



# RBU

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

**RAMDEOBABA UNIVERSITY (RBU)**  
**NAGPUR-440013**

Established by the Maharashtra Private University (Establishment and Regulation) Act 2023 (Mah. Act No VIII of 2024)

**Formerly, Shri Ramdeobaba College of Engineering and Management, Nagpur 440013**

## **School of Management**

**PROGRAMME SCHEME & SYLLABI**

**of First year as per National Education Policy (NEP)**

**(With Effect from Academic Year 2024-25)**

**MBA**

**Master of Business Administration**

### Semester- I for General Management with Single/Dual Specialization

Sr. No.	Coursecode	Course Name	L	P	Maximum marks			Credits	ESE Duration (Hrs)
					Continuous Assessment	End Sem Exam	Total		
1.	24SM50TH1175	Applied Statistics & Quantitative Techniques	3		50	50	100	3	3
2.	24SM50TH1176	Organization Behaviour	3		50	50	100	3	3
3.	24SM50TH1177	Financial Accounting	3		50	50	100	3	3
4.	24SM50TH1178	Financial Management	3		50	50	100	3	3
5.	24SM50TH1179	Marketing Management	3		50	50	100	3	3
6.	24SM50TH1180	Project Management	2		50	50	100	2	3
7.	24SM50TH1181	Managerial Economics	3		50	50	100	3	3
8.	24SM50TH1182	Business Law	2		50	50	100	2	3
9.	24SM50TH1183	Principles of Management	3		50	50	100	3	3
10	24SM50PR1175	Career Management I		2	50	0	50	1	--
11	24SM50PR1176	Spreadsheet Lab		2	50	0	50	1	-
12	24SM50PR1177	Syndicate Learning Practice		2	50	0	50	1	-
13	24SM50TH1184	Environment Management	1	-	-	-	-	-	-
		<b>Total</b>	<b>25</b>	<b>8</b>	<b>600</b>	<b>450</b>	<b>1050</b>	<b>28</b>	

## Semester- II for General Management with Single/Dual Specialization

Sr. No.	Coursecode	Course Name	L	P	Maximum marks			Credits	ESE Duration (Hrs)
					Continuous Assessment	End Sem Exam	Total		
1.	24SM50TH1275	Cost and Management Accounting	3		50	50	100	3	3
2.	24SM50TH1276	Operations Management	3		50	50	100	3	3
3.	24SM50TH1277	Research Methodology	3		50	50	100	3	3
4.	24SM50TH1278	Human Resource Management	3		50	50	100	3	3
5.	24SM50TH1279	Strategic Management	3		50	50	100	3	3
6.	24SM50TH1280	Innovation, Entrepreneurship and Venture Development	3		50	50	100	3	3
7.	24SM50TH1281	Positive Psychology (Self-Paced - Learning)	3		100		100	3	--
8.	24SM50PR1275	Sectoral Analysis		2	50	50	100	2	--
9.	24SM50PR1276	Community Engagement		2	50	0	50	2	--
10	24SM50PR1277	Career Management II		2	50	0	50	1	--
11	24SM50PR1278	MLC Elective		2	50	0	50	1	-
12	24SM50PR1279	Comprehensive Viva		2	50	0	50	1	-
13	24SM50TH1282	Ethics and Corporate Social Responsibility	-	-	-	-	-	-	-
		<b>Total</b>	<b>21</b>	<b>10</b>	<b>600</b>	<b>400</b>	<b>1000</b>	<b>28</b>	

<b>Lab Courses</b>	
24SM50PR1278-1	Marketing Lab
24SM50PR1278-2	Financial Modelling Lab
24SM50PR1278-3	Quality Control Lab
24SM50PR1278-4	Behavioural Skills Lab

### Semester- III for General Management with Single/Dual Specialization

Specialization	Course Type	Name of the Course	Credits
<b>Specialization 1 ( 3 Papers)</b>			
Three Electives from the Specialization groups offered (Please refer list of electives)	Program Elective	Elective 1	3
		Elective 2	3
		Elective 3	3
<b>Specialization 1 or 2 ( 3 Papers)</b>			
Three Electives from the Specialization groups offered (Please refer list of electives)	Program Elective	Elective 1	3
		Elective 2	3
		Elective 3	3
Field Immersion Programme-1 (8 to 12 weeks) <b>(to be undertaken between 2nd and 3rd semester)</b>	Ability and Skill Enhancement		9
		<b>TOTAL</b>	<b>27</b>

### Semester- IV for General Management with Single/Dual Specialization

Specialization	Course Type	Name of the Course	Credits
<b>Specialization 1 (1 paper)</b>			
One Elective Course from the Specialization selected in Semester III or General Management. <b>(Please refer list of electives)</b>	Program Elective	Elective 4	3
<b>Specialization 1 or 2 (1 paper)</b>			
One Elective Course from the Specialization selected in Semester III or General Management. <b>(Please refer list of electives)</b>	Program Elective	Elective 4	3
<b>Project</b>	Ability and Skill Enhancement		12
<b>TOTAL</b>			<b>18</b>

OR

Course Name	Type of Course
Internship	On Job Training
<b>TOTAL</b>	<b>18</b>

Note: Internship will include a) Internship at Industry. b) Internship at RCOEM Technology Business Incubators (TBI) Foundation, c) Research Internship

## OPERATIONS

Course Code	Elective
<b>Operations Management</b>	
24SM50TH1375-1	Operations Planning and Control
24SM50TH1375-2	Supply Chain Management
24SM50TH1375-3	Services Operation
24SM50TH1375-4	Quality Management
24SM50TH1375-5	Design and Analysis of Lean Production Systems.
24SM50TH1375-6	Contract Management Practice
24SM50TH1375-7	Advanced Operation research
24SM50TH1375-8	Ergonomics in industrial Health & Safety Management
24SM50TH1375-9	ERP
24SM50TH1375-10	Sourcing Management
24SM50TH1375-11	Productivity through Design and Measurement of Work
24SM50TH1375-12	World Class Manufacturing

## MARKETING MANAGEMENT

24SM50TH1376-1	Integrated Marketing Communication
24SM50TH1376-2	Brand Management
24SM50TH1376-3	Retail Management
24SM50TH1376-4	Sales and Distribution Management
24SM50TH1376-5	Services Marketing
24SM50TH1376-6	Rural Marketing
24SM50TH1376-7	Customer Relationship Management
24SM50TH1376-8	B2B & Industrial Marketing
24SM50TH1376-9	International & Cross-Cultural Marketing
24SM50TH1376-10	Marketing Analytics
24SM50TH1376-11	Sustainable & Green Marketing
24SM50TH1376-12	Digital Marketing
24SM50TH1376-13	Product & Innovation Management
24SM50TH1376-14	Banking & Financial Services Marketing

## FINANCE

24SM50TH1477-1	Security Analysis & Portfolio Management
24SM50TH1477-2	Derivatives & Risk Management
24SM50TH1477-3	Mergers & Acquisition and Corporate Restructuring
24SM50TH1477-4	Project Planning & Financing
24SM50TH1477-5	Behavioural Finance
24SM50TH1477-6	Commercial Banking in India

<b>24SM50TH1477-7</b>	Corporate Taxation
<b>24SM50TH1477-8</b>	Wealth Management
<b>24SM50TH1477-9</b>	International Finance and Trade
<b>24SM50TH1477-10</b>	Financial Services & Merchant Banking
<b>24SM50TH1477-11</b>	Management Control System
<b>24SM50TH1477-12</b>	Insurance Management

## **HUMAN RESOURCE MANAGEMENT**

<b>24SM50TH1378-1</b>	Talent Acquisition and Management
<b>24SM50TH1378-2</b>	Industrial Relations and Labour Laws
<b>24SM50TH1378-3</b>	Learning and Development
<b>24SM50TH1378-4</b>	Performance Management and Appraisal
<b>24SM50TH1378-5</b>	Compensation and Benefits Management
<b>24SM50TH1378-6</b>	International Human Resource Management
<b>24SM50TH1378-7</b>	People Analytics
<b>24SM50TH1378-8</b>	Managerial Competencies for HR Professionals
<b>24SM50TH1378-9</b>	Diversity, Equity, and Inclusion
<b>24SM50TH1378-10</b>	Organizational Development
<b>24SM50TH1378-11</b>	Employer Branding
<b>24SM50TH1378-12</b>	HR as a Business Partner

## **BUSINESS ANALYTICS**

<b>24SM50TH1379-1</b>	Business Analytics
<b>24SM50TH1379-2</b>	Business Data mining
<b>24SM50TH1379-3</b>	Applied Econometrics
<b>24SM50TH1379-4</b>	Customer Analytics
<b>24SM50TH1379-5</b>	Statistics Using R
<b>24SM50TH1379-6</b>	Data Mining Using Orange
<b>24SM50TH1379-7</b>	Web Analytics
<b>24SM50TH1379-8</b>	Data Visualization through Power BI
<b>24SM50TH1379-9</b>	Decision Analytics using Python
<b>24SM50TH1379-10</b>	Text Mining and Modelling
<b>24SM50TH1379-11</b>	SQL for Business Management
<b>24SM50TH1379-12</b>	Visual Data Storytelling
<b>24SM50TH1379-13</b>	Decision Support system with Spreadsheet

## **BANKING AND FINANCE MANAGEMENT**

<b>24SM50TH1380-1</b>	Commercial Banking in India
<b>24SM50TH1380-2</b>	Risk Management in Banking & Insurance
<b>24SM50TH1380-3</b>	Digital Banking
<b>24SM50TH1380-4</b>	Foreign Exchange Management
<b>24SM50TH1380-5</b>	Credit Management
<b>24SM50TH1380-6</b>	Forex Derivatives
<b>24SM50TH1380-7</b>	International Banking and Finance
<b>24SM50TH1380-8</b>	Non-Banking Financial Services & Micro Finance
<b>24SM50TH1380-9</b>	Rural and Cooperative Banking
<b>24SM50TH1380-10</b>	Marketing of Banking Services
<b>24SM50TH1380-11</b>	Investment Management

## Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1175

Course: Applied Statistics & Quantitative Techniques

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

Total Credits: 3

### Course Objective

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

### Course Outcomes

1. Students will be able to construct frequency distributions with appropriate graphical representations
2. Students will develop an understanding of bivariate correlation and regression, including the interpretation of correlation coefficients, regression equations.
3. Students will demonstrate proficiency in understanding various probability distributions, estimation techniques for population parameters, and the construction of confidence intervals.
4. Students will gain the ability to formulate linear programming problems, understand graphical solutions, and apply the simplex method to solve optimization problems.
5. Students will be able to analyze decision-making environments, construct payoff and opportunity loss tables, and make decisions under uncertainty and risk using techniques.
6. Students will develop proficiency in using Monte Carlo Simulation Technique, understanding stochastic simulation and random numbers, and identifying different types of simulation problems.

**Unit - I: Frequency Distribution and Graphical Representations** Review of Measures of Central Tendency & Dispersion – Mean, Median, Mode. Range, Quartile Deviation, Mean Deviation, Standard Deviation. Measures of Dispersion, Range, Mean Deviation, Standard Deviation

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

**Unit – III: Probability Distributions:** Binomial, Poisson and Normal Distributions. Estimation: Population and Samples, Parameters and Statistics, Point and Interval Estimation, Estimator and Estimates, Confidence Intervals, Interval Estimates of Mean and Proportion from Large Samples, Interval Estimation Using t Distribution, Sample Size for Estimating Means and Proportions.

**Unit – IV: Linear Programming:** Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Method

**Unit – V: Decision Theory:** Decision making environment, Construction of Pay off Table, Opportunity Loss Table, Decision under uncertainty, Decision under Risk: EMV, EOL, EVPI.

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

### Textbook

1. Statistics for Management, Richard I. Levin, David S. Rubin, Pearson Education, 2009, 978-81- 7758-584-1 Reference Books 1. Quantitative Methods for Business, David R. Anderson, Thomson South - Western 81-315 - 0308-9
2. Quantitative Techniques, P.C. Tulsian, Pearson Education Asia, 81-7808-588-7
3. Quantitative Analysis for Management, John L. Harpell, Allyn and Bacon, Inc. 0-205-08337-4
4. Quantitative Analysis for Management, Barry Render, Prentice Hall of India Pvt. Ltd. 81-203- 2829-9
5. Quantitative Techniques in Management, N.D. Vohra, Tata Mcgraw Hill Pub. House 0-07- 047340-4



6. Quantitative Techniques, C. Satyadevi, S.Chand And Co. Ltd.,81-219-2621-1
7. Quantitative Techniques in Management, N.D. Vohra, Tata Mcgraw Hill Pub. House 0-07- 047340-4

## Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1176

Course: Organization Behaviour

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

Total Credits: 3

### Course Objective:

This course provides the foundation for the students to understand the various aspects of individual & group behaviour, organization culture and walk through the journey in corporate sector to perform and grow.

### Course Outcomes:

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

1. Infer how OB impacts individual and group behaviour in organizations and examine the various factors that shape individual behaviour
2. Detect the influence of personality and perception on the workplace behaviour of an individual.
3. Ascertain workplace attitudes, investigate how motivation theories apply to individual and group behaviour in organization and expand upon the role of values in organizational contexts.
4. Understand the process of group formation and assess strategies for effective conflict resolution and management.
5. Explain the factors that shape organizational culture and apply strategies for sustaining and managing organizational culture
6. Interpret the different levels and types of organizational change and demonstrate strategies for implementing change in organizations

**Unit I: Introduction to Organization Behaviour:** Importance, Fundamental concepts of OB, Developing an OB Model, Foundations of Individual Behaviour

### Unit II: Personality, and Perception:

Personality – Meaning, Personality Frameworks, Personality and Situations

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

### Unit III: Attitudes, Motivation, and Values:

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

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

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

### Unit IV: Group Dynamics, and Conflict Management:

Concept of Group & Team, Process of Group Formation - Formal and Informal groups,

Conflict Management: Traditional vis-à-vis Modern View of Conflict, Types of Conflict: Intrapersonal, Interpersonal, Group & Organizational

**Unit V: Organization Culture:** Creation of Culture, Organization Culture - Levels, Types, Strategies for Sustaining Culture

**Unit VI: Organization Change:** Nature, Levels, Types, Pressures for Change, Force-field Theory for Change, The Domino Effect, Responses to Change, Change Process, Resistance to Change

### Textbook:

1. Organizational Behaviour: Robbins, 9th Pearson Education Asia

**References Books:**

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

# Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1177

Course: Financial Accounting

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

Total Credits: 3

## Course Objective

Through Enhanced pedagogy, up-to-date coverage explaining the fundamental principles of accounting, the entire accounting cycle, from recording of financial transactions to the preparation of final accounts, the course aims to develop the critical thinking and decision-making skills that the students need to succeed in a dynamic business world

## Course Outcomes

1. Able to understand of the Basic concepts and terms of Financial Accounting.
2. Able to make transactions in primary and subsidiary books of accounts.
3. Able to understand the importance of the Cash Book and Bank Reconciliation Statement.
4. Able to understand the concept of depreciation.
5. Able to prepare Financial Statements of Service Providing Firms.
6. Able to prepare Financial Statements of Corporate Entities.

## Unit - I: Introduction to Financial Accounting

Bookkeeping: - definition & objectives. Financial Accounting: - definition and Scope, objectives, advantages & limitation. Accounting v/s Bookkeeping, Branches of Accounting, users of accounting information, Terms used in accounting, Accounting Principles, Concepts and Conventions.

## Unit - II: Recording of Transactions

Accounting Process, Journals, Ledger and Preparation of Trial Balance.

## Unit - III: Cash Book and Bank Reconciliation of Statement

Cash Book, Meaning, need & importance of Bank Reconciliation Statement, Preparation of Bank Reconciliation Statement.

## Unit - IV: Depreciation Accounting

Meaning, need & importance of depreciation, methods of charging depreciation (WDV & SLM).

## Unit - V: Preparation of final accounts of Professional/Service establishments

Preparation of Income and Expenditure Account and Balance sheet of Professional / Service establishments.

## Unit - VI: Preparation of Financial Statements

Introduction and preparation of Financial Statements of Corporate Entities.

## Textbook

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

## Reference Books:

1. Financial, Cost and Management Accounting, Dr. P. Periasamy, 2nd Edition, Himalaya Publishing House.
2. Advance Accounts Volume I by M.C. Shukla, T.S. Grewal, S.C. Gupta by S. Chand and company, New Delhi.
3. Advance Accounts Volume II by M.C. Shukla, T.S. Grewal, S.C. Gupta by S. Chand and company, New Delhi.

# Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1178

Course: Financial Management

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

Total Credits: 3

## Course Objective

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

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

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

## Unit - I: Introduction to Financial Management

Introduce the concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management. Sources of financing – Long –Term and Short- term. Introduction to capital markets (Equity + Debt + money markets + MFs + F&O)(Sources of Finance is for Self-Study).

## Unit - II: Time Value of Money

Application of Time Value of Money and calculation of Future and Present value of a single cash flow, multiple cash flows and Annuity.

## Unit - III: Cost of Capital

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

## Unit - IV: Capital Structure

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

## Unit - V: Working Capital Management

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

## Unit - VI: Investment Decision

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

## Textbook

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

## Reference Books

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

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

# Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1179

Course: Marketing Management

L: 3 Hrs. P: Hrs. Per week

Total Credits: 3

## Course Objective

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

## Course Outcomes

Students shall be able to-

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

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

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

**Unit III: Marketing Mix:** Product strategy and development. Pricing strategies and tactics. Distribution channels and logistics management. Promotion strategies including advertising, sales promotion, public relations, and digital marketing.

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

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

**Unit VI-Emerging Trends in Marketing:** Digital marketing trends and strategies. Social media marketing. Influencer marketing and viral campaigns. Sustainable marketing practices.

## TextBooks:

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

7. Marketing Management: Knowledge and Skills by J. Paul Peter and James H. Donnelly Jr.



# Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1180

Course: Project Management

L:2, P:0 Hrs, per week

Total Credits: 2

## Course Objective

The Objective of Project Management is to make students aware of the project management concepts and develop project planning, scheduling and costing skills.

Upon completion of this course, the students will be able to:

1. Outline the basic concepts of project management through an understanding of the Project Life cycle and WBS
2. Prepare a Project Plan using tools like CPM/PERT
3. Analyze the Project in the context of Risks
4. Assess the Project Performance from the cost point of view and closure point of view

## Unit - I: Introduction to Project Management

Project Management Concepts Characteristics of a project, Need for project management, Roles of project managers, Project Life Cycle. Developing a Project Plan Work Breakdown Structure,

## Unit - II: Scheduling and Network Analysis and Risk Management

Developing the project network Activities: Sequencing, Duration and Scheduling, CPM/PERT. Use of Project Management Software. Project Risk Management Risk Management Process, Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control

## Unit - III: Sustainable Project Management

Green Energy initiatives, Waste Management and Recycling programmes, Sustainable Infrastructure.

## Unit - IV: Project Performance and Closure

Project Performance, Evaluation & Closure Structure of Project Monitoring Information System, Project Control process, Monitoring Time performance through Gantt chart, Types of Project Closure. Wrap-up Closure Activities.

### Textbook

1. Project Management by Clifford F. Gray, Erik W. Larson, McGraw Hill

### Reference Books

1. Project Management: Jeffrey Pinto, Pearson
2. Project Management: Rory Burke, Wiley India
3. Project Management, S. Chowdhary, McGraw Hill
4. Project Management: V. C. Sontakki, Himalaya Publishing House
5. Project Management: Arun Kanda, PHI

## Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1181

Course: Managerial Economics

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

Total Credits: 3

### Course Objective

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

### Course Outcomes

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

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

### Course Contents:

**Unit – I: Introduction to Managerial Economics:** Definition, Nature and Scope of Managerial Economics, Application of Economics to Business Decision, Relationship of Economics with various areas of Management and OR; role of managerial economist.

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

**Unit – III: Production & Cost Analysis** - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, short term and long term cost. Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. Practical Problems on estimation of production function – Cobb-Douglas production function.

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

**Unit - V: National Income and Business Cycles:** Basic concept-measurement of national income concept of GDP & GNP –Methods of measuring national income. Practical Problems on computation of national income.

Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies. Concept of multiplier, accelerator.

**Unit - VI: Price Stabilization and Macro Economic Environment:** Inflation & deflation- types, causes, effects remedial measures. Macro-Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment (FDIs).

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

**Textbook**

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

**Reference Books**

1. Managerial Economics, Dominick Salvatore, Oxford University Press, New Delhi

2. Managerial Economics, D.N.Dwidevi, Vikas Publishing House Pvt. Ltd.

3. Managerial Economics, Peterson & Levis, Prentice Hall of India.

4. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi

5. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House

## Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1182

Course: Business Law

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

Total Credits: 2

This course aims at providing knowledge on various business legislation with respect to company laws, partnership, contracts, intellectual properties, consumer protection and right to information for citizens.

### Course Outcomes

1. Understanding of Companies Law
2. Understanding of laws related to partnership
3. Understanding of elements of contract and intellectual properties
4. Understand the laws related to consumer protection and right to information

### Unit - I: Companies Act

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

### Unit - II: Partnership Act

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

### Unit - III: Indian Contract Act

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

### Unit - IV: General Legislations

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

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

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

### Textbook

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

### References Books

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

## Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1183

Course: Principles of Management (Self-paced learning)

L: 3 Hrs. T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 03

### Course Objective

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

### Course Outcomes

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

**Unit - Management:** Definition, nature, purpose and scope of management, Skills and roles of a manager, functions, principles; Evolution of Management Thought, Scientific Management. Planning: Types of plans, planning process, Characteristics of planning, Traditional objective setting, Strategic Management, premising and forecasting Decision-Making: Process, Simon's model of decision making, creative problem solving, group decision making.

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

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

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

### Textbook

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

### Reference Books

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

## Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50PR1175

Course: Career Management I

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

Total Credits: 01

### Course Objective:

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

### Course Outcomes:

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

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

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

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

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 24SM50PR1176**

**Course: Spreadsheet Lab**

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

**Total Credits: 1**

### **Course Objective**

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

### **Course Outcomes**

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

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

### **Unit-I: Basic Excel Function**

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

### **Unit-II: Advance Excel Function**

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

### **Textbook**

1. MicrosoftExcel2019 Data Analysis and Business Modeling by Winston WayneL, PHI.

### **Reference Books**

1. Financial Analysis with Microsoft Excel by TimothyRMayer, CengageIndia.
2. Financial Analysis and Modeling using Excel and VBA by Chandan Gupta, Wiley.

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 24SM50PR1177**

**Course: Syndicate Learning Practice**

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

**Total Credits: 01**

This course consists of dividing up the participants into number of groups for the purpose of discussion, in exercise, or work on a project. The topics of discussions will be based on various interdisciplinary topics and areas related to business management



## Syllabus for Semester I (MBA) Master of Business Administration

Course Code: 24SM50TH1184

Course: Environment Management

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

Total Credits: 0

### Course Outcomes:

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

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

**Unit 1:** Introduction to Ecosystem, Biodiversity and its conservation, Types of Environmental Pollution. Conservation of resources.

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

**Unit 3: Industrial pollution and its impact on the environment;** Environment Impact assessment; Environmental clearance in India; procedure & importance; difference between environment impact assessment and environmental audit; National Green Tribunal and its powers; Issues involved in enforcement of environmental legislation; (Posco steel plant case).

**Unit 4: Social Issues:** Construction of dams & Industrial projects and displacement of people and its issues; Narmada dam case study. Environment and human health.

**Unit 5: Public Rights:** Right to information: Concept, Procedure, Rights & Cases; Public Interest Litigation: Concept, Procedure, Rights & Cases, Role of NGOs in Environmental Protection; (Cases)

**Unit 6: Concerns:** Bhopal Gas Tragedy case study. Climate change, global warming, Consumerism and waste products. Public awareness (Plastic beads in Shampoos). Natural calamities and diseases. (Cases). Sustainable development. Triple Bottom Line

### Textbook:

R. Rajagopalan, Environmental Studies.

### Reference Books:

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

# Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50TH1275

Course: Cost and Management Accounting

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

Total Credits: 3

## Course Objective

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

## Course Outcomes

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

1. Describe and explain the concept of cost and management accounting, prepare and analyze cost sheets and quotations for businesses.
2. Compute operating costs of services, analyze them, and apply them to solve real-world problems in the transportation and service industries.
3. Compare Traditional Costing and the concepts of Activity Based Costing and aid cost reduction in industries.
4. Prepare and analyze financial statements (e.g., income statement, balance sheet, cash flow statements) and use ratio analysis to draw conclusions about the financial health of organizations.”
5. Apply concepts like CVP analysis, BEP analysis and Marginal costing and formulate models for decision making in real world scenarios.
6. Describe, prepare, and analyze fixed, flexible, and cash budgets and evaluate their effectiveness in decision-making for organizations.

### Unit-I: Introduction

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

### Unit -II: Service Costing

Operating/Service Costing (Process costing is for self-study)

### Unit-III: Activity Based costing

Compare the Traditional absorption costing system with Activity based costing and understanding the relevance & application of ABC for cost reduction.

### Unit-IV: Financial Statement analysis & Interpretation

Meaning of financial statement & accounting practice, Fund Flow statement. & Cash flow statement & Ratio Analysis - classification of various ratios, Reading the balance sheet and other financial data to comment on the financial soundness of the firm. Fund Flow Statement (FFS—is for Self Study).

### Unit-V: Planning & Decision-Making Techniques

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

### Unit-VI: Understanding the preparation of Budgets

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

## Textbook

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

## Reference Books

1. Financial Cost and Management Accounting latest Edition: Dr. P. Periasamy, Himalaya Publishing House.
2. Management Control System: Sekhar, TMH, New Delhi
3. Advanced Accounts Volume II: M. C. Shukla, T. S. Grewal, S. C. Gupta S. Chand and company, New Delhi,

4. Management Accounting Principles & Practice: Sharma R. K & Gupta S. K
5. Cost Accounting Principles & Practice: Jain Narang, PHI.

# Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50TH1276

Course: Operations Management

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

Total Credits: 3

## Course Outcomes:

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

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

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

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

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

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

**Unit VI: Aggregate Planning & Lean Management:** Strategies for Adjusting Capacity, Managing Demand, Quantitative Techniques for Aggregate Planning, Aggregate Planning for Services, Lean Production.

## Textbook:

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

## References Books:

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

## Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50TH1277

Course: Research Methodology

L: 3 Hrs. Per week

Total Credits: 3

### Course Objective:

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

### Course Outcomes:

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

1. Define business research, its nature, scope, and identify appropriate research processes and designs.
2. Use probability and non-probability sampling methods and design valid and reliable questionnaires.
3. Formulate null and alternative hypotheses and test them using appropriate methods and error management.
4. Understand factor extraction, rotation techniques, and interpret factor loadings to reduce data dimensionality.
5. Classify data using hierarchical and non-hierarchical clustering techniques like K-Means for segmentation and classification.
6. Apply advanced multivariate techniques like Multiple Regression, MANOVA, and Discriminant Analysis for in-depth data analysis.

### Unit I: Introduction to Business Research

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

### Unit II: Sampling Techniques and Questionnaire design

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

### Unit III: Measurement & Scaling Techniques

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

## **Unit IV: Factor Analysis**

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

## **Unit V: Cluster Analysis**

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

## **Unit VI: Multivariate Techniques**

Advanced multivariate techniques such as Multiple Regression, MANOVA, and Discriminant Analysis, Multiple regression analysis, including handling multicollinearity and evaluating models using  $R^2$  and p-values.

### **Textbook:**

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

### **Reference Books:**

1. Research Methodology by Dr. Deepak Chawla & Neena Sodhi (Vikas Publications)
2. Research Methodology by R. Paneerselvam (Prentice Hall of India Pvt. Ltd)
3. Business Research Methods by Zikmund (Thomson Learning Books)
4. Research Methods for Business by Uma Sekaran & Roger Bougie (Wiley India Edition)
5. Marketing Research by Malhotra & Dash (Pearson Publication)
6. Marketing Research, G C Beri third edition (McGraw Hill)
7. Business Research Methods, Naval Bajpai, Pearson Publication

## Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50TH1278

Course: Human Resource Management

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

Total Credits: 3

### Course Objective:

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

### Course Outcomes:

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

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

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

CO3: Apply human resource planning principles to forecast workforce needs, analyse and evaluate various recruitment and selection strategies, and design a comprehensive talent acquisition framework that optimizes candidate onboarding.

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

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

**Unit I: Introduction to HRM:** HRM Models, Evolution of HRM, Line and Staff Aspects of HRM, Changing Environment of HR Management, Technology and HRM.

**Unit II: Job Analysis & Design:** Job, Role, Competency and Skills Analysis – Definitions; Job Analysis, Basics of Job Analysis, Methods of collecting Job Information, Writing JD, Job Specification; Job design, Factors & Techniques of job design

**Unit III: Human Resource Planning & Talent Acquisition:** Concept, Need of Human Resource Planning, Human resource Planning process. Recruitment, Sourcing Choices, On Demand Recruiting, Designing effective Internet recruitment programs. Selection, selection process, Employees testing, Basic Testing Concepts, Types of tests, Interviewing candidates, Induction program

**Unit IV: Talent Development:** Training and Development, Nature of Training and Development, Analysing, Needs and Designing the Program, Methods and Implementation of Training Program,

**Unit V: PMS & Compensation:** Performance Management and Appraisal, Appraisal Process, Compensation, establishing pay rates, Incentives and benefits, Incentive and Recognition Program, CTC

**Unit VI: Employee Experience Management & Introduction to IR:** Employee experience Management: Organization Citizenship Behaviour, Employee Engagement, HR Audit, Basics of Competency Mapping, Introduction to IR: Employee Relations, Labour relations, Collective Bargaining, Grievances, Features of Employee welfare, objectives of employee welfare, types of welfare measures/schemes

**Textbook:** Human Resource Management, Twelfth Edition, Gary Desseler, Biju Varkkey, Pearson

**Reference Books:**

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



# Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50TH1279

Course: Strategic Management

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

Total Credits: 3

## Course Objective

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

## Course Outcomes

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

### Unit 1: Strategic Management: Creating Competitive Advantages

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

### Unit 2: Analyzing the External Environment of the Firm

Enhancing awareness of the external environment, the general environment, the competitive environment.

### Unit 3: Assessing the Internal Environment of the Firm

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

### Unit 4: Business-Level Strategy: Creating and Sustaining Competitive Advantages

Types of competitive advantage and sustainability, industry life-cycle stages: strategic implications, Digital Business Strategy: Leveraging Capabilities in a Disruptive Environment, Competitive Disruption, strategic management, and the digital economy, how internet and digital technologies are affecting five competitive forces, competitive strategies and adding value.

### Unit 5: Corporate-Level Strategy: Creating Value

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

### International Strategy: Creating Value in Global Markets

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

### Unit 6: Strategic Control

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

### Creating Effective Organizational Designs

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

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

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

### **Textbook**

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

### **Reference Books**

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

# Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50TH1280

Course: Innovation, Entrepreneurship

& New Venture Development

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

Total Credits: 03

## Course Objectives:

1. Recognize the fundamental concepts and theories underpinning innovation, entrepreneurship, and venture development.
2. assess entrepreneurial opportunities through market analysis, customer discovery, and recognizing competitive advantages.
3. Develop innovative ideas through problem-solution fit, idea generation, validation, prototyping, and iterative refinement for market suitability.
4. Refine market validation skills, segment customers, and devise effective marketing and sales strategies tailored for startups' success.
5. Analyze market demand, segment customers, and craft intricate marketing strategies, ensuring alignment with startup goals and objectives.
6. Synthesize venture financing methods, perfect pitching skills, and manage investor relations effectively to ensure venture sustainability and growth.

## Unit 1: Introduction to Innovation, Entrepreneurship & Venture Development

- Introduction to innovation and entrepreneurship
- Importance of venture development in the business ecosystem
- Entrepreneurial mindset and key entrepreneurial skills

## Unit 2: Opportunity Identification and Evaluation

- Techniques for identifying and evaluating entrepreneurial opportunities
- Market analysis and customer discovery
- Value proposition and competitive advantage

## Unit 3: Innovative Idea Generation and Refinement

- Problem and Solution Fit
- Techniques for generating innovative ideas
- Idea validation and market fit
- Prototyping and iteration

## Unit 4: Business Model Development

- Business model canvas and lean start-up methodology
- Revenue models and cost structures
- Intellectual property considerations

## Unit 5: Market Validation and Customer Development

- Techniques for validating market demand
- Customer segmentation and targeting
- Marketing and sales strategies for start-ups

## Unit 6: Financing and Fundraising for Ventures (1 unit)

- Venture financing options: bootstrapping, angel investors, venture capitalists
- Pitching and presenting to investors
- Financial projections and investor relations, Diversity & Inclusion

## Textbook:

The Start-up Owner's Manual: The Step-by-Step Guide for Building a Great Company, by Steve Blank & Bob Dorf. (Available in Kindle also)

## Reference Books:

1. The Art of War, Sun-Tzu
2. Hope is not a Strategy, Rick Page
3. Innovation and Entrepreneurship, Peter Drucker

4. Biographies of Andy Grove, Bill Gates, Larry Ellison, Googl Founders, etc
5. Straight from the Gut and Winning, Jack Welch
6. How to Drive Your Competition Crazy, Guy Kawasaki
7. Crossing the Chasm, Geoffrey Moore
8. Differentiate or Die, Jack Trout
9. Rajeev Roy: Entrepreneurship

# Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50PR1275

Course: Sectoral Analysis

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

Total Credits: 02

## Course Objective

Sectoral Analysis explores the in-depth examination of various sectors of the economy, including but not limited to, finance, technology, healthcare, energy, consumer goods, and services. The course aims to equip students with the knowledge and analytical tools necessary to understand the dynamics, trends, challenges, and opportunities within specific sectors.

## Course Outcomes

Students shall be able to-

- 1) Understand the importance of sectoral analysis in investment decision-making.
- 2) Evaluate the impact of macroeconomic variables on specific sectors.
- 3) Learn to conduct qualitative and quantitative analysis of sectoral data.
- 4) Apply sectoral analysis techniques to real-world scenarios and case studies.

**Unit I: Introduction to Sectoral Analysis:** Definition and importance of sectoral analysis; Overview of major sectors in the economy; Role of sectoral analysis in investment strategy.

**Unit II: Economic and Industry Overview:** Macroeconomic indicators and their impact on sectors; Industry life cycle analysis; Porter's Five Forces framework for industry analysis.

**Unit III: Financial Analysis of Sectors:** Financial metrics and ratios specific to sectors; Benchmarking sectoral performance; Identifying financial strengths and weaknesses within sectors.

**Unit IV: Case Studies and Sectoral Analysis Projects:** Analysing real-world case studies of sectoral performance; Conducting sectoral analysis projects focusing on specific industries; Presenting findings and recommendations based on sectoral analysis.

## Textbooks:

- 1.Fundamental Analysis for Investors by Raghu Palat.
- 2.Stocks to Riches by Parag Parikh
- 3.Guide to Indian Stock Market by Jitendra Gala.
- 4.Coffee Can Investing by Saurabh Mukherjea, Rakshit Ranjan and Pranab Uniyal.

## Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50PR1276

Course: Community Engagement

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

Total Credits: 02

### Course Objective

The Community Engagement course aims to equip students with the knowledge and skills to effectively engage diverse communities, foster collaboration, empower stakeholders, and address societal challenges through participatory approaches.

Upon completion of this Lab course, the students will be able to:

5. Identify Community-related problems and learnings.
6. Apply the knowledge of Management to come up with a plan to solve the problem.
7. Examine the alternatives to solve the problem.
8. Conclude the problem through the provision of the solution to the identified problem.

### Contents

17 Sustainable Development Goals

### Textbook

1. Transforming Our World: Implementing the 2030 Agenda for Sustainable Development: United Nations

### Reference Books

6. "Sustainable Development Goals: Their Impact on Forests and People" by John A. Parrotta, Stephanie Mansourian, and Daniel J. Buckles. Publisher: Cambridge University Press.
7. "The UN Sustainable Development Goals: From Promotion to Implementation" edited by Jan Vandemoortele. Publisher: Routledge.
8. "The Global Goals: A Blueprint for a Better World" by UNICEF. Publisher: Penguin Random House.
9. "Implementing the Sustainable Development Goals: A Handbook for Legislators" by Inter-Parliamentary Union (IPU). Publisher: Inter-Parliamentary Union.
10. "Sustainable Development Goals: Their Impacts on Forests and People" edited by Glenn Galloway and Inge Jonckheere. Publisher: Springer.

## Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50PR1277

Course: Career Management II

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

Total Credits: 01

### Course Objective:

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

### Course Outcomes:

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

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

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

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

## Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50PR1278-1

Course: Marketing Lab

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

Total Credits: 1

### Course Objective

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

### Course Outcomes

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

### Unit I:

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

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

### Unit II:

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

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

### Textbook

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

### References Books

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



## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 24SM50PR1278-2**

**Course: Financial Modelling Lab**

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

Total Credits: **1**

### **Course Objective:**

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

### **Course Outcomes:**

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

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

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

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

### **Textbook**

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

### **Reference Books**

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

## Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50PR1278-3

Course: Quality Control Lab

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

Total Credits: 01

### Course Objective

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

### Course Outcomes

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

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

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

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

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

**Textbook:** 1. Total Quality Management, Dale H. Besterfield

### Reference Book:

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

## Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50PR1278-4

Course: Behavioural Skill Lab

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

Total Credits: 1

### Course Objective

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

### Course Outcomes

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

### Unit - I:

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

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

**Interpersonal Skills:** Listening skills, art of questioning, assertiveness, Negotiation skills, added under transactional analysis

### Unit - II

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

### Textbook

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

### References Books

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

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 24SM50PR1279**

**Course: Comprehensive Viva**

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

**Total Credits: 01**

### **Course Objective**

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

### **Course Outcomes**

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

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

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

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

## Syllabus for Semester II (MBA) Master of Business Administration

Course Code: 24SM50TH1282

Course: Ethics and Corporate Social Responsibility

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

Total Credits: 0

### Course Objectives:

1. Outline the concepts of business ethics, corporate governance, and sustainability, and their significance in the Indian business landscape.
2. Apply ethical theories such as Utilitarianism, Deontology, and Virtue Ethics to analyze ethical dilemmas in various business contexts.
3. Evaluate the principles of corporate governance, including the regulatory framework established by SEBI and the Companies Act.
4. Critically assess corporate social responsibility (CSR) practices in India and their impact on organizational stakeholders and society at large.
5. Analyze Indian business sustainability, considering environmental, social, economic aspects, emphasizing Sustainable Development Goals and green initiatives.
6. Utilize ethical decision models, analyze industry-specific challenges, integrate ethics and sustainability into organizational strategy.

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

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

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

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

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

**Unit 6: Implementing Ethical Governance and Sustainability:** Integration of ethics and sustainability into organizational strategy, Monitoring and reporting sustainability performance, best practices and emerging trends in ethical governance and sustainability

**Textbook:** 1. "Business Ethics: Concepts and Cases", Author: Manuel G. Velasquez, Publisher: Pearson Education India

### Reference Books:

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