

# MBA

## Study Scheme

### 2026

### MBA 1<sup>st</sup> Semester

S.No	Course Code	Course Name	Type	Credits	L	T	P	Internal	External	Total
1	26C1BAP-101	Foundations of Management	Core	4	4	0	0	40	60	100
2	26C1BAP-102	Managerial Economics	Core	4	4	0	0	40	60	100
3	26C1BAP-103	Quantitative Techniques	Core	4	4	0	0	40	60	100
4	26C1BAP-104	Accounting for Managers	Core	4	4	0	0	40	60	100
5	26C1BAP-105	Business Environment & Indian Economy	Core	4	4	0	0	40	60	100
6	26C1BAP-106	Business Ethics and CSR	Core	4	4	0	0	40	60	100
7	26C1BAP-107	Business Communication & Managerial Effectiveness	Core	3	3	0	0	40	60	100
8	26C1BAP-108	Design Thinking	AECC	2	2	0	0	50	-	50
9	26C1BAP-109	Technical Skills for Managers	AECC	1	1	0	1	50	-	50
<b>TOTAL</b>				<b>30</b>	<b>30</b>	<b>0</b>	<b>1</b>	<b>380</b>	<b>420</b>	<b>800</b>

### MBA 2nd Semester

Sr.No.	Course Code	Course Name	Type	Credits	L	T	P	Internal	External	Total
1	26C1BAP-201	Business Analytics for Decision Making	Core	4	4	0	0	40	60	100
2	26C1BAP-202	Legal Environment for Business	Core	4	4	0	0	40	60	100
3	26C1BAP-203	Marketing Management	Core	4	4	0	0	40	60	100
4	26C1BAP-204	Human Resource Management	Core	4	4	0	0	40	60	100
5	26C1BAP-205	Production & Operations Management	Core	4	4	0	0	40	60	100
6	26C1BAP-206	Corporate Finance and Policy	Core	4	4	0	0	40	60	100
7	26C1BAP-207	Entrepreneurship & Project Management	Core	4	4	0	0	40	60	100
8	26C1BAP-208	Research Methodology	Core	3	2	1	0	40	60	100
9	26C1BAP-209	Technical Skills for Managers	AEC C	1	1	0	1	50	-	50
<b>TOTAL</b>				<b>32</b>	<b>31</b>	<b>1</b>	<b>1</b>	<b>370</b>	<b>480</b>	<b>850</b>

*\*After completion of 2<sup>nd</sup> Semester Every student will be required to undergo a 6 weeks internship in industry.*

## Foundations of Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-101	Foundations of Management	Core	4	4	0	0	40	60	100
<b>Prerequisites of subject</b>		Basic understanding of managerial concepts of traditional world along with the contemporary world and fundamental managerial principles.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Explain the foundational managerial concepts and their contemporary relevance in dynamic organizational environments.
<b>CO2</b>	Make use of strategic management frameworks to address responsible and sustainable managerial decision-making.
<b>CO3</b>	Classify organizational design and managerial relationships to enhance structural and human resource effectiveness.
<b>CO4</b>	Analyze the importance of managerial mechanisms that ensure coordination, performance monitoring, and organizational efficiency.
<b>CO5</b>	Develop innovative managerial approaches by integrating global practices and emerging management paradigms.

### Detailed Syllabus

**Unit I Introduction to Management:** Definition, nature, scope, and importance of management; management functions; managerial roles and skills. **Evolution of management:** Classical, Neo-Classical, Behavioural, Quantitative, Systems, and Contingency approaches. Contemporary relevance of classical management theories and changing role of managers in the digital and knowledge-driven economy. *Relevant Case Studies on Contemporary Relevance of Classical Theories.*      **(10 Hours)**

**Unit II Planning and Strategic Management:** Planning—concept, importance, types of plans, and planning process; business forecasting and its techniques. MBO- concept, process, benefits, and limitations. **Strategic management:** Nature, importance, purpose, levels and types of strategies, strategic management process, and McKinsey’s 7-S framework.; Responsible Management. **Relevant Case Studies on Management by Objectives (MBO), Responsible Management. (11 Hours)**

**Unit III Organizing and Staffing:** Concept and process of organizing; formal Vs. informal organization. Organizational structure: Types of organizational structures and bases of departmentalization. Line and staff Conflict. **Authority & Power:** Responsibility, Accountability, Delegation: Span of Management, Centralization Vs. decentralization. **Staffing:** Importance and process. **Relevant Case Studies on Organizational Structures, Authority & Power. (12 Hours)**

**Unit IV Coordination:** concept, importance, difficulties, and techniques to ensure effective coordination. **Control:** Concept, importance, characteristics, and process of control. Types of control and techniques of control . **Relevant Case Studies on Coordination Issues, Quality Control. (08 Hours)**

**Unit V Comparative study:** Japanese management, Z-culture of American companies, and Chinese style management. **Modern management techniques:** Business Process Re-engineering (BPR), Business outsourcing, Knowledge management, and E-Business Management. Digital transformation and technology-enabled management practices. **Relevant Case Studies Japanese Management, E-Business Management. (09 Hours)**

### Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Fundamentals of Management: Essential Concepts and Applications	Stephen P. Robbins, Mary A. Coulter, David A. De Cenzo	Pearson Education	11 <sup>th</sup> Edition (2023)
2	Essentials of Management: An International, Innovation and Leadership Perspective	Harold Koontz, Heinz Weihrich, Mark V. Cannice	McGraw-Hill	11 <sup>th</sup> Edition (2020)

### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Management Principles & Applications	Kumar Pardeep	Sultan Chand & Sons	4 <sup>th</sup> Edition (2025)
2	MGMT	Chuck Williams	Cengage Learning	12 <sup>th</sup> Edition (2021)

## Managerial Economics

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-102	Managerial Economics	Core	4	4	0	0	40	60	100
<b>Prerequisites of subject</b>		Basic Knowledge of Economics and Managerial Issues to analyse business problems and make managerial decisions								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Explain the fundamental economic concepts and their relevance to managerial decision-making.
<b>CO2</b>	Identify demand behavior, elasticity and forecasting techniques.
<b>CO3</b>	Explore market structures and competitive dynamics to understand firm-level strategic outcomes.
<b>CO4</b>	Compare pricing decisions and factor market dynamics in managerial economics.
<b>CO5</b>	Discuss macroeconomic variables and their impact on business environment.

### Detailed Syllabus

**Unit I: Foundations of Managerial Economics and Decision-Making:** Meaning, nature, scope and significance of managerial economics; relationship with microeconomics, macroeconomics, statistics, accounting and management; role of managerial economics in managerial decision-making in a globalized business environment. **Basic Economic Principles:** Opportunity cost principle; scarcity concept; incremental concept; marginalism; time perspective; risk and uncertainty in managerial decisions. **Production Possibility Curve (PPC):** Assumptions, shape, opportunity cost, economic growth, and business implications. *Relevant Case Studies on Production Possibility Curve in Strategic Expansion.* **(09 Hours)**

**Unit II: Demand Analysis, Consumer Behaviour and Forecasting -Demand Analysis:** Concept of demand; demand function; determinants of demand; individual and market demand. Elasticity of Demand, Demand Estimation and Forecasting, **Indifference Curve Analysis:** Meaning, assumptions and properties; marginal rate of substitution; consumer equilibrium; price, income and substitution effects; importance and limitations of indifference curve analysis *Relevant Case Studies on Pricing Decision, Demand Forecasting.* **(10 Hours)**

**Unit III: Production, Cost, Revenue and Market Structures -Production Function, Theory of Cost:** Cost concepts; determinants of cost; short-run and long-run cost curves; modern theory of cost; relationship between production and cost functions. Revenue Analysis, **Market Structures:** Perfect competition, monopoly, monopolistic competition and oligopoly—assumptions, price and output determination; collusive and non-collusive oligopoly; price leadership model. *Relevant Case Studies on Automation and Returns to Scale, Revenue Analysis.* **(11 Hours)**

**Unit IV: Pricing, Factor Markets and Strategic Applications -Supply Analysis:** Meaning of supply; supply function; determinants of supply; supply curve. Pricing Practices, Factor Pricing, **Product market:** Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. *Relevant Case Studies on Supply Analysis and Commodity Pricing, Factor Pricing.* **(08 Hours)**

**Unit V: Macroeconomic Environment and Business Applications-** National Income Accounting: Conceptual framework; measures of national income; methods of measurement; limitations; relevance for business decision-making. **Consumption and Investment Functions:** function—meaning, determinants; Keynes' Psychological Law of Consumption; investment function; investment multiplier; foreign trade and budget multiplier. **Money and Capital Markets:** Demand for money; liquidity preference; money market equilibrium. **IS–LM Analysis:** Derivation of IS and LM curves; equilibrium and policy implications. **Inflation and Business Cycles.** *Relevant Case Studies on Multiplier Effect, Inflation and Business Strategy.* **(12 Hours)**

### Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Managerial Economics: Analysis of Managerial Decision Making	H.L. Ahuja	S. Chand	9 <sup>th</sup> Edition (2022)
2	Managerial Economics: Foundations of Business Analysis and Strategy	Christopher R. Thomas & S. Charles Maurice	Mc Graw Hill	12 <sup>th</sup> Edition (2020)

### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Managerial Economics	Paul G. Keat & Philip K. Y. Young	Pearson	7 <sup>th</sup> Edition (2024)
2	Managerial Economics and Business Strategy	Michael R. Baye & Jeffrey T Prince	Mc Graw Hill	9 <sup>th</sup> Edition (2021)

## Quantitative Techniques

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-103	Quantitative Techniques	Core	4	4	0	0	40	60	100
<b>Prerequisites of subject</b>		Fundamental knowledge of numbers and arithmetic principles. A Student should process basic algebraic skill.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Analyze the concepts of central tendency and dispersion to interpret the business related data.
<b>CO2</b>	Identify the applications of the correlation and regression in data analysis.
<b>CO3</b>	Examine various probability distribution methods to analyse the data.
<b>CO4</b>	Evaluate the various operational techniques in business problems.
<b>CO5</b>	Develop Project management tools for efficient planning and control

### Detailed Syllabus

**Unit I: Introduction to Statistics:** Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics. **Measures of Central Tendency:** Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency. **Measures of Variation:** Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis. *Relevant Case Studies on Measures of Central Tendency.*

**(10 Hours)**

**Unit II: Simple Correlation Analysis:** Meaning of Correlation: Simple, multiple and partial, linear and non-linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation. **Simple Regression Analysis:** Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient. **Theory of Probability:** Meaning of Probability, Approaches to the calculation of probability. calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required). **Relevant Case Studies on Theory of Probability.** **(10 Hours)**

**Unit III: Probability Distribution:** Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications. Linear Programming; Formulation of linear programming problems. Solution by Graphical method and by using Simplex method algorithm including Big-M method. Business applications of LP, Degeneracy. **Relevant Case Studies on Probability Distribution.** **(08 Hours)**

**Unit IV: Transportation: Game Theory:** Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications. **Transportation problem:** Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method. **Relevant Case Studies on Game Theory.** **(11 Hours)**

**Unit V: Assignment Problems:** Assignment problem: Solution using Hungarian Assignment Method. Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities. **Relevant Case Studies on Assignment Problems, PERT/CPM.** **(09 Hours)**

### Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Fundamentals of Statistics	D. N. Elhance, Rajesh Elhance, Veena Elhance	Kitab Mahal	1 <sup>st</sup> Edition (2024)
2	Operations Research; Theory and Applications	J. K. Sharma	Macmillan Indian, New Delhi.	6th Edition (2022)

### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Statistical Methods	Dr. S. P. Gupta	Sultan Chand & Sons	46th Edition (2023)
2	Operations Management	William J. Stevenson	McGraw Hill.	13th Edition (2022)

### Accounting for Managers

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-104	Accounting for Managers	Core	4	4	0	0	40	60	100
<b>Prerequisites of subject</b>		Understanding of concepts of Accounting and basic financial accounting concepts in order to apply accounting information for managerial decision making								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Explain the basic accounting concepts, principles, conventions, process and accounting cycle involved in financial accounting.
<b>CO2</b>	Applying the concept of accounting to prepare the financial statements.
<b>CO3</b>	Analyze the costing and budgeting techniques for effective cost control
<b>CO4</b>	Evaluate financial statements using management accounting tools.
<b>CO5</b>	Formulate the business decisions using Marginal costing, CVP analysis standard costing, and variance analysis.

#### Detailed Syllabus

**Unit I: Introduction to Financial Accounting:** Accounting – Concept, Nature, Importance and Scope. Accounting Process – Preparation of Journal, Ledger, and Trial Balance. Accounting as an information system, Accounting concepts, convention and principles of Accounting, Role of accountant in an organization. *Relevant Case Studies on Financial Accounting System.* **(08 Hours)**

**Unit II: Branches of Accounting & Final Accounts:** Branches of accounting: Financial, Cost and Management Accounting and their interrelationships. Concept of Final Accounts Preparation of Final Accounts: Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet. Adjustments in Final Account. *Relevant Case Studies on Interrelationship of Financial, Cost & Management Accounting, Preparation of Final Accounts.* **(09 Hours)**

**Unit III: Cost Accounting and Budgetary Control:** Cost Accounting – Concept, Need, Importance and Scope. Elements and Classification of Costs. Preparation of Cost Sheet. **Budget and Budgetary Control :** Meaning and Characteristics. Requisites for Successful Budgetary Control System. Process of Budgeting. Classification and Types of Budgets. Preparation of Cash Budget and Flexible Budget. Performance Budgeting and Zero-Based Budgeting. *Relevant Case Studies on Cost Accounting & Preparation of Cost Sheet, Zero-Base Budgeting.* **(11 Hours)**

**Unit IV: Management Accounting and Financial Analysis-** Financial Statement Analysis: Concepts and objectives, Tools of Financial Analysis. **Ratio Analysis:** Meaning and Importance. Liquidity Ratios, Turnover Ratios, Solvency, and Profitability Ratios. Preparation and Interpretation of Cash Flow Statement and funds flow statements. *Relevant Case Studies on Ratio Analysis of Company.* **(10 Hours)**

**Unit V: Marginal and Standard Costing &Recent development-** Marginal Costing : Concept and Application. Absorption Costing and Marginal Costing – Differences. Cost–Volume–Profit (CVP) Analysis and its Utility in Business Decision Making. **Standard Costing:** Concept and Importance. **Variance Analysis:** Material Variances and Labour Variances. Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing. *Suggested Software: Tally Prime (Educational Version), BUSY Relevant Case Studies on CVP Analysis, Life Cycle Costing.* **(12 Hours)**

#### Text Books

Sr. No.	Name of the Books	Author	Publisher	Edition (Pub.Yr.)
1	A Textbook of Accounting for Management	Maheswari, S. N., Maheswari,	Vikas Publishing House	3 <sup>rd</sup> Edition (2022)
2	Management Accounting	Khan and Jain	Tata McGraw Hill Education Private Limited	16 <sup>th</sup> Edition (2017)

### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr)
1	Accounting for Managers	S. K. Bhattacharya	PHI Learning	5 <sup>th</sup> Edition (2019)
2	Management Accounting	Anthony A. Atkinson, Robert S.	Pearson Education	6 <sup>th</sup> Edition (2012)

### Business Environment and Indian Economy

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-105	Business Environment and Indian Economy	Core	4	4	0	0	40	60	100
<b>Prerequisites of subject</b>		Basic understanding of economics, business concepts, and the Indian socio-economic context.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Explain the business environment and the role of economic systems and public policies in business.
<b>CO2</b>	Make use of major legal and regulatory frameworks governing business in India.
<b>CO3</b>	Examine the interrelationship of technology, innovation, globalization, and international trade.
<b>CO4</b>	Determine key features, challenges, and employment trends in the Indian economy.
<b>CO5</b>	Elaborate India's development strategies, foreign trade, and infrastructure policies.

#### Detailed Syllabus

**Unit I Business Environment and Economic Systems:** Business Environment: Meaning and Types; Components of Business Environment. Political Environment; Rationale and Extent of State Intervention. **Economic Environment:** Concept and Features of Various Economic Systems; New Industrial & Economic Policy and Industrial Licensing; Economic Reforms and their Effects on Business and Emerging Economies; Economic Planning in India-Objectives and Strategies under NITI Aayog; Evaluation of Contemporary Development Initiatives; Monetary and Fiscal Policy. *Relevant Case Studies on Economic Reforms, Emerging Economy.* **(09 Hours)**

**Unit II Legal Environment:** Company Regulatory Legislations in India; FEMA; EXIM Policy; Competition Law; Right to Information Act, 2005; Data Protection and Digital Governance Framework in India. Public Sector in India; Disinvestment and Privatisation; Joint Sector and Cooperative Sector in India; Deficit Financing and its Implications for the Indian Economy.

*Relevant Case Studies on Data Protection, Public Sector Reforms.* **(08 Hours)**

**Unit III Technological Environment:** Impact of Technology on Business; Technological Change and Innovation; Intellectual Property Rights (IPR); Technology Transfer and Absorption; Digital Transformation in Business. **International Environment:** Globalization and its Impact on Business; Foreign Direct Investment (FDI) Policy in India; Role of Multinational Corporations (MNCs); World Trade Organization (WTO), Regional Trading Blocs; Foreign Trade Mechanisms—SEZs, EPZs, EOUs; Digital Trade. *Relevant Case Studies on Intellectual Property Rights (IPR), Globalization.* **(11 Hours)**

**Unit IV Introduction to Indian Economy:** Colonialism and Development of Indian Economy; Framework of Indian Economy; Rural–Urban Migration and Issues of Urbanization; Poverty Debate and Inequality; Nature, Policy and Implications. **Unemployment and Employment Trends:** Nature of Unemployment; Central and State Government Policies; Policy Implications; Employment Trends in Organized and Unorganized Sectors. *Relevant Case Studies on Transformation of Indian Economy, Employment Trends.* **(10 Hours)**

**Unit V Development Strategies in India:** Agricultural Development—Pricing, Marketing and Financing of the Primary Sector; Changing Structure of India’s Foreign Trade. **Economic Policy and Infrastructure Development:** Infrastructure Development—Energy and Transport; Social Infrastructure—Education, Health and Gender-Related Issues; Social Inclusion; Issues and Policies in Financing Infrastructure Development; Digital Public Infrastructure and Sustainable Infrastructure Development. *Relevant Case Studies on Changing Foreign Trade Structure, Inclusive Development.* **(12 Hours)**

### Text Books

Sr. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Indian Economy: Performance and Policies	Uma Kapila	Academic Foundation	26 <sup>th</sup> Edition (2025)
2	Business Environment	Dr. Simerjit Kaur	Global Academic Publishers	1 <sup>st</sup> Edition (2024)

### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Indian Economy	Dr. K. Sumathy, Dr. Santosh D. Surana	Mahaveer Publications	1 <sup>st</sup> Edition (2022)
2	Business Environment	Dr. C. B. Gupta	Sultan Chand & Sons	1 <sup>st</sup> Edition (2022)

### Business Ethics and CSR

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-106	Business Ethics and CSR	Core	4	4	0	0	40	60	100
<b>Prerequisites of subject</b>		Foundational awareness of business practices and societal values to understand, interpret and apply ethical reasoning and corporate responsibility in organizational contexts.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Explain the concepts and importance of Business Ethics in modern organizations.
<b>CO2</b>	Apply ethical theories and moral development models in business decision-making
<b>CO3</b>	Analyze ethical issues in Marketing, HRM, Accounting and Finance.
<b>CO4</b>	Evaluate the role of CSR and Corporate Governance in sustainable business growth..
<b>CO5</b>	Develop ethical approaches using ESG, sustainability and digital ethics in business practices.

#### Detailed Syllabus

**Unit I: Foundations of Business Ethics:** Meaning and Nature of Business Ethics, Characteristics, Principles, Types and Importance of Business Ethics, Factors highlighting the importance of Business Ethics, Myths about Business Ethics, Ethical Values and Moral Standards, Ethics vs Ethos, Indian vs Western Management Thought on Ethics, Globalisation and Business Ethics, Emerging Issues in Business Ethics. *Relevant Case Studies on Ethical Breakdown, Corporate Governance.* **(09 Hours)**

**Unit II: Ethical Theories and Moral Development:** Theories of Ethics - Absolutism vs Relativism, Teleological Approach, Deontological (Duty-based) Approach. Kohlberg's Six Stages of Moral Development (CMD), **Code of Ethics:** Meaning, Types and Importance, Ethical Culture and Ethical Climate in Organisations. *Relevant Case Studies on Moral Reasoning, Whistle Blowing.* **(08 Hours)**

**Unit III: Ethical Decision Making and Functional Ethics:** Ethical Dilemma: Meaning and Characteristics, Ethical Decision Making Process, Ethical Reasoning and Dilemma Resolution Process, **Ethical Issues in Business Functions:** Marketing Ethics, Ethics in Accounting and Finance, Ethical Issues at Top Management Level, Ethics in Human Resource Management, Environmental Ethics. *Relevant Case Studies on Ethical Dilemma in Management Decision-Making, Accounting Fraud.* **(10 Hours)**

**Unit IV: Corporate Social Responsibility and Sustainability:** Corporate Social Responsibility (CSR): Concept, Definition and Need, Arguments for and against CSR, Historical Phases and Perspectives of CSR, Models and Drivers of CSR. Corporate Governance: Concept, Need and Models. Relationship between Business Ethics, Corporate Governance and CSR, **Corporate Sustainability:** Meaning, Need and Importance, Triple Bottom Line (TBL) Approach. **Circular Economy:** meaning, characteristics, its design and assessment. *Relevant Case Studies on Corporate Sustainability, Circular Economy.* **(11 Hours)**

**Unit V: CSR Frameworks, Practices and Contemporary Trends:** CSR within the Organisation and CSR & Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India. Corporate Sustainability Reporting Frameworks: Global Reporting Initiative (GRI) Guidelines, National Voluntary Guidelines (NVGs) on Social, Environmental and Economic Responsibilities of Business. Recent Trends in Business Ethics and CSR: ESG (Environmental, Social and Governance) Framework and Reporting, Business Ethics in the Digital Age (AI ethics, data privacy, Cybersecurity). *Relevant Case Studies on Sustainability Reporting, Business Ethics in Digital Age.* **(12 Hours)**

#### Text Books

S. No.	Name of the Book	Name of the Author	Publisher Name	Edition (Pub. Yr.)
1.	CSR in India	Dr. Garima Dashich, Dr. Ravi Raj Atrey	GKP	1 <sup>st</sup> Edition (2025)
2	Business Ethics	O.C. Ferrell, John Fraedrich, Linda Ferrell	Cengage	13th Edition (2024)

### Reference Books

S. No	Name of the Book	Name of the Author	Publisher Name	Edition (Pub. Yr.)
1	Understanding Circular Economy	Thomas Corbin	Bharti Publications	1 <sup>st</sup> Edition (2023)
2	Business Ethics, Corporate Social Responsibility and Corporate Governance	Dr. Anupam Jain, Dr. Yamini Surolia, Dr. Meenu Joshi, Mr. Farid Khan, Dr. Nandani Sharma	RedShine Publications	2 <sup>nd</sup> Edition (2023)

### Business Communication for Managerial Effectiveness

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-107	Business Communication for Managerial Effectiveness	Core	3	3	0	0	40	60	100
<b>Prerequisites of subject</b>		Basic understanding of management principles and functional English communication skills.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Explain the role of effective communication in professional interactions within diverse and digital business environments.
<b>CO2</b>	Utilize structured writing approaches to organize and convey managerial messages effectively.
<b>CO3</b>	Examine communication strategies to adapt written messages for diverse audiences and digital platforms.
<b>CO4</b>	Compare presentation and group communication practices for effective managerial interaction in virtual and physical settings.
<b>CO5</b>	Develop professional communication competencies for employment interactions and organizational simulations.

#### Detailed Syllabus

**Unit I: Understanding the Foundations of Business Communication:** Concept, nature and scope of business communication; Communication models and process; Communication Barriers; Communication and ethics; Cross-cultural communication and global business communication challenges. **Business etiquette and professional conduct in global organizations:** Importance of listening in managerial communication; Non-verbal communication and its managerial implications; Impact of digital transformation on business communication; Social networking technologies in business communication. *Relevant Case Studies on Global Business Challenges, Professional Conduct.*

**(09 Hours)**

**Unit II: Three-Step Writing Process:** The Three-Step Writing Process: Analyzing the situation before writing a message; Audience analysis and purpose identification; Information-gathering options including primary and secondary digital sources; Organizing information logically, **Business Meeting minutes:** Meaning, Format & Process. *Relevant Case Studies on Business Proposal, Preparing Effective Business Meeting Minutes.* **(08 Hours)**

**Unit III: Writing business messages:** Adapting to audience needs; Writing for electronic media (emails, instant messaging, blogs, corporate social media); Writing routine and positive messages; Introduction to AI-assisted writing tools and ethical use of AI in business communication; Managing tone, clarity, and professionalism in digital correspondence. *Relevant Case Studies on Adapting Business Messages for Digital Media, Ethical Communication.* **(09 Hours)**

**Unit IV: Oral, Online, and Group Communication for Managers :** Designing and delivering oral and online presentations; Developing content for managerial presentations; Enhancing presentations with slides, dashboards, and digital visual aids; Virtual presentations, webinars, and hybrid meeting communication skills; Just-A-Minute (JAM) presentations; Individual and group presentations. *Relevant Case Studies on Virtual Managerial Presentations, Group Presentation.* **(07 Hours)**

**Unit V: Employment Communication, Interviewing, and Professional Simulation:** Writing employment messages and interviewing for jobs; Employment communication strategy in contemporary job markets; Planning, writing, and completing resumes and cover letters; Digital resumes, E-portfolios, and LinkedIn profile optimization; Role play and simulation games – employer–employee and interviewer–interviewee relationships. *Suggested Learning:* Google Workspace-Jamboard/Miro/Mural *Relevant Case Studies on Employment Communication Strategy, Professional Simulation.* **(10 Hours)**

### Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Business Communication – A Textbook	Dr. Sameer Sharma, Dr. Asma Rizwan	Red Shine Publication	1 <sup>st</sup> Edition (2025)
2	A Textbook on Business Communication	Debarghya Gangulii	Ekra Publication	4 <sup>th</sup> Edition (2023)

### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Business Communication: A Problem-Solving Approach	Kathryn Rentz & Paula Lentz	McGraw-Hill	1 <sup>st</sup> Edition (2025)
2	Business Communication: Polishing Your Professional Presence	Barbara Shwom & Lisa Gueldenzoph Snyder	Pearson	9 <sup>th</sup> Edition (2024)

## Design Thinking

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-108	Design Thinking	AECC	2	2	0	0	50	-	50
<b>Prerequisites of subject</b>		Basic understanding of management principles and fundamental knowledge of marketing concepts.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Explain the principles, process, and importance of Design Thinking in innovation and digital business contexts.
<b>CO2</b>	Apply empathy tools and customer research techniques to identify real-world marketing and business problems.
<b>CO3</b>	Develop creative solutions using ideation frameworks and structured brainstorming techniques.
<b>CO4</b>	Design prototypes and validate innovative ideas using testing and feedback mechanisms.
<b>CO5</b>	Evaluate innovation strategies and integrate design thinking into digital marketing decision-making.

### Detailed Syllabus

**Unit I: Introduction to Design Thinking and Innovation-** Concept of Design Thinking, Evolution and importance in modern business, Innovation vs Creativity vs Invention, The 5-stage Design Thinking Process, Role of Design Thinking in Digital Marketing, *Relevant case studies on Design Thinking to Transform the Industry/ Business.* **(6 Hours)**

**Unit II: Empathy and Problem Definition-** Understanding customer-centricity, Empathy mapping, Customer journey mapping, Persona development, Identifying pain points in digital customer experience, *Relevant case studies on Empathy Mapping* **(6 Hours)**

**Unit III: Ideation and Creative Problem Solving-** Brainstorming techniques, SCAMPER method, Lateral thinking, Blue Ocean Strategy basics, Creative thinking tools for marketing innovation, *Relevant case studies on Netflix's Shift from DVD Rental to Streaming Platform.* **(6 Hours)**

**Unit IV: Prototyping and Testing-** Concept of rapid prototyping, Low-fidelity vs high-fidelity prototypes, A/B testing, Minimum Viable Product (MVP), Feedback collection and iteration process. *Relevant case studies on Instagram's MVP Strategy and Rapid Feature Testing.* **(6 Hours)**

**Unit V: Design Thinking in Digital Marketing & Business Innovation-** Application in digital campaigns, UX/UI thinking in marketing, Design thinking for startup ecosystems, Measuring innovation success *Relevant case studies on Apple's Customer-Centric Innovation and UX Strategy.* **(6 Hours)**

#### Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Creative confidence: Unleashing the creative potential within us all	Kelley, T., & Kelley, D	Crown Business	5 <sup>th</sup> Edition (2013)
2	Ten types of innovation: The discipline of building breakthroughs	Keeley, L., Walters, H., Pikkell, R., & Quinn, B.	John Wiley & Sons.	7 <sup>th</sup> Edition (2018)

#### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Change by design: How design thinking transforms organisations and inspires innovation	Brown, T.	Harper Business	8 <sup>th</sup> Edition (2009)
2	The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems	Lewrick, M., Link, P., & Leifer, L.	John Wiley & Sons.	11 <sup>th</sup> Edition (2018)

### Technical Skills for Managers

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
1st	26C1BAP-109	Technical Skills for Managers	AECC	1	1	0	1	50	-	50
<b>Prerequisites of subject</b>		Basic Excel knowledge (formulas, formatting, charts)								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
<b>CO1</b>	Apply advanced Excel functions including logical, lookup, and text functions for solving managerial decision-making problems.
<b>CO2</b>	Organize, clean, structure, and validate business datasets using Excel data preparation tools.
<b>CO3</b>	Perform business data analysis using PivotTables, Pivot Charts, and analytical reporting techniques.
<b>CO4</b>	Develop interactive managerial dashboards using advanced charting and visualization tools.
<b>CO5</b>	Conduct forecasting and scenario analysis and implement basic automation for business reporting.

### Detailed Syllabus

#### Unit 1: Advanced Excel Functions for Business Problem Solving

- Role of spread sheet analytics in managerial decision making.
- Logical & Conditional Functions: IF, IFS, AND & OR
- Lookup and reference functions: VLOOKUP, XLOOKUP, HLOOKUP, INDEX–MATCH
- Text manipulation functions: LEFT, RIGHT, MID, LEN, TRIM, CONCAT
- Date and time functions: TODAY, NOW, EDATE, NETWORKDAYS
- Error handling: IFERROR, ISERROR
- Use of Named Ranges and structured references

**Practical:** Creation of a KPI-based employee performance evaluation sheet.

**(4 Hours)**

## **Unit II: Business Data Cleaning and Preparation**

- Importance of data preparation in business analytics
- Data validation techniques for ensuring data accuracy and consistency
- Handling missing values and duplicate records
- Data transformation using Text to Columns
- Pattern-based data extraction using Flash Fill
- Sorting, filtering, and organizing large business datasets
- Conditional formatting for data quality monitoring and anomaly detection

**Practical:** Cleaning and structuring a raw retail sales dataset for managerial analysis. **(3 Hours)**

## **Unit III: Business Data Analysis using PivotTables**

- Concept of data summarization for managerial insights
- Creation and customization of PivotTables
- PivotTable field settings and summarization techniques
- Creating PivotCharts for visual analytics
- Data grouping techniques: date grouping and category grouping
- Interactive reporting using Slicers and Timelines
- Creating Calculated Fields and Calculated Items

**Practical:** Preparation of a regional sales performance report using PivotTables and PivotCharts.  
(4 Hours)

## **Unit IV: Managerial Dashboards and Data Visualization**

- Role of visual analytics in managerial decision making
- Principles of effective executive dashboards
- Creating charts: Column charts, Line charts, and Combination charts
- Developing dynamic charts using named ranges
- Use of Sparklines for trend analysis
- KPI visualization using conditional formatting and icon indicators
- Structuring a single-screen executive dashboard

**Practical:** Development of an interactive management dashboard for monthly business performance.

**(3 Hours)**

## Unit V: Forecasting & What-If Analysis

- Introduction to predictive analytics for business planning
- Goal Seek for target-based analysis
- Scenario Manager for decision simulation
- Data Tables for sensitivity analysis
- Using Forecast Sheet for time-series forecasting
- Recording and executing Macros for task automation
- Use of Excel templates for automated managerial reports

**Practical:** Development of a sales forecasting and business scenario model.

**(3 Hours)**

### Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Excel Dashboards and Reports	Michael Alexander & John Walkenbach	John Wiley & Sons	4 <sup>th</sup> Edition (2022)
2	Microsoft Excel Data Analysis and Business Modelling	Wayne L. Winston,	Microsoft Press	6 <sup>th</sup> Edition (2019)

### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Excel Data Analysis: Modeling and Simulation	Hector Guerrero	Springer	2nd Edition
2	Financial Modeling in Excel	Danielle Stein Fairhurst	Wiley	6 <sup>th</sup> Edition (2019)

## Business Analytics for Decision Making

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	26C1BAP-201	<b>Business Analytics for Decision Making</b>	Core	4	4	0	0	40	60	100
Prerequisites of subject		Basic understanding of Management Principles along with foundational knowledge of Statistics and Business Analytics.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain fundamental concepts of statistics and their role in managerial decision making under uncertainty.
CO2	Apply sampling techniques, probability concepts, and probability distributions to solve business decision problems.
CO3	Analyze statistical inference techniques by formulating and testing hypotheses using appropriate tools for effective decision-making.
CO4	Evaluate relationships between variables using correlation, regression techniques and forecasting methods for business decisions.
CO5	Elaborate on index numbers and time series techniques for forecasting and effective business decision-making.

### Detailed Syllabus

#### **Unit I: Introduction to Statistics, Data Collection Methods, Classification and Tabulation**

**of Data:** Introduction to Statistics: Meaning, Importance, Applications of inferential statistics in managerial decision making. Collection of Data: concept of primary data and secondary data, sources of primary data and secondary data, Classification and Tabulation of Data: Concept and types of classification, construction of frequency distributions, tabulation of data: role of tabulation, parts of table, rules of tabulation, review of table, types of table. *Relevant case studies on* Classification and Tabulation.

**(10 Hours)**

**Unit II: Sampling and Probability Concepts:** Sampling: Concept, definitions, census and sampling, probability and non probability methods of sampling, relationship between sample size and errors. **Relevant case studies** on Census and sampling and Probability and non- probability sampling techniques. **(10 Hours)**

**Unit III: Statistical Inference and Hypothesis Testing:** Sampling Distributions: Concept and standard error. Hypothesis Testing: Formulation of hypothesis, procedure of hypothesis testing, errors in testing of hypothesis, tests of significance for large samples, tests of significance for small samples, application of t-test, Z-test, F-test and Chi-square test and Goodness of fit, ANOVA. Techniques of association of attributes. **Relevant case studies** on Hypothesis formulation and testing. **(10 Hours)**

**Unit IV: Correlation, Regression, and Quantitative Research Design: Business Forecasting:** Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting. **Correlation:** Partial and Multiple correlation. **Regression Analysis:** Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity and autocorrelation. **Relevant case studies** on Correlation and Regression. **(10 Hours)**

**Unit V: Index Number and Time Series Analysis:** Index Number: Definition, importance of index number in managerial decision making, methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction. Time Series Analysis: Meaning, component and, methods of time series analysis. Trend analysis: Least square method, linear and non linear equations, applications of time series in business decision making. **Suggested Software:** Python and R. **Relevant case studies** on index number and time series analysis. **(10 Hours)**

### Textbooks

S. No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1.	Statistics for Management	Levin, R. I. & Rubin, D. S.,	Levin, R. I. & Rubin, D. S.,	8th Edition
2.	Statistical Methods	Gupta, S. P	Sultan Chand & Sons	46th Revised Edition (2025)

### Reference Books

S. No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1.	Statistics for Business and Economics	Anderson, D. R.,	Cengage Learning	15th Edition (2024/25)
2	Quantitative Analysis for Management	Render, B. & Stair, R. M	Pearson India.	14th Edition (2025)

### Legal Environment for Business

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	26C1BAP-202	Legal Environment for Business	Core	4	4	0	0	40	60	100
Prerequisites of subject		Basic understanding of business activities and the business environment, elementary knowledge of commerce and fundamental legal concepts.								

### COURSE OUTCOMES

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

CO1	Interpret the framework of jurisprudence, Indian legal system and special contracts in business situations.
CO2	Explain legal provisions of the Sale of Goods Act, including transfer of ownership and contract performance.
CO3	Apply partnership and negotiable instruments laws in business contexts.
CO4	Analyze company formation, corporate structure and directors' roles under company law.
CO5	Elaborate the relevance of consumer protection and information technology laws in digital business.

### Detailed Syllabus

**Unit I: Business Laws:** Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. Law of Contract: Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity. *Relevant Case Studies on valid contract, discharge of contract, agency and bailment.* **(12 Hours)**

**Unit II Sales of Goods Act-** Principles of Sales of Goods- Transfer of Ownership & Property- Performance of contract. Sale Vs agreement to sell, rights of unpaid seller. *Relevant Case Studies on transfer of Ownership & Property and unpaid sellers.* **(10 Hours)**

**Unit III Partnership Act:** Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm. Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of Banker and drawer. *Relevant Case Studies on admission & retirement of partner, Negotiable Instruments.* **(10 Hours)**

**Unit IV. Company law:** Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company, Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution. *Relevant Case Studies on corporate veil, Memorandum of Association.* **(10 Hours)**

**Unit V. Consumer Protection Act and Recent Trends of Digital Law:** Definitions - Aims and objectives, Consumer protection councils, Redressal agencies and penalties for violation. The Information Technology Act: Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgement and Dispatch of Electronic Records. *Relevant Case Studies on Consumer protection act, Digital Signature.* **(10 Hours)**

#### Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub.Yr.)
1	Business law	Kuchhal, M. C	Vikas Publishing House	9th Edition (2024)
2	Legal aspects of business	Pathak, A.	Tata McGraw-Hill Education	8th Edition, (2022)

#### Reference Books

Sr. No.	Name of the Books	Author	Publisher	Edition (Pub.Yr.)
1	Indian contract act, sale of goods act and partnership act	Bangia, R. K	Allahabad Law Agency.	15th Edition (2025)
2	E-commerce and internet law in India.	Ryder, R. D	LexisNexis	1st Edition (2020)

## Marketing Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	25C1BAP-203	Marketing Management	Core	4	4	0	0	40	60	100
Prerequisites of subject		Basic knowledge of demand, supply, consumer behavior, and market structures.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Demonstrate the core marketing concepts and the strategic role of marketing.
CO2	Derive insights about the marketing environment and opportunities using research and data.
CO3	Examine STP and product-services marketing strategies for creating customer value.
CO4	Determine appropriate pricing, distribution, B2B, CRM, and global marketing strategies.
CO5	Explain the concept of digital marketing, IMC, sustainability, ethics, and BoP approaches in marketing practice.

### Detailed Syllabus

**Unit 1 : Understanding Marketing and Consumers:** Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour. *Relevant Case Studies on Marketing Mix and Customer Value.* **(12 Hours)**

**Unit 2: Market Segmentation & Targeting:** Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand

value & Brand Equity. **New Product Development**, Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework. *Relevant Case Studies on Branding, Brand Equity and Positioning, Product Life Cycle and New Product Development.* **(10 Hours)**

**Unit 3: Delivering and Promoting the Product:** Supply chain decisions: nature and types of marketing channels, channel design and channel management decisions, retailing and wholesaling, personal selling: personal selling process and managing the sales force, promotion mix: advertising, sales promotion and public relations. *Relevant Case Studies on Supply Chain and Channel Management Decisions, Promotion Mix (Advertising, Sales Promotion, PR).* **(10 Hours)**

**Unit 4: Bottom of Pyramid Marketing:** Understanding poverty and the base of the pyramid (BoP), understanding the BoP consumer, basic needs, wants and demands design, develop, distribute approach towards BoP, consumption and marketing practices in BoP contexts, challenges and institutional context of BoP markets, conducting marketing research in BoP markets, BoP consumers and producers, producers and entrepreneurs at the BoP, concept of informal economy, alternative market initiatives at BoP, ethical issues associated with BoP. *Relevant Case Studies on BoP Consumer Behaviour and Basic Needs Design, Alternative Market Initiatives and Ethical Issues in BoP.* **(10 Hours)**

**Unit 5: Digital and Emerging Marketing Practices:** Emerging trends in marketing, green marketing, event marketing, network marketing, social marketing, buzz marketing, viral marketing, customer relationship management, global marketing, rural marketing, e-commerce, marketing in the digital age, digital consumer behaviour, data driven marketing, influencer marketing, content marketing. *Relevant Case Studies on Digital Consumer Behaviour and Data-Driven Marketing, Green Marketing and Social Marketing Initiatives.* **(10 Hours)**

### Textbooks

S.No	Name of the Books	Name of the Author	Publisher Name	(Pub. Yr.)
1	Marketing Management	Kotler, P. and Keller, K. L.	Pearson Education	16th Edition, 2022
2	Marketing Management: Planning, Implementation and Control	V.S. Ramaswamy & S. Namakumari	McGraw Hill Education	6th Edition, 2021

### Reference Books

S.No	Name of the Books	Name of the Author	Publisher Name	(Pub. Yr.)
1.	Marketing 4.0: Moving from Traditional to Digital	Kotler, P., Kartajaya, H., and Setiawan, I.	Wiley India,	New Delhi: 2017
2.	Marketing Research: An Applied Orientation	Malhotra, N. K.	Pearson Education	New Delhi: 8th Edition, 2023

## Human Resource Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	26C1BAP-204	<b>Human Resource Management</b>	Core	4	4	0	0	40	60	100
<b>Prerequisites of subject</b>		Basic knowledge of management and human behavior is essential for studying HRM.								

### COURSE OUTCOMES

At the end of the course, student will be able to :	
CO1	Explain the concepts, evolution, objectives, and strategic role of Human Resource Management.
CO2	Analyze the HRM environment, human resource planning, and job analysis processes.
CO3	Apply HR functions related to recruitment, selection, training, development, career planning, and performance appraisal.
CO4	Evaluate compensation systems, quality of work life, employee welfare, and industrial relations practices.
CO5	Examine contemporary and emerging trends in HRM for sustainable organizational performance.

### Detailed Syllabus

**Unit I: Foundations and Strategic Role of HRM:** Human Resource Management: Nature, Scope, Objectives, and Functions. Evolution of HRM. HRM as a source of competitive advantage. Organization of the HR Department. Line and Staff Responsibilities of HR Managers. Competencies and roles of HR Managers. Personnel Policies and Principles. Strategic Human Resource Management (SHRM): Concept, Integrating HR Strategy with Business Strategy, HRM vs. SHRM. HRM Environment and Environmental Scanning. *Relevant Case Studies on HRM, SHRM and Business Strategy.* **(12 Hours)**

**Unit II: Human Resource Planning and Acquisition:** Human Resource Planning: Meaning, objectives, process, importance, and factors affecting HR planning. Job Analysis: Concept, process, and methods; Job Description and Job Specification. Recruitment: Meaning, sources, and methods. Selection: Process and techniques. Induction and Placement. Internal Mobility: Promotion, Transfer Demotion, Separation, Downsizing, and Outplacement. *Relevant Case Studies on Human Resource Planning, Recruitment and Selection.* **(10 Hours)**

**Unit III: Human Resource Development and Performance Management:** Training and Development: Concept, objectives, methods, and evaluation of training effectiveness. HRM vs. HRD. Career Planning and Development: Concept, process, career counselling, and roles of organization, managers, and employees. Performance Appraisal: Concept, process, methods, issues, and potential appraisal. *Relevant Case Studies on Human Resource Development, Career Planning, and Performance Appraisal. (10 Hours)*

**Unit IV: Compensation, Employee Welfare, and Industrial Relations:** Compensation Management: Concept, elements, job evaluation, wage and salary administration, incentive plans, and fringe benefits. Quality of Work Life (QWL): Concept and techniques to improve QWL. Quality Circles: concept, Structure. Employee Health, Safety, Welfare, and Social Security. Industrial Relations: Concept, importance, concerns of government, unions, and management. Approaches to Industrial Relations. Dispute Resolution Machinery. Collective Bargaining: Concept, process, issues, and negotiation skills. Grievance Handling, Discipline, and Counselling. *Relevant Case Studies on Compensation Management, Job Evaluation and Grievance Handling. (10 Hours)*

**Unit V: Contemporary Issues and Recent Trends in HRM:** Human Resource Information System (HRIS) and HR Analytics. HR Audit and Ethical Issues in HRM. Human Resource Management Practices in India. **Recent Trends in HRM:** Digital HR and E-HRM, E-Self - Services, E-recruitment and Selection, E-Performance Management; E-Compensation Management; E-Training. Artificial Intelligence in HR, Talent Analytics, Employer Branding, Employee Engagement, Diversity and Inclusion, Work-from-Home and Hybrid Work Models, Gig Workforce Management, Green HRM, Mental Health and Well-being at Workplace, and Sustainable HRM. *Relevant Case Studies on Human Resource Information System, Digital HR and E-HRM. (10 Hours)*

### Textbooks

S.No	Name of the Suggested Books	Name of Author	Publisher Name	Edition (Pub.Yr.)
1	Human Resource Management	Gary Dessler	Pearson Education	16th Edition (2023)
2	Training for Development	R. P. Lynton & Udai Pareek	Sage publication India pvt. Ltd	4th Edition (2019))

### Reference Books

S.No.	Name of the Book	Name of Author	Publisher Name	Edition (Pub.Yr.)
1	Training Instruments in HRD and OD	Udai Pareek	Tata Mac Graw Hill	3rd Edition (2015)
2	Human Resource management Text and Cases:	Rao VSP	Excel books	4th Edition (2018)

## Production and Operations Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	26C1BAP-205	<b>Production and Operations Management</b>	Core	4	4	0	0	40	60	100
Prerequisites of subject		Basic understanding of Principles of Management, Business Economics, Quantitative Techniques, and Statistics.								

### COURSE OUTCOMES

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

CO1	Describe the role of Production and Operations Management in improving organizational performance.
CO2	Examine facility location, layout, capacity planning, and work study for operational efficiency.
CO3	Demonstrate the application of production planning and quality management tools for process and product improvement.
CO4	Interpret JIT, lean production, and inventory models for waste reduction and productivity improvement.
CO5	Formulate strategies using purchasing practices, value analysis, and emerging trends in operations management.

### Detailed Syllabus

**Unit I: Introduction to Production and Operations Management:** Concept, scope, and functions of operations management; transformation process model; classification of operations; role and responsibilities of operations manager; contributions of Henry Ford, Crosby, and Taguchi; role of operations management in profitability and competitiveness, **Process selection-** project, job, batch, mass and process types of production systems. Operations management in corporate profitability and competitiveness. *Relevant Case Studies on Process Selection and Operational Excellence* (12 Hours)

**Unit II: Facility Location, Layout, Capacity Planning and Work Study:** Facility location: importance, factors, and location analysis techniques. Facility layout: objectives, advantages, types, and problems. Capacity planning: concept, factors, and decisions. Work study: productivity, method study, and work measurement. *Relevant Case Studies on Location Strategy and Capacity Planning* (10 Hours)

**Unit III: Production Planning and Quality Management:** Production planning and control- concept, objectives, and functions. Quality management: quality concepts, Kaizen as a continuous improvement approach, Juran’s Quality Trilogy, Deming’s principles. Quality tools: SPC, control charts for variables and attributes. Acceptance sampling: single, double, and multiple sampling plans. TQM and Six Sigma concepts. *Relevant Case Studies on Six Sigma Implementation in Manufacturing* **(10 Hours)**

**Unit IV: JIT, Lean Production and Inventory Management:** JIT philosophy, implementation, services, and Kanban system. Inventory management: concepts, classification, inventory costs, EOQ, reorder level, ABC analysis. Logistics and franchising overview. *Relevant Case Studies on Just-in- Time and Kanban System* **(10 Hours)**

**Unit V: Purchasing Management, Value Analysis, and Recent Trends:** Purchasing management: objectives, functions, methods, and procedures. Value analysis: concept, stock control systems, virtual factory. **Sustainability and Green Operations-** Sustainable production practices, Green supply chain management, Social responsibility in operations. Recent trends: Lean Six Sigma, Industry 4.0, digital operations, and AI in operations. **Suggested Software:** Power BI and Tableau. *Relevant Case Studies on Industry 4.0 and Green Operations.* **(10 Hours)**

#### Textbooks

S.No	Name of the Suggested Books	Name of Author	Publisher Name	Edition (Pub.Yr.)
1.	Production and Operations Management	Ajay K Garg	Tata Mc Graw Hill Education Pvt Ltd	3rd Edition (2017)
2.	Production / Operations Management, Case Study Solution	S.N. Chary	Tata Mc Graw Hill Education Pvt Ltd	6th Edition (2019)

#### Reference Books

S.No	Name of the Suggested Books	Name of Author	Publisher Name	Edition (Pub.Yr.)
1.	Production and Operational Management	K Aswathapa, Bhat, Sreedhar Bhat	Himalaya Publishing House	3rd Edition (2025)
3	Operations Management	William J. Stevenson	McGraw-Hill Higher Education	14th Edition (2021)

### Corporate Finance & Policy

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	26C1BAP-206	Corporate Finance & Policy	Theory	4	4	0	0	40	60	100
Prerequisites of subject		Basic knowledge of accounting principles, financial statements, and fundamental concepts of economics and business mathematics.								

#### COURSE OUTCOMES

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

CO1	Demonstrate the evolution, objectives, and interface of corporate finance.
CO2	Apply the techniques of time value of money and security valuation methods.
CO3	Evaluate cost of capital in relation to capital structure theories.
CO4	Assess the capital budgeting decisions and dividend approaches.
CO5	Examine working capital approaches and recent financial market developments.

#### Detailed Syllabus

**Unit I: Introduction to Financial Management and Corporate Finance:** Meaning, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, Role of financial manager. **Time Value of Money**-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. **Valuation of Securities:** Concept of Valuation, Methods for valuation of equity, debt and hybrid securities. *Relevant Case studies on Time Value of Money.* **(12 Hours)**

**Unit II: Sources of Finance**–Different sources of finance; long term and Short term. **Cost of capital:** concept, significance of cost of capital, specific costs and weighted average cost of capital. **Leverage**– Business Risk and Financial Risk– Operating and financial leverage, Trading on Equity. **Relevant Case studies on WACC.** **(8 Hours)**

**Unit III : Capital Structure Decision-Capital Structure Theories:** Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. Determinants of Capital Structure Decision Approach to Estimating the Target Capital Structure, EBIT / EPS Analysis and ROI / ROE Analysis. **Relevant Case studies on Modigliani-Miller Hypothesis, EBIT / EPS Analysis and ROI / ROE.** **(11 Hours)**

**Unit IV: Capital Budgeting Decision:** Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing. **Dividend Decision-:** Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends. **Relevant Case studies on Net Present Value and Dividend theories.** **(12 Hours)**

**Unit V: Management of Working Capital:** Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital Methods for financing of working capital. **Recent Developments: ESG & Sustainable Finance** green bonds, carbon credits, sustainability-linked loans, **Fintech & Digital Finance** blockchain, AI-driven risk models, decentralized finance (DeFi). **Relevant Case studies on working Capital Management of a company.** **(10 Hours)**

### Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Financial Management	I. M. Pandey	Vikas Publishing House / Pearson	12 <sup>th</sup> Edition (2021)
2	Financial Management	Khan, MY. and Jain, PK	Tata McGraw Hill, New Delhi	8 <sup>th</sup> Edition (2020)

### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Financial Management: Theory and Practice	Prasanna Chandra	Tata McGraw Hill	11 <sup>th</sup> Edition (2021)
2	Principles of Corporate Finance	Brealey, Richard A; Stewart, C. Myers & Allen, F	McGraw Hill, New York	14 <sup>th</sup> Edition (2023)

## Entrepreneurship and Project Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	26C1BAP-207	Entrepreneurship and Project Management	Core	4	4	0	0	40	60	100
Prerequisites of subject		Basic understanding of business studies, management principles, and fundamental economic concepts.								

### COURSE OUTCOMES

At the end of the course, student will be able to :	
CO1	Interpret the concept, characteristics, functions, and types of entrepreneurs in the business environment.
CO2	Identifying the role, challenges, and support systems related to women, rural, and social entrepreneurship.
CO3	Analyze entrepreneurial motivation, creativity techniques, and opportunity recognition for new venture creation.
CO4	Explain legal issues, intellectual property rights, and business planning processes involved in starting and managing a venture.
CO5	Create project plans by applying project management tools, financial evaluation techniques, and recent entrepreneurial trends.

### Detailed Syllabus

**Unit I: Introduction to Entrepreneur:** Concept, Characteristics, Functions of an Entrepreneur, Entrepreneur Vs Manager, Types of Entrepreneurs, Entrepreneurial Mind Set, Key Attributes of an Entrepreneur, Desirable and Acquirable Traits and Behaviours, Readiness of the Entrepreneur: Right Age, Right Time and Right Conditions, Myths and Realities of Entrepreneurship. Entrepreneurship and Intrapreneurship: Similarities and Variance, Developing Corporate Entrepreneurship. *Relevant Case Studies on Entrepreneur vs Manager and Leadership style.*

**(10 Hours)**

**Unit II: Women Entrepreneurs:** Meaning, Role, Problems for Women Entrepreneurs, Rural Entrepreneurship, Social Entrepreneurship, Entrepreneurship Development, Entrepreneurial Support Systems and Role of Government in Entrepreneurship Development. *Relevant Case Studies on Rural Entrepreneurship and Social Entrepreneurship.* **(10 Hours)**

**Unit III: Entrepreneurial Motivation:** Concept and Theories, Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities, Generation of New Entry Opportunity, Entry Strategy, Risk Reduction Strategies for New Entry Exploitation. Creativity and Business Idea Generation: Concept of Creativity, Ideas from Trend Analysis, Sources of New Ideas, Methods of Generating New Ideas, Creative Problem Solving, Creativity and Entrepreneurship. Entrepreneurial Innovation: Concept and Types, Opportunity Recognition and Opportunity Assessment Plan, Product Planning and Development Process. *Relevant Case Studies on Innovation Strategy and Entrepreneurial Innovation.* **(10 Hours)**

**Unit IV: Protecting Ideas and Legal Issues for the Entrepreneur:** Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up an Organisation. Business Plan Creating and Starting the Venture: Concept of Business Plan, Scope and Value, Writing the Business Plan, Using and Implementing Business Plan. Succession Planning and Strategies for Harvesting and Ending Venture: Exit Strategy, Succession of Business, Selling Off, Bankruptcy, Reasons of Failure of Business Plan, Reasons for the Failure of Entrepreneurial Ventures. *Relevant Case Studies on Business Plan Success and Failure of Business Plan.* **(10 Hours)**

**Unit V: Project Management:** Concept, Facets and Key Issues of Project Management. Generation and Screening of Project Ideas, Project Analysis: Market and Demand Analysis, Technical Analysis, Financial Estimates and Projection. Project Selection: Investment Criteria, Risk Analysis, Social Cost Benefit Analysis. Project Financing: Financing of Projects, Concept of Venture Capital in Detail, Difference between Venture Capital and Private Equity. Project Implementation: Project Planning and Control, Network Techniques for Project Management: PERT and CPM Models, Project Review: Post Audit and Administrative Aspects.

**Recent Trends in Entrepreneurship and Project Management:** Digital Entrepreneurship, Start-ups and Start-up Ecosystem in India, Innovation-driven Entrepreneurship, Platform-based and Gig Economy Entrepreneurship, Green and Sustainable Entrepreneurship. Agile and Hybrid Project Management Approaches, Lean Project Management, Design Thinking in Project Management. **Suggested Software:** Business Model Canvas tools. **Relevant Case Studies on Startup Ecosystem in India and Project Selection.** **(12 Hours)**

### Textbooks

S.No	Name of the Suggested Books	Name of Author	Publisher Name	Edition (Pub.Yr.)
1.	Projects: Preparation, Appraisal, Budgeting and Implementation	Chandra, P.	Tata Mcgraw	New Delhi: 8 <sup>th</sup> Edition
2.	Project Management and Entrepreneurship.	Desai, V	Himalaya Publishing House.	New Delhi: 8 <sup>th</sup> Edition

### Reference Books

S.No	Name of the Suggested Books	Name of Author	Publisher Name	Edition (Pub.Yr.)
1.	Entrepreneurship.	Hisrich, R. D, Peters, M.P, and Shephers	Tata Mcgraw	New Delhi: 10th Edition
2.	Fundamentals of Entrepreneurship	Mohanty, Sangram Keshari	PHI Learning Pvt Ltd.	Revised Edition

## Research Methodology

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	26C1BAP-208	<b>Research Methodology</b>	Core	3	2	1	0	40	60	100
Prerequisites of subject		Basic knowledge of statistics, mathematics, and fundamental concepts of research and data analysis.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Describe research meaning, objectives, process, and problem formulation through literature review.
CO2	Examine research design types and identify variables and causal relationships.
CO3	Apply measurement scales and data collection methods ensuring validity and reliability.
CO4	Examine sampling concepts and select appropriate probability and non-probability sampling techniques.
CO5	Develop structured research reports using proper format, referencing, and presentation standards.

### Detailed Syllabus

**UNIT I: Introduction to Research:** Meaning, Definition, Objective and Process. Research Problem: Necessity of Defined Problem, Problem Formulation, Understanding of Problem, Review of Literature. *Relevant Case Studies on Research Problem Identification and Formulation.* **(5 Hours)**

**UNIT II: Research Design:** Importance of Research Design, Features of a good research design, Exploratory Research Design, concept and uses, Descriptive Research Design, concept, use, Cross sectional and Longitudinal research. Experimental Research Design, Concept of Cause, Causal relationship, Dependent and Independent variable Concept and uses Concept of Independent & Dependent variables, Diagnostic Research Design. *Relevant Case Studies on Exploratory, Descriptive, and Experimental Research Design Application.* **(5 Hours)**

**UNIT III: Research Process:** Measurement Scaling: Definition of measurement Scaling, what is to be measured? Problems in measurement in management research, Validity and Reliability. Types of Measurement Scale Nominal, Ordinal, Interval, Ratio. **Data Collection:** Definition of Primary and Secondary Data Difference between primary and secondary Data, Sources, Characteristics, Advantages and Disadvantages of Primary and Secondary data, Understanding of Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey. *Relevant Case Studies on Measurement Scaling in Management Research and Selection of Data Collection Methods.* **(6 Hours)**

**UNIT IV: Sampling: Population:** Sample, Sampling Error, Sample Size. Characteristics of a good sample. Probability Sample, Simple Random Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample, Judgment, Convenience, Quota & Snowballing. *Relevant Case Studies on Selection of Sampling Technique (Probability vs Non-probability) and Determination of Sample Size and Sampling Error.* **(5 Hours)**

**UNIT V: Report Writing:** Report Writing: Need for documentation, Types of Reports, Report structure, Essentials of Report Writing, Report Format. Types of Research output, Key Elements of Report Writing Formatting & Referencing (APA Style). **Suggested Software:** SPSS and EViews. *Relevant Case Studies on Preparation of Research Report Format and Structure.* **(5 Hours)**

### Textbooks

S. No	Name of the Suggested Books	Name of Author	Publisher Name	Edition (Pub.Yr.)
1	Research Methodology: Methods & Techniques	Kothari, C.R. & Garg, G.	New Age International Publishers.	4 <sup>th</sup> Edition (2025)
2	Research Methods, Statistics, and Applications.	Adams, Kathryn A. & McGuire, Eva K.	SAGE Publications (India).	3rd Edition (2024)

### Reference Books

S.N o.	Name of the Book	Name of Author	Publisher Name	Edition (Pub.Yr.)
1	Statistical Methods.	Adams, Kathryn A. & McGuire, Eva K. Gupta, S.P.	Sultan Chand & Sons.	46th Revised Ed. (2025)
2	Business Research Methods	Donald R. Cooper & Pamela S. Schindler	McGraw- Hill Education	13th Edition, 2024

### Technical Skills for Managers

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
2nd	26C1BAP-209	Technical Skills for Managers	AECC	1	1	0	1	50	-	50
<b>Prerequisites of subject</b>		Basic computer literacy and familiarity with business data								

<b>COURSE OUTCOMES</b>	
At the end of the course, student will be able to :	
<b>CO1</b>	Explain fundamental Python concepts and their relevance to managerial decision making.
<b>CO2</b>	Analyze business data using Python libraries to derive meaningful insights.
<b>CO3</b>	Apply Python techniques to automate routine managerial tasks.
<b>CO4</b>	Develop simple Python scripts for reporting and managerial decision support.
<b>CO5</b>	Interpret and evaluate data insights generated through Python-based analysis for managerial decision-making.

### Detailed Syllabus

#### Unit 1- Introduction to Python for Managerial Applications

- Role of programming and digital tools in modern managerial decision making
- Overview of Python and its applications in business analytics and automation
- Setting up the Python environment and working with interactive notebooks
- Fundamental programming concepts: variables, data types, and operators
- Basic input and output operations for handling business data
- Understanding Python syntax and program structure

**Practical:** Develop simple Python scripts to perform basic business calculations such as profit, cost and break-even analysis. **(4 Hours)**

## Unit 2 – Data Structures and Data Handling

- Role of data organization in business analytics and decision making
- Python data structures: lists, tuples, and dictionaries for storing and managing business information
- String manipulation techniques for processing textual business data
- Structuring and organizing business datasets for analysis
- Basic file handling operations for reading and writing data files
- Preparing datasets for data analysis and reporting

**Practical:** Structure and organize a sales dataset using Python data structures.

**(3 Hours)**

## Unit 3 – Decision Logic and Managerial Problem Solving

- Concept of algorithmic thinking in managerial decision making
- Conditional statements for business rule implementation
- Iterative structures for processing business transactions and datasets
- Logical operators for multi-condition decision analysis
- Introduction to basic functions for modular problem solving
- Handling common runtime errors in managerial scripts

**Practical:** Develop a decision-support script for simple managerial scenarios (inventory alert, sales target evaluation).

**(4 Hours)**

## Unit 4 – Business Data Analysis using Python

- Role of data analytics in managerial decision making
- Introduction to Python libraries for business analytics: NumPy and Pandas
- Importing and managing datasets from Excel and CSV files
- Data cleaning and preprocessing techniques for business datasets
- Generating descriptive statistics and performance indicators

- Identifying patterns and trends in business data

**Practical:** Analyze a business dataset and generate summary statistics for decision making. **(4 Hours)**

### Unit 5 – Data Visualization and Managerial Reporting using Python

- Importance of data visualization in managerial communication and decision making
- Principles of effective visual representation of business data
- Introduction to Matplotlib for business visualization
- Creating charts such as bar charts, line charts, and pie charts for business reports
- Customizing graphs for clarity and presentation
- Interpreting visual analytics for managerial insights
- Introduction to automated report generation using Python Customizing visuals

**Practical:** Generate performance dashboards and automate a simple report generation task. **(3 Hours)**

#### Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Business Analytics with Python	Bowei Chen, Gerhard Kling	Kogan Page Ltd	1 <sup>st</sup> Edition (2025)
2	Python for Data Analysis	Wes McKinney	O'Reilly Media	4 <sup>th</sup> Edition (2023)

#### Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Python Crash Course	Eric Matthes	No Starch Press	1 <sup>st</sup> Edition (2022)
2	Automate the Boring Stuff with Python	Al Sweigart	No Starch Press	2 <sup>nd</sup> Edition (2021)