break-even</li> </ul>	CO3	3	Graph plotting, cost sheet prep
4	<b>Market Structures</b> <ul style="list-style-type: none"> <li>• Perfect Competition, Monopoly, Oligopoly</li> <li>• Barriers to entry, Market imperfections</li> <li>• Pricing decisions</li> </ul>	CO4	3	Market games, role-play competition
5	<b>Macroeconomic Indicators</b> <ul style="list-style-type: none"> <li>• GDP, IS-LM, Price Index (CPI, WPI)</li> <li>• Business Cycles</li> <li>• Gini Coefficient, Real vs Nominal GDP</li> </ul>	CO5	4	GDP tracking, macro dashboards
6	<b>Managerial Applications &amp; Uncertainty</b> <ul style="list-style-type: none"> <li>• Capital budgeting (IRR, NPV)</li> <li>• Decision-making under uncertainty</li> <li>• Speculation, Arbitrage, Hedging</li> <li>• Case studies in pricing, forecasting, policy</li> </ul>	CO6	4	IRR/NPV problems, case applications

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Principles of Economics	N. Gregory Mankiw	Cengage Learning
Economics	Samuelson & Nordhaus	McGraw Hill
Indian Economy	Mishra & Puri	Himalaya Publishing
Economics	Lipsey & Chrystal	Oxford University Press
Managerial Economics	D.N. Dwivedi	Vikas Publishing
The Wealth of Nations	Adam Smith	

## **SEMESTER 2**

**Name of the Course: Business Research Methods**

**Course Code: MBA201**

**Credits: 3**

**Duration:45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type : Mandatory**

**Learning Objectives:**

- To develop an understanding of research methodology and its application in business.
- To guide students through the process of research problem formulation to report writing.
- To familiarize learners with sampling, measurement, data collection, and analysis tools.
- To enhance students' ability to design and conduct quantitative and qualitative research.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the role and process of research in managerial decision-making.	Understand
CO2	Formulate research problems and hypotheses based on business contexts.	Apply
CO3	Apply sampling, measurement, and scaling techniques in research design.	Apply
CO4	Design appropriate data collection tools and research instruments.	Analyze
CO5	Interpret and analyze data using basic statistical tools.	Analyze, Evaluate
CO6	Prepare and present structured research reports.	Create

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to Research</b> - Definition, objectives and types of research - Research process overview - Relevance in business decisions	CO1	5	Research case examples, concept mapping
2	<b>Problem Definition &amp; Hypothesis Formulation</b> - Defining research problem - Review of literature - Hypothesis: characteristics and types	CO2	5	Problem formulation workshop, hypothesis games
3	<b>Research Design &amp; Sampling</b> - Exploratory, descriptive, causal designs - Probability and non-probability sampling - Sampling errors and sample size	CO3	5	Exercises on sampling plans, design evaluation
4	<b>Measurement &amp; Scaling</b> - Validity and reliability - Types of scales: nominal, ordinal, interval, ratio - Attitude scales: Likert, semantic differential	CO4	5	Scale development using examples, Q-sort
5	<b>Data Collection &amp; Analysis</b> - Questionnaire design - Data coding and tabulation - Descriptive and inferential statistics	CO5	5	SPSS/Excel demo, data cleaning workshop
6	<b>Report Writing &amp; Presentation</b> - Structure of research report - Referencing and bibliography - Plagiarism and ethics in research	CO6	5	Report presentation, visual formatting

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Research Methodology	C.R. Kothari	New Age International
Business Research Methods	Donald Cooper & Pamela Schindler	McGraw Hill
Business Research Methods	Alan Bryman & Emma Bell	Oxford University Press
Research Methods for Business Students	Saunders	Pearson
Research Methods for Business	Uma Sekaran & R. Bougie	Wiley
Statistics for Management	Richard Levin	Pearson
Business Research	Zikmund et al.	Cengage Learning
Marketing Research	Naresh Malhotra	Pearson

**Name of the Course: Financial Management**

**Course Code: MBA202**

**Credits: 3**

**Duration: 45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type : Mandatory**

**Learning Objectives:**

- To develop a fundamental understanding of financial decision-making.
- To equip students with tools for capital budgeting, working capital, and capital structure.
- To introduce the concepts of cost of capital and dividend decisions.
- To foster financial literacy for business planning and valuation.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the principles and scope of financial management.	Understand
CO2	Apply techniques of time value of money and capital budgeting.	Apply
CO3	Evaluate capital structure and leverage in financing decisions.	Evaluate
CO4	Analyze cost of capital and its impact on valuation.	Analyze
CO5	Apply working capital management strategies for liquidity and efficiency.	Apply
CO6	Understand and evaluate dividend decisions and their relevance.	Understand, Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to Financial Management</b> - Nature, scope, objectives - Role of financial manager -Goals: Profit vs Wealth maximization -Financial environment	CO1	5	Lecture, financial terms activity
2	<b>Time Value of Money &amp; Capital Budgeting</b> - Time value concepts: PV, FV, annuity - Investment appraisal: NPV, IRR, Payback, Profitability Index - Capital budgeting decision rules	CO2	5	Numerical problem solving, caselets
3	<b>Capital Structure &amp; Leverage</b> - Sources of finance - Capital structure theories - Operating, Financial and Combined Leverage	CO3	5	Graphs, leverage illustrations
4	<b>Cost of Capital</b> - Cost of equity, debt, preference - Weighted Average Cost of Capital (WACC) - Marginal cost of capital	CO4	5	Component cost exercise, WACC case
5	<b>Working Capital Management</b> - Concepts and determinants of WC -Inventory, receivables, payables management - Operating cycle and cash management	CO5	5	Working capital simulation, policy design

6	<b>Dividend Decisions</b> - Dividend policy and types - Factors affecting dividend decisions - Theories: Walter, Gordon, MM Hypothesis	CO6	5	Debate on relevance of dividends, company case
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**Text & Reference Books:**

Title	Author(s)	Publisher
Financial Management	M.Y. Khan & P.K. Jain	McGraw Hill
Financial Management	Prasanna Chandra	McGraw Hill
Financial Management	I. M. Pandey	Pearson
Principles of Corporate Finance	Myers & Brealey	McGraw Hill
Fundamentals of Financial Management	James Van Horne	Prentice Hall

**Name of the Course: Human Resource Management****Course Code: MBA203****Credits: 3****Duration: 45 Hours****No. of Sessions (90 min Session) : 30****Course Type : Mandatory****Learning Objectives:**

- To understand the foundational principles and functions of Human Resource Management (HRM).
- To develop skills for effective recruitment, training, performance appraisal and compensation.
- To recognize the strategic role of HRM in achieving business objectives.
- To familiarize students with current HR trends and legal aspects of employment.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the scope and significance of Human Resource Management.	Understand
CO2	Apply HR planning, recruitment and selection processes in organizational context.	Apply
CO3	Evaluate training needs and performance management systems.	Evaluate
CO4	Analyze job evaluation, compensation and benefits frameworks.	Analyze
CO5	Understand employee relations, industrial laws and grievance procedures.	Understand
CO6	Evaluate contemporary HR trends and practices in global and digital settings.	Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to HRM</b> - Meaning, scope, functions of HRM - Evolution of HRM - Role of HR manager - HRM vs HRD	CO1	5	Lectures, concept mapping, discussion
2	<b>Human Resource Planning, Recruitment &amp; Selection</b> - HR Planning process - Recruitment: sources and methods - Selection: tests, interviews, induction	CO2	5	Role plays, job description writing, mock interviews
3	<b>Training &amp; Performance Management</b> - T&D process - Evaluation of training effectiveness - Performance appraisal methods - 360-degree feedback	CO3	5	TNA simulation, PMS critique caselets
4	<b>Compensation &amp; Rewards</b> - Job evaluation methods - Components of compensation - Incentives and benefits	CO4	5	Compensation analysis, equity mapping
5	<b>Employee Relations &amp; Labour Laws</b> - Industrial relations concepts - Trade unions - Discipline and grievance handling - Overview of key labour laws	CO5	6	Case discussion on IR issues, acts review
6	<b>Emerging Trends in HRM</b> - HR analytics - Remote/hybrid workforce - Employer branding - Diversity & inclusion	CO6	4	HR Tech demos, future-of-work panels

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Human Resource Management	P. Subba Rao	Himalaya Publishing
Personnel Management	C.B. Mammoria	Himalaya Publishing
Human Resource Management	Dessler	Prentice Hall India
Personnel/Human Resource Management	DeCenzo & Robbins	Prentice Hall India
Human Resource Management	D. K. Bhattacharya	Excel Books

**Name of the Course: Marketing Management**

**Course Code: MBA204**

**Credits: 3**

**Duration: 45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type : Mandatory**

**Learning Objectives:**

- To introduce the core concepts of marketing and their application in business.
- To enable students to understand consumer behaviour and segmentation practices.
- To equip learners with skills in product, price, place, and promotion decision-making.
- To prepare students to respond to digital and emerging trends in marketing.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the core concepts and functions of marketing.	Understand
CO2	Apply segmentation, targeting, and positioning strategies.	Apply
CO3	Analyze consumer behaviour in buying decisions.	Analyze
CO4	Apply marketing mix decisions in real-world scenarios.	Apply
CO5	Evaluate digital marketing strategies and contemporary marketing practices.	Evaluate
CO6	Design basic marketing plans for specific products or services.	Create

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to Marketing</b> - Definition, scope & importance	CO1	5	Lecture, marketing examples, videos
2	<b>STP: Segmentation, Targeting, Positioning</b> - Market segmentation levels - Targeting strategies - Positioning strategies and differentiation - Value proposition canvas	CO2	5	STP templates, customer profiling activity
3	<b>Consumer Behaviour</b> - Consumer decision-making process - Factors affecting behaviour - Cultural, social, personal, psychological factors - B2B vs B2C	CO3	5	Caselets, psychographic analysis
4	<b>Marketing Mix Decisions</b> - Product strategy: lifecycle, new product development - Pricing strategies - Distribution channels and logistics - Promotion mix elements	CO4	5	Case study: 4Ps, simulations
5	<b>Digital &amp; Contemporary Marketing</b> - E-commerce and social media marketing - SEO, SEM, email marketing - Experiential and influencer marketing - Green, rural, relationship marketing	CO5	5	Live campaign reviews, digital strategy demo
6	<b>Marketing Planning &amp; Strategy</b> - Marketing plan components - Portfolio analysis: BCG, GE matrix - Control and evaluation -Real-life application of planning	CO6	5	Marketing plan project, peer review

**Text & Reference Books:**

Title	Author(s)	Publisher
Marketing Management (A South Asian Perspective)	Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha	Pearson Education
Marketing Management	R. Varshney	S. Chand
Marketing Management	Rajan Saxena	Tata McGraw Hill
Basic Marketing	William Perreault, Joseph Cannon & E. Jerome McCarthy	McGraw Hill
Marketing Management – Planning, Implementation and Control	V.S. Ramswamy & S. Namakumari	MacMillan

**Name of the Course: Decision Models in Management**

**Course Code: MBA205**

**Credits: 3**

**Duration:45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type : Mandatory**

**Learning Objectives:**

- To enable students to formulate and solve decision-making models in management.
- To develop understanding of quantitative techniques such as Linear Programming, Transportation, and Assignment Models.
- To apply decision trees, simulation, and inventory models in business contexts.
- To build analytical and optimization skills for complex managerial problems.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the concept of decision models and quantitative techniques in management.	Understand
CO2	Formulate and solve Linear Programming Problems using appropriate methods.	Apply
CO3	Analyze and apply Transportation and Assignment Models.	Analyze
CO4	Apply decision-making tools such as Game Theory and Decision Trees.	Apply
CO5	Use simulation and inventory models for business analysis.	Apply, Analyze
CO6	Interpret the results of models for strategic managerial decisions.	Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to Quantitative Decision Models</b> <ul style="list-style-type: none"> <li>- Role of quantitative models</li> <li>- Types of decision-making environments</li> <li>- Model building and applications in business</li> </ul>	CO1	5	Intro lectures, model-based examples
2	<b>Linear Programming (LP)</b> <ul style="list-style-type: none"> <li>- Formulation of LPP</li> <li>- Graphical solution method</li> <li>- Simplex method (concepts only)</li> <li>- Applications of LP</li> </ul>	CO2	5	Graphical & simplex method exercises
3	<b>Transportation &amp; Assignment Problems</b> <ul style="list-style-type: none"> <li>- Transportation: initial feasible solutions, MODI method</li> <li>- Degeneracy and optimality</li> <li>- Assignment problem: Hungarian method</li> </ul>	CO3	5	Step-by-step problem solving with templates
4	<b>Game Theory &amp; Decision Trees</b> <ul style="list-style-type: none"> <li>- Zero sum games: saddle point</li> <li>- Dominance, mixed strategies</li> <li>- Decision trees for sequential decision-making</li> </ul>	CO4	5	Game simulation, tree construction exercises
5	<b>Simulation &amp; Inventory Models</b> <ul style="list-style-type: none"> <li>- Basic simulation models</li> <li>- EOQ, reorder point, lead time</li> <li>- Inventory cost trade-offs</li> </ul>	CO5	5	Monte Carlo demo, EOQ calculator

6	<b>Strategic Decision Making Using Models</b> - Sensitivity analysis - Interpretation of model output - Managerial implications & strategy alignment	CO6	5	Model result interpretation, scenario planning
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**Text & Reference Books:**

Title	Author(s)	Publisher
Operation Research – An Introduction	Hamdy Taha	Prentice Hall of India
Quantitative Techniques in Management	N D Vohra	Tata McGraw Hill
Operations Research Theory and Applications	J K Sharma	Macmillan Business Books
Principles of Operations Research	Wagner	Prentice Hall of India
An Introduction to Management Science	Anderson Sweeney Williams	Cengage Learning

**Name of the Course: Business Analytics for Management Decision**

**Course Code: MBA206**

**Credits: 3**

**Duration:45 Hours**

**No. of Sessions (90 min Session) : 30**

**Course Type: Mandatory**

**Learning Objectives:**

By the end of this course, learners will be able to:

1. Understand the fundamental concepts and terminologies of Business Analytics and their managerial relevance.
2. Identify and apply suitable data collection, cleaning, and visualization tools for decision-making.
3. Explore various analytical techniques including descriptive, predictive, and prescriptive analytics.
4. Use data-driven insights to support business problem-solving and strategic decision-making.
5. Develop critical thinking in interpreting analytical results for business applications.
6. Apply suitable software tools (like Excel, R, Python, Power BI, or Tableau) for analyzing real-world business data.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	RELATE the basic terminologies related to the concepts of Business Analytics	Remember / Understand
CO2	UNDERSTAND use of various tools of Business Analytics for making justifiable business decisions	Understand
CO3	CHOOSE appropriate technique for data mining for providing appropriate business solutions	Apply
CO4	ANALYZE the available data and recommend appropriate analytical techniques	Analyze
CO5	COMPARE and visualize the results for fact-based decision-making	Evaluate
CO6	CONSTRUCT appropriate predictive models based on available information	Create



## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<p><b>Statistics for Business Analytics</b></p> <p>Meaning, application areas of business analytics, techniques of analytics.</p> <p>Central tendencies and dispersion, central, limit theorem, sampling distribution, hypothesis testing, simple linear regression, categorical data analysis, analysis of variance (ANOVA), non-parametric tests.</p>	CO1	5	Classroom Learning
2	<p><b>Advanced Excel Proficiency (Practical)</b></p> <p>Describing Numeric Data, Pivot Table Analysis, Linear Regression, Comparing Two Sample Variances, Comparing Two Sample Means, Pair T Test, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Rank and Percentile, Histogram Procedure, Exponential Smoothing and Moving Average, Sampling, Covariance and Correlation, Goal Seek and Solver.</p>	CO2 CO4	5	Hands-on Lab Sessions using Microsoft Excel
3	<p><b>Data Mining using clustering in Python</b></p> <p>Using Python, working with data in Python</p> <p>Introduction to decision trees, model design and data audit, demo of decision tree development, algorithm behind decision tree and other decision tree.</p> <p>Understanding cluster analysis using Python, clustering as strategy, hierarchical clustering, non-hierarchical clustering - K means clustering, variants of hierarchical clustering, different distance and linkage functions.</p>	CO3	5	Lab-Based Learning in Python
4	<p><b>Time Series Forecasting</b></p> <p>Time series vs causal models moving averages, exponential smoothing, trend, seasonality, cyclicity causal modelling using linear regression forecast accuracy.</p> <p>Predictive Modelling – Logistic Regression using R Data import and sanity check, development and validation, important categorical variable</p>	CO4 CO6	5	<p>Experiential Learning via Real-World Datasets (Sales, Demand, etc.)</p> <p>- Simulation Exercise:</p>

	selection, important numeric variable selection, indicator variable creation, stepwise regression, dealing with multicollinearity, logistic regression score and probability, KS calculation, coefficient stability check, iterate for final model.			Building Predictive Models
5	<b>Data Analysis &amp; Visualization</b>  Credit risk analytics, fraud risk analytics, financial services marketing analytics, Data Visualization using Power BI and tableau tools	CO4 CO5	5	Visualization Workshop using Power BI / Tableau  Case-Based Learning (e.g., Credit Risk, Fraud Detection)
6	<b>Overview of Big Data and Hadoop</b>  Big data and Hadoop and concept, application, cloud computing, generators of big-data.	CO3	5	Concept Lecture with Industry Examples  Guest Lecture / Industry Expert Talk on Big Data Use Cases

**Text & Reference Books:**

Title	Author(s)	Publisher
Business Analytics: The Science of Data-Driven Decision Making	U. Dinesh Kumar	Wiley India, 2nd Edition
Data Analytics for Business	Foster Provost & Tom Fawcett	O'Reilly Media
Practical Business Analytics Using Excel and R	S. Christian Albright & Wayne L. Winston	Cengage Learning
Business Statistics for Contemporary Decision Making	Ken Black	Wiley, 9th Edition
Big Data and Hadoop	V. K. Jain	Khanna Publishing

**Name of the Course: OJT / Field Project**

**Course Code: MBA207**

**Credits: 4**

**Duration:**

**No. of Sessions (90 min Session) :**

**Course Type : Mandatory**

**Learning Objectives:**

- To provide experiential learning through real-time observation, participation, and reflection in a business or social enterprise.
- To bridge classroom learning with workplace realities through project-based learning.
- To develop research, communication, analytical, and professional skills.
- To encourage interdisciplinary understanding and problem-solving capabilities in a live environment.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand organizational structure, culture, and processes through field exposure.	Understand
CO2	Apply theoretical knowledge to practical workplace situations.	Apply
CO3	Analyze real-life challenges and opportunities observed during the project.	Analyze
CO4	Demonstrate professional skills such as teamwork, communication, and documentation.	Apply
CO5	Design a comprehensive project report based on field observations and research.	Create
CO6	Evaluate learning outcomes and reflect on personal and professional growth.	Evaluate

**Name of the Course: Corporate Social Responsibility (CSR)**

**Course Code: MBA221**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Course Type : Elective**

**Learning Objectives:**

- To introduce the concept of CSR and its importance in contemporary business.
- To understand the legal framework, ethical foundations, and sustainability practices in CSR.
- To evaluate CSR strategies of companies and their impact on stakeholders.
- To promote socially responsible thinking and ethical decision-making.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the concepts, principles and evolution of CSR.	Understand
CO2	Explain the role of ethics and governance in responsible business practices.	Understand
CO3	Analyze the legal provisions related to CSR in India.	Analyze
CO4	Evaluate CSR initiatives and stakeholder engagement strategies.	Evaluate
CO5	Design CSR projects in alignment with sustainable development goals (SDGs).	Create
CO6	Assess the impact of CSR on brand value and long-term performance.	Analyze, Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to CSR</b> - Meaning and scope of CSR - Evolution from philanthropy to strategy - Carroll's Pyramid of CSR	CO1	3	CSR history timeline, lecture discussion
2	<b>Business Ethics &amp; Governance</b> - Corporate ethics and moral values - Corporate Governance principles - Role of boards and leadership in CSR	CO2	3	Ethical dilemma caselets, boardroom debates
3	<b>CSR Legal Framework in India</b> - CSR provisions under Companies Act, 2013 - CSR committee and reporting - Eligible projects and funds utilization	CO3	3	Company Act Section 135 review, CSR reporting
4	<b>Stakeholder Engagement</b> - Identifying stakeholders - CSR and community engagement - Social impact assessment	CO4	3	CSR audit role-play, stakeholder mapping
5	<b>Designing CSR Initiatives</b> - Aligning CSR with SDGs - Case-based design of CSR plans - Implementation challenges	CO5	4	CSR project planning activity, SDG alignment
6	<b>CSR Impact &amp; Case Studies</b> - CSR and brand perception - Long-term performance & reputation - Comparative analysis of company reports	CO6	4	Indian/global CSR case reviews, presentations

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Corporate Social Responsibility	Sanjay K Agarwal	Sage India
Corporate Social Responsibility: Strategy & Governance	Baxi & Ray	Macmillan
Business Ethics and Corporate Governance	A.C. Fernando	Pearson
Corporate Governance: Principles, Policies	Bob Tricker	Oxford University Press
The Business of Changing the World	Rajiv Shah	Penguin

**Name of the Course: Economic Environment and Policy**

**Course Code: MBA222**

**Credits: 2**

**Duration:30 Hours**

**No. of Sessions (90 min Session) : 20**

**Learning Objectives:**

- To understand the macroeconomic environment and its influence on business decisions.
- To interpret economic policies and their implications for the Indian economy.
- To analyze global economic trends and their impact on industries.
- To familiarize students with recent developments in government regulations, fiscal and monetary policy, and external sector dynamics.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the components of the macroeconomic environment and their interactions.	Understand
CO2	Explain the functioning of fiscal and monetary policies in India.	Understand
CO3	Analyze the role of industrial, trade, and investment policies in economic growth.	Analyze
CO4	Evaluate India's external sector performance and exchange rate mechanisms.	Evaluate
CO5	Examine contemporary issues in economic reforms and global competitiveness.	Analyze, Evaluate
CO6	Interpret economic indicators and apply them in business decision-making.	Apply

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Macroeconomic Environment</b> - Circular flow of income - GDP, GNP, NNP, NDP - Business cycles and phases - Employment, inflation and interest rates	CO1	4	Lecture, macro models, GDP dashboard
2	<b>Fiscal and Monetary Policy</b> - Union Budget structure - Public expenditure and taxation - Monetary policy instruments - Inflation targeting	CO2	4	Budget reviews, RBI policy review
3	<b>Industrial and Investment Policy</b> - Industrial Policy evolution - Make in India, Start-Up India - FDI & domestic investment climate	CO3	3	Policy tracking activity, ease of business quiz
4	<b>International Trade and Balance of Payments</b> - Composition of trade - Export-import policy - Exchange rate regimes - WTO, IMF, FTAs	CO4	3	BoP visual analysis, trade balance simulation
5	<b>Contemporary Economic Reforms</b> - LPG reforms - Disinvestment, privatization - GST, Digital India - Sectoral competitiveness	CO5	3	Group discussion on reforms, NITI Aayog tracker
6	<b>Business Implications of Economic Indicators</b> - Use of economic data for forecasting - IIP, WPI, CPI, PMI - Business confidence and planning	CO6	3	Caselets, industry reports, indicator matching

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Indian Economy – Performance and Policies	Uma Kapila	24th Edition
Indian Economy	Nitin Singhania	McGraw Hill
Indian Economy	Ramesh Singh	McGraw Hill
Economic Survey	Ministry of Finance, Government of India	Different Issues
World Development Report	The World Bank	Different Issues

**Name of the Course: Business Law for Managers**

**Course Code: MBA223**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Learning Objectives:**

- To provide a fundamental understanding of the legal environment of business in India.
- To introduce the key provisions of contract law, company law, consumer protection, and labor legislation.
- To develop legal awareness in managerial decision-making and compliance.
- To foster the ability to identify and respond to legal issues in business practice.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand basic legal concepts and framework relevant to business operations.	Understand
CO2	Apply the provisions of Indian Contract Act in business transactions.	Apply
CO3	Interpret key provisions of Companies Act and regulatory compliances.	Understand, Apply
CO4	Analyze legal remedies under Consumer Protection Act and Competition Act.	Analyze
CO5	Understand laws relating to labor, employment, and social security.	Understand
CO6	Evaluate the legal responsibilities of managers and business owners.	Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Legal Framework in Business</b> - Importance of law in business - Sources of law - Classification of law - Overview of Indian legal system	CO1	4	Legal environment mapping, lecture-discussion
2	<b>Law of Contracts (Indian Contract Act, 1872)</b> - Essentials of a valid contract - Offer, acceptance, consideration - Capacity to contract - Breach and remedies	CO2	4	Contract simulation, legal drafting basics
3	<b>Companies Act, 2013</b> - Types of companies - Incorporation and MoA/AoA - Director responsibilities - Meetings and resolution	CO3	3	Company formation case study, MCA demo
4	<b>Consumer &amp; Competition Law</b> - Consumer Protection Act: rights and redressal - Competition Act: anti-competitive practices, CCI	CO4	3	Consumer grievance redressal role-play
5	<b>Labor and Employment Laws</b> - Factories Act - Payment of Wages Act - Provident Fund & Gratuity Act - Trade Unions Act	CO5	3	IR examples, wage act decoding
6	<b>Legal Compliance for Managers</b> - Business liability and negligence - Intellectual Property Rights (IPR) - E-contracts and digital signature law	CO6	3	Case analysis, compliance checklist exercise

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Business Law	P.C. Tulsian	McGraw Hill
Legal Aspects of Business	Akhileshwar Pathak	McGraw Hill
Business Law for Managers	Bulchandani K.R.	Himalaya Publishing
Legal Environment of Business	S.S. Gulshan	New Age International
Mercantile Law	N.D. Kapoor	Sultan Chand

**Name of the Course: Data Visualization (Advanced Excel, Power BI, Tableau)**

**Course Code: MBA224**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Learning Objectives:**

- To build proficiency in data visualization using industry-standard tools.
- To analyze business datasets using charts, dashboards, and interactive reports.
- To enable storytelling with data for strategic insights.
- To introduce data ethics and best practices in visualization.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the importance and principles of data visualization.	Understand
CO2	Apply advanced Excel functions and dashboards for business analytics.	Apply
CO3	Create and customize reports using Power BI.	Apply
CO4	Design interactive dashboards using Tableau.	Apply
CO5	Analyze business data using visual analytics for effective decision-making.	Analyze
CO6	Evaluate the effectiveness of dashboards in different functional areas.	Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Foundations of Data Visualization</b> <ul style="list-style-type: none"> <li>- Why visualization matters</li> <li>- Principles of good visual design</li> <li>- Data types and chart types</li> <li>-Cognitive perception and visual</li> </ul>	CO1	3	Visual storytelling examples, chart audit
2	<b>Advanced Excel for Visualization</b> <ul style="list-style-type: none"> <li>- Pivot tables and slicers</li> <li>- Conditional formatting</li> <li>- Data validation, form controls</li> <li>- Dynamic charts and dashboards</li> </ul>	CO2	4	Hands-on Excel lab, dashboard walkthrough
3	<b>Power BI: Data to Dashboard</b> <ul style="list-style-type: none"> <li>- Connecting and transforming data</li> <li>- Data modeling basics</li> <li>- Creating visuals and charts</li> <li>- Filters, drillthrough, publishing</li> </ul>	CO3	4	Power BI desktop sessions, DAX basics
4	<b>Tableau: Interactive Dashboards</b> <ul style="list-style-type: none"> <li>- Tableau interface and connectivity</li> <li>- Measures, dimensions, calculated fields</li> <li>- Building interactive dashboards</li> <li>- Maps, filters, stories</li> </ul>	CO4	3	Tableau Public projects, filters & actions
5	<b>Visual Analytics for Business</b> <ul style="list-style-type: none"> <li>- Visualizing KPIs</li> <li>- Business scenarios in HR, sales, operations</li> <li>- Time series, heatmaps, waterfall charts</li> </ul>	CO5	3	Case-based dashboards, KPI metrics review
6	<b>Dashboard Critique &amp; Best Practices</b> <ul style="list-style-type: none"> <li>- Choosing the right visual</li> <li>- Avoiding visual clutter</li> <li>- Mobile dashboards</li> <li>- Ethics in visualization</li> </ul>	CO6	3	Peer dashboard review, critique checklist

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Storytelling with Data	Cole Nussbaumer Knaflic	Wiley
Microsoft Excel Data Analysis & Business Modeling	Wayne Winston	Microsoft Press
Mastering Power BI	Brett Powell	Packt Publishing
Learning Tableau	Joshua N. Milligan	Packt Publishing
Data Visualization: A Practical Approach	Alexandru C. Telea	CRC Press

**Name of the Course: Cost and Management Accounting**

**Course Code: MBA225**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Learning Objectives:**

- To provide a clear understanding of cost concepts, classifications, and costing techniques.
- To enable the preparation and analysis of cost statements for decision-making.
- To apply standard costing, marginal costing and budgeting techniques in management scenarios.
- To integrate cost information with strategic business decisions.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand basic cost concepts, classifications, and cost behaviour.	Understand
CO2	Prepare a cost sheet and understand methods of costing.	Apply
CO3	Apply marginal costing and CVP analysis for decision-making.	Apply
CO4	Analyze variances using standard costing techniques.	Analyze
CO5	Prepare flexible budgets and understand budgetary control systems.	Apply
CO6	Evaluate the role of cost information in strategic business decisions.	Evaluate

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to Cost Accounting</b> - Meaning, objectives and scope of cost accounting - Cost concepts, classifications - Elements of cost - Cost centres and cost units	CO1	4	Lecture, examples, concept quizzes
2	<b>Cost Sheet &amp; Costing Methods</b> - Preparation of cost sheet - Job, batch, contract costing - Process and service costing	CO2	3	Cost sheet exercises, process costing demo
3	<b>Marginal Costing &amp; CVP Analysis</b> - Concept of marginal costing - Contribution, P/V Ratio, BEP - Make or buy, product mix, pricing decisions	CO3	3	Decision-making problems, break-even charting
4	<b>Standard Costing &amp; Variance Analysis</b> - Setting of standards - Variance analysis – material, labour, overheads - Interpretation of variances	CO4	4	Variance caselets, exercises in Excel
5	<b>Budgeting &amp; Budgetary Control</b> - Types of budgets - Fixed vs flexible budgeting - Performance budgeting	CO5	3	Budget prep activity, flexible budget demo
6	<b>Strategic Cost Management</b> - Cost reduction vs cost control - Target costing, Kaizen costing - Activity Based Costing (ABC)	CO6	3	Case studies, cost strategy debates

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Cost Accounting for Managerial Emphasis	Horngren, Datar, Foster	Prentice Hall
Management Accounting	Robert Kaplan, Anthony A. Atkinson	Prentice Hall
Management Accounting	Paresh Shah	Oxford Publications
Cost Accounting	Jawaharlal and Seema Srivastava	McGraw Hill
Cost and Management Accounting	Ravi M. Kishore	Taxmann Publications

**Name of the Course: Universal Human Values**

**Course Code: MBA226**

**Credits: 2**

**Duration: 30 Hours**

**No. of Sessions (90 min Session) : 20**

**Learning Objectives:**

- To help students explore and understand the purpose of education and human life.
- To facilitate the development of a holistic perspective based on self-exploration and universal values.
- To promote ethical competence, self-awareness, and harmony in professional and personal life.
- To integrate human values with sustainable practices and responsible citizenship.

**Course Outcomes:**

<b>CO No</b>	<b>Course Outcome</b>	<b>RBT Level</b>
CO1	Understand the significance of values in individual and professional life.	Understand
CO2	Reflect upon the relationship between self, family, society, and nature.	Understand, Analyze
CO3	Apply the principles of ethical human conduct in day-to-day decisions.	Apply
CO4	Evaluate the role of trust, respect, and responsibility in interpersonal relations.	Evaluate
CO5	Analyze the harmony in existence and the interconnectedness of systems.	Analyze
CO6	Develop a vision for a happy and responsible life with clarity of values.	Create

## Syllabus

Module No	Module Name	Mapped CO	No. of Sessions	Suggested Pedagogy
1	<b>Introduction to Value Education</b> - Need and importance of value education - Fundamental human aspirations - Happiness and prosperity	CO1	3	Storytelling, reflections, discussion
2	<b>Harmony in the Human Being</b> - Understanding the self - Body–Mind relationship - Self-regulation and well-being	CO2	4	Self-exploration exercises, group discussion
3	<b>Harmony in Family &amp; Society</b> - Trust, respect, and responsibility - Justice in relationships - Family and societal ethics	CO3	4	Real-life scenarios, social role-play
4	<b>Harmony in Nature &amp; Existence</b> - Interconnectedness in nature - Coexistence and natural order - Environmental ethics	CO5	3	Nature study, sustainability reflections
5	<b>Professional Ethics &amp; Responsibilities</b> - Competence and integrity - Accountability in action - Harmony in profession	CO4	3	Ethical dilemma analysis, case studies
6	<b>Vision for a Harmonious Society</b> - Role of values in sustainable development - Universal human order - Contribution to societal well-being	CO6	3	Life goal planning, values diary

**Text & Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
A Foundation Course in Human Values & Professional Ethics	R.R. Gaur, R. Sangal, G.P. Bagaria	Excel Books
Human Values and Professional Ethics	Rajendra Prasad	PHI Learning
Professional Ethics and Human Values	M. Govindarajan	PHI Learning
Education in Values: A Sourcebook	UNESCO	UNESCO Publications
The Dalai Lama's Little Book of Wisdom	H.H. Dalai Lama	Rider Books