



RBU

RAMDEOBABA UNIVERSITY, NAGPUR
Formerly Shri Ramdeobaba College of Engineering & Management (RCOEM) Est. 1984

PROGRAMME SCHEME & SYLLABI

SCHOOL OF MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION 2025-27

**RAMDEOBABA UNIVERSITY
NAGPUR-440013**

MBA	
Duration: 2 years	Program Pattern: Semester
<p>The two-year full-time MBA program offers a transformative journey for aspiring business leaders, providing a comprehensive education in management theory, strategic thinking, and practical skills application. Designed to cultivate a diverse cohort of talented individuals, the program emphasizes collaborative learning environments where students engage in lively discussions, case analyses, and real-world projects. With a focus on leadership development, entrepreneurship, and global perspectives, the curriculum equips graduates with the critical thinking abilities and decision-making prowess necessary to excel in today's dynamic business landscape. Through immersive internships, networking opportunities, and access to industry leaders, students gain valuable insights and hands-on experience to propel their careers forward. SOM seeks candidates with a passion for innovation, a track record of academic excellence, and a drive to make a positive impact in the world of business.</p>	
<p>Unique Selling Proposition Integrated Innovation: Unique focus on integrating innovation and entrepreneurship into every aspect of the curriculum, fostering creativity and problem-solving skills.</p>	
<p>Key Features:</p> <ul style="list-style-type: none"> • Interdisciplinary Approach: Blending business education with technology, design thinking, and entrepreneurship to prepare students for the modern business landscape. • Experiential Learning: Hands-on projects, internships, and industry collaborations providing real-world experience and networking opportunities. • Global Perspective: Exposure to international business practices and cultural diversity through study abroad programs, global consulting projects, and international internships. • Mentorship and Coaching: Access to experienced mentors, industry experts, and alumni networks for guidance, support, and career advancement. 	
<p>Learning Opportunities</p> <ul style="list-style-type: none"> • Startup Incubators: Access to startup incubators and accelerators, fostering an entrepreneurial ecosystem and providing resources for startup ventures. • Corporate Partnerships: Collaboration with industry partners, allowing students to work on real-world projects, internships, and research initiatives. • Networking Events: Regular networking events, guest lectures, and industry conferences facilitating connections with professionals and potential employers. • Career Advancement: Career services offering personalized coaching, resume building, interview preparation, and job placement assistance to accelerate career growth. 	
<p>Career Opportunities:</p> <ul style="list-style-type: none"> • Management Roles: Leadership positions in corporations, including CEO, CFO, CMO, COO, and other executive roles. • Consulting: Management consulting roles in top consulting firms, advising businesses on strategy, operations, and organizational transformation. • Finance: Careers in investment banking, corporate finance, asset management, and financial analysis. • Entrepreneurship: Opportunities to start and lead successful ventures in various industries, leveraging acquired business acumen and leadership skills. 	
<p>Eligibility: Passed Bachelor Degree of minimum 3 years duration. Obtained at least 50% marks (45% marks in case of candidates belonging to reserved category) in the qualifying examination.</p>	
<p>Specialization Offered:</p> <ul style="list-style-type: none"> • Marketing Management • Human Resource Management & Organizational Behavior 	

- Operations Management
- Financial management
- Logistics & Supply Chain Management
- Business & Data Analytics
- Innovation, Entrepreneurship and Venture Development
- Banking and Financial Management

Programme Education Objectives

- PEO 1 Our management graduates will progress in their career and shall have leadership and managerial skills needed for achieving their organizational objective thereby managing change.
- PEO 2 Our management graduates shall have functional management proficiency, diagnostic and problem-solving competency enabling them to act with creativity, innovativeness and entrepreneurial spirit.
- PEO 3 Our management graduates will demonstrate value & professional ethics and become socially responsible & committed professionals.

Program Outcomes

- PO1. Business Knowledge: Demonstrate an understanding of various business disciplines such as finance, marketing, operations, strategy, and organizational behavior.
- PO2. Critical Thinking and Problem-Solving Skills: Be adept at analysing complex business situations, identifying problems, and developing innovative solutions.
- PO3. Leadership and Management Skills: Demonstrate the skills necessary to lead teams, manage projects, present complex ideas clearly and persuasively and navigate organizational dynamics effectively.
- PO4. Quantitative and Analytical Skills: Demonstrate ability to use data analysis tools and quantitative methods to inform decision-making and solve business problems.
- PO5. Entrepreneurial Mindset: Foster an entrepreneurial mindset, identify opportunities, take calculated risks, and innovate within existing organizations or start their own ventures.
- PO6. Ethical and Social Responsibility: Develop an awareness of ethical issues in business and be able to make principled decisions that consider the interests of various stakeholders.

RAMDEOBABA UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

1st Semester Master of Business Administration								
Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ES E	Total	
25SM50TH1175	Applied Statistics & Quantitative Techniques	3	-	3	50	50	100	3 Hrs.
25SM50TH1176	Organizational Behaviour	3	-	3	50	50	100	3 Hrs.
25SM50TH1177	Financial Accounting	3	-	3	50	50	100	3 Hrs.
25SM50TH1178	Marketing Management	3	-	3	50	50	100	3 Hrs.
25SM50TH1179	Managerial Economics	3	-	3	50	50	100	3 Hrs.
25SM50TH1180	Business Law	3	-	3	50	50	100	3 Hrs.
25SM50TH1181	Project Management	2	-	2	50	50	100	2 Hrs.
25SM50TH1182	Principles of Management (Self-Paced Learning)	1	-	1	25	25	50	-
25SM50PR1175	Career Management I	-	2	1	25	25	50	-
25SM50PR1176	Spreadsheet Lab	-	2	1	25	25	50	-
25SM50TH1183	Environment Management (Audit)	1	-	-	-	-	-	-
	TOTAL	22	4	23	425	425	850	

2nd Semester Master of Business Administration								
Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
25SM50TH1275	Cost and Management Accounting	3	-	3	50	50	100	3 Hrs.
25SM50TH1276	Operations Management	3	-	3	50	50	100	3 Hrs.
25SM50TH1277	Research Methodology	3	-	3	50	50	100	3 Hrs.
25SM50TH1278	Human Resource Management	3	-	3	50	50	100	3 Hrs.
25SM50TH1279	Strategic Management	3	-	3	50	50	100	3 Hrs.
25SM50TH1280	Financial Management	3	-	3	50	50	100	3 Hrs.
25SM50TH1281	Innovation, Entrepreneurship and Venture Development	2	-	2	50	50	100	--
25SM50TH128	Positive Psychology	1	-	1	25	25	50	--

2								
25SM50PR1275	Career Management II	-	2	1	25	25	50	--
25SM50PR1276	MLC Elective	-	2	1	25	25	50	--
25SM50PR1277	Comprehensive Viva	-	2	1	25	25	50	--
25SM50TH1283	Ethics and Corporate Social Responsibility	1	-	-	-	-	-	-
	TOTAL	22	6	24	450	450	900	

Lab Courses (MLC) Elective	
25SM50PR1276-1	Marketing Lab
25SM50PR1276-2	Financial Modelling Lab
25SM50PR1276-3	Quality Control Lab
25SM50PR1276-4	Behavioural Skills Lab

Semester- III for General Management with Single/Dual Specialization				
Course Code	Specialization	Course Type	Name of the Course	Credits
	Specialization 1 (4 Papers)			
	Four Electives from the Specialization groups offered (Please refer list of electives)	Program Elective	Elective 1	2
			Elective 2	2
			Elective 3	2
			Elective 4	2
	Specialization 1 or 2 (4 Papers)			
	Four Electives from the Specialization groups offered (Please refer list of electives)	Program Elective	Elective 1	2
			Elective 2	2
			Elective 3	2
			Elective 4	2
25SM50PR1375	Field Immersion Programme-1 (8 to 12 weeks) (to be undertaken between 2nd and 3rd semester)	Ability and Skill Enhancement		6
			TOTAL	22

Semester- IV for General Management with Single/Dual Specialization				
Course Code	Specialization	Course Type	Name of the Course	Credits
	Specialization 1 (2 paper)			
	Two Elective Course from the Specialization selected in Semester III or General Management. (Please refer list of electives)	Program Elective	Elective 5	2
			Elective 6	2
	Specialization 1 or 2 (2 paper)			
	Two Elective Course from the Specialization selected in Semester III or General Management. (Please refer list of electives)	Program Elective	Elective 5	2
			Elective 6	2
25SM50PR1475	Project	Ability and Skill Enhancement		10

	TOTAL	18
--	--------------	-----------

OR

Course Code	Course Name	Type of Course		Credits
25SM50PR1476	Internship	On Job Training		18

III & IV ELECTIVE SPECIALIZATION OFFERED

Course Code	Elective	
Operations Management		
III Semester	IV Semester	Course
25SM50TH1375-1	25SM50TH1475-1	Operations Planning and Control
25SM50TH1375-2	25SM50TH1475-2	Supply Chain Management
25SM50TH1375-3	25SM50TH1475-3	Services Operation
25SM50TH1375-4	25SM50TH1475-4	Quality Management
25SM50TH1375-5	25SM50TH1475-5	Design and Analysis of Lean Production Systems.
25SM50TH1375-6	25SM50TH1475-6	Contract Management Practice
25SM50TH1375-7	25SM50TH1475-7	Advanced Operation Research
25SM50TH1375-8	25SM50TH1475-8	Ergonomics in industrial Health & Safety Management
25SM50TH1375-9	25SM50TH1475-9	Enterprise Resource Planning
25SM50TH1375-10	25SM50TH1475-10	Sourcing Management
25SM50TH1375-11	25SM50TH1475-11	Productivity through Design and Measurement of Work
25SM50TH1375-12	25SM50TH1475-12	World Class Manufacturing

Marketing Management		
25SM50TH1376-1	25SM50TH1476-1	Integrated Marketing Communication
25SM50TH1376-2	25SM50TH1476-2	Brand Management
25SM50TH1376-3	25SM50TH1476-3	Retail Management
25SM50TH1376-4	25SM50TH1476-4	Sales and Distribution Management
25SM50TH1376-5	25SM50TH1476-5	Services Marketing
25SM50TH1376-6	25SM50TH1476-6	Rural Marketing
25SM50TH1376-7	25SM50TH1476-7	Customer Relationship Management
25SM50TH1376-8	25SM50TH1476-8	B2B & Industrial Marketing
25SM50TH1376-9	25SM50TH1476-9	International & Cross-Cultural Marketing

25SM50TH1376-10	25SM50TH1476-10	Marketing Analytics
25SM50TH1376-11	25SM50TH1476-11	Sustainable & Green Marketing
25SM50TH1376-12	25SM50TH1476-12	Digital Marketing
25SM50TH1376-13	25SM50TH1476-13	Product Management

Finance		
25SM50TH1377-1	25SM50TH1477-1	Security Analysis & Portfolio Management
25SM50TH1377-2	25SM50TH1477-2	Derivatives & Risk Management
25SM50TH1377-3	25SM50TH1477-3	Mergers & Acquisitions and Corporate Restructuring
25SM50TH1377-4	25SM50TH1477-4	Project Planning & Financing
25SM50TH1377-5	25SM50TH1477-5	Behavioural Finance
25SM50TH1377-6	25SM50TH1477-6	Commercial Banking in India
25SM50TH1377-7	25SM50TH1477-7	Corporate Taxation
25SM50TH1377-8	25SM50TH1477-8	Wealth Management
25SM50TH1377-9	25SM50TH1477-9	International Finance and Trade
25SM50TH1377-10	25SM50TH1477-10	Financial Services & Merchant Banking
25SM50TH1377-11	25SM50TH1477-11	Management Control System
25SM50TH1377-12	25SM50TH1477-12	Insurance Management

Human Resource Management		
25SM50TH1378-1	25SM50TH1478-1	Talent Acquisition and Management
25SM50TH1378-2	25SM50TH1478-2	Industrial Relations and Labour Laws
25SM50TH1378-3	25SM50TH1478-3	Learning and Development
25SM50TH1378-4	25SM50TH1478-4	Performance Management and Appraisal
25SM50TH1378-5	25SM50TH1478-5	Compensation and Benefits Management
25SM50TH1378-6	25SM50TH1478-6	International Human Resource Management
25SM50TH1378-7	25SM50TH1478-7	People Analytics
25SM50TH1378-8	25SM50TH1478-8	Managerial Competencies for HR Professionals
25SM50TH1378-9	25SM50TH1478-9	Diversity, Equity and Inclusion
25SM50TH1378-10	25SM50TH1478-10	Organizational Development
25SM50TH1378-11	25SM50TH1478-11	Employer Branding
25SM50TH1378-12	25SM50TH1478-12	HR as a Business Partner

Business & Data Analytics		
25SM50TH1379-1	25SM50TH1479-1	Business Analytics
25SM50TH1379-2	25SM50TH1479-2	Business Data Mining
25SM50TH1379-3	25SM50TH1479-3	Applied Econometrics

25SM50TH1379-4	25SM50TH1479-4	Customer Analytics
25SM50TH1379-5	25SM50TH1479-5	Statistics Using R
25SM50TH1379-6	25SM50TH1479-6	Data Mining Using Orange
25SM50TH1379-7	25SM50TH1479-7	Web Analytics
25SM50TH1379-8	25SM50TH1479-8	Data Visualization through Power BI
25SM50TH1379-9	25SM50TH1479-9	Decision Analytics using Python
25SM50TH1379-10	25SM50TH1479-10	Text Mining and Modelling
25SM50TH1379-11	25SM50TH1479-11	SQL for Business Management
25SM50TH1379-12	25SM50TH1479-12	Visual Data Storytelling
25SM50TH1379-13	25SM50TH1479-13	Decision Support system with Spreadsheet
25SM50TH1379-14	25SM50TH1479-14	Supply Chain Analytics
25SM50TH1379-15	25SM50TH1479-15	Social Media Analytics

Banking and Finance Management		
25SM50TH1380-1	25SM50TH1480-1	Commercial Banking in India
25SM50TH1380-2	25SM50TH1480-2	Risk Management in Banking & Insurance
25SM50TH1380-3	25SM50TH1480-3	Digital Banking
25SM50TH1380-4	25SM50TH1480-4	Foreign Exchange Management
25SM50TH1380-5	25SM50TH1480-5	Credit Management
25SM50TH1380-6	25SM50TH1480-6	Forex Derivatives
25SM50TH1380-7	25SM50TH1480-7	International Banking and Finance
25SM50TH1380-8	25SM50TH1480-8	Non-Banking Financial Services & Micro Finance
25SM50TH1380-9	25SM50TH1480-9	Rural and Cooperative Banking
25SM50TH1380-10	25SM50TH1480-10	Marketing of Banking & Financial Services
25SM50TH1380-11	25SM50TH1480-11	Investment Management
25SM50TH1380-12	25SM50TH1480-12	Econometrics Using Gretl

EFB		
25SM50TH1381-1	25SM50TH1481-1	Managing Human Capital
25SM50TH1381-2	25SM50TH1481-2	Purchase and Materials Management
25SM50TH1381-3	25SM50TH1481-3	Advanced Management Accounting
25SM50TH1381-4	25SM50TH1481-4	International Business
25SM50TH1381-5	25SM50TH1481-5	Launching and Managing an Enterprise
25SM50TH1381-6	25SM50TH1481-6	Buying an Existing Business
25SM50TH1381-7	25SM50TH1481-7	Family Business Management
25SM50TH1381-8	25SM50TH1481-8	Business Tax Planning
25SM50TH1381-9	25SM50TH1481-9	Entrepreneurial Finance
25SM50TH1381-10	25SM50TH1481-10	Logistics Management
25SM50TH1381-11	25SM50TH1481-11	Social Entrepreneurship
25SM50TH1381-12	25SM50TH1481-12	Entrepreneurial Marketing

Syllabus for Semester I (MBA) Master of Business Administration

Course Code : 25SM50TH1175

Course: Applied Statistics & Quantitative Techniques

L: 3 Hrs. P: 0 Hrs. Per week

Total Credits : 3

Course Objective

To equip students with the essential concepts, tools and techniques necessary for robust managerial decision making.

Course Outcomes

1. To train and develop in depth understanding of the measures of central tendency and dispersion.
2. Students will develop an understanding of bivariate correlation and regression, including the interpretation of correlation coefficients, regression equations.
3. Students will demonstrate proficiency in understanding various probability distributions and various tools of Parametric tests for statistical inferences.
5. Students will develop proficiency in using tools for testing multiple means using ANOVA and Chi Square for testing for association of attributes and goodness of fit of the models.
6. Students will develop proficiency in using Monte Carlo Simulation Technique, understanding stochastic simulation and random numbers, and identifying different types of simulation problems.

Course Contents

Unit - I: Measures of Central Tendency – Mean, Median, Mode. **Measures of Central Tendency** - Range, Quartile Deviation, Mean Deviation, Standard Deviation. Coefficient of Determination

Unit – II: Bivariate analysis: Bivariate correlation and regression, Coefficient of determination, assumptions in the regression model, Fitting linear and second degree trends, tests of significance for the correlation and regression coefficients.

Unit – III: Probability Distributions: Binomial, Poisson and Normal Distributions. **Testing of Hypotheses:** Basic Concepts, Type I and Type II Errors, One Tailed and Two Tailed Tests, One Sample Tests, Hypothesis Testing of Means when Population Standard Deviation is Known and when Unknown, Two Sample Tests for Equality of Means for Large and Small Samples, Equality of Means for Dependent Samples,

Unit – IV: Analysis of Variance (One Way Anova): Test for Equality of Means. Inference about a population variance and about two population variances.

Chi-Square: Chi Square Test of Independence and Goodness of fit.

Unit – V: Simulation: Monte Carlo Simulation Technique, Stochastic Simulation and Random Numbers, Types of Simulation Problems, Advantages and Disadvantages.

Text Book

1. Statistics for Management, Richard I. Levin, David S. Rubin, Pearson Education, 2009, 978-81-7758-584-1

Reference Books

1. Quantitative Methods For Business, David R. Anderson, Thomson South - Western 81-315 - 0308-9
2. Quantitative Techniques, P.C. Tulsian, Pearson Education Asia, 81-7808-588-7
3. Quantitative Analysis For Management, John L. Harpell, Allyn And Bacon, Inc. 0-205-08337-4
4. Quantitative Analysis For Management, Barry Render, Prentice Hall Of India Pvt. Ltd. 81-203-28299
5. Quantitative Techniques In Management, N.D. Vohra, Tata Mcgraw Hill Pub. House 0-07-047340-6.
6. Quantitative Techniques, C. Satyadevi, S.Chand And Co. Ltd., 81-219-2621-1

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 25SM50TH1176

Course: Organization Behaviour

L: 3 Hrs. P: 0 Hrs. Per week

Total Credits: 3

Course Objective:

This course provides the foundation for students to understand the various aspects of sector to perform and grow.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

CO1: Infer how OB impacts individual and group behaviour in organizations and examine the various factors that shape individual behaviour

CO2: Detect the influence of personality and perception on the workplace behaviour of an individual.

CO3: Ascertain workplace attitudes, investigate how motivation theories apply to individual and group behaviour in organization, and expand upon the role of values in organizational contexts.

CO4: Understand the process of group formation and assess strategies for effective conflict resolution and management.

CO5: Apply strategies for creating, sustaining, and managing organizational culture and demonstrate strategies for implementing change in organizations

Unit I: Introduction to Organization Behaviour: Importance, Fundamental Concepts of OB, Developing an OB Model, Challenges and Opportunities, Foundations of Individual Behaviour

Unit II: Personality and Perception:

Personality – Meaning, Personality Frameworks, Personality and Situations

Perceptions – Meaning, Factors Influencing Perception, Perception Process, Perceptual Errors

Unit III: Attitudes, Motivation, and Values:

Attitude – Components of Attitudes, Workplace Attitudes: Organizational Commitment, Job Satisfaction

Motivation – Definition, Early Theories of Motivation, Contemporary Theories of Motivation,

Values – Sources and Types of Values (Values will be for self-study)

Unit IV: Work Teams and Conflict Management:

Concept of Group & Team, Stages of Group Formation, Group Properties, Creating Effective Teams, Turning individuals into team players

Conflict Management: Types and Loci of Conflict, The Conflict Process

Unit V: Organization Culture and Organizational Change:

Organizational Culture: Purpose of Culture, How Employees Learn Culture, Creating and Sustaining Culture, Influencing Culture

Organizational Change: Forces for Change, Planned Change, Resistance to Change, Approaches to Change, Facilitating Change

Textbook:

1. Organizational Behaviour: Robbins, 18th Edition, Pearson Education Asia

References Books:

1. Organizational Behaviour: K. Aswathappa, Himalaya Publishing House
2. Organization Behaviour: Luthans 8th Tata McGraw Hill
3. ORGB: Nelson, Quick, Khandelwal, 2nd, Cengage Learning

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 25SM50TH1177

Course: Financial Accounting

L: 3 Hrs. P: 0 Hrs. Per week

Total Credits: 3

Course Objective

The course aims to provide a foundational understanding of financial accounting principles and processes. It enables students to record transactions, prepare financial statements, and understand key accounting concepts. Learners will analyze financial data using tools like ratio analysis, trend analysis, and cash flow statements. The course also emphasizes compliance with the Companies Act, 2013 and the practical application of accounting concepts.

Course Outcomes:

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

CO1: Understand and apply basic accounting principles, journal entries, and valuation methods.

CO2: Prepare and interpret a Bank Reconciliation Statement.

CO3: Prepare basic financial statements including Profit and Loss Statement and Balance Sheet as per the Companies Act, 2013.

CO4: Prepare Cash Flow Statement using the indirect method.

CO5: Analyse financial statements using tools such as ratio analysis, trend analysis, common-size statements.

Unit I: Introduction to Financial Accounting

Financial Accounting: Meaning, definition, objectives, scope and importance. Users of Accounting Information: Internal and external users. Basic Accounting Concepts and Conventions: As per Generally Accepted Accounting Principles (GAAP). Accounting Process: Accounting equation, rules of debit and credit, double-entry system. Books of Original Entry: Journal entries, Ledger posting, Trial Balance. Depreciation Accounting: Meaning, need, methods – Straight Line Method (SLM)

and Written Down Value Method (WDV). Inventory Valuation: Meaning and methods – FIFO and Weighted Average Method.

Unit II: Bank Reconciliation Statement

Meaning, need and importance of Bank Reconciliation Statement (BRS). Causes of differences between Cash Book and Bank Statement. Preparation of Bank Reconciliation Statement (with and without overdraft).

Unit III: Preparation of Financial Statements

Understanding Final Accounts: Profit & Loss Statement and Balance Sheet. As per Companies Act 2013: Format and classification of assets, liabilities, incomes, and expenses (Schedule III). Treatment of adjustments: Outstanding expenses, accrued incomes, depreciation, prepaid expenses, etc.

Unit IV: Cash Flow Statement

Introduction, objectives, and significance of Cash Flow Statement. Classification of cash flows: Operating, Investing, and Financing activities. Preparation of Cash Flow Statement as per Accounting Standard 3 (AS-3 Revised). Indirect method for Operating Activities.

Unit V: Financial Statement Analysis

Meaning, objectives, and importance of Financial Statement Analysis. **Techniques:** Common Size Statements, Trend Analysis. **Ratio Analysis:** Profitability Ratios, Solvency Ratios, Liquidity Ratios, Efficiency/Activity Ratios, Interpretation of financial performance using ratios.

Text Book:

1. Advance Accounting, Dr. Ashok Sehgal, Dr. Deepak Sehgal, Vol -I, Taxmann's.

Reference Books:

1. Financial, Cost and Management Accounting, Dr. P. Periasamy, 2nd Edition, Himalaya Publishing House.
2. Advance Accounts Volume I by M.C. Shukla, T.S. Grewal, S.C. Gupta by S. Chand and company, New Delhi.
3. Advanc Accounts Volume II by M.C. Shukla, T.S. Grewal, S.C. Gupta by S. Chand and company, New
4. Financial Accounting & analysis by Narender Ahuja & Varun Dawar, Taxmann Publication (2015) 1st Edition

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 25SM50TH1178

Course : Marketing Management

L: 3 Hrs. P: Hrs. Per week

Total Credits: 3

Course Objective

The objective of this course is to enable students to develop, establish, and understand the basics of marketing of goods and services. The course aims that learners understand the market and its intricacies.

Course Outcomes

Students shall be able to-

1. Understand the fundamental concepts and scope of marketing.
2. Analyze market segments and consumer behavior to develop effective marketing strategies.
3. Develop product, pricing, distribution, and promotion strategies. digital marketing Strategies, social media, and sustainability.
4. Formulate marketing objectives and strategies, and develop comprehensive marketing plans.
5. Apply marketing metrics and analytics to measure performance and make data-driven decisions.

Unit I- Introduction to Marketing Management: Understanding the concept and scope of marketing. Evolution of marketing and its importance in business. Role of marketing in organizational success. Understanding the global market environment.

Unit II- Market Analysis and Consumer Behavior: Market segmentation, targeting, and positioning. Understanding consumer behaviour and the decision-making process. Conducting market research and analysis.

Unit III- Marketing Mix: Product strategy and development. Pricing strategies and tactics. Distribution channels and logistics management. Promotion strategies including advertising, sales promotion, public relations, Digital marketing trends and strategies. Social media marketing. Influencer marketing and viral campaigns. Sustainable marketing practices.

Unit IV-Marketing Planning and Strategy: Formulating marketing objectives and strategies. Developing marketing plans and budgets. Implementation and control of marketing plans.

Unit V-Marketing Metrics and Performance Measurement: Key performance indicators (KPIs) in marketing. Marketing analytics and data-driven decision-making. Evaluating the effectiveness of marketing campaigns and initiatives.

Books:

1. Principles of Marketing by Philip Kotler and Gary Armstrong.
2. Consumer Behavior: Building Marketing Strategy by Del I. Hawkins, David L. Mothersbaugh, and Roger J. Best
3. Marketing Management by Philip Kotler and Kevin Lane Keller.
4. Strategic Marketing Management: Theory and Practice by Alexander Chernev.
5. Marketing Metrics: The Definitive Guide to Measuring Marketing Performance by Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, and David J. Reibstein.
6. Digital Marketing: Strategy, Implementation, and Practice by Dave Chaffey and Fiona Ellis-Chadwick.
7. Marketing Management: Knowledge and Skills by J. Paul Peter and James H. Donnelly Jr.

Syllabus for Semester I (MBA) Master of Business Administration

Course Code : 25SM50TH1179

Course : Managerial Economics

L:3 Hrs., T:0 Hrs., P:0 Hrs., Per week

Total Credits : 3

Course Objective

To understand the how to apply economics theory and concept for managerial decision making. To enhance the analytical skills of the students to understand the dynamics of business and apply the concepts of micro and macroeconomics for analysis of the business and economy and forward planning.

Course Outcomes

Upon Successful completion of this course, the student will be able to –

1. Analyse the dynamics of demand and supply, elasticity concepts and its role in price decisions and demand forecasting.
2. Formulate the production function and cost functions and apply it production analysis and cost analysis to understand cost output relationship.
3. Differentiate between various market structure and price output determination in various market structures.
4. Apply the National Income Accounting concepts and its measurement approaches, understand the management of business cycle fluctuations.
5. Analyse the various phases of business cycle, inflation concepts, causes, effects and remedies in terms of instruments of Monetary & Fiscal Policy.

Course Contents:

Unit – I: Demand and Supply Functions – Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply. Practical Problems on Demand curve and Demand Function

Unit – II: Production & Cost Analysis - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concepts - Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. Practical Problems on estimation of production function – Cobb-Douglas production function.

Unit – III: Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, Practical Problems on pricing.

Unit – IV: National Income Accounting: Basic concept-measurement of national income concept of GDP & GNP –Methods of measuring national income. Practical Problems on computation of national income.

Unit - V: Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies. Concept of multiplier, accelerator. Inflation & deflation- types, causes, effects remedial measures.

NB: Numerical shall be based on Unit I, Unit II, Unit IV only.

Text Book

1. Managerial Economics, Suma Damodaran, Oxford University Press, New Delhi

Reference Books

1. Managerial Economics, Dominick Salvatore, Oxford University Press, New Delhi
2. Managerial Economics, D.N.Dwidevi, Vikas Publishing House Pvt. Ltd.
3. Managerial Economics, Peterson & Levis, Prentice Hall of India.
4. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
5. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 25SM50TH1180
Law

Course: Business

L:3 Hrs. P: 0 Hrs. Per week

Total Credits: 3

This course aims to provide students with a foundational understanding of key business legislations relevant to commercial and corporate operations in India. Students will explore the nature, formation, and dissolution of partnerships and companies, key elements of valid contracts, and mechanisms for consumer dispute resolution.

Course Outcomes

1. Enlighten the key provisions of the Companies Act, 2013 and its 2020 amendment, and differentiate various types of companies and their structures.
2. Explicate the key provisions of the Companies Act, 2013 and its 2020 amendment, and differentiate various types of companies and their structures.
3. Understand the essential elements of a valid contract, classify various types of contracts, and apply the legal consequences of breach of contract in practical situations.
4. Clarify the rights and duties of consumers under the Consumer Protection Act, 2019, and evaluate the structure and function of consumer dispute redressal mechanisms.
5. Summarize the key provisions of the Right to Information (Amendment) Act, 2019 and the Intellectual Property Rights Act, and reflect on their significance in contemporary business practices.

Unit - I: Companies Act

Provisions of Companies Act, Companies Act, 2013 and Companies Amendment Act, 2020

Unit - II: Partnership Act

Nature of partnership firm, Different types of partner, Difference between Partnership & Company, Reconstitution of partnership firm, Dissolution of partnership firm. Limited Liability Partnership (LLP) Act, 2008

Unit - III: Indian Contract Act

Definition, Different types of Contract, Essential elements of Valid Contract, Consequences of breach of contract.

Unit - IV: Consumer Protection Act

Consumer Protection Act, 2019: Scope, Provisions & overview, rights and duties of consumer, Consumer Dispute Redressal machinery.

Unit - V: General Legislations

The Right to Information (Amendment) Act, 2019: Scope, Provisions & overview (for self-study)

Intellectual Property Rights Act: Scope, Provisions & overview. (for self-study)

Text Book

1. A Manual of Business Laws by Dr. S. N. Maheshwari, Dr. S. K. Maheshwari, Himalaya Publishing House.

References Books

1. Bare Acts: Govt. or Private publication
2. Mercantile Law 30th Ed: M.C. Shukla, S. Chand & Co.
3. Company Law 11th Ed.: Singh Avtar, Eastern Book Co., Lucknow

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 25SM50TH1181

Course: Project Management

L: 2 Hrs, P: 0 Hrs, per Week

Total Credits: 2

Course Objective:

This course aims to equip students with foundational concepts of project management, project planning, scheduling & networking and able to understand & assess the risk associated in addition to analyse the performance of project.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Outline the basic concepts of Project Management through the understanding of Project Life Cycle & WBS
2. Prepare a Project plan using tools like CPM/PERT
3. Identify & Analyse risks in project and their mitigation.
4. Identify & measure the cost factors related to quality estimate of project
5. Measure the project performance in terms of Time & Cost

Unit I: Introduction to Project Management: Project Management Concepts, Need for project management, Roles of Project Manager, Project Life Cycle, Developing a project Plan, Project Charter & Work Break down Structure

Unit II: Scheduling & Network Analysis: Develop a project Network Activities: Sequencing, Duration and Scheduling, CPM/PERT and various floats associated with it.

Unit III: Risk Management: Project Risk Management, Risk management Process, Risk Identification, Risk Assessment, Risk Response & Control

Unit IV: Project Cost: Cost Factors Influencing quality of Estimate, Top down & Bottom up methods of Estimation, Project Cost duration graphs

Unit V: Project Performance & Closure: Project Performance, Evaluation & closure structure of Project Monitoring Information System, Project Control Process Monitoring Time performance through Gantt Chart, Types of Project Closure & Wrap-up closure Activities, Sustainable Project Management

Text Book:

1. Project Management- The Managerial Process – Clifford Gray, Erik Larson and Gautam Desai – 6th Edition, McGraw Hill Publications
2. Operations Research – D. S. Hira, Prem Kumar Gupta, Fifth Edition, S Chand Publication

References Books:

1. Project Management: A Managerial Approach, Meredith and Mantel, Seventh Edition, John Wiley and Sons
2. The New Project Management: J. Davidson Frame, Jossey-Bass
3. Project Management: Planning & Control Techniques, Rory Burke, Fourth Edition, John Wiley and Sons

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 25SM50TH1182

Course: Principles of Management (Self-paced learning)

L: 1 Hrs. T: 0 Hrs. P: 0 Hrs. Per week

Total Credits: 01

Course Objective

To analyse and understand the environment of the organization and to help the students to develop cognizance of the importance of management principles.

Course Outcomes

1. It will provide understanding of various management theories and Planning
2. Students will understand the role of organizing and learn about different organization structures
3. To make student understand staffing and organizational change.
4. To provide understanding about leading and controlling.

Unit - I : Management : Definition, nature, purpose and scope of management, Skills and roles of a Manager, functions, principles; Evolution of Management Thought, Scientific Management. Planning: Types of plans, planning process, Characteristics of planning, Traditional objective setting, Strategic Management, premising and forecasting Decision-Making:

Process, Simon's model of decision making, creative problem solving, group decision making.

Unit - II : Management by Objectives : Management by exception; Styles of management: (American, Japanese and Indian), McKinsey's 7-S Approach, Self-Management Organizing: Organizational design and structure, Coordination, differentiation and integration. Span of management: centralization and de-centralization Delegation, Authority & power - concept & distinction, Line and staff organizations

Unit - III : Staffing : Human Resource Management and Selection, Performance appraisal and Career strategy, Coordination- Concepts, issues and techniques Organizational Change: Introduction, Resistance to Change, Behavioral Reactions to Change, Approaches Or Models to Managing Organizational Change.

Unit - IV : Leading : Human Factors and Motivation, Leadership, Communication, Teams and Team Work Controlling: Concept, planning-control relationship, process of control, Types of Control, Control Techniques Characteristics of team

Text Book

1. Principles and Practice of Management: L M Prasad, Sultan Chand & Sons educational, New Delhi

Reference Books

1. Management Theory and Practice: P Subba Rao, Himalaya Publishing House.
2. Principles of Management: Dr. Neeru Vasishth, Taxmann's Publication.
3. Management Principles, Processes and Practices: Anil Bhat & Arya Kumar, Oxford Publications.

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 25SM50PR1175

Course: Career Management I

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits: 01

Course Objective:

This course provides the foundation for the students to improve their placeability by focusing on oral and written communication skills.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand and demonstrate the ability to partake in interpersonal communication.
2. Apply principles of effective written communication to compose clear, concise, and coherent written documents tailored to business purposes.

Unit I: Oral Communication: Barriers to communication, Listening Skills, Interpersonal communication, Extempore, Elocution, Group Discussions, Interviews

Unit II: Business Writing: Effective Written Communication: essentials, styles, tones, Emails, Letters, Minutes of Meeting, Resume Writing

Syllabus for Semester I (MBA) Master of Business Administration

Course Code : 25SM50PR1176

Course : Spreadsheet Lab

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits: 1

Course Objective

After completing the course student will be able to develop better computation skills. Problem solving skills, Improved critical thinking and decision-making will also improve using the spreadsheet as a tool.

Course Outcomes

After completion of the course the student will be able to:

1. Understand and perform basic excel functions and apply these to routine activities at the work place.
2. Perform advance and complex excel functions and apply these to solve workplace problems.

Unit-I: Basic Excel Function

Basic time saving tips and tricks (Shortcut keys), Count Function, Basic Chart types, Creating charts, Hyperlinks, Sort & filter, Text to Columns, Logical functions, Conditional Formatting, Cell Referencing.

Unit-II: Advance Excel Function

Lookup Functions, What if Analysis, Remove Duplicates, Data validation, PIVOT functions, Macro Recording.

TextBook

1. Microsoft Excel 2019 Data Analysis and Business Modeling by Winston Wayne L, PHI.

Reference Books

1. Financial Analysis with Microsoft Excel by Timothy R Mayes, Cengage India.
2. Financial Analysis and Modeling using Excel and VBA by Chandan Gupta, Wiley.

Syllabus for Semester I (MBA) Master of Business Administration

Course Code : 25SM50TH1183

Course : Environment Management

L: 1 Hrs., P:0 Hrs., Per week

Total Credits : 0

Course Outcomes:

Upon successful completion of the course, student will be able to

1. Understand basic of the concepts of Environment.
2. Learn effective ways of waste management and awareness about the relationship between environment and human health.
3. Analyze the peculiarities of Environment clearance and environmental laws in India
4. Analyze the social Issues of Environment.
5. Apply Public rights and access to justice, analyze real life Environmental concerns & Sustainability

Unit 1: Introduction to Ecosystem, Biodiversity and its conservation, Types of environmental pollution. Conservation of resources.

Unit 2: Waste Management in India; Ways of managing waste; usage of landfills ;Electronic waste; effective management of electronic waste; role of extended producer responsibility.

Unit 3: Industrial pollution and its impact on the environment; Environment Impact assessment; Environmental clearance in India; procedure & importance; difference between environment impact assessment and environmental audit; National Green Tribunal and its

powers; Issues involved in enforcement of environmental legislation; (Posco steel plant case).

Unit 4: Social Issues: Construction of dams & Industrial projects and displacement of people and its issues; Narmada dam case study. Environment and human health, Bhopal Gas Tragedy case study, Climate change, global warming.

Unit 5: Public Rights: Right to information: Concept, Procedure, Rights & Cases; Public Interest Litigation: Concept, Procedure, Rights & Cases, Role of NGOs in Environmental Protection; (Cases), Consumerism and waste products, Public awareness (Plastic beads in Shampoos). Natural calamities and diseases. (Cases). Sustainable development. Triple Bottom Line

Text Book:

R. Rajagopalan , Environmental Studies.

Reference Books:

1. Environmental Law and Policy in India, Cases, materials and statutes,- By Divan, Shyam and Rosen Ceranz; Armin second edition, Oxford University Press, 2001.
2. Environmental Management -By Uberoi, N.K., Excel Books, New Delhi, 2000.
3. Environment management - By GN Pandey, Vikas Publishing House.
4. Gupta N.C. -By Social Auditing of Environmental Law in India, edited book, New Century Publications, Delhi- 2003.

Syllabus for Semester II Master of Business Administration (MBA)

Course Code : 25SM50TH1275

Course : Cost and Management Accounting

L:3 Hrs., P:0 Hrs., Per week

Total Credits : 3

Course Objective

After doing the course the students should be able to identify, use and interpret costing techniques appropriate for different activities and decisions, apply models and budgets to support decision-making in business context.

Course Outcomes

After successful completion of the course the student will be able to-

1. Describe and explain the concept of cost and management accounting, prepare and analyze cost sheets and quotations for businesses.
2. Compute operating costs of services, analyze them, and apply them to solve real-world problems in the transportation and service industries.
3. Compare Traditional Costing system and the concepts of Activity Based Costing and aid cost reduction in industries.
4. Apply concepts like CVP analysis, BEP analysis and Marginal costing and formulate models for decision making in real world scenarios.
5. Describe, prepare, and analyze fixed, flexible, and cash budgets and evaluate their effectiveness in decision-making for organizations.

Unit-I: Introduction

Understand the Meaning, Scope and importance of Management Accounting. Difference between Financial Accounting & Management Accounting, role of management accountant. Cost Determination: Objectives, classification of Costs, preparation of statement of cost and quotations (using spreadsheet).

Unit -II: Service Costing

Operating/Service Costing: concept of composite units and identification and analysis of cost of providing services like transport, hotels etc.

Unit-III: Activity Based Costing (ABC)

Overhead allocation using Traditional (Full Cost) costing, concept of activity based costing, uses of ABC, comparison with traditional costing. Use of ABC in cost reduction.

Unit-IV: Planning & Decision- Making Techniques

Learning the application of Marginal & Differential costing, Cost Volume Profit analysis, BEP analysis and key factor analysis.

Unit-V: Understanding the preparation of Budgets

Fixed and Flexible Budget, Cash Budget and the concept of Budgetary control.

Text Book

1. Management Accounting 10th Edition: M.N. Arora

Reference Books

1. Financial Cost and Management Accounting latest Edition: Dr. P. Periasamy, Himalaya Publishing House.
2. Management Control System: Sekhar, TMH, New Delhi
3. Advanced Accounts Volume II: M. C. Shukla, T. S. Grewal, S. C. Gupta S. Chand and company, New Delhi,
4. Management Accounting Principles & Practice: Sharma R. K & Gupta S. K
5. Cost Accounting Principles & Practice: Jain Narang, PHI.

Syllabus for Semester I (MBA) Master of Business Administration

Course Code : 25SM50TH1276

Course : Operations Management

L:3 Hrs, P: 0 Hrs, per Week

Total Credits : 3

Course Outcomes:

1. Understand the role of operation strategy in achieving organizational goals and explain decision analysis and its application in operations management.
2. Define characteristics of services and their implications for service design and describe the service design process, apply waiting line analysis techniques to improve service efficiency.
3. Identify types of layouts and factors influencing location decisions and understand location analysis techniques and their relevance in decision-making.
4. Understand various quality tools and their applications, apply Six Sigma methodologies to improve quality and reduce defects, evaluate the impact of quality costs on organizational performance.
5. Implement EOQ models and their applications, calculate Material Requirements Planning (MRP) and Master Production Schedule (MPS).

Unit I: Introduction: Introduction to Operations Management and Productivity, Operations and Competitiveness, Operation Strategy, Decision Analysis.

Unit II: Designing Services: Characteristics of Services, Service Design Process, Waiting Line Analysis for Service Improvements.

Unit III: Capacity Planning & Layout: Capacity & Facility Planning: Types of Layout, Factors of Location, Location Analysis Technique.

Unit IV: Quality Management: Introduction to Quality Management, Quality Management Systems, Quality Tools, TQM & QMS, QM-Customer Focus, Role of Employee, Quality in Services, Six Sigma, Quality Costs, ISO-9000.

Unit V: Inventory Management: Elements of Inventory Management, Inventory Control Systems, EOQ Models, Quantity Discounts, MPS, MRP, Lean Production.

Text Book:

1. Operations Management along the Supply Chain: Russell & Taylor, Wiley India

References Books:

1. Production and Operations Management: Concepts, Models, and Behavior, Ronald J. Ebert
Everett E. Adam,
SAGE PUBLICATIONS
2. Operations Management: SLACK & LEWIS, Michael Lewis, Nigel Slack
3. Industrial Engineering & Production Management, Martand Telsang, S, Chand
4. Operations Management Process & Supply Chains, Krajewski, Ritzman, Mailhotra, Shrivastav,
Pearson

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 25SM50TH1277

Course: Research Methodology

L: 3 Hrs. Per week

Total Credits: 3

Course Objective:

The course aims to equip students with a comprehensive understanding of research methodology in business contexts. By the end of the course, students will be able to define and articulate the nature and scope of business research, comprehend the research process. Additionally, students will develop proficiency in data collection methods, sampling techniques, scaling, questionnaire design, and hypothesis testing, enabling them to critically evaluate and conduct research in real-world business scenarios.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Define business research, its nature, scope, and identify appropriate research processes and designs.
2. Use probability and non-probability sampling methods and design valid and reliable questionnaires.
3. Formulate null and alternative hypotheses and test them using appropriate methods and error management.
4. Understand factor extraction, rotation techniques, and interpret factor loadings to

reduce data dimensionality.

5. Classify data using hierarchical and non-hierarchical clustering techniques like K-Means for segmentation and classification.

Unit I: Introduction to Business Research

Definition; Nature and Scope of Business Research; The Research Process; Types of research, Types of Research Design, Basic principles of experimental Design. Primary and secondary data, Data collection methods – observation, interview, schedules, focus group, personal interview method, projective techniques – sentence completion, word association, story completion, verbal projection tests, Pictorial techniques, Socio-metric analysis, Content analysis.

Unit II: Sampling Techniques and Questionnaire design

Sample Design & Sampling Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Sources of Errors.

Unit III: Measurement & Scaling Techniques

Types of measurement scales, classification of scales, Scaling and scale construction technique. Measurement error criteria for good measurement Criteria for questionnaire design, types of questionnaires, design procedure, types of questions, structure of questionnaire, reliability and validity of questionnaire. Formulation of The Null and Alternative Hypotheses, Components of Hypothesis, Procedure, Limitations of Hypothesis testing, Decision-Making Risks Type: I Error, Type II Error, The p-Value Approach to Hypothesis Testing

Unit IV: Factor Analysis

Principles and methods of factor analysis, factor rotation, exploratory and confirmatory factor analysis, factor extraction methods (such as Principal Component Analysis and Common Factor Analysis), factor rotation techniques (like Varimax and oblique rotations), and methods for interpreting factor loadings and determining the number of factors to retain.

Unit V: Cluster Analysis

Cluster analysis, classification based on similarity, hierarchical and non-hierarchical clustering methods, K-Means clustering algorithm, Applications in market segmentation, biological classification, and anomaly detection.

Text Book:

1. Research Methodology By C. R. Kothari New Age International Publishers)

Reference Books:

1. Research Methodology By Dr. Deepak Chawla & Neena Sodhi (Vikas Publications)
2. Research Methodology By R. Paneerselvam (Prentice Hall of India Pvt. Ltd)
3. Business Research Methods By Zikmund (Thomson Learning Books)
4. Research Methods for Business By Uma Sekaran & Roger Bougie (Wiley India Edition)
5. Marketing Research By Malhotra & Dash (Pearson Publication)

6. Marketing Research, G C Beri third edition (McGraw Hill)
7. Business Research Methods, Naval Bajpai, Pearson Publication

Syllabus for Semester II (MBA) Master of Business Administration

Course Code : 25SM50TH1278

Course : Human Resource Management

L: 3 Hrs. P:0 Hrs. Per week

Total Credits : 3

Course Objective:

This course aims to build a strong foundation in contemporary Human Resource Management practices and fostering an in-depth understanding of how various HR strategies contribute to overall organizational effectiveness. It encourages students to adopt a holistic perspective in addressing the multifaceted challenges of HR, thereby enhancing their ability to develop integrated solutions. An understanding of this course will help students navigate and lead confidently in an ever-evolving business landscape.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

CO1: Recall key HRM concepts, explain the various HRM models, and infer the impact of technological and environmental changes on modern HR practices.

CO2: Understand various job design techniques, apply job analysis methods to develop detailed job descriptions and specifications, and analyse job roles and competency requirements.

CO3: Evaluate the impact of strategy on human resource planning principles, analyse and evaluate various recruitment and selection strategies, and design a comprehensive talent acquisition framework that optimizes candidate onboarding.

CO4: Analyse and evaluate performance appraisal models, compensation structures, and incentive programs

CO5: Understand industrial relations dynamics, and apply principles of employee experience management to organizational practices

Unit I: Introduction to HRM: HRM Models, Trends Shaping HRM, The New HR Manager

Unit II: Job Analysis & Design: Basics of Job Analysis, Methods, Writing Job Description and Job Specification, Job Design, Factors & Techniques of Job Design

Unit III: Workforce Planning & Talent Acquisition:

Workforce Planning: Strategy and Workforce Planning Concept, Human Resource Planning Process.

Recruitment: Sourcing Choices, On-demand Recruiting, Designing effective recruitment programs.

Selection: Selection process, Employee Testing- Basics, Types, Interviewing candidates, Induction program

Unit IV: Talent Management:

Training and Development: Overview of Training Process, Implementing Training Programs, Evaluating the Training Process

Performance Appraisal: Basics, tools, rating errors, managing Appraisals

Compensation and Benefits: Components, Factors Determining Pay, Job Evaluation and Creating Market-competitive Pay Plans, Types Incentives and Benefits, Incentive and Recognition Program, CTC

Unit VI: Employee Experience Management & Introduction to IR:

Employee Experience Management: Basics of EX Management, Organization Citizenship Behaviour, Employee Engagement, Role of Technology in Management.

Introduction to IR: Employee Relations, Trade Unions and their Purpose, Collective Bargaining, Grievances, Employee Welfare: Features, Objectives, and Types

Text Book: Human Resource Management, Twelfth Edition, Gary Dessler, Biju Varkkey, Pearson

Reference Books:

1. Human Resource and Personnel Management-Text and cases: K. Aswathappa, McGraw-Hill Publishing co. ltd.
2. Human Resource Management, Ninth Edition L: R. Wayne Mondy, Robert M., Noe, Pearson Education
3. A Text book of Human Resource Management: C.B. Mamoria & S.V.Gankar, Himalaya Publishing House
4. Human Resource Management: P. Jyothi, Publication, Oxford University Press

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 25SM50TH1279

Course: Strategic Management

L: 3 Hrs. P: 0 Hrs. Per week

Total Credits: 3

Course Objective

This course provides the foundation for the students to develop understanding of Strategic Management and its role in creating competitive advantage.

Course Outcomes

1. Students will understand the integrative nature of strategic management, its role in creating competitive advantage.
2. Students will be able to assess the internal environment and external environment of the firm.
3. Students will be able to understand formulation and implementation of business level strategies for creating and sustaining competitive advantage.
4. Students will be able to understand formulation and implementation of corporate level strategies for creating value in domestic and global markets.
5. Students will be able to understand strategy implementation and control and will understand the change management, organizational structure and role of leadership in strategy-implementation.

Unit 1 : Strategic Management: Creating Competitive Advantages

What is strategic management? The strategic management process. The strategic management

perspective: an imperative throughout the organization. Ensuring coherence in strategic direction. The role of corporate governance and stakeholder management.

Unit 2 : Assessing the Internal Environment of the Firm

Value-chain analysis, resource-based view of the firm, evaluating firm performance. Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources. Enhancing awareness of the external environment, the general environment, the competitive environment.

Unit 3 : Business-Level Strategy: Creating and Sustaining Competitive Advantages

Types of competitive advantage and sustainability, industry life-cycle stages: strategic implications

Digital Business Strategy: Leveraging Capabilities in a Disruptive Environment

Competitive Disruption, strategic management, and the digital economy, how internet and digital technologies are affecting five competitive forces, competitive strategies and adding value.

Unit 4 : Corporate-Level Strategy: Creating Value

Making diversification work: an overview, related diversification: economies of scope and revenue enhancement, related diversification: market power, unrelated diversification: financial synergies and parenting, the means to achieve diversification.

International Strategy: Creating Value in Global Markets

International expansion: a company's motivations and risks, achieving competitive advantage in global markets, entry modes of international expansion

Unit 5 : Strategic Control

Ensuring informational control: responding effectively to environmental change, attaining behavioural control: balancing culture, rewards, and boundaries, the role of corporate governance.

Creating Effective Organizational Designs

Traditional forms of organizational structure, linking strategies rewards and evaluation system to business level and corporate level strategies, boundaryless organizational designs, creating ambidextrous organizations.

Strategic Leadership: Creating a Learning Organization and an Ethical Organization, Managing Innovation and Fostering Corporate Entrepreneurship

***Note: underlined topics are for self-study**

Text Book

1. Strategic Management: Text and Cases, 10th Edition, By Gregory Dess and Gerry McNamara and Alan Eisner and Seung-Hyun Lee, McGrawHill Publications

Reference Books

1. Strategic Management: Adrian Haberberg and Alison Rieple, Oxford University Press
2. Strategic Planning & Formulation of Corporate Strategy: V. S. Ramaswami, S. Namaumari, Publication - Macmillan, India.
3. Strategic Management: Anthony Henry, Oxford University Press

Syllabus for Semester I (MBA) Master of Business Administration

Course Code : 25SM50TH1280

Course : Financial Management

L:3 Hrs., P:0 Hrs., Per week

Total Credits : 3

Course Objective

After doing the course the students should be able to understand the practical problems of business, the application of TVM, relevance of Cost of capital and leverages in deciding the funding requirements and application and appraisal of projects.

Course Outcomes: Upon Successful completion of this course, the student will be able to

1. Describe and explain foundational concepts of financial management, including finance roles, sources of financing, and capital markets. Apply the principles of time value of money for evaluating cash flows in different time periods.
2. Analyse the cost of capital and its significance in financial decision-making.
3. Identify optimal capital structure dynamics, leverage effects, and dividend policies.
4. Assess working capital management strategies, operating cycle, working capital estimation including financing approaches.
5. Develop proficiency in investment decision-making through capital budgeting techniques.

Unit - I: Introduction to Financial Management and Time Value of Money

Introduce the concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management. Sources of financing – Long –

Term and Short-term. Introduction to capital markets (Equity + Debt + money markets + MFs + F&O) (Sources of Finance is for Self-Study). **Time Value of Money:** Application of Time Value of Money and calculation of Future and Present value of a single cash flow, multiple cash flows and Annuity.

Unit - II: Cost of Capital

Understand the Concept, meaning & importance of cost of capital. Computation of cost of different sources of finance, weighted average cost of capital & factors affecting cost of capital.

Unit - III: Capital Structure

Understanding the meaning and concept of optimal capital structure, Leverages and EBIT-EPS analysis. Concept of Dividend policies and valuation models- Gordon, Walter and MM (Self Study- Concept of Dividend, policies and Models).

Unit - IV: Working Capital Management

Concept of working Capital, significance, Adequacy of working capital, Factors affecting working capital needs, operating cycle, financing approaches for working capital and estimation of working capital requirements. (Self-Study-Financing approaches for working capital)

Unit - V : Investment Decision

Capital budgeting-Nature and significance, techniques of capital budgeting - Pay back Method, Accounting rate of return, Internal Rate of Return, DCF, Net Present Value and profitability index.

Text Book

1. Financial Management by R P Rustagi, Taxmann's Publication

Reference Books

1. Financial Management by Khan & Jain, Tata Mcgraw Hill
2. Financial Management by Dr. P C Tulsian, S Chand
3. Financial Management Principles and Practice by G. Sudarsana Reddy, Himalaya Publishing House
4. Financial Management by Ravi Kishore, Taxmann

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 25SM50TH1281 Course: Innovation, Entrepreneurship & New Venture Development

L: 2 Hrs. P: 0 Hrs. Per week

Total Credits: 02

Course Objectives:

CO1: Understand the significance of innovation and entrepreneurship in economic and organizational contexts, including their types and key drivers.

CO2: Analyse customer needs, market opportunities, and pain points to effectively identify and define entrepreneurial problems.

CO3: Apply techniques for innovative idea generation, market validation, and prototyping to assess feasibility and problem-solution fit.

CO4: Develop a viable business model using tools like the Business Model Canvas and lean start-up methodology, considering intellectual property implications.

CO5: Evaluate go-to-market strategies and funding options, and design investor pitches with appropriate financial projections and communication.

Unit 1: Introduction to Innovation

Innovation: Meaning & significance of innovation; Types of innovation; Innovation Diffusion theory; Innovation in Organizations- Drivers of Innovation, Bottom up and Top down Innovation, Horizontal versus vertical innovation; Dimension of Innovations.

Unit 2: Entrepreneurship & Problem Identification

Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development; Types of Entrepreneurs; Entrepreneurial mindset; Start-up life cycle; Understanding customer problems and pain points; Market analysis and customer discovery

Unit 3: Idea Development and Market Validation

Techniques for generating innovative ideas; Problem-Solution Fit and idea validation; Evaluating market feasibility and fit; Prototyping and iteration; Techniques for validating market demand

Unit 4: Business Model Development

Business model canvas and lean start-up methodology; Intellectual property considerations

Unit 5: Go-to-Market Strategies and Fundraising for Ventures

Go-to-market strategies; Marketing and sales strategies for start-ups; Venture financing options: bootstrapping, angel investors, venture capitalists; Pitching and presenting to investors; Financial projections and investor relations.

Textbook:

1. Amit, R., & Zott, C. (2020). Business model innovation strategy: Transformational concepts and tools for entrepreneurial leaders. John Wiley & Sons.
2. Lewrick, M. (2022). Design Thinking for Business Growth: How to Design and Scale Business Models and Business Ecosystems. John Wiley & Sons.

Reference Books:

1. The Art of War, Sun-Tzu
2. Hope is not a Strategy, Rick Page
3. Innovation and Entrepreneurship, Peter Drucker
4. Biographies of Andy Grove, Bill Gates, Larry Ellison, Googl Founders, etc
5. Straight from the Gut and Winning, Jack Welch
6. How to Drive Your Competition Crazy, Guy Kawasaki
7. Crossing the Chasm, Geoffrey Moore
8. Differentiate or Die, Jack Trout
9. Rajeev Roy : Entrepreneurship

Syllabus of Semester I, Master of Business Administration (MBA)

Course Code: 25SM50TH1282

L: 1 Hrs. P: 0 Hrs. Per week

Course: Positive Psychology

Total Credits: 1

Course Objective:

Positive psychology is the scientific study of the strengths that enable individuals and communities to thrive. This course will provide an introduction to positive psychology. Students will explore the concepts, the research behind the concepts, cognitions, and practices that enhance well-being.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Utilize the principles and concepts of positive psychology to analyse real-life scenarios and demonstrate how adopting this perspective contributes to long-term well-being and life satisfaction.
2. Implement strategies for cultivating positive emotions and traits to enhance personal well-being, and foster positive relationships in various life situations.
3. Employ resilience-building techniques and motivational concepts to set and pursue meaningful personal goals, showcasing adaptability and perseverance in the face of challenges.

4. Apply self-regulation strategies to overcome obstacles and achieve personal goals, leveraging identified strengths of character and virtues to promote self-improvement and positive behaviour change.

Unit 1: Introduction to Positive Psychology: Definition, Assumptions, Goals, and Terminologies, Psychology of Well-Being, Hedonic Happiness and Eudaimonic Happiness

Unit 2: Positive Emotions, Positive Traits and Wellbeing: Defining Positive Emotions, Well Being, Cultivating Positive Emotions, Positive Traits and Beliefs

Unit 3: Resilience: Definition, Sources; Personal Goals and related motivational concepts: measurement, organization, contribution to well-being, Universal Human Motives

Unit 4: Self-Regulation and Strengths of Character: Self-Regulation: plans and challenges, Goal disengagement, Classification of Human Virtues.

Textbook:

Positive Psychology by Steve Baumgardner & Marie Crothers; Pearson India

Reference Book:

Positive Psychology: The Scientific and Practical Explorations of Human Strengths by Shane J. Lopez , Jennifer Teramoto Pedrotti , et al.; Sage Publication

Syllabus of Semester I, Master of Business Administration (MBA)

Course Code: 25SM50PR1275

Course: Career Management II

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits: 01

Course Objective:

This course provides the foundation for the students to improve their placeability by focusing on oral and written communication skills.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand and demonstrate the ability to partake in interpersonal communication.
2. Apply principles of effective written communication to compose clear, concise, and coherent written documents tailored to business purposes.

Unit I: Oral Communication: Barriers to communication, Listening Skills, Interpersonal communication, Extempore, Elocution, Group Discussions, Interviews

Unit II: Business Writing: Effective Written Communication: essentials, styles, tones, Emails, Letters, Minutes of Meeting, Resume Writing

Syllabus of Semester I, Master of Business Administration (MBA)

Course Code : 25SM50PR1276-1

Course : Marketing Lab

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits : 1

Course Objective

This course provides the foundation for the students to impart hands on knowledge about on field activities under marketing specialization.

Course Outcomes

1. To analyse consumer market & business market, designing STP, creating brand equity and to prepare product & pricing strategies and managing services.
2. To assess retail scenario and managing wholesale & logistics, to create integrated marketing communication plan, new market offerings and annual marketing control plan.

Unit I:

Experiments based on: Segmentation, targeting & positioning, brand management, brand equity, product strategies, pricing strategies & programs, packaging-based experiment.

Exercises related to Cluster analysis, using classification trees for segmentation, forecasting new product sales. Estimating demand curves, price bundling, nonlinear pricing, price skimming and sales, revenue management, forecasting using simple linear regression and correlation, using multiple regression to forecast sales, special event forecasting, forecasting methods.

Unit II:

Experiments based on: Catchment analysis, marketing channel, integrated marketing communication, analysing sales trend, new product development, marketing campaign experiment.

Exercises related to Measuring the Effectiveness of advertising, media selection models, online advertising, marketing research tools, internet and social media marketing.

Text Book

1. Marketing Management-A South Asian Perspective: by Philip Kotler, Kevin Lane Keller, Prentice Hall

References Books

1. Marketing Management-Planning, Implementation and Control: by V. S. Ramaswamy & S. Namakumari, McMillan
2. Marketing Management: by Rajan Saxena, Tata McGraw – Hill
3. Introduction to Marketing Management: by Adrian Palmer, Oxford University Press.
4. Basic Marketing 15th edition: by William D. Perreault, R. Tata McGraw-Hill

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: **25SM50PR1276-2**

Course: **Financial Modelling Lab**

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits: **1**

Course Objective:

To equip students with the skills to conduct corporate valuation using Discounted Cash Flow techniques and to assess the financial feasibility of projects through capital budgeting methods.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Implement corporate valuation by employing forecasting methods and utilizing Discounted Cash Flow (DCF) techniques effectively.
2. Apply capital budgeting techniques to evaluate financial feasibility and utilize them in real-world business decision-making.

Unit I:

Preparation of projected financial statements: Prepare financial statements, Analyze revenue and costs, Forecast revenue and costs, Valuation using discounted cash flow techniques.

Unit II:

Capital Budgeting: Beta calculations, Computing cost of equity and cost of capital, Applying capital budgeting techniques.

Text Book

1. Financial Analysis and Modelling using Excel and VBA by Chandan Sengupta, Wiley.

Reference Books

1. Mastering Financial Modelling in Microsoft Excel, by Alastair L. Day, Pearson.
2. Financial Modelling in Excel for Dummies, Danielle Stein Fairhurst, Wiley.

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 25SM50PR1276-3

Course: Quality Control Lab

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits: 01

Course Objective

To equip students with the skills to apply statistical methods for monitoring and controlling quality in various processes and products. To train students in using key quality control tools, including control charts, cause-and-effect diagrams, and histograms, for diagnosing and addressing quality issues.

Course Outcomes

At the end of the course, students will be able to:

1. Understand the basic concept of Quality Control
2. Apply and execute Continuous process improvement
3. Measure and Analyze the quality using Six Sigma methodology
4. Implement Quality Control tools
5. Analyze and Interpret Control Charts
6. Plot, compare and analyze the chart of variables

Unit I : Introduction to Quality Control Tools Importance of Quality control, Basic Approach to Continuous Process Improvement, Kaizen, Six Sigma, Statistical Process control

Unit II : Quality Control Tools - I Pareto Diagram, Process Flow Diagram, Cause and effect Diagram, Check Sheets, Histogram, Scatter Diagram

Unit III : Quality Control Tools - II Statistical Process control charts, variable charts, Attribute charts.

Text Book : 1. Total Quality Management, Dale H. Besterfield

Reference Book: 1. Total Quality: James R Evans, Cengage Learning
2. Total Quality Management: Poornima M. Charantim

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 25SM50PR1276-4

Course: Behavioural Skill Lab

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits: 1

Course Objective

This course provides the foundation for the students to improve their skillset with respect to understanding oneself, goal setting, intrapersonal and interpersonal communication with focus on developing managerial skills.

Course Outcomes

1. Understanding self and understanding intrapersonal & interpersonal skills
2. Understand managerial skills and styles of conflict management

Unit - I :

Understanding yourself : Personality Testing and analysis, activities on self-esteem, significance of goal setting

Intrapersonal Skills : Emotion management, time management, stress management, work life balance, developing thinking skills

Interpersonal Skills : Listening skills, art of questioning, assertiveness, Negotiation skills, add activities under transactional analysis

Unit - II

Managerial Skills and Conflict Management : Delegation skills, decision making and problem solving, basic leadership styles and its application in different situations, climbing the ladder of Maxwell's leadership pyramid, styles of conflict management

Text Book

1. Organization Behavior Text, Cases & Games: K. Aswathappa, Himalaya Publishing House

References Books

1. Organization Behaviour: Robbins, 9th Pearson Education Asia
2. ORGB: Nelson, Quick, Khandelwal, 2nd, Cengage Learning

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 25SM50PR1277

Course: Comprehensive Viva

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits: 01

Course Objective

The student will be groomed for interviews by assessing their knowledge, critical thinking, communication skills, confidence and preparedness for professional situations

Course Outcomes

After successful completion of this course the student will be able to:

1. Remember and apply the concepts studied in the curriculum while facing the interviews and the industry with confidence.
2. Handle the pressure and rigor of facing the interviews and establishing relationship between theory and practical application thereof.

Unit 1 : All courses covered in Semester I & II of MBA.

Unit 2 : Question bank of 300 questions based on the FAQs' in interviews.

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 25SM50TH1283

Course: Ethics and Corporate Social Responsibility

L: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 0

Course Objectives:

1. To introduce the foundational concepts and theories of business ethics and explore their cultural relevance and application in the Indian business environment.
2. To examine the principles, frameworks, and regulatory mechanisms of corporate governance in India, including the roles and responsibilities of key stakeholders such as the Board of Directors.
3. To analyse sustainability practices in Indian businesses by evaluating their alignment with environmental, social, and economic goals, including India's commitment to the Sustainable Development Goals (SDGs).
4. To develop ethical reasoning and decision-making skills through the application of theoretical models and leadership frameworks, with a focus on fostering ethical cultures within organizations.
5. To critically evaluate industry-specific ethical challenges in India through real-world case studies, enhancing students' ability to identify, analyse, and resolve ethical dilemmas in various business sectors.

Unit 1: Introduction to Business Ethics and its Relevance in India: Definition and scope of business ethics, Ethical theories: Utilitarianism, Deontology, Virtue Ethics, Cultural dimensions of business ethics, Ethical issues in Indian business contexts, Case study

Unit 2: Corporate Governance: Principles and significance of corporate governance, Regulatory framework in India: SEBI, Companies Act, Board of Directors: Composition, roles, and responsibilities, Corporate social responsibility (CSR) practices in India

Unit 3: Sustainability Practices in Indian Businesses: Understanding sustainability: Environmental, social, and economic dimensions, Sustainable development goals (SDGs) and India's commitments, green initiatives and environmental stewardship in Indian companies, Economic sustainability: Inclusive growth, fair trade practices, Monitoring and reporting sustainability performance.

Unit 4: Ethical Leadership and Decision Making: Ethical decision-making models: Kohlberg's stages, Rest's Four Component Model, Role of leadership in fostering an ethical culture, Case studies on ethical leadership in Indian business leaders

Unit 5: Ethical Issues in Specific Industries in India: Ethical challenges in sectors such as IT, pharmaceuticals, finance, and manufacturing, Case studies on ethical dilemmas in specific industries

Textbook: Title: "Business Ethics: Concepts and Cases", Author: Manuel G. Velasquez, Publisher: Pearson Education India

Reference Books:

1. "Business Ethics: Ethical Decision Making & Cases" by O. C. Ferrell, John Fraedrich, and Linda Ferrell
2. "Ethical Dilemmas and Decisions in Criminal Justice" by Joycelyn M. Pollock
3. "Corporate Governance: Principles, Policies, and Practices" by A. C. Fernando
4. "Corporate Governance and Accountability: An Indian Perspective" by R. C. Sekhar
5. "Sustainability: Essentials for Business" by Scott T. Young, Kathy E. Dhanda, and Molly K. Miller

Text Book:

International Human Resource Management: P. Subba Rao, Himalaya Publishing House

References Books:

1. International Human Resource Management: Monir Tayeb, Oxford University Press.
2. International Human Resource Management: K. Aswathappa & S. Dash, Tata McGrawHill
3. International Human Resource Management: Tony Edwards & Chris Rees, Pearson Education

