

# **SIPNA COLLEGE OF ENGINEERING & TECHNOLOGY AMRAVATI**

**An Autonomous Institute**

**Affiliated to Sant Gadge Baba Amravati University,**

**Amravati, Maharashtra (India)**

**(Approved by AICTE, New Delhi and Recognized by DTE, Maharashtra)**

**(Accredited 'A+' Grade by NAAC)**



## **Master of Business Administration (MBA)**

### **Syllabus - Semester I and Semester II**

**Department of Business Administration (MBA)**

**(Semester Pattern)**

**Effective from Academic Year 2024-25**

**Prepared By: Boards of Studies - Department of Business Administration (MBA)**

**Approved By: Academic Council - Sipna COET, Amravati**

			31-08-2024	1.00
<b>Chairman Board of Studies</b>	<b>Dean Academics</b>	<b>Chairman Academic Council</b>	<b>Date of Release</b>	<b>Version</b>



## 8. SYLLABUS:

### SEMESTER - I

<b>Program:</b>	MBA (General Management)	<b>Semester:</b>	I
<b>Course:</b>	Managerial Economics	<b>Code:</b>	MBALPC01MB1T
<b>Teaching Scheme</b>		<b>Evaluation Scheme</b>	
Lecture	Tutorial	Hours	Credit
36	-	36	03
		TA	MSE
		10	30
		ESE	60
		<b>Total</b>	
		<b>100</b>	

**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 Analysis: Law of Demand - Movement in Demand Curve - Shift in the Demand Curve, Elasticity of Demand: Types & Significance of Elasticity of Demand - Measurement Techniques of Price Elasticity, Forecasting: Demand Forecasting and its Techniques - Consumers Equilibrium - Cardinal Utility Approach - Indifference Curve Approach - Consumer Surplus.  
Supply Analysis: Law of supply, Elasticity of supply, Factors Determining Elasticity of Supply,

**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



<b>Unit V: Market Structure</b>	<b>(6 Hrs.)</b>
Features & types of different competitive situations, Price-Output determination in Perfect Competition, Monopoly, Monopolistic competition & Oligopoly, short-term pricing in these market structures.	
<b>Unit VI: Pricing Philosophy</b>	<b>( 6 Hrs.)</b>
Pricing method in practice, price discrimination, product line pricing, pricing strategies	
<b>Total Lecture</b>	<b>36 Hours</b>

<b>Textbooks:</b>	
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

<b>Reference Books:</b>	
1.	Macro Econ- McGuigan/ Moyer/ 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.

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

  
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<b>Program:</b> MBA (General Management)		<b>Semester:</b> I	
<b>Course:</b> Financial Reporting and Statement Analysis		<b>Code:</b> MBALPC02MB1T	
<b>Teaching Scheme</b>			
Lecture	Tutorial	Hours	Credit
36	-	36	3

<b>Evaluation Scheme</b>			
TA	MSE	ESE	Total
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, **Bank Reconciliation Statement, and Double Entry System.** 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, annuity 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, Cash From Operation and Utility of Cash Flow Statement.



<b>Unit VI: Cost accounting and Budgeting</b>	<b>(6 Hrs.)</b>
<b>Cost Accounting:</b> Definition, Importance, classification of cost, Its relationship with Financial Accounting and Management Accounting, Preparation of cost sheet. <b>Budgetary Control:</b> Meaning, objectives, advantages and limitations, Types - Cash and Flexible budget	
<b>Total Lecture</b>	<b>36 Hours</b>

**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

  
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<b>Program:</b>	<b>MBA (General Management)</b>	<b>Semester:</b>	<b>I</b>
<b>Course:</b>	<b>Business Statistics and Analytics for Decision Making</b>	<b>Code:</b>	<b>MBALPC03MB1T</b>
<b>Teaching Scheme</b>		<b>Evaluation Scheme</b>	
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
<b>36</b>	<b>-</b>	<b>36</b>	<b>3</b>
		<b>TA</b>	<b>MSE</b>
		<b>10</b>	<b>30</b>
		<b>ESE</b>	<b>Total</b>
		<b>60</b>	<b>100</b>

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

**Course Objectives:**

Students will be able to apply statistical and analytical techniques in business contexts.

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

CO	Course Outcomes	BT Level
CO-1	Understand the fundamentals of business statistics, data types and their measurement scales.	L2
CO-2	Understand the fundamental concepts and key terminology of business analytics.	L2
CO-3	Assess the strengths and limitations of different data sources for business analysis.	L5
CO-4	Apply probability theory to analyze uncertainty and risk in business environments.	L3
CO-5	Demonstrate proficiency in using time series analysis tools and techniques to solve business problems and support decision making.	L3
CO-6	Develop risk analysis techniques to evaluate the potential impact of uncertainty on decision outcomes and identify risk	L6

**Unit I: Fundamental of Business Statistics**

**(6 Hrs.)**

The concept, Meaning, and Importance of Business Statistics. Descriptive vs. inferential statistics  
 Data types and measurement scales. Organizing and summarizing data: frequency distributions, measures of central tendency, and dispersion.

**Unit II: Foundations of Business Analytics**

**(6 Hrs.)**

Definition and Scope of Business Analytics. Evolution and Significance of Business Analytics. Business Analytics Lifecycle. Key Terminologies and components of Business Analytics.

**Unit III: Descriptive Analytics**

**(5 Hrs.)**

Data Types and Sources. Data Exploration Techniques. Data Visualization for Business Insights. Data visualization techniques: histograms, box plots, scatter plots, etc.

**Unit IV: Statistical Reasoning for Decision Making**

**(7 Hrs.)**

Basic concepts of probability: random variables, probability distributions. Modern Probability. Probability Function. Random Variable - Discrete and Continuous Random Variable and its probability distribution function. Discrete Probability Distributions - Binominal and Poisson Distribution and its applications. Continuous Probability Distributions - Normal Distribution and its applications.

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<b>Unit V: Time Series Analysis</b>	<b>(6 Hrs.)</b>
Understanding time series data: trends, seasonality, and cyclic patterns. Time series forecasting techniques: moving averages, exponential smoothing, Applications of time series analysis in business forecasting and decision making.	
<b>Unit VI: Decision Analysis</b>	<b>(6 Hrs.)</b>
Decision making under uncertainty: decision trees Expected value, payoff tables, and utility theory Risk analysis and sensitivity analysis.	
<b>Total Lecture</b>	<b>36 Hours</b>

**Textbooks:**

1. "Business Analytics: A Data-Driven Decision-Making Approach" by Albright, Winston, and Zappe
2. "Analytics in a Big Data World: The Essential Guide to Data Science and its Applications" by Bart Baesens
3. "Business Statistics" by Beri G.C. (2006), Tata McGraw-Hill

**Reference Books:**

1. "Fundamentals of Business Analytics" by Acharya S. and Prasad R.N., (2016), John Wiley & Sons.
2. "Business Analytics: The Science of Data-Driven Decision Making" by Thomas H. Davenport

  
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<b>Program:</b>	<b>MBA (General Management)</b>	<b>Semester:</b>	<b>I</b>
<b>Course:</b>	<b>Computer application For Business</b>	<b>Code:</b>	<b>MBALPC04MB1T</b>
<b>Teaching Scheme</b>		<b>Evaluation Scheme</b>	
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
<b>36</b>	<b>-</b>	<b>36</b>	<b>3</b>
		<b>TA</b>	<b>MSE</b>
		<b>10</b>	<b>30</b>
		<b>ESE</b>	<b>Total</b>
		<b>60</b>	<b>100</b>

**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	Recognize the components of information systems and types of Information System.	L2
CO-2	Explain the role and significance of management information system.	L2
CO-3	Recognize IT services and networks with database management system.	L2
CO-4	Classify the decision-making models and support system.	L2
CO-5	Execute the business applications of information systems.	L5
CO-6	Identify management, ethical and social issue of MIS.	L2

**Unit I:** (6 Hrs.)

The Organization: Structure, Levels, Business Process, Changing Environment (IT/IS and its influences)  
 Information System: Data Information and Attributes, Components. Types of Information System;  
 Transaction Processing Systems, Management Information Systems, Decision Support System, Expert System.

**Unit II:** (6 Hrs.)

Management Information System (MIS): Role of MIS, Subsystems of MIS, Development of MIS, Designing of MIS, Implementation of MIS.

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

Information Technology: Meaning, IT Capabilities, Networks - Types and Topologies, IT enabled services, IT Governance Framework, Database Management System (DBMS).

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

Decision Making: Decision Making Process, Steps in Decision-Making, Decision-Making Models, Decision Support System: Concept, Construction of DSS,

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<b>Unit V:</b>	<b>(6 Hrs.)</b>
Knowledge Based Expert System, Enterprise System, Supply Chain Management System, Enterprise Resource Planning, Customer Relationship Management, Introduction to Cloud Computing, Mobile Application and AI,	
<b>Unit VI:</b>	<b>(6 Hrs.)</b>
Management Issues in MIS, Information Security & Control (Quality Assurance), Ethical and Social Dimensions, Intellectual Property Rights as related to IT Services / IT Products,	
<b>Total Lecture</b>	<b>36 Hours</b>

<b>Textbooks:</b>	
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

<b>Reference Books:</b>	
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

  
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<b>Program:</b>	<b>MBA (General Management)</b>	<b>Semester:</b>	<b>I</b>
<b>Course:</b>	<b>Organizational Behaviour and Design</b>	<b>Code:</b>	<b>MBALPC05MB1T</b>
<b>Teaching Scheme</b>		<b>Evaluation Scheme</b>	
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
<b>TA</b>	<b>MSE</b>	<b>ESE</b>	<b>Total</b>
36	-	36	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.

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

**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

  
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<b>Program:</b> MBA (General Management)		<b>Semester:</b> I	
<b>Course:</b> Entrepreneurship Development		<b>Code:</b> MBALPC06MB1T	
<b>Teaching Scheme</b>			
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
36	-	36	3
<b>Evaluation Scheme</b>			
<b>TA</b>	<b>MSE</b>	<b>ESE</b>	<b>Total</b>
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	Identify basic entrepreneurial skills and understandings to run a business efficiently and effectively.	L2
CO-2	Understand the importance of idea generation, identifying opportunities and the value of a business plan.	L2
CO-3	Recognize insights to entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.	L2
CO-4	Analyze various sources of funding and institutions supporting entrepreneurs.	L4
CO-5	Evaluate the government schemes for entrepreneurial development.	L5
CO-6	Identify emerging trends and potential opportunities.	L2

**Unit I: Introduction:**

**(6 Hrs.)**

Entrepreneur - Definition, Evolution, Types, Traits, Myths, Significance, Functions, Roadmap and Challenges, Role of entrepreneurship in building employability skills for intrapreneurs. Introduction to family business management.

**Unit II: Business Plan Preparation:**

**(6 Hrs.)**

Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

**Unit III: Start-up survival and growth**

**(6 Hrs.)**

Start-up Policy Framework and Incentives, Stages of growth in a new venture, growing with the market and industry, scaling venture, preparing for change, support for growth and sustainability of the venture.

**Unit IV: Entrepreneurial Finance**

**(6 Hrs.)**

Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan. Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - Central level and state level institutions - (SIDBI - NABARD - IDBI - SIDCO) Latest Industrial Policy of Government of India.

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<b>Unit V: Government schemes for Entrepreneurship Development</b>	<b>(6 Hrs.)</b>
Start up India Scheme, Make in India Initiative, Atal Innovation Mission, NSIC- Single Point registration scheme, GoI- Pradhan Mantri Mudra Yojna	
<b>Unit VI: Emerging Trends in Entrepreneurship Development</b>	<b>(6 Hrs.)</b>
Digital Entrepreneurship: meaning, scope and opportunities. Social Entrepreneurship: meaning of social entrepreneur, motivation for a social entrepreneur, supporting and evaluating social entrepreneurship in India. Rural Entrepreneur: meaning of rural entrepreneur, potential opportunities for rural entrepreneurship in India	
<b>Total Lecture</b>	<b>Hours 36</b>

<b>Textbooks:</b>	
1.	ENTREPRENEURSHIP DEVELOPMENT, Dr Ullas Chandra Das
2.	Rajiv G. Agarwal, Family Business Management, Sage Publications, 1e, 2022.

<b>MOOCs Links and additional reading, learning, video material</b>	
1.	Entrepreneurship Development - Course ( <a href="http://swayam2.ac.in">swayam2.ac.in</a> )
2.	Entrepreneurship Development - Course ( <a href="http://swayam2.ac.in">swayam2.ac.in</a> )

  
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<b>Program:</b> MBA (General Management)		<b>Semester:</b> I	
<b>Course:</b> Business Ethics & Corporate Governance		<b>Code:</b> MBALPC07MB1T	
<b>Teaching Scheme</b>			
<b>Evaluation Scheme</b>			
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
36	-	36	3
		<b>TA</b>	<b>MSE</b>
		10	30
		<b>ESE</b>	<b>Total</b>
		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, Rawls 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,



<b>Unit VI: Corporate Governance Issues and Future</b>	<b>(6 Hrs.)</b>
OECD Principles on Corporate Governance, Development of Codes on Corporate Governance, Whistle Blowing and its Code, Future of CSR in India,	
<b>Total Lecture</b>	<b>36 Hours</b>

**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

  
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<b>Program:</b> MBA (General Management)		<b>Semester:</b> I	
<b>Course:</b> Business Communication & Etiquettes		<b>Code:</b> MBALAE01MB1P	
<b>Teaching Scheme</b>			
<b>Evaluation Scheme</b>			
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
-	24	24	2
<b>TA</b>	<b>MSE</b>	<b>ESE</b>	<b>Total</b>
10	-	-	50
<b>Methods of Teacher Assessment (TA): Attendance, Assignment, Presentation, Viva-Voce.</b>			
<b>Course Objectives:</b> To develop comprehensive business communication skills by mastering the fundamentals of oral and written communication, effectively utilizing technological advancements and social media, and enhancing group discussion and interview techniques for successful professional interactions.			
<b>Course Outcomes:</b> After completion of the course, the students will be able to:			
<b>CO</b>	<b>Course Outcomes</b>		<b>BT Level</b>
CO-1	Develop proficiency in verbal communication by articulating ideas clearly.		L6
CO-2	Apply various business contexts, through written communication.		L3
CO-3	Execute professional approach.		L3
CO-4	Apply advanced skills in both group discussions and interviews		L3
<b>Unit I: Fundamentals of Communication</b>			<b>(6 Hrs.)</b>
Purpose of communication – Framework for Business Communication – The communication process – Communication Within organization Oral and Written Communication – Interpersonal communication – group communication- Verbal and non-Verbal communication. Barriers to communication. Principles of successful oral communication- Conversation control- Reflection and Empathy: two side of effective oral communication.			
<b>Unit II: Business Communication</b>			<b>(6 Hrs.)</b>
Purpose of writing – Clarity in writing –Principles of effective writing, Business Letters, Job Application, Recommendation Letters, Thank You Letters, Memos, proposals and Reports, Planning Documents, Press Releases, Proactive Media Writing, E-mail and Resume writing.			
<b>Unit III: Diversity Management and Attire Professionalism</b>			<b>(6 Hrs.)</b>
<b>Multi-cultural challenges:</b> Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India <b>Business Attire &amp; Professionalism:</b> Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing.			
<b>Unit IV: Group Discussion and Interview Skills</b>			<b>(6 Hrs.)</b>
Group Discussion: Objectives and outcomes, Fundamentals of Group Discussions and Overview of skills to be developed, Advanced Group Discussion Techniques Interview Techniques: Preparation and Strategy, Interview Skills – Practice and Feedback			
<b>Total Lecture</b>			<b>Hours 24</b>





**Textbooks:**

- |    |  |
|----|--|
| 1. | Lehman, Dufrene, Sinha, (2016), Business Communication - A South Asian Perspectives, 2nd edition, South-Western Cengage Learning India (P) Ltd |
| 2. | Courtland L. Bovee, C. Allen Paul, John V. Thill, (2015). Business Communication Today, 13th edition, Pearson.                                 |

**MOOCs Links and additional reading, learning, video material**

- |    |   |
|----|---|
| 1. | <a href="https://swayam2.ac.in/courses/BCOLA-138">BCOLA-138 Business Communication - Course (swayam2.ac.in)</a> |
| 2. | <a href="https://swayam2.ac.in/courses/BUSCOM">Business Communication - Course (swayam2.ac.in)</a>              |
| 3. | <a href="https://swayam2.ac.in/courses/EBUSCOM">Effective Business Communication - Course (swayam2.ac.in)</a>   |

  
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<b>Program:</b>	<b>MBA (General Management)</b>			<b>Semester:</b>	<b>I</b>		
<b>Course:</b>	<b>Computer Competency</b>			<b>Code:</b>	<b>MBALAU01MB1P</b>		
<b>Teaching Scheme</b>				<b>Evaluation Scheme</b>			
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>	<b>TA</b>	<b>MSE</b>	<b>ESE</b>	<b>Total</b>
24	-	24	-	-	-	-	-
<b>Methods of Teacher Assessment (TA): Attendance, Assignment, Case Study, Quiz.</b>							
<b>Course Objectives:</b> Developing mastery in fundamental computer skills essential for academic and professional success.							
<b>Course Outcomes:</b> After completion of the course, the students will be able to:							
<b>CO</b>	<b>Course Outcomes</b>						<b>BT Level</b>
CO-1	Operate the application of word processing documents.						L3
CO-2	Demonstrate proficiency in spreadsheet management and presentation design.						L3
CO-3	Utilize slides by adding and formatting text, images, shapes, and multimedia effectively.						L3
CO-4	Apply design layouts, themes, and animations for visually appealing presentations.						L3
<b>Unit I:</b>							<b>(6 Hrs.)</b>
Microsoft Word: Creating and Formatting Documents, Text Formatting; working with objects, printing, mail merge. Inserting and formatting images, tables and hyperlinks; Document Review Tools: Spell Check, Grammer Check and Track changes.							
<b>Unit II:</b>							<b>(6 Hrs.)</b>
MS Excel: Introduction to spread sheet, Formatting excel spreadsheet, Data entry, tables, formula's & Functions Visual Data Presentation: Charts and Graphs							
<b>Unit III:</b>							<b>(6 Hrs.)</b>
MS Power Point: Creating Slides: Adding Text, images, shapes and multimedia. Slide design & layout: themes and animations, Slide show options.							
<b>Unit IV:</b>							<b>(6 Hrs.)</b>
Google Drive: Google Form: Creating and formatting, Google Docs, Google Slides, Google Sheet. Hands-on on Canva							
<b>Total Lecture</b>							<b>24 Hours</b>

  
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**Textbooks:**

- |    |  |
|----|--|
| 1. | Rajaraman V. Introduction to Information Technology, PHI                               |
| 2. | Turban, Rainer and Potter, Introduction to information Technology, John Wiley and Sons |
| 3. | Ram. B., Computer Fundamentals, New Age Publication                                    |
| 4. | Stephanie Krieger, Documents, Presentations, and Worksheets, Pearson Education         |

  
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**SEMESTER - II**

<b>Program:</b>	MBA (General Management)			<b>Semester:</b>	II		
<b>Course:</b>	Corporate Finance			<b>Code:</b>	MBALPC08MB2T		
<b>Teaching Scheme</b>				<b>Evaluation Scheme</b>			
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>	<b>TA</b>	<b>MSE</b>	<b>ESE</b>	<b>Total</b>
36	-	36	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:** (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:** (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:** (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:** (6 Hrs.)

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

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<b>Unit V:</b>	<b>(6 Hrs.)</b>
Corporate Restructuring: Objective, Forms of corporate restructuring: Merger, Acquisitions and take-over's, Dividend Decisions: Issues, Relevance Vs Irrelevance theory, forms of dividends.	
<b>Unit VI:</b>	<b>(6 Hrs.)</b>
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. Receivable Management: Concept, Credit policy variables, Evaluation of Credit Policy.	
<b>Total Lecture</b>	<b>36 Hours</b>

**Textbooks:**

1.	Van Horne J.C., & Wachowicz J.M., Fundamentals of Financial Management, Pearson Education
2.	Prasanna Chandra, Financial Management, Tata McGraw Hill, New Delhi
3.	M.Y.Khan, Financial Management, Tata McGraw Hill, New Delhi
4.	S.N. Maheshwari, Financial Principles and Practices, Sultan Chand and Sons
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.	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

  
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<b>Program:</b> MBA (General Management)		<b>Semester:</b> II	
<b>Course:</b> Marketing Management		<b>Code:</b> MBALPC09MB2T	
<b>Teaching Scheme</b>			
Lecture	Tutorial	Hours	Credit
36	-	36	3
<b>Evaluation Scheme</b>			
TA	MSE	ESE	Total
10	30	60	100

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

**Course Objectives:**

To equip students with a comprehensive understanding of marketing management by exploring core concepts of different marketing strategies in diverse market environments.

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

CO	Course Outcomes	BT Level
CO-1	Describe the nature and scope of marketing.	L2
CO-2	Distinguish consumers' requirements and their behaviors.	L4
CO-3	Critique marketing mix strategy for any given product.	L5
CO-4	Implement the pricing decision through suitable distribution channel.	L3
CO-5	Categorize appropriate sale promotion strategy.	L4
CO-6	Assess current global and digital aspect of marketing.	L5

**Unit I:** (6 Hrs.)

Introduction to Marketing Management, Importance, Scope of marketing, Marketing Philosophies, Analysing Marketing Environment and Competition, Holistic Marketing.

**Unit II:** (6 Hrs.)

Consumer Behaviour, Consumer Decision Making, Factors Influencing Consumer Behavior, Market Segmentation, Target Marketing, Positioning for Competitive Advantage.

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

Product/ Service, Product Classification, Branding, Product Life Cycle, New Product Development, Product Mix and Product Extension Strategies. Packaging and Labelling.

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

Pricing Decisions, Importance of Price, Pricing Strategies, Factors influencing Price Determination, Place: Levels of Channels, Functions of Distribution Channels, Channel Structure, Channel Strategy Decisions And Channel Management.

**Unit V:** (6 Hrs.)

Promotion Decisions, Promotion Mix, Advertising, Public Relations Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion Personal Selling: Concept, Features, Functions, Steps/process involved in Personal Selling.

**Unit VI:** (6 Hrs.)

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Trends in Marketing: Digital Marketing, Service Marketing, Rural marketing, Green Marketing, Customer Relationship Management, other emerging trends.

**Total Lecture**      **Hours 36**

**Textbooks:**

1. Marketing Management - Ramaswamy V. S. & Namakumari S, 6/e, Sage Publication India Pvt Ltd., 2018.
2. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
3. Saxena, R. (2009). Marketing Management (4th ed.). New Delhi: Tata McGraw Hill.

**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](http://swayam2.ac.in))
2. Marketing Management - Course ([swayam2.ac.in](http://swayam2.ac.in))
3. Marketing Management - II - Course ([nptel.ac.in](http://nptel.ac.in))

  
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<b>Program:</b> MBA (General Management)		<b>Semester:</b> II	
<b>Course:</b> Human Resource Management		<b>Code:</b> MBALPC10MB2T	
<b>Teaching Scheme</b>			
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
36	-	36	03
<b>Evaluation Scheme</b>			
	<b>TA</b>	<b>MSE</b>	<b>ESE</b>
	10	30	60
			<b>Total</b>
			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

<b>Unit I: Introduction to human resource management</b>	<b>(6 Hrs.)</b>
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.	
<b>Unit II: Human Resource Planning, Recruitment &amp; Selection</b>	<b>(6 Hrs.)</b>
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.	
<b>Unit III: Performance Management</b>	<b>(6 Hrs.)</b>
Performance management concept. Methods of performance evaluation. Promotion. Demotion. Separation transfer. Management development techniques, Protégé relationship.	
<b>Unit IV: Wage and Salary Administration</b>	<b>(6 Hrs.)</b>
Meaning and Definition, Job Evaluation, Basic Factors in Determining Pay Rates, Establishing Pay Rates, Competency-Based Pay, Fringe Benefits.	
<b>Unit V: Human Resource Development</b>	<b>(6 Hrs.)</b>
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.	

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<b>Unit VI: Maintenance of Human Resources</b>	<b>(6 Hrs.)</b>
Reward system, quality of work life, organisation development, HRIS, Human Resource accounting & audit. Employee relations, importance of industrial relations, worker's participation in management.	
<b>Total Lecture</b>	<b>36 Hours</b>

**Textbooks:**

1. A framework for Human Resource Management: Desseler. Gary, Published by Pearson education (2010), 7th Edition.
2. Human Resource management Text and cases: Rao, VSP, Excel books (2010), 3rd edition.
3. P Subba Rao. (2013). Personnel and HRM. (Forth Revised Edition). Himalaya Publishing House Pvt. Ltd.

**Reference Books:**

1. Human Resource Management, K. Aswathappa, published by McGraw-Hill, 5<sup>th</sup> Edition

**MOOC links and additional reading, learning, and video material**

1. [https://onlinecourses.nptel.ac.in/noc21\\_mg21/preview](https://onlinecourses.nptel.ac.in/noc21_mg21/preview)
2. <https://archive.nptel.ac.in/courses/122/105/122105020/>

  
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<b>Program:</b> MBA (General Management)		<b>Semester:</b> II	
<b>Course:</b> Research Methodology		<b>Code:</b> MBALPC11MB2T	
<b>Teaching Scheme</b>			
<b>Evaluation Scheme</b>			
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
36	-	36	3
		<b>TA</b>	<b>MSE</b>
		10	30
		<b>ESE</b>	<b>Total</b>
		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	Understand the significance of literature review, ethical principles, legal considerations, and the research process.	L2
CO-2	Assess research design and hypothesis(s).	L5
CO-3	Classify data into qualitative and quantitative categories. Recognize data processing techniques.	L4
CO-4	Compare appropriate sampling, measurement and scaling technique.	L4
CO-5	Apply statistical tests such as T-test and Z-test for small sample tests, Measure of Central Tendency, Measure of Dispersion.	L3
CO-6	Perform test statistics for hypotheses about population mean and proportion, Chi-Square test and Analysis of Variance (ANOVA)	L5

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

**Research Methodology:** Importance, Nature and Scope, Process, Defining the Research Problem Importance, process, and Determining the Research Objectives, **Literature Review:** Assessing and Managing Sources of Information and Scholarly Literature, reference style, Ethical principles and legal considerations.

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

**Research Design:** Concept, Types- Exploratory, descriptive and Experimental Design, types of variables, Selection of the research design, **Formulation of Hypothesis:** definition, process, Type I error and Type II error, Null and alternative hypothesis.

**Unit III: Data collection methods and Data Processing** (6 Hrs.)

**Data Collection:** Classification of data, Qualitative and Quantitative Data, Data Collection Tools: Questionnaire Design, Case Study Method, Non-Disgusted Methods of Data Collection, **Data Processing:** Editing, coding and tabulation, data quality issues and validation.

**Unit IV: Measurement- Scaling and Sampling Considerations** (6 Hrs.)

**Measurement:** introduction, types of measurement scales, **Scaling:** Classification of scale -single vs. Multiple Scale, Rank Order, Rating Scale, Likert Scale, Semantic Differential Scale.

**Sampling:** Concepts, Sampling frame, Universe, Size, Probability and non-probability sampling.

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<b>Unit V: Data Analysis and Report Writing</b>	<b>(6 Hrs.)</b>
Measure of Central Tendency, Measure of Dispersion, Measure of Relationship, Covariance, Correlation Coefficient. Small sample test (T- test and Z test) Research Report writing: Significance, Steps, Layout, Types	
<b>Unit VI: Hypothesis Testing</b>	<b>(6 Hrs.)</b>
<b>Hypothesis Testing:</b> Basic Concepts Concerning Testing of Hypotheses, Flow Diagram for Hypothesis Testing, Test statistics for Hypothesis about Population Mean (Single & Two) Means/Proportion, Chi - Square Test. Analysis of Variance: One Way, Two Way Anova.	
<b>Total Lecture</b>	<b>36 Hours</b>

**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

  
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<b>Program:</b>	<b>MBA (General Management)</b>	<b>Semester:</b>	<b>II</b>
<b>Course:</b>	<b>Managerial Skills for Effectiveness</b>	<b>Code:</b>	<b>MBALPC12MB2T</b>
<b>Teaching Scheme</b>		<b>Evaluation Scheme</b>	
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
<b>36</b>	<b>-</b>	<b>36</b>	<b>03</b>
<b>TA</b>	<b>MSE</b>	<b>ESE</b>	<b>Total</b>
<b>10</b>	<b>30</b>	<b>60</b>	<b>100</b>

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

**Course Objectives:**

This will enable student with the necessary techniques and skills for managerial effectiveness and develop confidence among students to perform better as professionals.

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

CO	Course Outcomes	BT Level
CO-1	Demonstrate Common skills required for managerial effectiveness.	L3
CO-2	Describe different leadership theories and its importance in organization.	L2
CO-3	Explain the types of conflict and ethical consideration in negotiation.	L2
CO-4	Develop the competence in decision making and problem solving.	L4
CO-5	Identify the constraints of empowerment and the importance of empowerment in organization.	L1
CO-6	Distinguish eustress and distress.	L4

**Unit I: Introduction to managerial skills**

**(6 Hrs.)**

Managerial skills - Nature and concepts.  
types of managerial skills: Technical, Human, conceptual, employability and soft skills.  
Overview of managerial roles and responsibilities

**Unit II: Leadership and Team Management**

**(6 Hrs.)**

Theories of leadership, Leadership styles and their effectiveness.  
Motivation Theories, Emotional Intelligence, and Its Role in Effective Leadership.  
Team dynamics and stages of team development, Building and leading high-performing teams.

**Unit III: Conflict and negotiation skills**

**(6 Hrs.)**

Conflict: Types of conflict, Conflict resolution strategies, Johari Window and managing team conflicts.  
Negotiation: Negotiation skills, process, styles, negotiator, and qualities of negotiators Ethics, and negotiation.

**Unit IV: Decision-Making and Problem-Solving**

**(6 Hrs.)**

Decision-making models and strategies, Types of decisions and their implications for organizational Success. Problem-solving techniques and approaches.  
Critical thinking and creative problem-solving skills development.

**Unit IV: Empowerment and Delegation**

**(6 Hrs.)**

Meaning of empowerment, Dimensions of empowerment.  
How to develop empowerment, inhibitors of empowerment, delegating works. skills development and skill application in the above areas.

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**Unit VI: Time Management and Stress Management**

**(6 Hrs.)**

Principles of effective time management, Goal setting and prioritization techniques.  
Stress and its importance in daily life, eustress, and distress.  
Different coping styles: problem-focused vs. emotion-focused coping, Adaptive vs. maladaptive coping Strategies.

**Total Lecture 36 Hours**

**Textbooks:**

1. V.S. P Rao Managerial Skills 2010 XI. Books, New Delhi.
2. Ramnik Kapoor, Managerial Skills, Path Makers, Bangalore.
3. Barun, K Mitra. Personality Development and Soft Skills. Oxford University Press.

**Reference Books:**

1. McGrath, E. H., S.J, (2011) Basic Managerial Skills for All, 9th edition, Prentice-Hall of India.

**MOOCs Links and additional reading, learning, and video material**

1. <https://nptel.ac.in/courses/110107143>
2. <https://nptel.ac.in/courses/110107159>

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<b>Program:</b>	MBA (General Management)	<b>Semester:</b>	II
<b>Course:</b>	Legal & Business Environment	<b>Code:</b>	MBALPC13MB2T
<b>Teaching Scheme</b>		<b>Evaluation Scheme</b>	
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
36	-	36	3
		<b>TA</b>	<b>MSE</b>
		10	30
		<b>ESE</b>	<b>Total</b>
		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 goods 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:** (6 Hrs.)

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

**Unit II:** (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:** (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:** (6 Hrs.)

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

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<b>Unit V:</b>	<b>(6 Hrs.)</b>
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	
<b>Unit VI:</b>	<b>(6 Hrs.)</b>
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.	
<b>Total Lecture</b>	<b>36 Hours</b>

**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, 3 <sup>rd</sup> Edition PHI
6.	Justin Paul, Business Environment- Text and Cases, 4 <sup>th</sup> 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 Learning
3.	Dr. B.L. Wadhwa, Law Relating to Intellectual Property, Universal Lexis Nexis
4.	Consumer Protection - First edition, 2024
5.	Business Law - Fourth edition, 2023
6.	Handbook of Company Law and Practice - Third Edition, 2023

  
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<b>Program:</b>	<b>MBA (General Management)</b>	<b>Semester:</b>	<b>II</b>
<b>Course:</b>	<b>Production &amp; Operations Management</b>	<b>Code:</b>	<b>MBALPC14MB2T</b>
<b>Teaching Scheme</b>		<b>Evaluation Scheme</b>	
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
<b>TA</b>	<b>MSE</b>	<b>ESE</b>	<b>Total</b>
36	-	36	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	Demonstrate the ability to critically evaluate and implement strategies to optimize resource utilization and ensure product excellence.	L4
CO-4	Evaluate and implement work measurement techniques to enhance productivity.	L5
CO-5	Design and implement inventory management strategies to optimize resource utilization and minimize costs.	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 & benefits of Production Management, Production System, Types of Production, 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 & Quality 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, Quality Management - Nature of Quality, Evolution of Quality Management, Modern Quality Management, Total Quality Management, ISO, Statistical Concepts in Quality Control.

**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.

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<b>Unit V: Inventory Management</b>	<b>(6 Hrs.)</b>
Inventory Management – Definition, objectives and importance of inventory management, Types of inventories (raw materials, work-in-progress, finished goods), Various costs associated with inventory, Economic Order Quantity (EOQ) model and its components. Inventory Control- Nature Scope and Objectives, Planning for Inventory Control, Systems and Characteristics Inventory Control Techniques: Just-in-Time (JIT) inventory management, Materials Requirement Planning (MRP), ABC analysis	
<b>Unit VI: Project Management</b>	<b>(6 Hrs.)</b>
Structure of projects, phases of project management, project feasibility, work breakdown structure, project control charts, network planning and network calculations. Maintenance Management- Objectives, scope & types of maintenance	
<b>Total Lecture</b>	<b>36 Hours</b>

**Textbooks:**

1. Production and Operations Management, B.S.Goel, Pragati Prakshan.
2. Production and Operations Management Chary.S.N., Tata McGraw Hill
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.Paneersilvam 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=3MgEkSB\\_jzo](http://www.youtube.com/watch?v=3MgEkSB_jzo)>
2. [https://onlinecourses.nptel.ac.in/noc20\\_mg06/](https://onlinecourses.nptel.ac.in/noc20_mg06/)
3. Total Quality Management [Online]  
Available at: <[http://tutor2u.net/business/production/quality\\_tqm.htm](http://tutor2u.net/business/production/quality_tqm.htm)>.

  
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<b>Program:</b>	MBA (General Management)	<b>Semester:</b>	II
<b>Course:</b>	Advance Excel	<b>Code:</b>	MBALAE02MB2P
<b>Teaching Scheme</b>		<b>Evaluation Scheme</b>	
<b>Lecture</b>	<b>Tutorial</b>	<b>Hours</b>	<b>Credit</b>
-	24	24	2
		<b>TA</b>	<b>MSE</b>
		-	-
		<b>ESE</b>	<b>Total</b>
		-	50

**Methods of Teacher Assessment (TA):** Attendance, Assignment, Presentation, Viva-Voce.

**Course Objectives:**

To develop proficiency in using advanced Excel features for data analysis, automation, and visualization, enabling participants for academic and professional success.

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

CO	Course Outcomes	BT Level
CO-1	Operate functions like create, format, and customize Excel spreadsheets and workbooks.	L3
CO-2	Apply custom data formats and validations to ensure data accuracy and consistency.	L3
CO-3	Execute data calculations using a variety of essential Excel functions.	L5
CO-4	Execute format and manipulate text in Excel using functions.	L5

**Unit I:** (6 Hrs.)

Introduction to spread sheet, Formatting excel spreadsheet.  
Customize options and views for Worksheet and workbook.

**Unit II:** (6 Hrs.)

Apply custom data formats and validation,  
Apply advanced conditional formatting and filtering  
Visual Data Presentation: Charts and Graphs

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

Perform Operations with formulas and Functions:  
Calculations using SUM, MIN, MAX, COUNT, AVERAGE, IF, SUMIF, AVERAGEIF, COUNTIF functions.

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

Format and modify text using functions:  
Format text using RIGHT, LEFT, UPPER, LOWER, PROPER AND CONCATENATE

**Total Lecture** 24 Hours

**Textbooks:**

1.	Excel with Power Query and ChatGPT, crispo Mwangi
2.	Jordan Goldmeier, Advanced Excel Essentials, Friends of Apress
3.	Ram. B., Computer Fundamentals, New Age Publication
4.	Stephanie Krieger, Documents, Presentations, and Worksheets, Pearson Education

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