

MBA
Digital Marketing
Study Scheme
2026

MBA 1st Semester

Sr.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	AEC C	2	2	0	0	50	-	50
9	26C1BAP-109	Technical Skills for Managers	AEC C	1	1	0	1	50	-	50
TOTAL				30	30	0	1	380	420	800

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
Prerequisites of subject		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 :	
CO1	Explain the foundational managerial concepts and their contemporary relevance in dynamic organizational environments.
CO2	Make use of strategic management frameworks to address responsible and sustainable managerial decision-making.
CO3	Classify organizational design and managerial relationships to enhance structural and human resource effectiveness.
CO4	Analyze the importance of managerial mechanisms that ensure coordination, performance monitoring, and organizational efficiency.
CO5	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 th Edition (2023)
2	Essentials of Management: An International, Innovation and Leadership Perspective	Harold Koontz, Heinz Weihrich, Mark V. Cannice	McGraw-Hill	11 th 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 th Edition (2025)
2	MGMT	Chuck Williams	Cengage Learning	12 th 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
Prerequisites of subject		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 :	
CO1	Explain the fundamental economic concepts and their relevance to managerial decision-making.
CO2	Identify demand behavior, elasticity and forecasting techniques.
CO3	Explore market structures and competitive dynamics to understand firm-level strategic outcomes.
CO4	Compare pricing decisions and factor market dynamics in managerial economics.
CO5	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 th Edition (2022)
2	Managerial Economics: Foundations of Business Analysis and Strategy	Christopher R. Thomas & S. Charles Maurice	Mc Graw Hill	12 th 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 th Edition (2024)
2	Managerial Economics and Business Strategy	Michael R. Baye & Jeffrey T Prince	Mc Graw Hill	9 th 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
Prerequisites of subject		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 :	
CO1	Analyze the concepts of central tendency and dispersion to interpret the business related data.
CO2	Identify the applications of the correlation and regression in data analysis.
CO3	Examine various probability distribution methods to analyse the data.
CO4	Evaluate the various operational techniques in business problems.
CO5	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 st 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
Prerequisites of subject		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 :	
CO1	Explain the basic accounting concepts, principles, conventions, process and accounting cycle involved in financial accounting.
CO2	Applying the concept of accounting to prepare the financial statements.
CO3	Analyze the costing and budgeting techniques for effective cost control
CO4	Evaluate financial statements using management accounting tools.
CO5	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 rd Edition (2022)
2	Management Accounting	Khan and Jain	Tata McGraw Hill Education Private Limited	16 th 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 th Ediiton (2019)
2	Management Accounting	Anthony A. Atkinson, Robert S.	Pearson Education	6 th 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
Prerequisites of subject		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 :	
CO1	Explain the business environment and the role of economic systems and public policies in business.
CO2	Make use of major legal and regulatory frameworks governing business in India.
CO3	Examine the interrelationship of technology, innovation, globalization, and international trade.
CO4	Determine key features, challenges, and employment trends in the Indian economy.
CO5	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 th Edition (2025)
2	Business Environment	Dr. Simerjit Kaur	Global Academic Publishers	1 st 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 st Edition (2022)
2	Business Environment	Dr. C. B. Gupta	Sultan Chand & Sons	1 st 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
Prerequisites of subject		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 :	
CO1	Explain the concepts and importance of Business Ethics in modern organizations.
CO2	Apply ethical theories and moral development models in business decision-making
CO3	Analyze ethical issues in Marketing, HRM, Accounting and Finance.
CO4	Evaluate the role of CSR and Corporate Governance in sustainable business growth..
CO5	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 st 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 st 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 nd 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
Prerequisites of subject		Basic understanding of management principles and functional English communication skills.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the role of effective communication in professional interactions within diverse and digital business environments.
CO2	Utilize structured writing approaches to organize and convey managerial messages effectively.
CO3	Examine communication strategies to adapt written messages for diverse audiences and digital platforms.
CO4	Compare presentation and group communication practices for effective managerial interaction in virtual and physical settings.
CO5	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 st Edition (2025)
2	A Textbook on Business Communication	Debarghya Gangulii	Ekra Publication	4 th 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 st Edition (2025)
2	Business Communication: Polishing Your Professional Presence	Barbara Shwom & Lisa Gueldenzoph Snyder	Pearson	9 th 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
Prerequisites of subject		Basic understanding of management principles and fundamental knowledge of marketing concepts.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the principles, process, and importance of Design Thinking in innovation and digital business contexts.
CO2	Apply empathy tools and customer research techniques to identify real-world marketing and business problems.
CO3	Develop creative solutions using ideation frameworks and structured brainstorming techniques.
CO4	Design prototypes and validate innovative ideas using testing and feedback mechanisms.
CO5	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 th Edition (2013)
2	Ten types of innovation: The discipline of building breakthroughs	Keeley, L., Walters, H., Pikkell, R., & Quinn, B.	John Wiley & Sons.	7 th 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 th 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 th 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
Prerequisites of subject		Basic Excel knowledge (formulas, formatting, charts)								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Apply advanced Excel functions including logical, lookup, and text functions for solving managerial decision-making problems.
CO2	Organize, clean, structure, and validate business datasets using Excel data preparation tools.
CO3	Perform business data analysis using PivotTables, Pivot Charts, and analytical reporting techniques.
CO4	Develop interactive managerial dashboards using advanced charting and visualization tools.
CO5	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 th Edition (2022)
2	Microsoft Excel Data Analysis and Business Modelling	Wayne L. Winston,	Microsoft Press	6 th 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 th Edition (2019)