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

PROGRAMME SCHEME & SYLLABI

SCHOOL OF MANAGEMENT

**MASTER OF BUSINESS ADMINISTRATION
2026-28**

**RAMDEOBABA UNIVERSITY
NAGPUR-440013**

MBA

Duration: 2 years

Program Pattern: Semester

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.

Unique Selling Proposition

Integrated Innovation: Unique focus on integrating innovation and entrepreneurship into every aspect of the curriculum, fostering creativity and problem-solving skills.

Key Features:

- **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.

Learning Opportunities

- **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.

Career Opportunities:

- **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.

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.

Specialization Offered:

- Marketing Management
- Human Resource Management & Organizational Behaviour
- Operations Management
- Financial Management
- Business & Data Analytics

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

Subjects Offered common to all the MBA Students

1st Semester Master of Business Administration								
Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
26SM50TH1175	Statistics & Decision Sciences	3	-	3	50	50	100	3 Hrs.
26SM50TH1176	Financial Accounting	3	-	3	50	50	100	3 Hrs.
26SM50TH1177	Marketing Management	3	-	3	50	50	100	3 Hrs.
26SM50TH1178	Managerial Economics	3	-	3	50	50	100	3 Hrs.
26SM50TH1179	Business Mathematics	1	-	1	50	50	100	-
26SM50TH1180	Organizational Behaviour	3	-	3	50	50	100	3 Hrs.
26SM50PR1180	Behavioural Skills Lab	-	2	1	25	25	50	-
26SM50PR1175	Spreadsheet Lab	-	2	1	25	25	50	-
26SM50PR1176	Business Analytics Lab	-	2	1	25	25	50	-
26SM50PR1177	Career Management I	-	2	1	25	25	50	-
26SM50PR1178	English for Professional Communication I	-	2	1	25	25	50	-
26SM50TH1183	Environment Management & Sustainable Development (MOOCs)	1	-	1	25	25	50	-
26SM50TH1184	Creative and Critical Thinking	1	-	-	-	-	-	-
TOTAL		18	10	22				

Additional Subject Offered only to general MBA Students

Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
26SM50TH1181	Project Management	3	-	3	50	50	100	3 Hrs.
26SM50PR1181	Project Management Lab	-	2	1	25	25	50	-
26SM50TH1182	Innovation, Entrepreneurship and Venture Development	2	-	2	50	50	100	2 Hrs.
TOTAL		22	14	28				

Additional Subject Offered only to MBA SAP-Finance Students

Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
26SM50TH1185	Management Accounting in SAP S/4HANA Academy Part I	4	-	4	50	50	100	3 Hrs.
TOTAL		22	10	26				

Additional Subject Offered only to MBA SAP-HR Students

Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
26SM50TH1186	SAP Success Factors Introduction	4	-	4	50	50	100	3 Hrs.
	TOTAL	22	10	26				

Subjects Offered common to all the MBA Students

2nd Semester Master of Business Administration								
Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
26SM50TH1275	Operations Management	3	-	3	50	50	100	3 Hrs.
26SM50TH1276	Business Law	3	-	3	50	50	100	3 Hrs.
26SM50TH1277	Strategic Management	3	-	3	50	50	100	3 Hrs.
26SM50TH1278	AI for Managers	2	-	2	50	50	100	2 Hrs.
26SM50TH1279	Financial Management	3	-	3	50	50	100	3 Hrs.
26SM50PR1279	Financial Modelling Lab	-	2	1	25	25	50	--
26SM50TH1280	Research Methodology	2	-	2	50	50	100	2 Hrs.
26SM50PR1280	Research Methodology Lab	-	2	1	25	25	50	--
26SM50TH1281	Principles of Management	1	-	1	50	50	100	-
26SM50PR1275	Data Visualization Using Spreadsheet	-	2	1	25	25	50	--
26SM50PR1276	Career Management II	-	2	1	25	25	50	--
26SM50PR1277	Community Engagement*	-	2	1	25	25	50	
26SM50TH1282	Ethics and Corporate Social Responsibility (MOOCs)	1	-	1	25	25	50	-
26SM50TH1283	Mental Wellness (Audit)	1	-	-	-	-	-	-
26SM50PR1278	English for Professional Communication II	-	2	1	25	25	50	-
	TOTAL	19	12	24				

Additional Subject Offered only to general MBA Students

Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
26SM50TH1284	Human Resource Management	3	-	3	50	50	100	3 Hrs.
26SM50TH1285	Cost and Management Accounting	3	-	3	50	50	100	3 Hrs.
	TOTAL	25	12	30				

Additional Subject Offered only to MBA SAP-Finance Students

Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
26SM50TH1284	Human Resource Management	3	-	3	50	50	100	3 Hrs.
26SM50TH1286	Management Accounting in SAP S/4HANA Academy Part II	4	-	4	50	50	100	3 Hrs.
TOTAL		26	12	31				

Additional Subject Offered only to MBA SAP- HRM Students

Course Code	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
26SM50TH1285	Cost and Management Accounting	3	-	3	50	50	100	3 Hrs.
26SM50TH1287	SAP Success Factors Employee Central	3	-	3	50	50	100	3 Hrs.
26SM50TH1288	SAP SuccessFactors Employee Central Position Management Academy	3	-	3	50	50	100	3 Hrs.
TOTAL		28	12	33				

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	3
			Elective 2	3
			Elective 3	3
			Elective 4	3
	Specialization 1 or 2 (4 Papers)			
	Four Electives from the Specialization groups offered (Please refer list of electives)	Program Elective	Elective 1	3
			Elective 2	3
			Elective 3	3
			Elective 4	3
26SM50PR1375	Field Immersion Programme-1 (8 to 12 weeks) (to be undertaken between 2nd and 3rd semester)			5
			TOTAL	29

Semester- III for MBA SAP - Finance 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	3
			Elective 2	3
			Elective 3	3
			Elective 4	3
Specialization 2 - SAP				
25SM51TH1377-13	Integrated Business Processes in SAP S/4 HANA	Program Elective	Elective 1	7
25SM50PR1375	Field Immersion Programme-1 (8 to 12 weeks) (to be undertaken between 2nd and 3rd semester)			7
			TOTAL	26

Semester- III for MBA SAP - HR 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	3
			Elective 2	3
			Elective 3	3
			Elective 4	3
	Specialization 2 - SAP			
25SM52TH1378-13	Integrated Business Processes in SAP S/4HANA	Program Elective	Elective 1	7
25SM50PR1375	Field Immersion Programme-1 (8 to 12 weeks) (to be undertaken between 2nd and 3rd semester)			7
			TOTAL	26

Semester- IV for General Management with Single/Dual Specialization				
Course Code	Specialization	Course Type	Name of the Course	Credits
	Specialization (2 paper)			
	Two Elective Courses from General Management Basket. (Please refer list of electives)	Program Elective	Elective 5	3
			Elective 6	3
25SM50PR1475	Research Project / TBI Project / Industry Project			5
	TOTAL			11

Semester- IV for MBA SAP – Finance & HR Specialization			
Course Code	Course Name	Type of Course	Credits
25SM50PR1476	Internship / Project Work	On Job Training	16

Total Credits MBA - 28+30+29+11 = 98 Credits

Total Credits MBA with SAP Finance – 26+31+26+16= 99 Credits

Total Credits MBA with SAP HR – 26+33+26+16 = 101 Credits

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1175

Course: Statistics & Decision Sciences

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

Total Credits: 3

COURSE OBJECTIVE:

To equip MBA students with the ability to summarize, interpret, and present business data using descriptive statistics; to develop foundational understanding of probability for risk assessment; to enable evidence-based inferences from sample data; to build predictive modeling and trend analysis skills; and to cultivate strategic decision-making capabilities using optimization techniques and game theory.

COURSE OUTCOMES:

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

CO1: Illustrate complex business datasets using descriptive statistical tools (Central Tendency, Dispersion, Skewness, Kurtosis, Data Visualization).

CO2: Apply probability theorems (Bayes' Theorem, Distributions) to quantify risk and uncertainty in business environments.

CO3: Evaluate organizational hypotheses using appropriate inferential tests (z, t, ANOVA, Chi-Square) and interpret Type I & II errors.

CO4: Analyze relationships between variables using correlation and regression techniques to forecast business trends and sales outcomes.

CO5: Construct strategic decision models for resource allocation and optimization using Decision Trees, EMV, Linear Programming, and Game Theory.

COURSE CONTENT:

Unit 1 Foundations of Data Analysis

Nature of business data; Types of data (primary vs. secondary, qualitative vs. quantitative); Measures of Central Tendency (Mean, Median, Mode) and their managerial applications; Measures of Dispersion (Range, Variance, Standard Deviation, Coefficient of Variation); Skewness & Kurtosis (interpretation for business datasets); Data visualization principles for management reporting (histograms, ogives, box plots, Pareto charts).

Unit 2 Probability & Uncertainty

Concepts of Probability (Classical, Relative Frequency, Subjective); Addition and Multiplication theorems; Conditional Probability; Probability Distributions — Binomial (quality control, defect rates), Poisson (arrival processes, insurance), Normal distribution (standardization, Z-scores).

Unit 3 Inferential Statistics

Sampling Theory (methods and sampling error); Central Limit Theorem and its significance; Logic of Hypothesis Testing (Null vs. Alternative hypothesis); Level of Significance, p-value, and Critical Regions; Type I & Type II Errors; Parametric Tests: z-test (large samples), t-test (one-sample, two-sample, paired), One-Way ANOVA; Non-parametric Tests: Chi-Square test (goodness of fit, test of independence)

Unit 4 Predictive Analytics

Correlation Analysis (Pearson, Spearman); Simple Linear Regression (interpretation of slope, intercept); Multiple Regression Analysis (model building, multicollinearity); Coefficient of Determination (R^2) and Adjusted R^2 ; Regression diagnostics (residual analysis); Time Series decomposition: Trend, Seasonality, Cyclical, and Irregular components; Forecasting methods (Moving Average, Exponential Smoothing).

Unit 5 Strategic Decision Science

Decision Analysis: Payoff matrices, decision-making under certainty, risk, and uncertainty (Maximax, Maximin, Minimax Regret, Laplace); Decision Trees (sequential decisions, EMV approach); Expected Monetary Value (EMV) and Expected Opportunity Loss (EOL); Introduction to Linear Programming (LPP): formulation of objective function and constraints, graphical method, managerial interpretation; Introduction to Game Theory: zero-sum games, strategies, Nash Equilibrium, and its managerial relevance.

TEXTBOOK:

- Statistics for Management – R. I. Levin, & D. S. Rubin
- Statistics for Business and Economics – D. R. Anderson, D. J. Sweeney, T. A. Williams

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Quantitative Analysis for Management – B. Render, & R. M. Stair
2. An Introduction to Management Science: Quantitative Approaches to Decision Making – D. R. Anderson

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1176

Course: Financial Accounting

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

Total Credits: 3

COURSE OBJECTIVE:

To equip MBA students with a strong foundation in financial accounting concepts, preparation and interpretation of financial statements, and the application of accounting information for managerial decision-making in a technology-driven and regulatory environment.

COURSE OUTCOMES:

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

CO1: Understand and apply fundamental accounting principles and standards in recording business transactions.

CO2: Prepare and interpret financial statements including Profit & Loss Account, Balance Sheet, and Cash Flow Statement.

CO3: Analyse financial performance using ratios and accounting data for decision-making.

CO4: Use digital and AI-enabled accounting tools for automation, classification, and reporting.

CO5: Evaluate ethical, regulatory, and sustainability aspects in financial reporting (ESG perspective).

COURSE CONTENT:

Unit 1

Introduction to Accounting & Conceptual Framework, Nature, scope, and objectives of financial accounting, Accounting principles, concepts, and conventions, Introduction to IFRS/Ind AS presentation, ESG disclosures in financial reporting, Accounting equation and transaction analysis, Journal, Ledger, Trial Balance.

Unit 2

Preparation of Financial Statements, Financial statements of companies (basic overview), Introduction to digital accounting systems.

Unit 3

Cash Flow & Fund Flow Analysis, Cash Flow Statement (AS-3 / Ind AS 7), Operating, Investing, Financing activities, Direct and Indirect methods, Fund Flow Statement (conceptual understanding), Working capital changes, Importance for decision-making

Unit 4

Financial Statement Analysis, Ratio analysis (liquidity, profitability, solvency, efficiency), Comparative and common-size statements, Trend analysis, Interpretation of financial statements, Limitations of financial analysis, Data visualization and dashboards

Unit 5

Contemporary Issues in Accounting & Technology Integration, Accounting automation and ERP systems, Introduction to AI in accounting (automation, fraud detection), Blockchain in accounting (conceptual overview), Ethical issues in accounting and reporting, Sustainability accounting and integrated reporting, Role of accountants in digital economy

TEXTBOOK:

- Financial Accounting – T.S. Grewal, S. Chand Publications
- Financial Accounting – I.M. Pandey, Vikas Publishing
- Financial Accounting – Weygandt, Kimmel, Kieso, Wiley

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Accounting for Management – Paresh Shah
2. Introduction to Financial Accounting – Charles T. Horngren
3. IFRS and Ind AS Guidelines – ICAI Publications

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1177

Course: Marketing Management

L: 3 Hrs. P: 0 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:

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

CO1: Explain the core concepts, scope, and evolving philosophies of marketing and articulate marketing's strategic role in organisational success.

CO2: Apply STP (Segmentation, Targeting, Positioning) frameworks and consumer behaviour models to interpret market dynamics.

CO3: Design integrated marketing mix strategies across product, pricing, distribution, and promotion decisions.

CO4: Construct a structured marketing plan by setting SMART objectives and selecting appropriate strategic frameworks such as BCG Matrix, Ansoff Matrix, and Porter's strategies.

CO5: Design digital marketing, social media content, and influencer marketing strategies, and evaluate marketing performance using relevant KPIs and analytics.

COURSE CONTENT:

Unit 1

Meaning, nature, scope, and evolution of marketing, Marketing philosophies and emerging marketing orientations, Customer value, satisfaction, Marketing environment: Micro environment and Macro environment

Unit 2

Understanding consumer behaviour and buying decision process, Factors influencing consumer behaviour, Introduction to business buying behaviour, Market segmentation, Target market selection strategies, Positioning concepts and perceptual mapping, Customer journey and digital consumer behaviour.

Unit 3

Product Decisions- Product concepts and classifications, Product life cycle, New product development

Pricing Decisions - Pricing objectives and methods, Pricing strategies in competitive markets

Distribution Decisions - Marketing channels and intermediaries, Channel design and management

Promotion Decisions- Advertising, sales promotion, public relations, Personal selling and direct marketing

Digital Promotion - Social media marketing, Influencer marketing, Content marketing

Unit 4

Marketing planning process, Setting SMART marketing objectives, Strategic marketing frameworks:

SWOT Analysis, BCG Matrix, Ansoff Matrix, Porter's Generic Strategies

Unit 5

Introduction to marketing metrics and analytics, Key Performance Indicators (KPIs), Basics of marketing dashboards and data interpretation, Social media analytics and engagement metrics, Ethical issues in digital marketing.

TEXTBOOK:

- Principles of Marketing by Philip Kotler and Gary Armstrong.

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Consumer Behavior: Building Marketing Strategy by Del I. Hawkins, David L. Mothersbaugh, and Roger J. Best
2. Marketing Management by Philip Kotler and Kevin Lane Keller.
3. Strategic Marketing Management: Theory and Practice by Alexander Chernev.
4. Marketing Metrics: The Definitive Guide to Measuring Marketing Performance by Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, and David J. Reibstein.
5. Digital Marketing: Strategy, Implementation, and Practice by Dave Chaffey and Fiona Ellis-Chadwick.
6. 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: 26SM50TH1178

Course: Managerial Economics

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

Total Credits: 3

COURSE OBJECTIVE:

To enable students to apply economic theories and concepts in managerial decision-making. The course aims to enhance analytical skills to understand business dynamics and apply micro and macroeconomic principles for business analysis and forward planning.

COURSE OUTCOMES:

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

CO1: Analyse demand and supply dynamics, elasticity concepts, and their role in pricing and demand forecasting.

CO2: Apply production and cost concepts to understand cost-output relationships and optimize production decisions.

CO3: Evaluate different market structures and determine price-output decisions under various competitive conditions.

CO4: Understand national income accounting and apply measurement techniques to analyse economic performance.

CO5: Examine business cycles, inflation, and policy measures using fiscal and monetary tools for economic stability.

COURSE CONTENT:

Unit 1 Demand and Supply Analysis

Theory of Demand: Demand function, determinants of demand, demand schedule and curve, Elasticity of Demand: Types and significance, Demand Estimation: Marketing research approaches, forecasting techniques, Supply Analysis: Supply function, Law of Supply, elasticity of supply

Unit 2 Production & Cost Analysis

Production Function: Concept, short-run and long-run production functions, Law of Variable, Proportions and Returns to Scale, Cost Concepts: Fixed, variable, total, average, and marginal costs, Cost-output relationship, cost curves, Economies and diseconomies of scale

Unit 3 Market Structure and Pricing Practices

Types of market structures: Perfect competition, Monopoly, Monopolistic competition, Oligopoly, Price-output determination (short run and long run), Pricing philosophies and strategies, Price discrimination and practical pricing methods

Unit 4 National Income Accounting

Concepts: GDP, GNP, NNP, Personal Income, Disposable Income, Methods of measuring national income: Income, Expenditure, Output methods, Importance and limitations of national income accounting

Unit 5 Business Cycles and Macroeconomic Policies

Phases of business cycle and cyclical fluctuations, Multiplier and Accelerator concepts, Inflation and Deflation: Types, causes, effects, Fiscal and Monetary Policy instruments and their impact

TEXTBOOK:

- Managerial Economics – Suma Damodaran, Oxford University Press

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Managerial Economics – Dominick Salvatore, Oxford University Press
2. Managerial Economics – D.N. Dwivedi, Vikas Publishing House Pvt. Ltd.
3. Managerial Economics – Peterson & Lewis, Prentice Hall of India

4. Managerial Economics – P.L. Mehta, Sultan Chand & Sons
5. Indian Economy – Mishra & Puri, Himalaya Publishing House

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1179

Course: Business Mathematics

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

Total Credits: 1

COURSE OBJECTIVE:

This course aims to equip students with foundational mathematical concepts and techniques essential for solving practical business problems. Students will develop the ability to interpret and apply ratios, discounts, interest calculations and probability to optimize decision-making in business contexts.

COURSE OUTCOMES:

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

CO1: Describe and explain the fundamental concepts of ratios, and proportions.

CO2: Apply principles of Profit & loss, Discounts happening in business transactions.

CO3: Analyse the principles behind the calculations of Simple and Compound Interest.

CO4: Understand and apply fundamental probability concepts and rules in solving numerical problems.

COURSE CONTENT:

Unit 1 Ratio Proportion and Percentage

Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Percentage- Meaning and Computations of Percentages.

Unit 2 Profit and Loss

Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount.

Unit 3 Simple Interest, Compound Interest, and Depreciation

Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), nominal and effective rate of interest, Depreciation

Unit 4 Basic Probability Concepts

Definition, types of probability, addition and multiplication rules; Conditional probability (basic); Applications in business decision-making.

TEXTBOOK:

- Business Mathematics - Dr Padmalochan Hazarika, S. Chand Publications

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Business Mathematics by S P Rajagopalan, R Sattanathan, Tata McGraw Hill
2. Business Mathematics by Kashyap Trivedi and Chirag Trivedi, Pearson Publications

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1180

Course: Organizational Behaviour

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

Total Credits: 3

COURSE OBJECTIVE:

To enable students to understand and apply concepts of individual, group, and organisational behaviour to enhance effectiveness in contemporary workplaces through experiential learning.

COURSE OUTCOMES:

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

CO1: Analyse individual behaviour in organisational settings by applying concepts of self-awareness, personality drivers, and behavioural influences to workplace situations.

CO2: Evaluate how personality traits and perceptual biases influence decision-making and interpersonal interactions in organisational contexts.

CO3: Apply motivational theories and attitudinal concepts to diagnose workplace behaviour and design effective motivation strategies.

CO4: Demonstrate effective teamwork and conflict management skills by applying group dynamics concepts and appropriate conflict handling strategies.

CO5: Analyse and design interventions to shape organizational culture and manage change processes in dynamic work environments.

COURSE CONTENT:

Unit 1 Introduction to Organizational Behaviour

Introduction to Organizational Behaviour, Organizational Behaviour Model; Contemporary Workplace Challenges including diversity, hybrid work, employee wellbeing, technological changes (AI), and sustainability/ESG considerations; Foundations of Individual Behaviour; Drivers of Individual Behaviour; Behaviour and Workplace Outcomes; Individual Behaviour in Organizational Contexts.

Unit 2 Personality and Perception

Personality: Meaning and determinants; Big Five Personality framework; personality in workplace behaviour and job fit.

Perception: Meaning, perceptual process (overview), factors influencing perception; perceptual biases and errors in decision-making (including implications in diversity, ethical, and technology (AI) contexts); perception in organizations and management of perceptual biases.

Unit 3 Motivation, Attitudes and Value

Motivation: Meaning and types of motivation (intrinsic and extrinsic); Herzberg's Two-Factor Theory, Expectancy Theory, and Equity Theory; motivation and performance; designing motivation strategies.

Attitudes and values: Meaning and components of attitudes; job satisfaction and employee engagement; attitude-behaviour relationship.

Motivation and attitudes in organizations and their impact on behaviour, including implications for diversity, fairness, ethical behaviour, and sustainability.

Unit 4 Team Dynamics and Conflict Management

Groups and Teams: Concept of groups and teams; difference between groups and teams; stages of group development; group properties including roles, norms, and cohesiveness; understanding in-group and out-group dynamics in diverse workplaces.

Teams: Characteristics and types of teams (including virtual teams); creating effective teams; team roles and skills; developing team players and enhancing team effectiveness in organisational settings.

Conflict Management: Meaning and types of conflict (task, relationship, process); conflict process (overview); functional and dysfunctional conflict; conflict management styles and their application; managing conflict in teams and organisations.

Team dynamics and conflict in organizational contexts, including implications for diversity, inclusion, and technology-enabled (virtual) work environments.

Unit 5 Organizational Culture and Organizational Change

Organisational Culture: Meaning and characteristics of organisational culture; types of organisational culture; creation and sustenance of culture; how employees learn culture; strong and weak cultures, dominant culture and subcultures; culture as an asset and liability in organisations.

Ethical and Positive Culture: Ethical culture and leadership; positive organisational culture; role of reward systems and leadership in shaping behaviour; culture and person–organization fit; culture in contemporary organisations, including virtual work environments.

Organisational Change: Meaning and nature of change; forces for change (internal and external); Lewin’s model of change; change management process (overview); resistance to change (individual, group, organisational) and strategies for managing resistance.

Culture and change in organisational contexts, including implications for diversity and inclusion, sustainability, and technology-driven transformation.

TEXTBOOK:

- Organizational Behaviour – Stephen Robbins, Pearson Education Asia

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

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

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50PR1180

Course: Behavioural Skills Lab

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

Total Credits: 1

COURSE OBJECTIVE:

To provide students with hands-on, experiential learning opportunities that reinforce and apply organizational behavior concepts through structured activities, simulations, assessments, and reflective exercises. The lab is designed as a practical companion to the core Organizational Behavior course, enabling students to observe, analyze, and practice individual, group, and organizational dynamics in real and simulated settings.

COURSE OUTCOMES:

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

CO1: Demonstrate self-awareness by identifying personal behavioral patterns, personality traits, and perceptual biases through structured assessments and reflective activities.

CO2: Apply motivational theories and attitudinal frameworks to analyze real-world workplace scenarios and propose behavioral interventions.

CO3: Collaborate effectively in group settings by practicing team dynamics, role clarity, and constructive conflict resolution skills.

CO4: Critically examine organizational culture and change processes through experiential simulations and case-based discussions.

CO5: Develop a personal wellbeing and professional development manifesto that integrates OB concepts with individual growth goals.

COURSE CONTENT:

Module 1

Foundations of Individual Behaviour Johari Window exercise (self-awareness & feedback), Locus of Control scale, Case analysis: individual behaviour in workplace scenarios.

Module 2

Personality & Perception Personality assessment (Big Five / MBTI-style discussion), Perception experiment (ambiguous images, bias testing), Role play: perception errors in hiring/performance appraisal, Video-based analysis of stereotyping & halo effect Thematic Apperception Test.

Module 3

Workplace Mind-set & drive Job satisfaction survey design & analysis ,Motivation mapping (intrinsic vs. extrinsic) ,Case discussion: demotivated employee , Simulation: designing a motivation strategy for a team.

Module 4

Group dynamics & interpersonal effectiveness Team-building exercises (survival game, marshmallow challenge) ,Group role analysis (leader, facilitator, blocker, etc.) ,Conflict handling styles assessment (Thomas-Kilmann) , Role play: workplace conflict scenarios.

Module 5

Organizational systems & adaptability Culture mapping of a real company Case study: failed change initiative Simulation: managing resistance to change Group discussion: “Toxic vs. healthy cultures”.

TEXTBOOK:

- Organisational Behaviour – S. P. Robbins, T. A. Judge, N. Vohra, Pearson Education.
- Organisational Behaviour: An Evidence-Based Approach – F. Luthans, McGraw-Hill.

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Organizational Behavior, D. Hellriegel, & J. W. Slocum, South-Western Cengage.
2. McShane, S. L., & Von Glinow, M. A. (2018). Organizational Behavior – S. L. McShane & M. A. Von Glinow, McGraw-Hill.
3. Experiential Learning: Experience as the Source of Learning and Development – D. A. Kolb, Pearson.

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50PR1175

Course: Spreadsheet Lab

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

Total Credits: 1

COURSE OBJECTIVE:

To equip MBA students with practical skills in spreadsheet applications for business problem-solving, data analysis, and decision-making. The course focuses on hands-on learning of formulas, functions, data visualization, and dashboard creation for managerial use.

COURSE OUTCOMES:

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

CO1: Apply basic spreadsheet operations including data entry, formatting, sorting, and filtering for business data management.

CO2: Use logical, lookup, and text functions to solve real-world business problems.

CO3: Analyze business data using tools like Pivot Tables, conditional formatting, and What-if analysis techniques.

CO4: Design charts and dashboards to communicate business insights effectively.

COURSE CONTENT:

Module 1

Introduction to spreadsheets and business applications; Spreadsheet interface (Workbook, worksheet, rows, columns, cells); Data entry and formatting; Sorting and filtering; Basic formulas: SUM, AVERAGE, COUNT.

Module 2

Logical functions: IF, AND, OR; Lookup functions: VLOOKUP, HLOOKUP; Text functions: LEFT, RIGHT, CONCAT.

Module 3

Pivot Tables and Pivot Charts; Conditional formatting; Data validation; What-if analysis (Goal Seek, Scenario Manager).

Module 4

Charts: Bar, Line, Pie; Designing simple dashboards; Introduction to business reporting; Case study using sales/marketing dataset.

TEXTBOOK:

- Introduction to Excel for Business Data – Julie Romey, Sherie Guess, Gwyn J. Booth

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Microsoft Excel Data Analysis and Business Modeling – Wayne L. Winston
2. Financial Analysis with Microsoft Excel – Timothy R. Mayes

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50PR1176

Course: Business Analytics Lab

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

Total Credits: 1

COURSE OBJECTIVE:

To provide hands-on implementation experience with statistical and analytical models using spreadsheets and AI-assisted tools; to bridge the gap between theoretical statistical knowledge and real-world business data problems; to develop proficiency in data cleaning, visualization, simulation, hypothesis testing, regression, and optimization; and to cultivate a “Human-in-the-Loop” approach to AI-assisted business analytics and strategic communication.

COURSE OUTCOMES:

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

CO1: Clean and visualize raw business data using spreadsheet tools and BI-ready charts to uncover hidden patterns and communicate insights.

CO2: Simulate business risks and uncertain outcomes using probability distributions and Monte Carlo methods in spreadsheet environments.

CO3: Validate business hypotheses by running automated statistical tests (t-test, ANOVA, Chi-Square) and interpreting outputs for managerial decision-making.

CO4: Build predictive models using regression and time series techniques to forecast future business performance metrics.

CO5: Solve complex resource allocation and strategic decision problems using optimization (Solver) and Decision Tree modeling with Expected Monetary Value (EMV).

COURSE CONTENT:

Module 1 Data Cleaning and Preparation

Import an open-source dataset and clean missing values, duplicates, and outliers using spreadsheet functions; validate AI-assisted cleaning logic.

Module 2 Management Dashboard Development

Create Pivot Tables and interactive charts to build a business dashboard with descriptive statistical insights.

Module 3 Monte Carlo Simulation

Develop a spreadsheet-based Monte Carlo simulation using probability distributions to forecast project completion time or sales outcomes.

Module 4 A/B Testing Lab

Perform independent-sample t-tests and one-way ANOVA on business datasets to evaluate statistical significance.

Module 5 AI-Assisted Interpretation Lab

Conduct Chi-Square tests on categorical business data and critically evaluate AI-generated interpretations.

Module 6 Simple and Multiple Linear Regression

Perform simple and multiple linear regression to identify significant predictors and interpret regression statistics.

Module 7 Time Series Decomposition

Decompose a time series into trend, seasonal, and irregular components and forecast future demand.

Module 8 Product Mix Optimization

Formulate and solve a product mix optimization problem using Excel Solver and interpret the solution.

Module 9 Strategic Decision Trees

Construct decision trees, calculate EMV, and recommend the optimal business decision.

TEXTBOOK:

- Statistics for Management – R. I. Levin, & D. S. Rubin
- Microsoft Excel Data Analysis and Business Modeling – Wayne L. Winston

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Python for Data Analysis – W. McKinney
2. Quantitative Analysis for Management – B. Render, & R. M. Stair

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50PR1177

Course: Career Management Lab

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

Total Credits: 1

COURSE OBJECTIVE:

To develop foundational career-readiness competencies, including self-awareness, communication, and professional presentation, through structured, lab-based experiential activities.

COURSE OUTCOMES:

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

CO1: Demonstrate self-awareness and career clarity

CO2: Apply professional communication skills in structured settings

CO3: Develop industry-ready resumes and professional narratives

CO4: Participate effectively in group discussions

CO5: Demonstrate basic interview readiness and workplace etiquette

COURSE CONTENT:

Module 1 Self-Awareness & Career Identity

Career timeline exercise, Personal SWOT

Module 2 Values, Strengths & Career Anchors

Values ranking exercise, Strengths mapping

Module 3 Goal Setting & Career Planning

SMART goals workshop, MBA outcome mapping

Module 4 Verbal Communication Skills

Structured speaking drills, Clarity & brevity exercises

Module 5 Non-Verbal Communication

Body language observation, and feedback

Module 6 Elevator Pitch

Pitch drafting, Peer feedback rounds

Module 7 Resume Fundamentals

Resume structure breakdown, Sample evaluation

Module 8 Resume Writing Lab

Bullet writing (action verbs), Role-based customization

Module 9 Introduction to Group Discussions

GD rules & evaluation, Mini GD practice

Module 10 Basic Interview

Readiness Common questions practice, Mock interview (basic)

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50PR1177

Course: English for Professional Communication I

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

Total Credits: 1

COURSE OBJECTIVE:

This course aims to develop foundational professional communication skills required in academic and workplace settings by enhancing students' verbal, interpersonal, presentation, and business writing abilities through performance-based activities, simulations, and collaborative learning.

COURSE OUTCOMES:

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

CO1: Demonstrate effective spoken English with improved pronunciation, clarity, fluency, and confidence.

CO2: Apply appropriate vocabulary, sentence structures, and professional language in workplace communication.

CO3: Demonstrate effective listening, presentation, and professional writing skills in academic and workplace contexts

COURSE CONTENT:

English for Professional Communication I focuses on developing foundational English language and workplace communication skills required for MBA students in academic and professional settings. The course emphasizes pronunciation, clarity, vocabulary development, listening skills, spoken fluency, professional speaking, workplace conversations, email writing, sentence construction, presentation skills, and interpersonal communication through performance-based language activities and expert feedback. Students will improve their confidence, accuracy, articulation, and ability to communicate effectively in professional environments through continuous speaking, reading, writing, and interactive communication practice.

TEXTBOOK:

- Business Communication Today, Courtland L. Bovee and John V. Thill, Pearson Education

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Oxford Guide to Effective Writing and Speaking, John Seely, Oxford University Press
2. Professional Communication, Aruna Koneru, Tata McGraw Hill

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1183

Course: Environment Management & Sustainable Development (MOOCs)

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

Total Credits: 1

COURSE OBJECTIVE:

To enable students to analyse environmental laws, clearance procedures, social and sustainability issues, and apply knowledge of public rights and environmental justice to real-life concerns in India.

COURSE OUTCOMES:

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

CO1: Understand basic of the concepts of Environment.

CO2: Learn effective ways of waste management and awareness about the relationship between environment and human health.

CO3: Analyse the peculiarities of Environment clearance and environmental laws in India.

CO4: Analyse the social Issues of Environment.

CO5: Apply Public rights and access to justice, analyse real life Environmental concerns & Sustainability.

COURSE CONTENT:

Unit 1

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

Unit 2

Ways of managing waste; usage of landfills; Electronic waste; effective management of electronic waste; role of extended producer responsibility.

Unit 3

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.

Unit 4

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

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

TEXTBOOK:

- Environmental Studies – R. Rajagopalan

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Environmental Law and Policy in India, Cases, materials and statutes,- By Divan, Shyam and Rosen Ceranz; Armin second edition, Oxford University Press
2. Environmental Management -By Uberoi, N.K., Excel Books, New Delhi
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

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1184

Course: Creative and Critical Thinking

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

Total Credits: 0

COURSE OBJECTIVE:

This course aims to develop students' abilities to think creatively and critically, enhancing problem-solving, decision-making, and innovation skills necessary for complex business environments. Through structured activities, discussions, and case studies, students will learn to generate ideas, evaluate information, and apply logical reasoning to business challenges

COURSE OUTCOMES:

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

CO1: Demonstrate creative thinking techniques to develop innovative ideas and solutions for business challenges

CO2: Apply critical thinking skills to analyse information and make rational decisions

CO3: Integrate creative and analytical approaches to effectively solve organizational and managerial problems.

COURSE CONTENT:

Creative & Critical Thinking focuses on developing students' ability to think innovatively, analytically, and logically in professional and business contexts. The course emphasises creativity techniques, problem-solving, logical reasoning, decision-making, bias identification, innovation, ethical thinking, and application of structured thinking approaches through case studies, discussions, and experiential learning activities to enhance managerial effectiveness and strategic decision-making.

TEXTBOOK:

- Critical Thinking: Tools for Taking Charge of Your Professional and Personal Life, Richard Paul & Linda Elder, Pearson Education

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills, Michael Kallet, Wiley
2. Creative Confidence: Unleashing the Creative Potential Within Us All, David Kelley & Tom Kelley, Crown Business
3. The Art of Thinking Clearly, Rolf Dobelli, HarperCollins Publishers

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1181

Course: Project Management

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

Total Credits: 3

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 in terms of Quality & Cost.

COURSE OUTCOMES:

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

CO1: Outline the basic concepts of Project Management through the understanding of Project Life Cycle & WBS.

CO2: Prepare a Project plan using tools like CPM/PERT

CO3: Identify & Analyse project risks and quality management processes for effective project execution.

CO4: Evaluate project cost performance using estimation techniques and Earned Value Management (EVM).

CO5: Measure & Evaluate project performance, closure, and sustainability practices for successful project delivery.

COURSE CONTENT:

Unit 1 Introduction to Project Management and its Methodologies

Project Management Concepts, Need for project management, Roles of Project Manager, Project Life Cycle, Developing a project Plan, Scope, Charter & Work Breakdown Structure; Overview of PMBOK®, Stakeholder & Team Performance Domain, Project Development Approaches (Predictive, Agile, Scrum, Kanban & Hybrid)

Unit 2 Project Planning, Scheduling and Network Analysis

Develop a project network: Activities, sequencing, dependency relationships, Duration and Scheduling, CPM/PERT and various types of floats associated with it.

Unit 3 Risk and Quality Management

Project Risk Management, Risk Management Process, Risk Identification, Qualitative & Quantitative Risk Analysis, Assessment, Risk Response & Control, Project Quality Management & Planning.

Unit 4 Project Cost Management

Cost Factors Influencing quality of Estimate, Top down & Bottom up methods of Estimation, Project Cost duration relationships & graphs, Cost estimation, Budgeting, Cost baseline, Earned Value Management (EVM), Schedule Performance Index (SPI), Cost Performance Index (CPI), Schedule Variance (SV), Cost Variance (CV).

Unit 5 Project Performance & Closure, Sustainability

Project Performance, Evaluation & closure structure of PMIS, Project Control Process Monitoring Time performance through Gantt Chart, Types of Project Closure & Wrap-up closure Activities, Sustainable & Green Project Management, Sustainable procurement basics & carbon Footprint.

TEXTBOOK:

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

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Project Management: A Managerial Approach, Meredith and Mantel, Seventh Edition, John Wiley and Sons
2. A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Project Management Institute (PMI)
3. Project Management: Planning & Control Techniques, Rory Burke, Fourth Edition, John Wiley and Sons
4. Operations Research – Prof. K. Shridhar Bhat, Himalaya Publishing

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50PR1181

Course: Project Management Lab

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

Total Credits: 1

COURSE OBJECTIVE:

To provide students with hands-on experience in applying project management tools, techniques, and digital platforms to plan, schedule, monitor, and control projects while fostering teamwork, problem-solving, and sustainable project practices.

COURSE OUTCOMES:

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

CO1: Develop practical skills in project planning, scheduling, risk, cost, quality, and resource management using project management tools and AI-assisted technologies.

CO2: Design and develop project management plans, schedules, risk and quality management practices, cost estimation techniques, Agile Scrum workflows, and project closure documentation using industry-standard tools and AI-enabled techniques.

COURSE CONTENT:

Module 1 – Introduction to Project Management Tools

Explore the concepts, features, and benefits of project management software, with hands-on practice using any project management tool.

Module 2 – AI Copilots for Project Management

Explore the use of AI copilots to support project management activities, enhance decision-making, improve productivity, and automate routine project tasks.

Module 3 – Project Management Methodologies

Explore traditional and modern project management methodologies (such as Waterfall and Agile) and evaluate their application through case-based comparisons.

Module 4 – Work Breakdown Structure (WBS) and Project Charter Development using Project Management Tools

Develop Work Breakdown Structures (WBS) and Project Charters to define project scope, objectives, deliverables, stakeholders, roles, and key project requirements.

Module 5 – CPM & PERT Analysis

Apply Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT) to analyze project schedules, identify critical activities, and estimate project completion time through case-based applications.

Module 6 – Risk Register, FMEA & AI-based Risk Analysis

Identify project risks, prepare a risk register, perform Failure Mode and Effects Analysis (FMEA) by evaluating Severity, Occurrence, Detection, and Risk Priority Number (RPN), conduct qualitative risk assessment, and use AI tools to recommend risk response and mitigation strategies.

Module 7 – Cost Estimation (Top-Down and Bottom-Up) & Earned Value Management (EVM)

Apply top-down and bottom-up cost estimation techniques and use Earned Value Management (EVM) to monitor and evaluate project performance.

Module 8 – Project Quality Management

Develop a Quality Management Plan, prepare quality checklists, perform a root cause analysis (Fishbone Diagram/5 Whys), and document lessons learned from a project case study.

Module 9 – Agile Scrum Simulation

Conduct Sprint Planning, Daily Scrum (Stand-up), Sprint Review, and Retrospective using a sample product backlog.

Module 10 – Gantt Chart and Project Closure

Prepare a Gantt Chart, identify the appropriate type of project closure, and develop project closure documentation.

TEXTBOOK:

- Project Management- The Managerial Process – Clifford Gray, Erik Larson and Gautam Desai – 6 th Edition, McGraw Hill Publications
- Project Management – K. Nagarajan, Eighth Edition, New Age International (P) Limited Publishers.
- PMBOK, 7th Edition, Project Management Institute

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

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

Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 26SM50TH1182

Course: Innovation, Entrepreneurship and Venture Development

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

Total Credits: 2

COURSE OBJECTIVE:

To equip MBA students with the knowledge and skills required to understand innovation processes, identify entrepreneurial opportunities, develop viable business models, and design effective go-to-market and funding strategies.

COURSE OUTCOMES:

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

CO1: Understand innovation concepts, types, and drivers along with the role of entrepreneurship in Economic and organizational development

CO2: Analyse customer needs, market opportunities, and entrepreneurial problems using structured Approaches like customer discovery

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

CO4: Develop business models, go-to-market strategies, and funding plans, including investor pitching and financial projections

COURSE CONTENT:

Unit 1 Innovation and Entrepreneurship Fundamentals

Meaning and significance of innovation, Types of innovation (product, process, business model), Innovation Diffusion Theory, Drivers of innovation, Bottom-up vs. top-down innovation, Horizontal vs. vertical innovation, Meaning and concept of entrepreneurship, Role of entrepreneurship in economic development, Types of entrepreneurs, Entrepreneurial mind-set, Start-up life cycle

Unit 2 Problem Identification and Opportunity Analysis

Understanding customer problems and pain points, Customer discovery process, Market analysis and segmentation, Opportunity identification techniques, Problem definition methods, Introduction to value Proposition design

Unit 3 Idea Development, Validation and Prototyping

Idea generation techniques (brainstorming, design thinking), Problem-solution fit, Idea validation methods, Market feasibility analysis, Prototyping techniques, Iterative development, Demand validation strategies

Unit 4 Business Model, Go-to-Market and Venture Financing

Business Model Canvas (BMC), Lean start up methodology, Business model innovation, Intellectual property basics (patents, trademarks, copyrights), Go-to-market strategies, Marketing and sales strategies for start-ups, Venture financing options (bootstrapping, angel investors, venture capital), Pitching to investors, Financial projections and investor relations

TEXTBOOK:

- Business Model Innovation Strategy – Raphael Amit & Christoph Zott

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. The Lean Start up – Eric Ries
2. Business Model Generation
3. Value Proposition Design
4. Disciplined Entrepreneurship

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1275

Course: Operations Management

L: 3 Hrs. P: Hrs. Per Week

Total Credits: 3

COURSE OBJECTIVE:

To develop understanding of operations management and its strategic role in organizations, while equipping learners with skills in decision analysis, service design, facility location and layout, quality management (including Six Sigma), and inventory and production planning techniques such as EOQ, MRP, and MPS.

COURSE OUTCOMES:

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

CO1: Understand the role of operation strategy in achieving organizational goals and explain decision analysis and its application in operations management.

CO2: 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.

CO3: Identify types of layouts and factors influencing location decisions and understand location analysis techniques and their relevance in decision-making.

CO4: 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.

CO5: Implement EOQ models and their applications, calculate Material Requirements Planning (MRP) and Master Production Schedule (MPS).

COURSE CONTENT:

Unit 1 - Introduction

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

Unit 2 - Designing Services

Characteristics of Services, Service Design Process, Waiting Line Analysis for Service Improvements.

Unit 3 - Capacity Planning & Layout

Types of Layout, Factors of Location, Location Analysis Technique.

Unit 4 - 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 5 - Inventory Management

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

TEXTBOOK

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

REFERENCE 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, Shrivastav, Pearson

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1276

Course: Business Law

L: 3 Hrs. P: Hrs. Per Week

Total Credits: 3

COURSE OBJECTIVE:

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:

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

CO1: Enlighten the key provisions of the Companies Act, 2013 and its 2020 amendment, and differentiate various types of companies and their structures.

CO2: Comprehend the key provisions of the Limited Liability Partnership (LLP) Act, 2008 and distinguish LLP from traditional partnership firms.

CO3: 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.

CO4: Clarify the rights and duties of consumers under the Consumer Protection Act, 2019, and evaluate the structure and function of consumer dispute redressal mechanisms.

CO5: 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.

COURSE CONTENT:

Unit 1

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

Unit 2

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 3

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

Unit 4

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

Unit 5

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

TEXTBOOK:

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

REFERENCE 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 II (MBA) Master of Business Administration

Course Code: 26SM50TH1277

Course: Strategic Management

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

Total Credits: 3

COURSE OBJECTIVE:

To provide a comprehensive understanding of the strategic management process and corporate governance; to develop analytical rigor in assessing internal firm capabilities and external environmental forces; to foster the formulation and execution of competitive strategies in digital and traditional markets; to enable evaluation of corporate-level strategies including diversification and international expansion; and to cultivate leadership competencies required for strategy implementation, organizational design, and ethical management.

COURSE OUTCOMES:

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

CO1: Explain the integrative nature of strategic management and the importance of stakeholder governance in directing organizational purpose.

CO2: Analyze the internal and external environments of a firm using tools such as Value Chain analysis, VRIO framework, PESTEL, and Porter's Five Forces.

CO3: Formulate business-level strategies to sustain competitive advantage in disruptive, digital, and traditional market environments.

CO4: Evaluate corporate-level strategies including diversification (related/unrelated), financial synergies, and global entry modes for international expansion.

CO5: Design appropriate organizational structures and leadership approaches to implement, control, and ethically govern business strategy.

COURSE CONTENT:

Unit 1 Strategic Foundations

The strategic management process and its integrative perspective; defining and ensuring coherence in organizational direction (Vision, Mission, Goals); stakeholder management and mapping; corporate governance frameworks (Board structures, executive accountability, agency theory); strategic leadership and ethical responsibilities of top management.

Self-Study: Governance mechanisms and stakeholder accountability models. Students present peer-led discussions on corporate governance failures and reform using real-world case examples (e.g., Satyam, Enron).

Case: "Tata Sons vs. Cyrus Mistry" - Analyze the governance breakdown, Board dynamics, and implications for corporate strategy and stakeholder trust

Unit 2 Environmental Analysis

External environment scanning: PESTEL framework, Porter's Five Forces, competitive dynamics, and industry analysis; identifying strategic groups; General vs. Competitive environment; Internal environment analysis: Resource-Based View (RBV), VRIO framework, core competencies and dynamic capabilities; Value Chain Analysis (primary and support activities); Intellectual assets (human capital, relational capital, organizational capital) vs. tangible resources; Evaluating firm performance (financial ratios, balanced scorecard).

Portfolio Milestone 1: Students submit an Internal/External analysis of their chosen public company covering SWOT, PESTEL, Five Forces, Value Chain, and VRIO with strategic implications

Unit 3 Business-Level Strategy

Types of competitive advantage (cost leadership, differentiation, focus); Porter's Generic Strategies and their trade-offs; Industry life-cycle and strategic implications at each stage (introduction, growth, maturity, decline); Digital Business Strategy - leveraging digital capabilities, platform thinking, and data-driven competition; Impact of the Internet on Porter's Five Forces; Competitive disruption and blue ocean logic; Adding value through innovation and customer experience.

Group Presentation - The Digital Disruptor: Student groups analyze a traditional industry (e.g., retail, banking, logistics) and propose a digital business strategy to counter disruption, supported by competitive analysis and strategic rationale.

Unit 4

Corporate-Level & International Strategy — Corporate strategy vs. business strategy; Levels of diversification (related: linked/constrained; unrelated); Strategic rationale for diversification — market power, financial synergies, risk reduction; Corporate parenting and portfolio management (BCG matrix, GE-McKinsey); Means of diversification: mergers, acquisitions, joint ventures, strategic alliances; International strategy: motivations for global expansion, country-level risk, international entry modes (exporting, licensing, franchising, JV, wholly-owned subsidiary); Global vs. Multidomestic vs. Transnational strategy.

Portfolio Milestone 2: Students submit a strategy formulation report for their company, recommending growth or competitive strategies with justification using frameworks from Units 3 and 4.

Unit 5

Control, Structure & Leadership- Strategic control systems: Informational control (scanning, monitoring) and Behavioral control (culture, rewards, boundaries); Traditional organizational structures (functional, divisional, matrix, SBU); Boundaryless organizational designs (virtual, modular, barrier-free); Ambidextrous organizations (exploiting current capabilities while exploring new opportunities); Strategic Leadership: creating a learning organization, managing human capital, sustaining ethical culture; Managing Innovation (incremental vs. radical); Corporate Entrepreneurship and intrapreneurship.

Self-Study (Bold Topics): Boundaryless and ambidextrous designs; Ethics and culture in leadership. Peer-led discussion sessions required.

Final Strategic Audit: Students analyze a comprehensive failing firm case, recommending a turnaround strategy with justified choice of organizational structure, control systems, and leadership approach.

TEXTBOOK:

- Dess, G., McNamara, G., Eisner, A., & Lee, S. H. (10th Ed.) — Strategic Management: Text and Cases. McGraw-Hill. (Primary course text; forms the backbone of all five units.)

REFERENCE BOOKS:

1. Haberberg, A., & Rieple, A.- Strategic Management. Oxford University Press.
2. Ramaswami, V. S., & Namakumari, S. - Strategic Planning & Formulation of Corporate Strategy. Macmillan.
3. Henry, A. - Strategic Management. Oxford University Press.

Special Note: Topics highlighted in bold in Unit V and the Governance/Stakeholder section in Unit I are designated for self-study and critical reading. Students are expected to prepare and present peer-led discussions on these topics in class.

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1278

Course: AI for Managers

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

Total Credits: 2

COURSE OBJECTIVE:

To demystify AI terminology and bridge the gap between technical capability and business reality; to provide a conceptual (non-coding) understanding of AI architectures and how they create organizational value; to enable students to identify, evaluate, and govern AI use cases across functional domains (Marketing, HR, Finance, Operations); to build competency in AI ethics, data privacy, and regulatory frameworks; and to equip students with the ability to design an AI-First organizational strategy and lead enterprise-wide AI transformation.

COURSE OUTCOMES:

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

CO1: Deconstruct AI terminology — distinguishing Predictive vs. Generative AI, Automation vs. Augmentation, and hype from real capability — to assess the economic impact of AI on industry.

CO2: Evaluate the technical feasibility, data readiness, and return on investment of proposed AI initiatives without requiring programming expertise.

CO3: Formulate function-specific AI strategies to solve defined business problems across Marketing, Finance, HR, and Supply Chain domains.

CO4: Critique AI systems for potential ethical risks, data privacy violations, algorithmic bias, and non-compliance with regulatory frameworks such as the EU AI Act.

CO5: Design an enterprise-wide AI transformation roadmap, covering build-vs-buy decisions, governance structures, human-AI collaboration models, and AI-ready cultural change.

COURSE CONTENT:

Unit 1 The AI Landscape

History of AI: from rule-based systems to the current deep learning era; Predictive AI vs. Generative AI — capabilities, differences, and managerial relevance; Automation vs. Augmentation: reframing the human-machine relationship; AI as an economic force — impact on productivity, labour markets, and industry structure; Distinguishing “AI-washing” from genuine competitive advantage.

Assignment — “The Hype Audit”: Students select a trending AI tool or startup (e.g., a Generative AI productivity app), research its stated vs. actual capabilities, and write a critical analytical memo assessing whether it delivers genuine competitive advantage or constitutes AI-washing. Output: A 500-word strategic memo with a recommendation.

Unit 2 AI Architectures

A Managerial View — Understanding algorithms without coding: what Machine Learning actually does (pattern recognition, prediction); Supervised vs. Unsupervised Learning — managerial use cases for each; How Large Language Models (LLMs) work: tokens, training data, and prompt engineering basics for managers; Data as the “fuel” for AI: data quality, volume, variety, and the concept of data moats; Structured vs. Unstructured data and its implications for AI readiness.

Case — “Data Infrastructure Readiness”: Using a sample company case (e.g., a regional retail chain), students identify what data is required for a proposed AI initiative (e.g., demand forecasting), audit what data the company currently collects, and perform a structured gap analysis with recommendations for closing data deficiencies

Unit 3 AI Across Functions

AI in Marketing: hyper-personalization engines, customer segmentation, churn prediction, and sentiment analysis; AI in Finance: fraud detection systems, credit risk scoring, algorithmic trading, and financial forecasting; AI in HR: AI-assisted recruitment (CV screening, video interviews), employee retention prediction, performance analytics, and the ethics of HR-AI; AI in Supply Chain & Operations: demand forecasting, inventory optimization, last-mile logistics, and predictive maintenance; Cross-functional implications: data sharing, system integration, and change management across departments.

Assignment — “Function-Specific AI Proposal”: Students select one functional area (e.g., Marketing) and design a high-level conceptual framework for an AI tool that addresses a defined pain point (e.g., customer churn). The proposal must specify the data required, the AI approach (e.g., supervised classification), the expected business outcome, and potential risks.

Unit 4 AI Strategy & Governance

The “Build vs. Buy vs. Partner” decision framework for AI capabilities; Managing AI projects: Agile methodology adapted for iterative AI development (sprints, MVPs, model versioning); AI project failure modes: data problems, scope creep, and the “last-mile” deployment challenge; Ethical AI principles: fairness, accountability, transparency, and explainability (FATE framework); Algorithmic bias — types, sources, and mitigation strategies; Data privacy: GDPR, India’s DPDP Act, and organizational data governance; Regulatory frameworks: EU AI Act (risk tiers), sectoral guidelines, and compliance obligations for businesses.

Case / Roleplay — “The Ethics Committee”: Students act as an AI Ethics Board reviewing an AI-powered recruitment tool used by a mid-sized company. They identify potential sources of bias (gender, geography, educational institution), assess regulatory compliance, and present a structured bias-mitigation and governance strategy to the class.

Unit 5 The Future of Leadership in an AI World

AI and the Future of Work: job displacement vs. job transformation; task-level analysis of automation risk; Managing Human-AI Collaboration: designing workflows where AI augments rather than replaces human judgment; The emerging role of the Chief AI Officer (CAIO): responsibilities, organizational positioning, and skill requirements; Building an AI-ready organizational culture: psychological safety, continuous learning, and cross-functional AI literacy; AI Entrepreneurship: identifying white-space opportunities, AI-native business models, and platform dynamics; Crafting an enterprise AI transformation roadmap: phased adoption, KPIs, governance milestones.

Final Group Project — “The AI Transformation Pitch”: Student groups pitch an AI-First business model or AI transformation strategy for a chosen sector to a hypothetical Board of Directors. The pitch must cover: the AI use case and technical feasibility, data and infrastructure requirements, ethical risk and mitigation, projected ROI and KPIs, and a phased implementation roadmap. Delivered as a 10-minute structured presentation with Q&A.

TEXTBOOK:

- Agrawal, A., Gans, J., & Goldfarb, A. — Prediction Machines: The Simple Economics of Artificial Intelligence. Harvard Business Review Press. (Foundational MBA text for understanding AI’s economic logic without technical depth.)
- Davenport, T. H., & Mittal, N. — The AI Advantage: How to Put the Artificial Intelligence Revolution to Work. MIT Press. (Practical framework for enterprise AI adoption and functional deployment.)

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Chui, M., et al. — The Coming AI Revolution. McKinsey Global Institute Perspectives. (Industry-level AI impact analysis across sectors.)
2. Brynjolfsson, E., & McAfee, A. — Machine, Platform, Crowd: Harnessing Our Digital Future. W. W. Norton. (Strategic framing of digital and AI-driven economic shifts.)

Open-Source Resources for Case Studies & Experiments

1. Hugging Face (Spaces): Students interact with live AI models (LLMs, image classifiers, sentiment analyzers) without any coding requirement — ideal for Unit II experiential learning.
2. Harvard Business Review — AI Section: Primary source for real-world AI implementation case studies across industries.
3. Stanford HAI (Human-Centered AI) Reports: For understanding societal, ethical, and policy dimensions of AI — critical for Unit IV governance discussions.

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1279

Course: Financial Management

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

Total Credits: 3

COURSE OBJECTIVE:

To equip MBA graduates with a comprehensive understanding of financial management principles and techniques, enabling them to make informed, strategic financial decisions in real-world business contexts.

COURSE OUTCOMES:

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

CO1: Understanding the foundational concepts of financial management and apply Time Value of Money concepts (such as Present Value and Future Value) to solve financial problems.

CO2: Compute the cost of capital for various sources (debt, equity, retained earnings), calculate the Weighted Average Cost of Capital (WACC), and analyze how these financing costs influence corporate financing decisions and capital structure.

CO3: Evaluate capital structure decisions and recommend strategies to optimise capital structure in a business.

CO4: Assess the working capital needs of a business by calculating key metrics such as the cash conversion cycle, and develop strategies to optimize liquidity, manage short-term assets and liabilities, and improve operational efficiency.

CO5: Apply capital budgeting techniques to evaluate investment opportunities and make informed investment decisions that maximize shareholder wealth.

COURSE CONTENT:

Unit 1

Introduce the concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management. Introduction to capital markets (Equity + Debt + money markets + MFs + F&O). 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. (Self-Study: Introduction to capital markets)

Unit 2

Long term Sources of Finance, 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. (Self-Study: Long term Sources of Finance)

Unit 3

Understanding the meaning and concept of optimal capital structure, Leverages and EBIT-EPS analysis

Unit 4

Concept of working Capital, significance, Financing approaches for working capital, 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 5

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

TEXTBOOK:

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

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Financial Management by Khan & Jain, Tata Mcgraw Hill

2. Financial Management by Dr. P C Tulsian ,S Chand
3. Financial Management by Ravi Kishore, Taxmann
4. Financial Management Principles and Practice by G. Sudarsana Reddy, Himalaya Publishing House

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50PR1279

Course: Financial Modelling Lab

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

Total Credits: 1

COURSE OBJECTIVE:

To establish a solid foundation in financial concepts and enhance practical skills, students engage in hands-on, experiential learning that reinforces financial management principles through data analysis, forecasting, investment assessment, and financial decision-making using spreadsheet tools. The lab functions as a practical supplement to the core Financial Management course, allowing students to observe, analyse, and practice in both real and simulated environments.

COURSE OUTCOMES:

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

CO1: Apply financial data analysis techniques using tables, pivot tables, and trend analysis to interpret financial statements.

CO2: Use time value of money concepts to develop financial tools such as EMI calculators and SIP planners.

CO3: Evaluate securities and estimate the cost of capital by applying valuation models and CAPM to compute WACC.

CO4: Analyse the impact of leverage on profitability and determine break-even points using EBIT–EPS analysis.

CO5: Assess investment decisions using capital budgeting techniques and develop basic financial models incorporating risk analysis.

COURSE CONTENT:

Unit 1 Basics of Finance

Financial Statement Analysis Tools, Trend Analysis, Financial Forecasting

Unit 2 Time Value of Money

Future Value, Present Value, Annuities, PMY, NPER, RATE, Build EMI calculator and SIP planner

Unit 3 Cost of Capital

Cost of equity and debt, WACC calculation, Estimating the cost of equity using CAPM, calculate the WACC of a listed company.

Unit 4: Leverage and EBIT-EPS analysis

Break-Even Point, Goal Seek to calculate the break-even point, Leverage analysis, EBIT-EPS under different leverage scenarios

Unit 5 Capital Budgeting

Making the decision, Sensitivity and scenario analysis, Optimal Capital Budget, Monte Carlo Simulation

TEXTBOOK:

- Financial Analysis with Microsoft Excel by Timothy R. Mayes, Cengage
- Financial Analysis and Modelling by Chandan Sengupta, Wiley- India

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Mastering Financial Modelling by Alastair L. Day, Pearson

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1280

Course: Research Methodology

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

Total Credits: 2

COURSE OBJECTIVE:

The course aims to equip students with a comprehensive understanding of research methodology in business contexts. To develop comprehensive research skills integrating modern analytical tools, AI-driven methods, and practical applications for business decision-making.

COURSE OUTCOMES:

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

CO1: Define business research, its nature, scope, and identify appropriate research processes and designs.

CO2: Use probability and non-probability sampling methods and design valid and reliable questionnaires.

CO3: Apply and analyze appropriate measurement and scaling techniques by classifying measurement scales, constructing valid scales, and evaluating measurement errors.

CO4: Apply AI and digital tools in research.

COURSE CONTENT:

Unit 1 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. Questionnaire Designing - Criteria for questionnaire design, types of questionnaires, design procedure, types of questions, structure of questionnaire, reliability and validity of questionnaire.

Unit 2 Sampling Techniques

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

Unit 3 Measurement & Scaling Techniques

Types of measurement scales, classification of scales, Scaling and scale construction technique. Measurement error criteria for good measurement 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 4 Emerging Trends in Research

Digital research, social media analytics, AI & ML in research, text analytics, sentiment analysis, ethical AI, data privacy.

TEXTBOOK:

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

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

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: 26SM50PR1280

Course: Research Methodology Lab

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

Total Credits: 1

COURSE OBJECTIVE:

To provide hands-on experience in data analysis using R Studio including modern analytical and AI-based techniques.

COURSE OUTCOMES:

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

CO1: Use R for data handling and Perform statistical analysis.

CO2: Apply hypothesis and advanced analytical techniques.

COURSE CONTENT:

Basics of R & Data Handling

Module 1: Introduction to R and RStudio & Data import/export

Module 2: Graphs & Charts

Module 3: Descriptive statistics

Module 4: Correlation & regression

Statistical Analysis using R

Module 5: Hypothesis testing in R

Module 6: ANOVA

Module 7: Factor analysis

Module 8: Cluster analysis

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1281

Course: Principles of Management

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

Total Credits: 1

COURSE OBJECTIVE:

To provide MBA students with a foundational understanding of management principles, functions, and practices, enabling them to apply managerial concepts effectively in organizational contexts.

COURSE OUTCOMES:

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

CO1: Understand fundamental management concepts, functions, and theories, and their application in modern organizations.

CO2: Apply managerial principles in planning, organizing, leading, and controlling organizational activities effectively.

COURSE CONTENT:

Unit 1 Introduction to Management and Planning

Meaning, nature and significance of management, Evolution of management thought (classical, behavioral, modern approaches), Functions of management, Managerial roles and skills, Planning: meaning, importance and types, Planning process, Decision-making: process and techniques, Environmental analysis (SWOT, PESTLE), Objectives and Management by Objectives (MBO)

Hands-on: Case study on management practices, SWOT analysis exercise, Decision-making simulation

Unit 2 Organizing, Leading and Controlling

Organizing: meaning, process and structure, Departmentation and span of control, Authority, responsibility and delegation, Leadership: meaning, styles and theories, Motivation: theories (Maslow, Herzberg, McGregor), Communication process and barriers, Controlling: meaning, process and techniques, Performance measurement and control systems

Hands-on: Organization structure design exercise, Leadership role-play, Motivation case analysis, Performance evaluation exercise

TEXTBOOK:

- Management – Stephen P Robbins & Mary Coulter, Pearson Education

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Principles of Management – McGraw Hill Publications
2. Management and Organisational Behaviour – Pearson Education
3. Fundamentals of Management – Cengage Learning

Special Note: All hands-on components will be conducted through case discussions, role plays, and practical exercises.

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50PR1275

Course: Data Visualization Using Spreadsheet

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

Total Credits: 1

COURSE OBJECTIVE:

This course is designed to provide students with a comprehensive understanding of data visualization concepts and their significance in modern business environments. It aims to develop proficiency in using spreadsheet tools for creating a wide range of charts, graphs, and visual representations of data. The course further enables students to interpret, analyze, and present meaningful data insights effectively, thereby strengthening their analytical and decision-making abilities. By applying various spreadsheet-based visualization tools and techniques, students will enhance their problem-solving skills and gain practical exposure to handling business data. Ultimately, the course prepares learners for real-world professional scenarios where data-driven decision making plays a vital role in organizational success.

COURSE OUTCOMES:

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

CO1: Understand the principles and importance of data visualization.

CO2: Utilize MS Excel to create and customize a wide range of charts and graphs.

CO3: Analyze and interpret data to make informed business decisions.

CO4: Apply advanced Excel features for dynamic and interactive visualizations.

CO5: Develop compelling data presentations to communicate insights clearly..

COURSE CONTENT:

Module 1: Spreadsheet Fundamentals for Data Visualization

Understand the spreadsheet interface and workbook structure, perform data entry and worksheet organization, apply cell formatting and number formats, and create well-structured business datasets for visualization.

Module 2: Data Preparation and Management

Prepare data for analysis by using sorting and filtering techniques, creating tables and named ranges, and applying basic formulas and functions to organize and manage business data effectively.

Module 3: Creating Basic Business Charts

Create and interpret commonly used business charts including Column, Bar, Line, Pie, Doughnut, and Area charts, and select appropriate chart types for different business scenarios.

Module 4: Professional Chart Customization

Customize charts by modifying titles, legends, axis labels, gridlines, data labels, chart styles, and themes, and create Combo Charts to produce professional-quality business reports and presentations.

Module 5: Advanced Data Visualization Techniques

Develop advanced visualizations using Scatter, Bubble, Histogram, Waterfall, Funnel, Radar, Treemap, Map, and other advanced chart types to represent complex business data effectively.

Module 6: PivotTables and Interactive Reporting

Generate business summaries using PivotTables and PivotCharts, and create interactive reports by incorporating Slicers and Timelines for efficient data exploration and analysis.

Module 7: Dynamic Data Visualization

Create dynamic charts using Form Controls and drop-down lists to develop interactive dashboards that enable users to visualize changing business scenarios and compare multiple data perspectives.

Module 8: Conditional Formatting and In-Cell Visualizations

Apply Conditional Formatting techniques using Data Bars, Color Scales, Icon Sets, and formula-based rules, and create Sparklines to identify trends, patterns, and exceptions within business datasets.

Module 9: Business Analysis and Forecasting

Perform business analysis using Data Validation, Goal Seek, What-If Analysis, Scenario Manager, and basic forecasting tools to evaluate alternative business decisions and predict future outcomes.

Module 10: Dashboard Design and Visual Storytelling

Design interactive business dashboards by integrating charts, PivotCharts, Sparklines, KPIs, slicers, and conditional formatting, apply principles of visual storytelling and effective dashboard design, and implement report automation, sharing, and protection features for professional business reporting.

TEXTBOOK:

- Data Visualization with Excel Dashboards and Reports – Dick Kusleika, Wiley Publications, 2021.
- A comprehensive book covering dashboards, PivotCharts, conditional formatting, sparklines, storytelling, and advanced visualization techniques in Microsoft Excel 2021.
- Microsoft Excel 2021 Step by Step – Curt Frye, Microsoft Press, 2021.
- Covers Excel 2021 fundamentals, charting tools, PivotTables, data analysis, and dashboard-related functionalities.

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Storytelling with Data – Wiley Publications
2. The Big Book of Dashboards – Wiley Publications
3. Fundamentals of Data Visualization – O'Reilly Media

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50PR1276

Course: Career Management II

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

Total Credits: 1

COURSE OBJECTIVE:

To enhance advanced employability skills including interview mastery, workplace communication, networking, and placement readiness through simulations and applied practice.

COURSE OUTCOMES:

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

CO1: Apply assertive and workplace communication skills

CO2: Build professional digital presence and networks

CO3: Demonstrate advanced GD and case discussion skills

CO4: Apply structured interview techniques (STAR)

CO5: Demonstrate end-to-end placement readiness

COURSE CONTENT:

Module 1: Assertive Communication

Passive vs aggressive vs assertive role play, Reflection Journal on Communication style

Module 2: Workplace Communication in conflict

Conflict handling role plays, Difficult conversation simulation, Scenario response write-up

Module 3: Advanced Resume Refinement

Resume critique (peer + faculty), Achievement framing, Creation of Updated resume

Module 4: LinkedIn Profile Building

Profile creation, Headline & summary writing

Module 5: Personal Branding & Networking

Networking simulation, Personal brand statement, Branding pitch

Module 6: Case-based Advanced GD (Case-Based)

Case GD practice, Analytical discussion

Module 7: Abstract & Stress GD

Abstract GD, Stress GD simulation

Module 8: Interview Techniques (STAR Method)

STAR response building, Behavioral question practice

Module 9: Mock Interviews (Panel)

Panel interview simulation, Feedback loops

Module 10: Final Placement Simulation

Full process: GD + Interview, Placement readiness report

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50PR1277

Course: Community Engagement*

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

Total Credits: 1

COURSE OBJECTIVE:

To equip the students with strengthened communication, leadership, problem-solving, and teamwork skills while encouraging them to contribute positively to society through meaningful participation and reflection

COURSE OUTCOMES:

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

CO1: Apply communication, teamwork, and problem-solving skills to plan and participate effectively in community-based activities that address social needs with responsibility and empathy

COURSE CONTENT:

Concept and importance of community engagement; understanding community needs and social issues; principles of service-learning and active citizenship; communication and teamwork in community work; planning and participation in community-based activities; ethics, empathy, leadership, and social responsibility; reflection and reporting of community engagement experiences

TEXTBOOK:

- Service-Learning in Theory and Practice The Future of Community Engagement in Higher Education, Dan W. Butin, Springer Nature Publication

Special Note: *It's a non-Classroom course with a floating credit which will be added at the end of 4th Semester.

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1282

Course: Ethics and Corporate Social Responsibility (MOOCs)

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

Total Credits: 1

COURSE OBJECTIVE:

This course is designed to develop in the students an understanding of the concept of Business Ethics and its application in business decision making with emphasize on CSR and sustainable business practices in the age of Globalization.

COURSE OUTCOMES:

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

CO1: Understanding of basic concept of Business Ethics

CO2: Understanding Corporate Social Responsibility

CO3: Concepts of Tools and Techniques of Business Ethics Management.

CO4. Understanding Contextualizing Business Ethics & AI.

COURSE CONTENT:

Unit 1

Project Performance Domains overview, Stakeholder performance domain (mapping, engagement What is Business Ethics, Why Business ethics is important, Business Ethics in different Organizational contexts, Globalization: key context for business ethics, Sustainability: A goal for business ethics

Unit 2

Framing Business Ethics- CSR, stakeholders and Citizenship Module1: What is Corporation, Corporate Social Responsibility, Stakeholder theory of firm, Corporate accountability- the firm as a political actor, Corporate citizenship

Unit 3

Ethical theories, Normative ethical theories and descriptive ethical theories, Western Modernist ethical theories, Alternative perspectives on ethical theories, Models of ethical decision-making, Individual and situational influences on decision making

Unit 4

Tools and Techniques of Business Ethics Management, Role of various agencies in ensuring ethics in corporation, what is business ethics management; role of various agencies in ensuring ethics in corporation, setting standards of ethical behaviour, managing stakeholder relations, assessing ethical performance, Organizing for Business Ethics management

TEXTBOOK:

- Business Ethics and Corporate Governance - B N Ghosh, Tata McGraw Hill Education Pvt. Ltd.

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Business Ethics - Concept & Practice - B. H. Agalgatti & R. P. Banerjee - (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Business Ethics. by Crane - Pub. By Oxford Press
4. Corporate Governance & Business Ethics - (Text & Cases), U. C. Mathur, Macmillan Ltd
5. Business Ethics - CSV Murthy, Himalaya publishing House.

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1283

Course: Mental Wellness

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

Total Credits: 0

COURSE OBJECTIVE:

To cultivate psychological awareness, emotional intelligence, and resilience among MBA students, equipping future business leaders with evidence-based tools to manage stress, nurture personal wellbeing, and foster mentally healthy teams and organizations.

COURSE OUTCOMES:

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

CO1: Distinguish between distress and eustress and apply stress management frameworks to personal and professional contexts.

CO2: Apply Rational Emotive Behavioral Therapy (REBT) principles and emotional intelligence competencies to navigate workplace challenges constructively.

CO3: Critically evaluate maladaptive psychological patterns — including emotional displacement, scapegoating, toxic positivity, FOMO, and the dark triad — in organizational settings.

CO4: Assess the relationship between self-esteem, identity, and leadership effectiveness.

CO5: Design a Personal Wellbeing Manifesto integrating resilience strategies and a commitment to mental health as a leadership responsibility.

COURSE CONTENT:

Unit 1 Stress, Eustress & Wellbeing

- Topics to be covered: Understanding Stress, Eustress vs. Distress, Stress and Wellbeing, Stress in the MBA/Corporate Context, Stress Management Techniques, Understanding the Mind Under Pressure
- Activity: Personal Stress Audit — students map their stress triggers and current coping strategies

Unit 2 Rational Emotive Behavioral Therapy (REBT) & Emotions

- Topics to be covered: Introduction to REBT, Irrational Beliefs in Business, Challenging Cognitive Distortions, Understanding Emotions, Emotional Regulation
- Activity: REBT journal — apply the ABC model to a recent stressful event; group discussion on irrational beliefs common in MBA culture

Unit 3 Emotional Intelligence, Displacement & Maladaptive Patterns

- Emotional Intelligence (EI), EI in Leadership, Emotional Displacement, Scapegoating in Organizations, Displaced Attraction, Toxic Positivity, FOMO (Fear of Missing Out)
- Activity: EI self-assessment (EQ-i lite) + case analysis: identifying displacement and toxic positivity in organizational scenarios

Unit 4 Self-Esteem, the Dark Triad & Resilience Building

- Self-Esteem: Definitions, formation, Self-Esteem and Performance
- The Dark Triad — Narcissism, Machiavellianism, Psychopathy; Recognizing and Responding to Dark Triad Traits

Unit 5 Your Personal Wellbeing Manifesto

- Resilience Building, Post-Traumatic Growth, Help-Seeking and Stigma Reduction, Values Clarification and Purpose, Designing a Sustainable Wellbeing System, Personal Wellbeing Manifesto
- Activity: Final Manifesto Presentation — each student presents their Personal Wellbeing Manifesto to peers, incorporating learnings from all units

TEXTBOOK:

- Lazarus, R. S., & Folkman, S. — Stress, Appraisal, and Coping (Springer)

- Goleman, D. — Emotional Intelligence: Why It Can Matter More Than IQ (Bantam Books)
- Ellis, A., & Harper, R. A. — A Guide to Rational Living (Wilshire Books)
- Reivich, K., & Shatté, A. — The Resilience Factor (Broadway Books)
- Brown, B. — Dare to Lead (Random House)

REFERENCE BOOKS:

1. The Dark Triad of Personality by D. L. Paulhus, & K. M. Williams (Journal of Research in Personality)
2. The Fearless Organization (Wiley) by A. Edmondson
3. Why Zebras Don't Get Ulcers by R. M. Sapolsky (Holt Paperbacks)
4. WHO World Mental Health Report 2022 (WHO Publications)
5. Developing Resilience: A Cognitive-Behavioural Approach by M. Neenan (Routledge)

Special Note: This is a 0-credit audit course offered to deepen personal growth and professional effectiveness. Sessions are experiential in nature — students are encouraged to engage with openness, confidentiality, and mutual respect. All reflective activities are personal and will be evaluated on depth of engagement, not on the nature of content shared.

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50PR1278

Course: English for Professional Communication II

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

Total Credits: 1

COURSE OBJECTIVE:

This course aims to develop advanced managerial and strategic communication skills by strengthening students' persuasive, leadership, negotiation, presentation, and cross-cultural communication abilities through experiential and simulation-based learning.

COURSE OUTCOMES:

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

CO1: Demonstrate effective professional and managerial communication in workplace interactions and presentations.

CO2: Apply persuasive, fluent, and appropriate language in discussions, meetings, and professional conversations.

CO3: Demonstrate advanced listening, speaking, and professional writing skills in business and organizational contexts.

COURSE CONTENT:

English for Professional Communication II focuses on developing advanced English communication skills required for managerial, workplace, and professional interactions. The course emphasizes professional speaking, presentation delivery, workplace discussions, meeting communication, listening comprehension, persuasive speaking, professional writing, conversational fluency, and integrated communication practice through interactive language activities and expert feedback. Students will strengthen their confidence, accuracy, articulation, vocabulary usage, and ability to communicate effectively and professionally in business and organizational environments.

TEXTBOOK:

- Excellence in Business Communication, John V. Thill and Courtland L. Bovee, Pearson Education

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Crucial Conversations, Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler, McGraw Hill Education
2. Talk Like TED, Carmine Gallo, Pan Macmillan
3. HBR's 10 Must Reads on Public Speaking and Presenting, Harvard Business Review, Chris Anderson, Amy J. Cuddy, Nancy Duarte and Herminia Ibarra, Harvard Business Review Press
4. The Culture Map, Erin Meyer, PublicAffairs Publications

Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 26SM50TH1284

Course: Human Resource Management

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

Total Credits: 3

COURSE OBJECTIVE:

To develop a comprehensive understanding of Human Resource Management as a strategic function and enable students to apply HR concepts and practices across job design, talent acquisition, talent management, and employee experience to support organizational effectiveness in a dynamic, technology-driven, and sustainable business environment.

COURSE OUTCOMES:

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

CO1: Recall and explain key HRM concepts, models, and the role of HR as a strategic function, and infer the impact of technological, environmental, and ESG-related changes on modern HR practices.

CO2: Apply job analysis techniques to develop job descriptions and specifications, and design jobs using appropriate job design approaches considering technological, flexible, and sustainability requirements.

CO3: Analyse workforce requirements and evaluate recruitment and selection strategies, including the use of technology and analytics, to design effective talent acquisition plans.

CO4: Evaluate and design learning, performance, and compensation systems aligned with organizational goals using contemporary methods, data insights, and employee-centric approaches.

CO5: Assess employee experience, engagement, and workplace relations, and recommend strategies to enhance employee wellbeing, resolve conflicts, and promote sustainable and ethical HR practices.

COURSE CONTENT:

Unit 1 Introduction to Strategic and Contemporary HRM

HRM as a Competitive Advantage; Employee Lifecycle and Employee Experience; Evolution of HRM and Future of Work; The New HR Manager; HR Functions; Trends Shaping HRM; HR Models and their Application

Unit 2 Job Analysis and Job Design

Job Analysis (Concept, Process, Uses and Methods); Job Description and Job Specification; Competency Mapping; Designing Job Description and Job Specification; Job Design (Concept and Job Characteristics Model); Factors Affecting Job Design; Job Design Approaches; Contemporary Job Design (Flexible Work Design, Gig Roles); Technology and Analytics in Job Analysis and Design; Green Job Design and Sustainability Integration

Unit 3 Human Resource Planning and Talent Acquisition

Human Resource Planning (Concept, Process, Gap Analysis and Workforce Strategies); Recruitment (Concept, Process and Employee Value Proposition); Sources of Recruitment (Internal and External); Contemporary Recruitment (Online Recruitment, Social Media Recruitment, Diversity Hiring); Technology and Analytics in Recruitment (Applicant Tracking Systems, Recruitment Metrics); Selection (Person-Job Fit and Person-Organization Fit, Selection Process); Selection Methods (Interviews, Work-Based Methods, Assessment Centres); Interview Techniques and Biases; Selection Decision and Errors; Induction (Concept and Process); Talent Acquisition Planning

Unit 4 Talent Management

Learning and Development (Training and Development Concepts, Training Process, Training Needs Analysis, Designing Training Programs); Performance Management (Concept, Performance Management Cycle, Contemporary Performance Management Methods, Performance Appraisal Errors, Performance vs Potential Matrix); Compensation and Benefits (Components of Compensation, Job Evaluation and Market-Based Pay, Incentives and Recognition, CTC); Technology and Analytics in L&D, Performance and Compensation; ESG and Employee Wellbeing in Talent Management

Unit 5 Employee Experience and Industrial Relations

Employee Experience Management (Concept, Dimensions and Employee Journey Mapping, Designing Employee Experience); Employee Engagement (Concept, Drivers and Measurement, Kahn's Model and Job Demands–Resources Model); Organizational Citizenship Behaviour; Technology and Analytics in Employee Experience and Engagement; Introduction to Industrial Relations (Concept and Stakeholders); Employee Relations; Trade Unions and Collective Bargaining; Grievance Management; Employee Welfare and Wellbeing (Concept and Types); ESG and Employee Wellbeing

TEXTBOOK:

- Human Resource Management, Twelfth Edition, Gary Dessler, Biju Varkkey, Pearson

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

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: 26SM50TH1285

Course: Cost and Management Accounting

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

Total Credits: 3

COURSE OBJECTIVE:

To enable students to analyze, apply, and interpret cost and management accounting techniques using modern tools, including AI, while incorporating sustainability considerations in planning, control, and strategic decision-making in business decision-making.

COURSE OUTCOMES:

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

- CO1:** Analyze cost concepts and prepare cost sheets and quotations for managerial decision-making.
- CO2:** Evaluate operating costs of service sectors and apply costing techniques to real-world scenarios.
- CO3:** Compare traditional costing and Activity-Based Costing (ABC) to improve cost efficiency.
- CO4:** Apply CVP, BEP, and marginal costing techniques to support short-term business decisions.
- CO5:** Develop and assess budgets as tools for planning and control in organizations.

COURSE CONTENT:

Unit 1 Foundations of Cost and Management Accounting :

Meaning, scope, and importance of Management Accounting, Role of Management Accountant in modern organizations, Difference: Financial vs Cost vs Management Accounting, Cost Determination: Objectives and cost classification, Elements of cost (Material, Labour, Overheads), Preparation of Cost Sheet and Quotations, Spreadsheet-based costing exercises (practical orientation)

Unit 2 Service Costing and Applications

Concept of Operating/Service Costing, Composite cost units (e.g., passenger-km, room-day), Cost analysis in service sectors: Transportation, Hospitality (Hotels), Healthcare / Logistics (introductory exposure), Practical problem-solving and case applications

Unit 3 Activity-Based Costing (ABC) and Cost Management

Traditional Costing (Full/Absorption Costing), Limitations of traditional costing, Concept and mechanics of Activity-Based Costing (ABC), Cost drivers and activity pools, Comparison: Traditional vs ABC, ABC as a tool for cost reduction and process improvement, Introduction to Activity-Based Management (ABM)

Unit 4 Cost-Based Decision-Making Techniques

Marginal Costing and Differential Costing, Cost-Volume-Profit (CVP) Analysis, Break-Even Analysis (BEP), Margin of Safety and Profit Planning, Key/limiting factor analysis, Managerial decision applications: Make or Buy, Product Mix decisions, Pricing decisions (introductory)

Unit 5 Budgeting and Budgetary Control

Concept and objectives of budgeting, Types of Budgets: Fixed Budget, Flexible Budget, Cash Budget, Functional Budgets (overview: sales, production), Budgetary Control and performance evaluation

TEXTBOOK:

- Management Accounting 10th Edition by M. N. Arora

REFERENCE BOOKS AND OPEN SOURCE RESOURCES:

1. Financial Cost and Management Accounting by Dr. P. Periasamy, Himalaya Publishing House.
2. Advanced Management Accounting CA Final by Ravi M Kishore
3. Management Accounting Principles & Practice by R. K. Sharma & S. K. Gupta
4. Cost Accounting Principles & Practice by Jain Narang, PHI