SEMESTER - I

Program:	**MBA (General Management)**			**Semester:**	**I**		
Course:	**Managerial Economics**			**Code:**	**MB26ALPC01MB1T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignments, Case Studies, Quiz

Course Objectives: To acquaint students with concepts and techniques used in Micro-economics and to apply this knowledge in business decision making.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Recognize the key terms in economics and managerial economics and to know the fundamental concepts affecting business decisions	L2
CO-2	Identify the concept of utility and demand analysis and forecasting.	L1
CO-3	Illustrate the overall analysis of Production function.	L3
CO-4	Understand and analyze various cost constraints.	L2
CO-5	Differentiate the costing, pricing and its relationship with demand and supply in different markets.	L4
CO-6	Describe about various strategic pricing approaches	L2

Unit I: Introduction	**(6 Hrs.)**
Concept of economics, Nature and scope of managerial economics, forms and its objectives, theories of the firm, fundamental principles and 10 principles of economics, applications of managerial economics	
Unit II: Demand & Supply Analysis	**(6 Hrs.)**
Demand theory and supply: Demand and its determinants, law of Demand, Types of Demand, Demand Functions, Economic Concept of Elasticity (Price, Cost and Income), Concept of Supply, Demand and Supply Equilibrium, Shift in Demand and Supply, Demand Forecasting & its techniques- Correlation & Regression Method.	
Unit III: Production Analysis	**(6 Hrs.)**
Law of Production, Production function with one/two variables, Cobb Douglas Production function, the Marginal Rate of Technical Substitution, Isoquant and Isocost curve, Expansion path, Importance of Production function in managerial decision making	
Unit IV: Cost Analysis	**(6 Hrs.)**
Cost concepts, Cost function, determinants of cost, Relationship Between Cost and Production Function, Least cost combination of input (Producer Equilibrium) , Break-even analysis, determination of Break Even Point	
Unit V: Market Structure	**(6 Hrs.)**
Features & types of different competitive situations, Price-Output determination in Perfect Competition, Monopoly, Monopolistic competition & Oligopoly, short-term pricing in these market structures.	

Unit VI: Pricing Philosophy	**(6 Hrs.)**
Pricing Practices: Pricing Method in practice, Price Discrimination, Pricing in multiple products, Transfer Pricing.	
Total Lecture	**36 Hours**

Textbooks:	
1.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and Distributors Ltd.
2.	R.L.Varshney, Managerial Economics, Sultan Chand & Sons, New Delhi
3.	P. L. Mehta, Managerial Economics, Sultan Chand & Sons, New Delhi

Reference Books:	
1.	Macro Econ- McGuigan/ Moyar/ Harris- CENGAGE Learning
2.	Managerial Economics by Homas and Maurice, Tata McGraw Hill, 8th Edition Indian Economy by Mishra and Puri, 24th Edition, Himalaya Publishing House
3.	Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.

MOOCs Links and additional reading, learning, video material	
1.	ttp://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todaysdecision-makers6e-6/9788131733530
2.	http://pearsoned.co.in/prc/book/h-craig-petersen-managerial-economics-4e-4/9788177583861
3.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial economics/?courseid=4207
4.	http://ocw.mit.edu/courses/economics/

Program:	**MBA (General Management)**			**Semester:**	**I**		
Course:	**Financial Reporting and Statement Analysis**			**Code:**	**MB26ALPC02MB1T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignments, Case Studies, Quiz.

Course Objectives: The objective of this course is to enable students to comprehend the fundamental principles of financial accounting, cost accounting, and management accounting.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Apply the principles of the double-entry system to prepare journal entries, ledgers, and trial balances using Tally.	L3
CO-2	Prepare Trading and Profit and Loss account and Balance Sheet.	L3
CO-3	Identify the appropriate method of depreciation and inventory valuation	L2
CO-4	Evaluate the application of Cost-Volume-Profit (CVP) analysis in strategic decision-making.	L5
CO-5	Analyze financial statements.	L4
CO-6	Understand the significance of cost accounting, and distinguish between cash budget and flexible budget.	L2

Unit I: Basics of accounting	**(6 Hrs.)**
Introduction to accounting: Meaning, Importance of Accounting in Business Organization, Users of Accounting Information, Terms used in accounting, accounting cycle, Accounting Concepts And Conventions, GAAP, IFRS, Application on Tally: Preparation of journal, Ledger, Trial Balance	
Unit II: Preparation of Final Account	**(6 Hrs.)**
Differences between Financial Accounting, Cost Accounting and Management Accounting. Preparation of Trading and Profit and Loss account and Balance Sheet	
Unit III: Depreciation and Inventory Management	**(6 Hrs.)**
Depreciation - Straight line Method, Reducing balance method, Inventory Valuation - Methods of Inventory Valuation - FIFO, LIFO, and Weighted-Average.	
Unit IV: Short Term Business Decision Techniques	**(6 Hrs.)**
Marginal Costing: Meaning, Principles, Advantages and Limitations, Cost Volume Profit (CVP) Analysis. Absorption Costing: Meaning, Advantages and Limitations	
Unit V: Statement Analysis	**(6 Hrs.)**
Ratio Analysis, Comparative Statement, Common Size Statement and DuPont Analysis, **Cash Flow Statement:** Nature, Objectives, Uses and Limitations of Cash Flow Statement, Distinction Between Funds Flow and Cash Flow Statement, Classification, Preparation, and Calculation of Cash Flow Statement.	

Unit VI: Cost accounting and Budgeting	**(6 Hrs.)**
Cost Accounting: Definition, Importance, classification of cost, Preparation of cost sheet. **Budgetary Control:** Meaning, objectives, advantages and limitations, Types - Cash and Flexible budget	
Total Lecture	**36 Hours**

Textbooks:	
1.	S.N. Maheshwari, S.K. Maheshwari: An Introduction to Accountancy: Vikas Publishing House Pvt. Ltd, 2005.
2.	Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.
3.	Dr. Sakshi Vasudeva, Accounting for Business Managers
4.	Shah Paresh: Basic financial accounting for manager, Oxford Press
5.	Bhattacharya: Accounting for Management, Vikas Publishing House Pvt. Ltd

Reference Books:	
1.	N. M. Singhvi: Management Accounting, PHI
2.	Narayanaswamy, R Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012.
3.	Colin Drury, Huddersfield: Cost and Management Accounting, Cengage Learning

Program:	**MBA (General Management)**			**Semester:**	**I**		
Course:	**Business Statistics for Decision Making**			**Code:**	**MB26ALPC03MB1T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Discussion, Quiz, etc.

Course Objectives: To equip MBA students with fundamental statistical concepts and analytical reasoning skills required to interpret business data, assess uncertainty, and support informed managerial decision-making.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Explain role and importance of statistics in management	L2
CO-2	Organize, summarize and interpret business data	L3
CO-3	Apply probability concepts to business uncertainty	L3
CO-4	Interpret probability distributions for business decisions	L4
CO-5	Analyze time-based data for trend interpretation	L4
CO-6	Use statistical reasoning to support decisions under uncertainty	L4

Unit I: Introduction to Business Statistics **(6 Hrs.)**

Nature and scope of business statistics, role of statistics in managerial decision-making, statistics in planning control and decision processes, types of business data, sources of business data, levels of measurement, ethical use of data, limitations of statistics in business decisions.

Unit II: Data Organization and Descriptive Analysis **(6 Hrs.)**

Classification and tabulation of business data, frequency distributions, graphical presentation of data, measures of central tendency, measures of dispersion, interpretation of descriptive statistics for business decisions, managerial insights from summarized data.

Unit III: Probability Concepts and Business Uncertainty **(5 Hrs.)**

Concept of probability, approaches to probability, basic rules of probability, conditional probability, concept of random variables, application of probability in business decision-making, interpretation of risk and uncertainty in managerial contexts.

Unit IV: Probability Distributions for Business Decisions **(7 Hrs.)**

Concept and applications of probability distributions, discrete distributions with business relevance, binomial distribution applications, Poisson distribution applications, continuous distributions overview, normal distribution and its business interpretation, managerial implications of distributional behavior.

Unit V: Time-Based Data Analysis and Trend Interpretation **(6 Hrs.)**

Nature of time-based business data, components of time series (trend, seasonal, cyclical, irregular), methods of measuring trend (introductory), moving averages and simple trend analysis, interpretation of trends for business planning, limitations of forecasting at introductory level

Unit VI: Statistical Reasoning for Managerial Decisions	**(6 Hrs.)**
Decision-making under certainty and uncertainty, payoff tables, decision criteria under risk, introduction to decision trees (conceptual), role of statistics in managerial problem-solving, integration of statistical insights into business decisions, managerial judgment and limitations of quantitative analysis	
Total Lecture	**36 Hours**

Textbooks:	
1.	S.C. Gupta & V.K. Kapoor, Fundamentals of Applied Statistics, Sultan Chand
2.	D.C. Sancheti & V.K. Kapoor, Business Statistics, Sultan Chand
3.	S.P. Gupta, Statistical Methods, Sultan Chand

Reference Books:	
1.	Levin & Rubin, Statistics for Management (Indian Edition), Pearson
2.	J.K. Sharma, Business Statistics, Pearson India

Program:	**MBA (General Management)**			**Semester:**			**I**
Course:	**Organizational Behaviour and Design**			**Code:**			**MB26ALPC04MB1T**
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Discussion, Quiz.

Course Objectives: Students will be able to involve stakeholders and team members in executing decisions

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Apply management principles to solve management-related problems or dilemmas.	L3
CO-2	Develop strategies to minimize perceptual biases and enhance interpersonal communication and collaboration in diverse teams.	L6
CO-3	Understand the key theories of motivation and their implications for organizational management.	L2
CO-4	Analyze the factors contributing to group cohesiveness and their implications for team dynamics and performance.	L4
CO-5	Evaluate the effectiveness of various organizational structures in promoting innovation and organizational performance.	L5
CO-6	Evaluate the outcomes of conflict management strategies in resolving conflicts, and minimizing organizational stress.	L5

Unit I: Fundamental of Organizational Behaviour **(6 Hrs.)**

The concept, Meaning, and Importance of management. Different theories of management. Principles of management. Levels of management, Managerial roles, and functions. Definition, Purpose, Nature and Scope of Organizational Behaviour. Models of Organizational Behaviour.

Unit II: Individual Behavior – Personality & Perception **(6 Hrs.)**

Individual Dimensions of Behaviour: Personality: Definitions, Different types of Personality, Determinants of Personality - Matching Personality and Jobs, Personality and behaviour Perception: Definition, Importance of perception in industry, Process of perception.

Unit III: Individual Behavior – Attitude, Learning& Motivation **(6 Hrs.)**

Attitude: Characteristics and components of Attitude - Attitude and Behaviour- Attitude Formation -Attitude, Job Satisfaction. Learning: Meaning, Characteristics, and Process of learning. Theories of Learning. Motivation: Nature of Motivation - Process of Motivation - Different Theories of Motivation., Motivation application in Organization setup

Unit IV: Group Dynamics **(6 Hrs.)**

Group Dynamics: Understanding the group behaviour, Types of groups, Stages of group development. Group dynamics and Group cohesiveness. Team Effectiveness, High-Performance Teams, Team Structure, Processes of team building. Conflict- Interpersonal, inter-group Conflicts & conflict resolution methods.

Unit V: Organizational Structure and Design **(6 Hrs.)**

Meaning, Role, Type of Division, Span of Control. Organizational structure: functional, divisional, matrix, and hybrid structures. The impact of structure on organizational behavior and performance.
Organizational design principles: differentiation, integration, and decentralization.

Unit VI: Organizational Effectiveness	**(6 Hrs.)**
Organizational Effectiveness – Creativity and Innovation, Corporate Governance, Management of Gender Issues. Managing Organisational Conflict: Power, Politics, Negotiation and Stress.	
Total Lecture	**36 Hours**

Textbooks:	
1.	Organisational Behavior Text Cases and Games, K. Aswathappa, Himalaya Publishing House Pvt Ltd, 10th Edition,
2.	Dr. Niraj Kumar, "Organizational Behavior -A new Look Concept, Theory and Cases", Himalaya Publication, First Edition 2009.
3.	Organization Behavior, Suja R. Nair, Himalaya Publication
4.	Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16th edition, Prentice Hall India Pvt. Ltd.
5.	Williams, Tripathy (2016), MGMT - Principles of Management, Cengage Learning

Reference Books:	
1.	Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra, Pearson.
2.	Organization Behavior, P. Subba Rao – Himalaya Publication House.
3.	Udai Pareek, Sushama Khanna, (2012), Organization Behavior, 3rd edition, Oxford Publishing

Program:	**MBA (General Management)**			**Semester:**	**I**		
Course:	**Business Ethics & Corporate Governance**			**Code:**	**MB26ALPC05MB1T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Discussion, Quiz.

Course Objectives: To provide a comprehensive understanding and application of ethical consideration and governance practices as an integral part of individual and business functioning.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Recognize the fundamental knowledge of ethics & its existence with management perspectives.	L2
CO-2	Describe the various theories of ethics for application in business management.	L2
CO-3	Interpret morality & its development, relevance for value-based leadership.	L3
CO-4	Recognize the concept, scope & issues in corporate governance.	L2
CO-5	Demonstrate the framework, model & theories of corporate governance for the organization.	L3
CO-6	Differentiate the application of corporate governance on the basis of principles & codes.	L4

Unit I: Understanding of Ethics	**(6 Hrs.)**
Ethics: Introduction, Concept and Principles, Scope, Nature & Relevance of Ethics in Management, Ethics Vs Morals Vs Values, Ethics- Rights and Duties	
Unit II: Ethical Dilemma	**(6 Hrs.)**
Ethical Dilemma: Concept, Theories of Ethics: Utilitarianism, Deontology, Rawlism Theory. Absolutism Vs Relativism	
Unit III: Models of Morality	**(6 Hrs.)**
Morality and Moral Standards, Kohlberg's Six Stages of Moral Development, Ethics & Value Based Leadership, Indian Values in Management- Secular s Spiritual, Science Vs Human Values	
Unit IV: Corporate Social Responsibility (CSR)	**(6 Hrs.)**
CSR: Concept, Importance Advantages, Scope for CSR in India, Steps to attain CSR, Ethical Dilemmas in CSR, Corporate Governance & CSR	
Unit V: Corporate Governance: Theories and Models	**(6 Hrs.)**
Regulatory framework of Corporate Governance, Indian models of corporate Governance, Theories of Corporate Governance, Role and Composition of the Board of Directors	
Unit VI: Corporate Governance Issues and Future	**(6 Hrs.)**
OECD Principles on Corporate Governance, Development of Codes on Corporate Governance, Whistle Blowing and its Code.	
Total Lecture	**36 Hours**

Textbooks:	
1.	Business Ethics-Concept & Practice, B.H. Agalgatti & P.R. Banarjee, Nirali Publication
2.	Ethics in Business & Management – R.P. Banerjee, Himalaya Publication
3.	Business Ethics and Corporate Governance, A.C. Fernando
4.	Business Ethics & Corporate Governance, S.K. Bhatiya
5.	Raj Kumar Singh, Corporate Governance and Business Ethics, Kalyani Publishers, New Delhi

Reference Books:	
1.	Business Ethics - Text & Cases, C.S.V.Murthy, Himalaya Publication
2.	Business Ethics: An Indian Perspective, A.C. Fernando, Pearson, 2009
3.	Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd. New Delhi
4.	Corporate Social Responsibility, Philip Kotlar & Nancy Lee, John Wiley & Sons, Inc.
5.	Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.
6.	Corporate Governance and Business Ethics, Dr. V. Balachandran, Vijay Nicole Imprints P Ltd, Chennai First edition, 2024

Program:	**MBA (General Management)**			**Semester:**		**I**	
Course:	**Legal Business Environment**			**Code:**		**MB26ALPC06MB1T**	
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: To equip students with a comprehensive understanding of key business laws and regulations, economic policies, and the global economic environment.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Explain the concept, essential and various facets of The Contract Act, 1872.	L2
CO-2	Illustrate the essentials of sales of gods act and understand the meaning & types of Negotiable Instrument Act.	L3
CO-3	Define the key term, process of formation & winding up of companies and examine the practices under the Consumer Protection Act.	L2
CO-4	Analyze the concept and types of Business Environment and sectorial economic reforms in India.	L4
CO-5	Understand the role of Monetary policy, fiscal policy, MSME's, Large Scale Enterprises and MNC's.	L2
CO-6	Evaluate the International Economic Environment and contemporary issues and challenges.	L5

Unit I: Indian Contract Act and Contractual Obligations **(6 Hrs.)**

The Contract Act 1872: Meaning, Essentials and Performance of contract, Discharge of Contract, Void Contract, Breach of Contract, Quasi Contract.

Unit II: Sale of Goods and Negotiable Instruments **(6 Hrs.)**

Sale of Goods Act, 1930: Meaning and Essentials, Transfer of Property, Performance of Contract of Sale, Rights of Unpaid seller. The Negotiable Instrument Act: Meaning, Characteristics and Types.

Unit III: Company Law and Consumer Protection **(6 Hrs.)**

The companies Act: Definition, Registration, Types of Companies, Incorporation of Company, MOA and AOA, Winding up company. The Consumer Protection Act: Unfair and Restrictive Trade Practices, Rights of Consumer

Unit IV: Business Environment and Economic Reforms **(6 Hrs.)**

Business Environment: Concept, Type of Environment (Micro and Macro), Scanning of Business Environment & Techniques, Sectorial Economic Reforms in India

Unit V: Economic Policies, Industrial Structure and Globalization **(6 Hrs.)**

Role of Monetary Policy & fiscal Policy, Micro Small and Medium Enterprises, Large Scale Enterprises, MNC's, Growth of Public & Private Sector, Effect of Globalization on Indian Economy

Unit VI: International Trade, Monetary System and Global Economic Issues	**(6 Hrs.)**
International Trading System, Intellectual Property Regime and the R&D Environment, Balance of Payment, International Monetary System, Contemporary issues and challenges in Global Economic Environment – Indian Perspective.	
Total Lecture	**36 Hours**

Textbooks:	
1.	Akhilesh Pathak, Legal Aspects of Business, McGrawHill, 2017
2.	N.D.Kapoor, Elements of Merchantile Law, Sultan Chand & Sons
3.	S.S.Gulshan and G.K. Kapoor, Business Law Including Company Law, New Age International Publication
4.	Ravindra Kumar, Legal Aspects of Business, Cengage Learning
5.	Veena Keshav Pailwar, Economic Environment of Business, 3rd Edition PHI
6.	Justin Paul, Business Environment- Text and Cases, 4th Edition, Mc Graw Hill, 2019

Reference Books:	
1.	MC Kuchhal & Vivek Kuchhal, Business Legislation for Management, Vikas publication
2.	Faisal Ahmad, Absar Alam, Business Environment – India and Global Perspective, PHI Learing
3.	Dr. B.L. Wadhera, Law Relating to Intellectual Property, Universal Lexix Nexis
4.	Consumer Protection - First edition, 2024
5.	Business Law - Fourth edition, 2023
6.	Handbook of Company Law and Practice – Third Edition, 2023

Program:	**MBA (General Management)**			**Semester:**	**I**		
Course:	**Entrepreneurship Development**			**Code:**	**MB26ALPC07MB1T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Discussion, Quiz.

Course Objectives: To develop entrepreneurial qualities and skills among the students and motivate them to become entrepreneur.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Apply entrepreneurial concepts and opportunity recognition frameworks to identify viable business ideas.	L3
CO-2	Design a comprehensive business model using appropriate entrepreneurial tools.	L6
CO-3	Analyze startup financial requirements and evaluate suitable funding sources.	L4
CO-4	Develop and present a structured business plan and startup pitch.	L6
CO-5	Evaluate government policies and institutional support mechanisms for entrepreneurship.	L5
CO-6	Assess growth strategies and sustainable practices for scaling new ventures.	L5

Unit I: Entrepreneurial Mindset & Opportunity Recognition **(6 Hrs.)**

Entrepreneur: Definition and Evolution, Types of entrepreneurs, Entrepreneurial mindset and competencies, Opportunity recognition process, Design Thinking approach, Idea generation techniques: SCAMPER, Brainstorming, Blue Ocean Strategy.

Unit II: Business Model Design & Lean Startup **(6 Hrs.)**

Business Model vs Business Plan, Osterwalder Business Model Canvas, Lean Startup methodology, Customer Discovery & Validation, Value Proposition Design, Minimum Viable Product (MVP), Market feasibility analysis, Industry and competitor analysis tools.

Unit III: Startup Planning & Pitching **(6 Hrs.)**

Business Plan meaning and structure, Business Planning Process, Legal forms of business (Startup registration basics), Risk assessment & mitigation, Pitch deck structure (Problem–Solution–Market–Revenue–Team–Ask), Elevator pitch techniques.

Unit IV: Entrepreneurial Finance & Funding **(6 Hrs.)**

Estimating startup costs, Bootstrapping strategies, Angel Investors & Venture Capital, Term sheet basics, Startup valuation (introductory concepts), Crowdfunding & digital funding platforms, financial institutions: SIDBI, NABARD, NSIC, etc.

Unit V: Government Policy & Institutional Support **(6 Hrs.)**

Startup India Initiative, Make in India, Atal Innovation Mission, PM Mudra Yojana, MSME registration benefits, Incubators & accelerators in India, State-level startup policies, Critical analysis of policy effectiveness.

Unit VI: Scaling and Sustainable Growth	**(6 Hrs.)**
Stages of startup growth, Product–market fit, Scaling strategies and expansion models, Strategic alliances and partnerships, Exit strategies (IPO, acquisition, buyback), Challenges in scaling startups, Sustainable and responsible entrepreneurship, Emerging trends in technology-enabled ventures	
Total Lecture	**Hours 36**

Textbooks:	
1.	Kumar SA, Entrepreneurship Development, New Age, New Delhi,
2.	Gordon E, Entrepreneurship Development, Himalaya Publication, Mumbai
3.	ENTREPRENEURSHIP DEVELOPMENT, Dr Ullas Chandra Das
4.	Rajiv G. Agarwal, Family Business Management, Sage Publications,1e,2022.

MOOCs Links and additional reading, learning, video material	
1.	Entrepreneurship Development - Course (swayam2.ac.in)

Program:	**MBA (General Management)**			**Semester:**	**I**	
Course:	**Computer Application for Business**			**Code:**	**MB26ALPC08MB1T**	
Teaching Scheme				**Evaluation Scheme**		
Lecture	**Tutorial**	**Hours**	**Credit**	**INT**	**EXT**	**Total**
2	**-**	**2**	**2**	**30**	**20**	**50**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz, etc.

Course Objectives: The course aims to equip students with the knowledge and skills to understand, develop, and implement effective computer applications and information systems in business contexts.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Explain the fundamentals of information systems, business processes, and types of information systems in organizations.	L2
CO-2	Apply concepts of management information systems and decision support systems for effective managerial decision-making.	L3
CO-3	Analyze IT infrastructure, networks, and database systems in supporting business operations.	L4
CO-4	Evaluate enterprise systems, emerging technologies, and security and ethical issues in business applications. .	L5

Unit I: Fundamentals of Information Systems & Business Processes	**(6 Hrs.)**

Organization: Structure, Levels, Business Processes, Role of IT/IS in changing business environment, Data vs Information and its attributes, Components of Information Systems, Types of Information Systems: TPS, MIS
Activity: Business Process Mapping / IS Identification Exercise

Unit II: Management Information Systems & Decision Support	**(6 Hrs.)**

Role and significance of MIS, Subsystems of MIS, MIS design and development (overview), Decision-making process and models, Decision Support Systems (DSS): Concept and types, Introduction to Knowledge-Based Systems
Activity: MIS Mini Design Project / Decision-Making Case Study

Unit III: IT Infrastructure, Networks & Database Systems	**(6 Hrs.)**

IT concepts and capabilities, Computer networks: Types and topologies, IT-enabled services, Database Management System (DBMS): Concepts and importance, Introduction to IT Governance
Activity: Network Design Task / Basic DBMS Practical.

Unit IV: Enterprise Systems, Emerging Technologies & MIS Issues	**(6 Hrs.)**

Enterprise Systems: ERP, CRM, SCM (overview), Introduction to Cloud Computing, Mobile Applications, AI, Business applications of Information Systems, Information Security and Control, Ethical and Social Issues in MIS, Intellectual Property Rights (IPR) in IT
Activity: Digital Technology Presentation / Ethical Case Study

Total Lecture	**24 Hours**

Textbooks:	
1.	W.S. Jawadekar, Management Information System, Tata McGraw Hill Publication.
2.	David Kroenke, Management Information System, Tata McGraw Hill Publication.
3.	Effy OZ, Management Information System, Vikas Publication
4.	Davis L., Michael W., A Management Approach, Macmillan Publishing Company, Prentice Hall, New Jersey, 1988
5.	Breale and Meyers, Principles of Corporate Finance, Tata McGRaw Hill, New Delhi
6.	Sakshi K. Gupta and R.K. Sharma, Financial Management, Kalyani Publication

Reference Books:	
1.	Oka Dr.Milind, Management Information Systems, Everest Publishing House, 7th ed., 2003
2.	Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
3.	Theierauff, Robert J, Decision Support System for-Effective Planning, Prentice Hall, 1982

SEMESTER – II

Program:	**MBA (General Management)**			**Semester:**	**II**		
Course:	**Corporate Finance**			**Code:**	**MB26ALPC09MB2T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: To provide students with a comprehensive understanding of financial principles and practices essential for effective decision-making in corporate settings.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Recognize the basic concept related to financial decisions, risk return trade off and time value Consideration.	L1
CO-2	Classify the effect of leverage, sources of finance and their valuation.	L2
CO-3	Examine the optimal level of cost of capital and capital structure for business decisions.	L3
CO-4	Examine the optimal level of cost of capital and capital structure for business decisions.	L3
CO-5	Interpret the effect of corporate restructuring and dividend policy on the valuation of the firm.	L2
CO-6	Recognize the need of management of cash working capital and receivable management.	L1

Unit I: Fundamentals of Financial Management and Time Value of Money **(6 Hrs.)**

Nature, scope, objectives of finance; Basic Principles of Financial Decisions; Emerging role of finance manager in India; Concept of time value of money, compounding techniques, Risk Return trade off.

Unit II: Leverage, Sources of Finance and Security Valuation **(6 Hrs.)**

Leverage: Concept, Measurement & effect of leverage on profit; Sources of Finance: Types, long term, short term financing instruments; Valuation of Bonds & Shares: Concept and valuation of intrinsic & book value.

Unit III: Cost of Capital and Capital Structure Decisions **(6 Hrs.)**

Cost of Capital: Concept, significance, classification, computation of cost's. Capital Structure: Concept, Significance factors affecting & theories of Capital Structure, Concept of optimal capital structure.

Unit IV: Capital Budgeting and Investment Decision Analysis **(6 Hrs.)**

Capital Budgeting: Meaning, Nature, Methods of investment Analysis, Traditional and Modern techniques. Capital Budgeting Under Risk and Uncertainty. Capital Rationing: Concept, Types, Steps involved in Capital Rationing,

Unit V: Corporate Restructuring and Dividend Policy **(6 Hrs.)**

Corporate Restructuring: Objective, Forms of corporate restructuring: Merger, Acquisitions and take- over's. Dividend Decisions: Issues, Relevance Vs Irrelevance theory, forms of dividends. Sensitivity Analysis.

Unit VI: Working Capital and Short-Term Financial Management	**(6 Hrs.)**
Working Capital Management: Meaning, Components of Working Capital, Types, factor affecting Working Capital, Operating Cycle, Estimation of Working Capital. Management of Cash: Motives of holding cash and factors affecting Cash. Management of Inventories, receivables and Payables. Receivable Management: Concept, Credit policy variables, Evaluation of Credit Policy.	
Total Lecture	**36 Hours**

Textbooks:	
1.	Prasanna Chandra, Financial Management, Tata McGraw Hill, New Delhi
2.	M.Y.Khan, Financial Management, Tata McGraw Hill, New Delhi
3.	S.N. Maheshwari, Financial Principles and Practices, Sultan Chand and Sons
4.	Breale and Meyers, Principles of Corporate Finance, Tata McGRaw Hill, New Delhi

Reference Books:	
1.	I.M.Pandey, Financial management, Vikas Publishing House, New Delhi
2.	Ross S.A., Waterfield R.W., Jordan B.D. & Kakani R.K., Corporate Finance, McGraw Hill Education
3.	Dr. R.V. Palanivelu, Financial Management, S. Chand Publication

Program:	**MBA (General Management)**			**Semester:**	**II**		
Course:	**Marketing Management**			**Code:**	**MB26ALPC10MB2T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: To develop an understanding of core marketing concepts and managerial decision processes, enabling students to analyze consumer markets, design marketing strategies, and respond effectively to contemporary marketing challenges, with reference to Indian business contexts.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Explain concepts and scope of marketing	L2
CO-2	Analyze consumer behavior and STP decisions	L4
CO-3	Evaluate product and service decisions	L4
CO-4	Analyze pricing and distribution decisions	L4
CO-5	Examine promotion and communication strategies	L4
CO-6	Explain contemporary marketing trends	L2

Unit I: Foundations of Marketing Management	**(6 Hrs.)**
Meaning and evolution of marketing, marketing concepts and orientations, role of marketing in business and society, marketing environment, marketing mix overview, contemporary role of marketing managers, marketing challenges in Indian markets.	
Unit II: Consumer Insights and Market Segmentation	**(6 Hrs.)**
Consumer behavior concepts, factors influencing consumer behavior, organizational buying behavior (overview), market segmentation bases, targeting strategies, positioning concepts, developing value propositions, consumer insights with reference to Indian consumers.	
Unit III: Product and Service Management	**(6 Hrs.)**
Product concept and classifications, product mix and product line decisions, new product development process, product life cycle and its managerial implications, branding and brand equity, service marketing concepts, service quality and customer experience management.	
Unit IV: Pricing and Distribution Decisions	**(6 Hrs.)**
Pricing concepts and objectives, factors influencing pricing decisions, pricing strategies, introduction to pricing in competitive markets, channels of distribution, channel selection decisions, retailing and wholesaling overview, distribution challenges in Indian markets.	
Unit V: Marketing Communication and Promotion Strategies	**(6 Hrs.)**
Promotion mix elements, integrated marketing communication (IMC), advertising objectives and media decisions, sales promotion techniques, personal selling and sales management overview, public relations and digital communication basics, ethical issues in promotion.	

Unit VI: Contemporary Trends in Marketing	**(6 Hrs.)**
Digital marketing overview, e-commerce and omni-channel marketing, customer relationship management (CRM), rural and bottom-of-the-pyramid marketing, green and sustainable marketing, data-driven marketing awareness, emerging challenges and future of marketing.	
Total Lecture	**Hours 36**

Textbooks:	
1.	Chandrasekar KS, Marketing Management, TMH
2.	Chatterjee BK, Marketing Management, Jaico
3.	Beri GC, Marketing Research,TMH,New Delhi

Reference Books:	
1.	Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.

MOOCs Links and additional reading, learning, video material	
1.	Introduction to Marketing Management - 1 - Course (swayam2.ac.in)
2.	Marketing Management - Course (swayam2.ac.in)
3.	Marketing Management - II - Course (nptel.ac.in)

Program:	**MBA (General Management)**			**Semester:**	**II**		
Course:	**Human Resource Management**			**Code:**	**MB26ALPC11MB2T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: Students will be able to understand and apply human resource management functions for effective management of organization.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Illustrate key HRM terms, theories, and practices.	L3
CO-2	Evaluate different recruitment sources, both traditional and e-recruitment, for qualified candidate attraction.	L5
CO-3	Categorize various methods of performance evaluation to assess employee performance effectively.	L4
CO-4	Apply practical knowledge to design, implement, and manage effective compensation and benefits programs.	L3
CO-5	Distinguish various methods of training and development.	L4
CO-6	Explain the concepts of Human Resource Accounting (HRA) and Audit, and their applications.	L2

Unit I: Introduction to human resource management **(6 Hrs.)**

Definition, Nature, and scope of HRM, Objectives of HRM. Evolution of HRM. Challenges of HRM, Functions of HRM, Important trends in HR management, Qualities of HR Manager, Global Perspective of HRM.

Unit II: Human Resource Planning, Recruitment & Selection **(6 Hrs.)**

Importance of HR Planning, Job analysis, Job description and Job specification
Recruitment and selection- Recruitment Sources, Process, E-Recruitment Strategies.
Selection- Selection process, Types of selection tests, induction, and career planning.

Unit III: Performance Management **(6 Hrs.)**

Performance management concept. Methods of performance evaluation. Promotion. Demotion. Separation transfer. Management development techniques, Protégé relationship.

Unit IV: Wage and Salary Administration **(6 Hrs.)**

Meaning and Definition, Job Evaluation, Basic Factors in Determining Pay Rates, Establishing Pay Rates, Competency-Based Pay, Fringe Benefits.

Unit V: Human Resource Development **(6 Hrs.)**

HRD concept, multiple functions, and Organizational Effectiveness, Training: Objectives of training, Identification of Training needs, Concepts of Training, Training methods, Orientation and Placement, evaluation of T & D programs.

Unit VI: Maintenance of Human Resources	**(6 Hrs.)**
Reward system, quality of work life, HRIS, Human Resource accounting & audit. Employee Relations & worker's Participation in Management.	
Total Lecture	**36 Hours**

Textbooks:	
1.	Jyothi P, Human Resource Management, 4th, Oxford Press
2.	Decenzo DA, Personal Human Resource Mgt, PHI,New Delhi
3.	Monappa A, Managing Human Resources, Macmillan New Delhi

Reference Books:	
1.	Human Resource Management, K. Aswathappa, published by McGraw-Hill, 5th Edition

MOOC links and additional reading, learning, and video material	
1.	https://onlinecourses.nptel.ac.in/noc21_mg21/preview
2.	https://archive.nptel.ac.in/courses/122/105/122105020/

Program:	**MBA (General Management)**			**Semester:**	**II**		
Course:	**Research Methodology**			**Code:**	**MB26ALPC12MB2T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: This course aims to equip students with the ability to understand the importance of research methodology and research design, use and application of statistical tests for meaningful research analysis.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Identify and formulate research problems and objectives by understanding the fundamentals of research and literature review.	L3
CO-2	Develop appropriate research designs and hypotheses based on defined variables and research problems.	L6
CO-3	Apply suitable sampling methods and construct appropriate measurement scales for business research.	L3
CO-4	Design and execute effective data collection instruments and process collected data for analysis.	L6
CO-5	Analyze and interpret results of hypothesis testing and ANOVA for managerial decision-making.	L4
CO-6	Prepare professional research reports by performing descriptive and inferential statistical analysis.	L6

Unit I: Introduction to Research Methodology **(6 Hrs.)**

Research Methodology: Meaning, Nature, Importance and Scope, Research Process, Identification & formulation of the research problem, Setting research objectives
Literature Review: Purpose and role in defining the research gap, types of ROL, identifying sources (Journals, articles, reports, databases), Referencing styles and citations.

Unit II: Research Design and Formulation of Hypothesis **(6 Hrs.)**

Research Design: Concept and Importance in Research, Features of a good research design, Types of research design, Linking research problem with research design, Types of research variables
Hypothesis: Introduction, Qualities of a good Hypothesis, Formulation of null and alternative hypotheses, Hypothesis Testing – Logic & Importance.

Unit III: Sampling Design and Measurement Scaling Techniques **(6 Hrs.)**

Sampling: Concepts, Sampling frame, Universe, Size, Probability (Simple random, systematic, stratified, cluster) and non-probability sampling (Convenience, quota, judgment, snowball)
Measurement: Concept of measurement and its significance, Levels of measurement: Nominal, Ordinal, Interval, Ratio Scaling Techniques: Rating Scale, Ranking scales, Likert Scale, Semantic Differential Scale, Single-item vs. multi-item scales

Unit IV: Data collection methods and Data Processing	**(6 Hrs.)**
Data Types: Primary, Secondary; Qualitative vs. Quantitative Data Collection Methods: Surveys, Interviews, Observations, Questionnaire Design, Case Study Method, Non-Disgusted and Disguised Methods. Data Processing: Editing, coding, classification, tabulation, data quality issues and validation.	
Unit V: Hypothesis Testing & ANOVA	**(6 Hrs.)**
Hypothesis Testing: Procedure for Hypothesis Testing, Parametric Test, Non-parametric test, Type I and Type II errors. Analysis of Variance: One-way ANOVA, Two-way ANOVA (with interaction), Interpretation of results for managerial decisions.	
Unit VI: Data Analysis and Report Writing	**(6 Hrs.)**
Descriptive Statistics: Covariance & Correlation (Pearson/Spearman) Inferential Statistics (Small Sample Tests): One-sample, paired-sample & independent sample t-tests, z-test for means. Research Report Writing: Types of research reports, Structure and layout, Guidelines for presentation (clarity, coherence, data visualization), References, bibliography, annexures	
Total Lecture	**36 Hours**

Textbooks:	
1.	Business Research Methods, Donald Cooper & Pamela Schindler, TMGH
2.	Research Methodology, C. R. Kothari, New Age Publication
3.	Research Methodology concepts and cases, Deepak Chawla and Sondh,VPH
4.	Basic Marketing Research, Naresh K. Malhotra, Mark Peterson, Pearson
5.	Marketing Research measurement and methods, Donald S. Tull, Hawkins, PHI.

Reference Books:	
1.	Alan Bryman and Emma Bell, "Business Research Methods ", Oxford Publication
2.	Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
3.	Marketing Research, G. C. Beri, Tata McGraw-Hill Education
4.	Business Research Methods – S L Gupta & Hitesh Gupta- McGraw Hill

Program:	**MBA (General Management)**			**Semester:**	**II**		
Course:	**Production & Operation Management**			**Code:**	**MB26ALPC13MB2T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: Equip students with the knowledge and skills necessary to efficiently plan, organize, and oversee production processes to meet organizational goals effectively.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Recognize the production management principles to optimize manufacturing processes.	L2
CO-2	Apply production planning and control principles to optimize operational processes.	L3
CO-3	Analyze material management functions, purchasing policies, and store management systems.	L4
CO-4	Evaluate and implement work measurement techniques to enhance productivity.	L5
CO-5	Apply inventory control models and evaluate maintenance strategies for effective operational performance.	L6
CO-6	Develop a project plan and schedule, and assess project completion probabilities.	L6

Unit I: Fundamentals of Production Management **(6 Hrs.)**

Introduction & scope of Production & Operation Management, Responsibility of a Production Manager, Decisions of Production Management. Production System: Types, Application, Process Selection and Facility Layout, Production Location Decision.

Unit II: Production Planning & Control **(6 Hrs.)**

Objectives & functions of PPC, Production planning, production control, Role of PPC in different manufacturing systems. Production scheduling – job assignment, job scheduling, line balancing.

Unit III: Material & Store Management **(6 Hrs.)**

Materials Management - Objectives, Planning, Importance of Material Management, Budgeting and Control, Purchasing - Objectives, Functions, Policies, Stores Management - Nature, Layout, Classification and Coding.

Unit IV: Work Measurement **(6 Hrs.)**

Work Study: Concept, Approaches and Scope. Method Study: Objective and Method. Process Chart: Man – Machine - Material, Two Hands Multiple Activity Chart, Work Measurement: Concept, Calculation of Standard Time, Work Sampling.

Unit V: Inventory & Maintenance Management **(6 Hrs.)**

Inventory Management – Fundamentals, Various costs associated with inventory, Economic Order Quantity (EOQ) model and its components. Inventory Control- Nature, Scope and Objectives, Inventory Control Techniques (JIT, ABC analysis) Maintenance Management- Objectives, scope & types of maintenance

Unit VI: Project & Quality Management	**(6 Hrs.)**
Structure of projects, phases of project management, project feasibility, work breakdown structure, project control charts, network planning and network calculations. Quality Management - Nature of Quality, Evolution of Quality Management, Modern Quality Management, Total Quality Management, ISO, Statistical Concepts in Quality Control.	
Total Lecture	**36 Hours**

Textbooks:	
1.	Adam EE, Production and Operations Management, PHI,New Delhi
2.	Bedi Kanishka, Production and Operation Management, Oxford Press
3.	Management Of Systems, A.K.Gupta & J.K.Sharma, Macmillan Publishers

Reference Books:	
1.	Anthony, Robert N and Govindrajan, Vijay, "POM: Production and operation management ", Tata McGraw Hill.
2.	DR. Neeti Gupta and Anuj Gupta, Production and operation management
3.	R.Paneersilvm Production and operation Management third edition

MOOCs Links and additional reading, learning, video material	
1.	IIT Bombay, Project Quality Management [Video Online] Available at: <http://www.youtube.com/watch?v=3MgEkS8_jzo>
2.	https://onlinecourses.nptel.ac.in/noc20_mg06/
3.	Total Quality Management [Online] Available at: <http://tutor2u.net/business/production/quality_tqm.htm>.

Program:	**MBA (General Management)**			**Semester:**	**II**		
Course:	**International Business**			**Code:**	**MB26ALPC14MB2T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: To develop students' understanding of global business environments, trade theories, and international operations to enable effective managerial decision-making in international business contexts.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Explain the basic concepts and scope of international business	L2
CO-2	Understand foundational trade and economic theories relevant to global business	L3
CO-3	Describe global business actors and institutional environments	L4
CO-4	Understand international marketing and production perspectives at an introductory level	L5
CO-5	Explain basic international finance concepts and economic linkages	L6
CO-6	Interpret contemporary global business trends and managerial implications.	L6

Unit I: Introduction to International Business **(6 Hrs.)**

Meaning and scope of international business, domestic versus international business, evolution of international business, stages of internationalization of firms, importance of international business in economic development, role of international business for managers, examples of Indian companies in global markets.

Unit II: Foundations of International Trade Theories and Economic Ideas **(6 Hrs.)**

Need for international trade, concept of specialization, absolute cost advantage theory, comparative cost advantage theory, opportunity cost concept, limitations of classical trade theories, relevance of trade theories for modern managers, transition from theory to practice in global business.

Unit III: Global Business Stakeholders and Institutional Ecosystem **(6 Hrs.)**

Role of multinational enterprises, exporters and importers, trading intermediaries, role of governments in international business, overview of trade facilitation institutions in India, interaction between firms governments and institutions, basic awareness of global economic institutions (introductory only).

Unit IV: International Marketing and Global Production Perspectives **(6 Hrs.)**

Introduction to international marketing, global market orientation, international consumer diversity, product adaptation and standardization (introductory), overview of international distribution channels, introduction to global production systems, international sourcing and manufacturing concepts, overview of global supply chains, production challenges in cross-border operations.

Unit V: International Finance and Economic Linkages **(6 Hrs.)**

Introduction to international financial environment, role of finance in international business, overview of foreign exchange markets (conceptual), introduction to international payments and trade finance (awareness), relationship between trade and capital flows, role of finance in supporting global business decisions.

Unit VI: Human Resource Perspective and Contemporary Global Business Issues	**(6 Hrs.)**
Introduction to international human resource management, managing workforce in multinational organizations, cultural diversity and workforce challenges, expatriate concept (introductory), impact of digitalization on global business, sustainability and ESG awareness, geopolitical risks and global disruptions, future skills required for global managers.	
Total Lecture	**36 Hours**

Textbooks:	
1.	K. Aswathappa, *International Business*, McGraw Hill India
2.	Francis Cherunilam, *International Business*, Pearson / Himalaya
3.	P. Subba Rao, *International Business*, Himalaya Publishing House

Reference Books:	
1.	R.M. Joshi, *International Marketing*, Oxford University Press India (selected chapters)
2.	P.G. Apte, *International Financial Management*, McGraw Hill India (introductory chapters)

Program:	**MBA (General Management)**			**Semester:**	**II**		
Course:	**Business Analytics**			**Code:**	**MB26ALPC15MB2T**		
Teaching Scheme				**Evaluation Scheme**			
Lecture	**Tutorial**	**Hours**	**Credit**	**TA**	**MSE**	**ESE**	**Total**
3	**-**	**3**	**3**	**10**	**30**	**60**	**100**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: To introduce MBA students to analytics-driven managerial thinking by developing data awareness, business interpretation skills, and analytical decision-making foundations.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Explain the role and importance of Business Analytics in managerial decision-making.	L2
CO-2	Identify different types of analytics used in business functions.	L2
CO-3	Interpret basic data summaries and dashboards for business insights.	L3
CO-4	Apply analytical thinking to real-world business problems.	L4
CO-5	Distinguish analytics-driven decisions from intuition-based decisions.	L4
CO-6	Communicate analytical insights effectively to managerial audiences.	L5

Unit I: Foundations of Business Analytics **(6 Hrs.)**

Meaning and evolution of Business Analytics, Data, Information, Knowledge, and Insights, Role of analytics in modern organizations, Analytics-driven organizations, Business problems vs analytical problems, Analytics mindset for managers

Unit II: Types of Business Analytics **(6 Hrs.)**

Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics, Analytics maturity models, Use cases across industries

Unit III: Data for Business Analytics **(6 Hrs.)**

Types of business data: structured & unstructured, Sources of business data: internal & external, Introduction to transactional, customer, and operational data, Data quality issues and data ethics, Data privacy and governance (managerial view)

Unit IV: Analytics in Functional Areas **(6 Hrs.)**

Marketing analytics: customer insights, segmentation logic, Financial analytics: cost, revenue, and performance dashboards, HR analytics: workforce and talent insights, Operations analytics: efficiency and process improvement, Overview of Supply chain analytics.

Unit V: Business Analytics Tools & Visualization **(6 Hrs.)**

Overview of Role of Excel, dashboards, and BI tools, Understanding charts, graphs, KPIs, and scorecards, Data storytelling for managers, Interpreting dashboards and MIS reports, Common analytics mistakes by managers.

Unit VI: Analytics-Based Decision Making & Case Applications	**(6 Hrs.)**
Analytics vs intuition in decision-making, Framing managerial decisions using data, Analytics-based problem-solving approach, Ethical issues in analytics usage, Mini business cases using analytics insights, Group discussion on analytics-driven companies.	
Total Lecture	**36 Hours**

Textbooks:	
1.	U Dinesh Kumar**,** *Business Analytics – The Science of Data-Driven Decision Making*, Wiley
2.	James Evans**,** *Business Analytics*, Pearson
3.	Ramesh Sharda et al.**,** *Business Intelligence and Analytics*, Pearson

Reference Books:	
1.	Thomas Davenport, *Competing on Analytics*, Harvard Business Press
2.	Bernard Marr, *Data Strategy*, Kogan Page
3.	Foster Provost & Tom Fawcett, *Data Science for Business*, O'Reilly

MOOCs Links and additional reading, learning, video material	
1.	NPTEL – Introduction to Business Analytics
2.	SWAYAM – Business Analytics for Managers
3.	Harvard Business Review – Analytics articles

Program:	**MBA (General Management)**			**Semester:**	**II**
Course:	**Advances in Business Communication**			**Code:**	**MB26ALPC16MB2T**
Teaching Scheme				**Evaluation Scheme**	
Lecture	**Tutorial**	**Hours**	**Credit**	**INT**	**EXT**	**Total**
2	**-**	**2**	**2**	**30**	**20**	**50**

Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.

Course Objectives: To enhance advanced professional and corporate communication skills for managerial effectiveness.

Course Outcomes: After completion of the course, the students will be able to:

CO	Course Outcomes	BT Level
CO-1	Explain the concepts, frameworks, and organizational aspects of strategic business communication.	L2
CO-2	Apply advanced business writing skills to prepare professional corporate documents and reports.	L3
CO-3	Analyze digital, media, and executive communication practices for organizational effectiveness.	L4
CO-4	Design effective global and applied business communication strategies in diverse organizational contexts.	L6

Unit I: Strategic and Organizational Communication Frameworks **(6 Hrs.)**

Evolution and scope of business communication, Formal and informal communication systems, Corporate communication structure and flow, Communication alignment with organizational goals, Communication audits and effectiveness assessment.
Activity: Communication Audit (Mini Case) or Organizational Communication Mapping

Unit II: Advanced Business Writing and Corporate Documentation **(6 Hrs.)**

Principles of executive and managerial writing, Tone, style, and clarity in professional documents, Corporate correspondence: Business letters, Internal memos and circulars, Policy notes and official notices. Writing proposals, reports, and executive summaries, Writing for stakeholders: investors, customers, regulators.
Activity: Corporate Writing Lab or Proposal Writing Task.

Unit III: Digital, Media, and Executive Communication **(6 Hrs.)**

Digital communication in organizations, Professional email communication and etiquette, Social media communication for business (LinkedIn, corporate platforms), Media communication basics, Press releases and corporate announcements, Crisis communication fundamentals. Business storytelling techniques
Activity: Professional Email Simulation or Social Media Strategy Task or Press Release Drafting.

Unit IV: Global and Applied Business Communication Mapped **(6 Hrs.)**

Communication in global business environments, Cultural dimensions affecting business communication, International business correspondence, Communication challenges in multinational organizations, Ethical and legal considerations in business communication. Communication in marketing, HR, and operations contexts, Communication for change management.
Activity: International Business Correspondence Task or Change Management Communication Case.

Total Lecture **24 Hours**

Textbooks:	
1.	Courtland L. Bovee & John V. Thill, *Business Communication Today*, Pearson
2.	Mary Munter, *Guide to Managerial Communication*, Pearson
3.	Lesikar, Flatley & Rentz, *Business Communication: Making Connections in a Digital World*, McGraw-Hill

Reference Books:	
1.	Paul Argenti, *Corporate Communication*, McGraw-Hill
2.	David McCandless, *Information Is Beautiful*, HarperCollins
3.	Nancy Duarte, *Resonate*, Wiley

MOOCs Links and additional reading, learning, video material	
1.	NPTEL – Business Communication
2.	SWAYAM – Professional Communication
3.	Harvard Business Publishing – Communication Essentials