

**Davangere University**  
**Institute of Management Studies**  
**Course Structure for Two Years MBA Program with Dual Specialization for the academic year**  
**2024-25**


**Semester-I**

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Practical Exmn. /Field work	Total
1	1.1.Management Process and Practice. (CPT)	4	4	3 Hrs	30	70	0	100
2	1.2.Accounting and Financial Statements. (CPT)	4	4	2 Hrs	30	70	0	100
3	1.3.Managerial Decision Analysis. (CPT)	4	4	3 Hrs	30	70	0	100
4	1.4.Fundamentals of Business Analytics. (CPT)	4	4	3 Hrs	30	70	0	100
5	1.5.Corporate Communications and Skills. (CPT)	4	4	3 Hrs	30	70	0	100
6	1.6.Business and Legal Environment(CPT)	4	4	3 Hrs	30	70	0	100
7	1.7.Information Technology for Managers (SEP)	3+1 (1 Hr practical)	4	3Hrs	30	70	0	100
		<b>27+1</b>	<b>28</b>		<b>210</b>	<b>490</b>	<b>0</b>	<b>700</b>

**CPT: CORE PAPER THEORY**

**SEP: SKILL ENHANCEMENT PAPER**

**Mandatory Activity for 1st Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.**

  
**ದೀನರು**  
 ವಾಣಿಜ್ಯ ಮತ್ತು ನಿರ್ವಹಣಾಶಾಸ್ತ್ರ ನಿಕಾಯ  
 ದಾವಣಗೆರೆ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ,  
 ಶಿವಗಂಗೋತ್ರಿ, ದಾವಣಗೆರೆ-02.

  
**Chairman**  
 Board of Studies,  
 Institute of Management Studies,  
 Davangere University,  
 Shivagangothri, DAVANGERE-02

ಕರ್ನಾಟಕ  
ಸರ್ಕಾರ  
ಮಂತ್ರಿಮಂಡಲ  
ಬೆಂಗಳೂರು  
20-09-2019

ಬೆಂಗಳೂರು  
ಯೋಜನೆ ಮತ್ತು ಸಂಯೋಜನೆ  
ಸಚಿವರು  
ಬೆಂಗಳೂರು  
20-09-2019


## Semester-II

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Practical Exmn. /Field work	Total
1	2.1. Operations and Quality Management. (CPT)	4	4	3 Hrs	30	70	0	100
2	2.2. Marketing Management. (CPT)	4	4	2 Hrs	30	70	0	100
3	2.3. Financial Management. (CPT)	4	4	3 Hrs	30	70	0	100
4	2.4. Human Resource Management. (CPT)	4	4	3 Hrs	30	70	0	100
5	2.5. Organization Behavior. (CPT)	4	4	3 Hrs	30	70	0	100
6	2.6. Operations Research and Analytics. (CPT)	4	4	3 Hrs	30	70	0	100
7	2.7. Research Methods and techniques (SEP)	3+1 (1 Hr practical)	4	3Hrs	30	70	0	100
		<b>27+1</b>	<b>28</b>		<b>210</b>	<b>490</b>	<b>0</b>	<b>700</b>

**CPT: CORE PAPER THEORY**

**SEP: SKILL ENHANCEMENT PAPER**

**Mandatory Activity for 2<sup>nd</sup> Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.**

  
 Chairman  
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 Institute of Management Studies,  
 Pimpri Chinchwad, DAVANAGER-02

### Semester-III

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Total
1	3.1: Corporate Governance and Business Ethics (CPT)	4	4	3 Hrs	30	70	100
2.	3.2: Startups and incubation Management (GEP)	4	4	3 Hrs	30	70	100
3	3.3: (DEP) FM1/MM1/HRM1	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
4	3.4: (DEP) FM2/MM2/HRM2	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
5	3.5 : (DEP) FM3/MM3/HRM3	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
6	3.6. In plant Training Report (SEP)	2	2		10	40	50
7	3.7: OEP	2	2	2 Hrs	10	40	50
		36	30		260	640	900

**CPT: CORE PAPER THEORY**  
**DEP: DISCIPLINE ELECTIVE PAPER**


**SEP: SKILL ENHANCEMENT PAPER**  
**AEP: ABILITY ENHANCEMENT PAPER.**

**Mandatory Activity for 3rd Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.**

OEP: OPEN ELECTIVE PAPER	
<b>OEP1:</b>	<b>Management Skills</b>
<b>OEP2:</b>	<b>Technology for Managers</b>
<b>OEP3:</b>	<b>Social Media and Digital Marketing</b>

\*\* Students of the Department are offered Dual Specialization where the students can choose two among the three streams of specialization offered (Finance, HR and Marketing)

DEP: DISCIPLINE ELECTIVE PAPER		
Financial Management	Marketing Management	Human Resource Management
F1: Investment Analysis and Portfolio Management	MM1: Consumer Behavior and Marketing Research	HRM1: Training and Development
F2: Banking and Insurance Management	MM2: Advertising and Brand Management	HRM2: Performance Management and Competency Mapping
F3: Behavioral Finance and Modeling	MM3: Retail Management and E Commerce	HRM3: Learning Organization and Development

  
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### Semester-IV

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Total
1	4.1: Sustainable Development for Business. (CPT)	4	4	3 Hrs	30	70	100
2.	4.2: Strategic Management and leadership (AEP)	4	4	3 Hrs	30	70	100
3	4.3: (DEP) FM2/MM2/HRM2	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
4	4.4 : (DEP) FM3/MM3/HRM3	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
5	4.5: (DEP) FM1/MM1/HRM1	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
6	4.6: Project Work (Report and case writing skills). (SEP)	2	2	0	30	70	100
		<b>34</b>	<b>28</b>		<b>270</b>	<b>630</b>	<b>900</b>

**CPT: CORE PAPER THEORY**  
**DEP: DISCIPLINE ELECTIVE PAPER**

**SEP: SKILL ENHANCEMENT PAPER**  
**AEP: ABILITY ENHANCEMENT PAPER.**

DEP: DISCIPLINE ELECTIVE PAPER		
Financial Management	Marketing Management	Human Resource Management
F4: Corporate Finance and Restructuring	MM4: International Marketing	HRM4: Strategic and International HRM
F5: International Financial Management	MM5: Industrial and services Marketing	HRM5: HR analytics
F6: Derivatives and Risk Management	MM6: Rural and Digital Marketing	HRM6: Industrial Relations Management


  
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 Bangalore University,  
 Bangalore-56  
 Date: \_\_\_\_\_



**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**COURSE CODE: 1.1**

**NAME OF THE COURSE: MANAGEMENT PROCESS & PRACTICE**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: <b>Pedagogy:</b> Lecturing in combination with Case analysis, Group discussion and Seminars.			
<b>Course Objective:</b> The course aims to help the students to gain understanding of the functions and responsibilities of managers and to provide them tools and techniques to be used in the performance of the managerial job. It also enables them to analyse and understand the environment of the organization.			
<b>Course Outcomes:</b> <div><div>1. Principles and practices of management is an introductory course on management process from managers' perspective.</div><div>2. The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization.</div><div>3. The course examines the logic and working of organizations and outlines the major functions of management.</div></div>			
Syllabus:		Teaching Hours	Total Hours
<b>Model- 1: Introduction</b> <b>UNIT- 1</b> Essential of Management, Meaning, Definitions, Characteristics, Scope, the Management Process, Evolution and Contributions to Management Thought. <b>UNIT- 2</b> Roles of managers, Managerial skills and functions of managers, levels of management, and differences between managers, leaders, and administrators. <b>UNIT- 3</b> Characteristics of excellent companies and successful business leaders, Japanese management and its unique features, Management practices of top Fortune Ten Indian companies. [case study to be discussed]		<div>04</div> <div>06</div> <div>06</div>	<div>16</div>
<b>Module - 2: Planning and Organisation</b> <b>UNIT- 1</b> Planning definitions, Nature of Planning, Planning process, Barriers to Effective Planning, Reasons for Failure, and Guidelines for Effective Planning. <b>UNIT- 2</b> Nature of Decision making, process and techniques of decision making, MBO process and strategic planning and implementation. <b>UNIT- 3</b> Meaning, Definitions, Concept of organization, Organisation Structure, Authority and responsibility relationship, centralization and decentralization, span of management. [case study to be discussed]		<div>04</div> <div>06</div> <div>06</div>	<div>16</div>

  
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<p><b>Model-3: Directing, Coordination and Controlling</b></p> <p><b>UNIT- 1</b> Fundamentals and principles of directing, Approaches and responsibilities of staffing, Factors influencing staffing and Techniques of directing.</p> <p><b>UNIT- 2</b> Coordination principles and techniques of coordination, problems and Guidelines for effective coordination.</p> <p><b>UNIT- 3</b> Meaning, definition of Control, Scope Of Control, Control Process, Essentials Of Effective Control Systems, Factors Determining Effective Control. [case study to be discussed]</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>Module-4: Special Areas of Management</b></p> <p><b>UNIT- 1</b> Management of change, Conflict Management,</p> <p><b>UNIT- 2</b> Talent Management, Outsourcing Management,</p> <p><b>UNIT- 3</b> Sustaining Team Work (Case Studies on Leadership and Motivation With Reference To Successful Indian Business Tycoons)</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>References:</b></p>		
<ol style="list-style-type: none"> <li>1) Dr. Manmohan Prasad – Management Concepts &amp; Practices, Himalaya publishing house 5<sup>th</sup> edition 2015.</li> <li>2) Harold D Koontz, and Cyril J C Donnel, Principles of Management, McGraw Hill Publication.</li> <li>3) H.R. Appannaiah, G Dinakar, H.A. Bhaskar – Management (Multi-dimension Approach) Himalaya publishing house first edition-2016</li> <li>4) James A.F Stoner – Management. R. Edward freeman – 6<sup>th</sup> edition- passion education, Daniel. R. Gibert J.R.</li> <li>5) K.Shridharabhat – Management of Behavioural process, Himalaya publishing house first edition -2005.</li> <li>6) L.M. Prasad – Principles of practice of management seventh edition, sultan chand&amp; sons-2009.</li> <li>7) Peter F Drucker, The Practice of Management`.</li> <li>8) Ricky W Griffin, (2005) Management, Eight Edition, Biztantra.</li> <li>9) Stephen P Robbins et al, Fundamentals of Management, Pearson Publication.</li> <li>10) V.S.P. Rao – Management text of cases- V. Harikrishna 1<sup>st</sup> Edition, Excel Books – 2010.</li> </ol>		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**COURSE CODE: 1.2**

**NAME OF THE COURSE: ACCOUNTING AND FINANCIAL STATEMENTS**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
<b>Pedagogy:</b> Lecturing in combination with Case analysis, Group discussion and Seminars.			
<b>Course Objective:</b> The course aims to provide future managers with a comprehensive understanding of accounting concepts, techniques and tools to analyse financial information effectively, enabling them to make informed decisions, strategic resource allocation and ensure the financial health and sustainability of their organisation			
<b>Course Outcomes:</b> 1) Students will acquire the skills to analyse and interpret financial statements, aiding in strategic decision- making and organisation planning. 2) Learners will effectively apply accounting principles and techniques to real - world business scenarios. 3) Students will use financial data to access business performance, evaluate risk and support sustainable financial strategies in managerial roles.			
Syllabus:		Teaching Hours	Total Hours
<b>MODULE 01: OVERVIEW OF ACCOUNTING:</b>			
<b>UNIT 1:</b> Overview of Accounting and purpose of accounting, requirement of accounting for business entities.		04	16
<b>UNIT 2:</b> Accounting Concepts, conventions and accounting principles.		06	
<b>UNIT 3:</b> Accounting standards, Role of standards, problems and challenge of accountings.		06	
<b>MODULE 02: OVERVIEW OF BOOK KEEPING AND DEPRECIATION:</b>			
<b>UNIT 1:</b> Introductions of double entry book keeping (the terms debit and credit).		04	16
<b>UNIT 2:</b> General journal and journal entries, General ledger, posting.		06	
<b>UNIT 3:</b> Depreciation, Objective of Depreciation, and Methods of Charging Depreciation and Trial balance. <b>Problems to be discussed.</b>		06	
<b>MODULE 03: FINAL ACCOUNTS:</b>			
<b>UNIT 1:</b> Meaning of Financial Statements, Income and Expenditure,		04	16
<b>UNIT 2:</b> Receipts and payments, Profit and Loss account.		06	
<b>UNIT 3:</b> Balance Sheet and Statements of Cash Flows. <b>Problems to be discussed.</b>		06	
<b>MODULE 04: FINANCIAL REPORTING:</b>			
<b>UNIT 1:</b> Meaning and Scope of financial reporting,		04	16
<b>UNIT 2:</b> objectives and statutory requirements of financial reporting.		06	
<b>UNIT 3:</b> Meaning of audit & requirement of audit of financial reports.		06	



**Skill Development Activities:**

- 1) List out the accounting concepts and conventions.
- 2) Collect the financial statement of a proprietary concern and record it.
- 3) List out the AS and Per GAAP.

Other Activities which are related to course.

**References:**

1. M.N Arora, Accounting for Management. Himalaya publication house.
2. Dr. Sakshi Vasudeva, Accounting for Business Managers. Himalaya publication house.
3. Ashok Banerjee, Financial Accounting a managerial emphasis. Excel Books, Bangalore
4. J. Madegowda, Accounting for Managers, Himalaya publication house.
5. Dr. JawaharLal, Accounting for Management. Himalaya publication house.
6. B. S. Raman, Financial Management and accounting, United publications
7. R. Narayanaswamy, Financial Accounting a Managerial perspective. Prentice-Hall of India private Ltd.

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)****COURSE CODE: 1.3****NAME OF THE COURSE: MANAGERIAL DECISION ANALYSIS**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
<b>Pedagogy:</b> Lecturing in combination with Case analysis, Group discussion and Seminars.			
<b>Course Objective:</b> The course aims to provide students with a solid foundation in economic theories and their practical applications in business decision- making. It also enhances analytical and problem solving skills by focussing on concepts such as demand and supply, market structure, cost analysis and pricing strategies.			
<b>Course Outcomes:</b>			
1. Students will be able to apply economic principles such as demand, supply and elasticity to analyse business scenarios and make informed decisions.			
2. Students will develop the ability to use cost, revenue and market analysis to devise effective pricing and resource allocation strategies.			
3. Students will gain insights into micro-economic and macro-economic factors influencing business, enabling them to assess and adopt to changing market dynamics..			
4. Evaluate the role of economic theories in managerial decisions.			
Syllabus:		Teaching Hours	Total Hours
<b>MODULE NO. 1:</b> Introduction to Economics			
<b>UNIT 1:</b> Meaning, Definitions, Nature, and Scope of Economics		04	16
<b>UNIT 2:</b> Economics in Relation to Other Branches of Knowledge.		06	
<b>UNIT 3:</b> Roles & Responsibility of Managerial Economist in Business Decision Making.		06	
<b>MODULE NO. 2:</b> Micro Economics			
<b>UNIT 1:</b> Meaning, Nature, Scope, Importance, Law of Demand, Determinants of Demand.		04	16
<b>UNIT 2:</b> Nature Elasticity of Demand (Price & Income) Methods of Forecasting.		06	
<b>UNIT 3:</b> Production and Cost Functions (Case Studies to be discussed)		06	
<b>MODULE NO. 3:</b> Macro Economics			
<b>Unit 1:</b> Meaning, Objective of Instruments (Fiscal Policy, Monetary Policy, Exchange Rate Policy, International Trade Policy)		04	16
<b>UNIT 2:</b> Inflation, BOP Barriers to International Trade.		06	
<b>UNIT 3:</b> Concepts of GDP, GNP, NNP, GNP. (Case Studies to be discussed)		06	

<b>MODULE NO. 4: Market Structure and Quantitative Economics</b> <b>UNIT 1:</b> Meaning of Market, Types, Price, Pricing, Methods, Factors Involved in Pricing Policy. <b>UNIT 2:</b> Types of Market Structure, BEP, EOQ, (Case study to be discussed) <b>UNIT 3:</b> Statistical Methods for Forecasting Demand (Time Series, Trend Projection and Moving Average Method).	04  06  06	  16
<b>Skill Developments Activities:</b> <ol style="list-style-type: none"> <li>1. Central and State Budget Analysis</li> <li>2. Mini Project on Macro Economics</li> <li>3. Mini Project on Micro Economics</li> <li>4. Case Study- Preparation of budget Demand Analysis Survey</li> </ol>		
<b>References:</b> <ol style="list-style-type: none"> <li>1. Managerial Economics: Mote V.I Samuel &amp; Gupta G.S. Tata McGraw Hill Publication.</li> <li>2. Managerial Economics: Varsheny&amp;Maheshwari S. Chand &amp; Sons.</li> <li>3. Managerial Economics: C.P.Chopra. Tata McGraw Hill Publication.</li> <li>4. Managerial Economics: Spencer, H.H &amp; L. Siegelmen, Richard D. Irwin.</li> </ol>		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)****COURSE CODE: 1.4****NAME OF THE COURSE: FUNDAMENTAL OF BUSINESS ANALYTICS**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Classrooms lecture, Problems, tutorials, Group discussion, Seminar,Case studies.			
Course Objectives: The course aims to equip students with essential quantitative skills and analytical tools to make data-driven decisions in the business world. The primary objectives include developing a solid foundation in statistical concepts, such as probability, hypothesis testing, and regression analysis, while fostering an understanding of their application in solving real-world business challenges.			
Course Outcome: <ul style="list-style-type: none"><li>Students will be able to apply statistical techniques, such as descriptive statistics, probability distributions, and hypothesis testing, to analyse and interpret business data effectively.</li><li>Learners will develop skills to use predictive and prescriptive analytics methods, including regression and optimization models, for informed decision-making in diverse business contexts.</li><li>Students will demonstrate proficiency in utilizing statistical software and data visualization tools to present insights and support strategic planning in real-world scenarios.</li></ul>			
Syllabus:		Teaching Hours	Total Hours
MODULE NO. 1: Business Statistics			
UNIT 1: Introduction, Need and Role of Statistics in Business, Tables and Graphs.		04	16
UNIT 2: Measures of Central Tendency: Mean, Median and Mode - their implication.		06	
UNIT 3: Measures of Dispersion: Range, Mean Deviation, Standard Deviation.		06	
MODULE NO. 2: Correlation and Regression			
UNIT 1: Types of Correlation, Scatter Diagram.		04	16
UNIT 2: Karl Pearson’s Coefficient of correlation, Spearman’s Rank Correlation and Method of Least Squares.		06	
UNIT 3: Simple and Multiple Regression		06	
MODULE NO. 3: Time Series Analysis			
UNIT 1: Introduction- Objectives and Usage of Time series in Business.		04	16
UNIT 2: Methods of Estimating Trends: Moving Average Method, Semi Average, Least Square Method.		06	
UNIT 3: Methods of estimating Seasonal Index: Method of Simple Averages.		06	

<b>MODULE NO. 4: Analytics in Business (Theory Only)</b>		
<b>UNIT 1:</b> Introduction- Evolution- Scope	04	
<b>UNIT 2:</b> Analytical Decision Models	06	16
<b>UNIT 3:</b> MS-Excel – Basics	06	
<b>Skill Developments Activities:</b> 1. <b>Report Writing:</b> Understanding and Interpreting the report of a chosen company 2. <b>Group Brainstorming:</b> Predicting the trend for chosen industry/ company <b>Solving Problems:</b> Seminars & Presentation.		
<b>References:</b> 1. Statistical Method s - Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81-8054298-X. 2. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, 3. ISBN, 978- 81-8318-755-8. 4. Statistical Methods - Dr. S P Gupta, Sulthan Chand and Sons, Educational Publishers, New Delhi-9, Mathematics and Statistics – Raghavachari 5. Complete Business Statistics - Aczel & Sounderpandian, 7/e, Tata- McGraw Hill, 2006. 6. James R. Evans, Business Analytics - Methods, Models and Decisions, Prentice Hall, 1st edition, 2013, ISBN - 978-0-13-295061-9 6. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005, ISBN 981- 240- 641-7		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**COURSE CODE: 1.5**

**NAME OF THE COURSE: CORPORATE COMMUNICATION AND SKILLS**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with tutorials, Group discussion, Seminars and Case Analysis.			
Course Objectives: The Course aims to develop students' proficiency in professional communication to enhance their effectiveness in organizational settings. It focuses on building core skills such as written, verbal, and non-verbal communication, alongside fostering active listening and interpersonal abilities.			
Course Outcome: <ul style="list-style-type: none"><li>Students will be able to demonstrate effective verbal and non-verbal communication skills tailored to diverse corporate contexts, including presentations and team interactions.</li><li>Learners will develop proficiency in writing professional documents, such as reports, emails, and proposals, ensuring clarity, conciseness, and impact.</li><li>Students will gain the ability to navigate workplace challenges through active listening, negotiation, and conflict resolution, fostering collaboration and professional relationships.</li></ul>			
Syllabus:		Teaching Hours	Total Hours
MODULE 01: Introduction			
UNIT 1: Nature, Scope, Basic Types of Communication – Verbal and Non-Verbal, Process of Communication, Barriers to Communication.		04	16
UNIT 2: Basics of Corporate Communication – Communication Structure in Organisation, Formal and Informal Communication.		06	
UNIT 3 : 7 C’s of communication, Crisis in communication.		06	
MODULE 02: Corporate Oral Communication:			
UNIT 1: Meaning and Importance of Oral Communication, Three aspects of Oral Communication – Conversing, Listening, and Body Language.		04	16
UNIT 2: Interviews - Types, Skills required to prepare for interviews		06	
UNIT 3: Meeting - Types, Roles and Responsibilities of Chairman in Conducting Effective meeting.		06	
MODULE 03: Written Communication in Corporates			
UNIT 1: Principles of Effective Writing- Accuracy, Brevity, Language, Tone, etc.		04	16
UNIT 2: Corporate Letters, E-mail, Memos and Report Writing		06	
UNIT 3: Resumes and CVs, Soft skills.		06	



<b>MODULE 04: Inter-Cultural Communication and Applications of Business Communication</b> <b>UNIT 1:</b> The New Global Mantra: Go Local, Cultural Sensitivity, Some examples of Cultural Diversity. Guidelines for Inter-Cultural Communication <b>UNIT 2:</b> Presentation Skills, Negotiation Skills, Business Etiquette, Group Discussion. <b>UNIT 3:</b> Personal skills, personal branding and social skills.	04  06  06	16
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1) Mock interviews and personality development.</li> <li>2) Role plays to initiate meaningful communication.</li> <li>3) Case study to observe the empathetic behaviour skills.</li> </ol>		
<b>References:</b> <ol style="list-style-type: none"> <li>1. Business Communication - PD CHATURVEDI, MUKESH CHATURVEDI Pearson Edition.</li> <li>2. Business Communication, Process and Product- Marry Ellen Guffey- Thomson Learning.</li> <li>3. Basic Business Communication - Lesikar, Flatley TMH</li> <li>4. Advance Business Communication - Penrose, Rasberry, Myers Thomson Learning.</li> <li>5. Business Communication - MK Sehgal &amp; V. Khetrapal, Excel Books.</li> <li>6. Business Communication Today - Bovee Thill Schatzman- Pearson &amp; Education.</li> <li>7. Effective Technical Communication - M Ashraf Rizvi. TMH.</li> <li>8. Contemporary Business Communication - Scot Ober-Biz Tantra.</li> </ol> Business Communication - Krizan, Merrier, Jones – Thomson Learning.		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**COURSE CODE: 1.6**

**NAME OF THE COURSE: BUSINESS AND LEGAL ENVIRONMENT**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>4 Credits</b>	<b>4 Hrs</b>	<b>64 Hrs</b>
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.		
<p><b>Course Outcomes:</b></p> <p>The course aims to provide students with a comprehensive understanding of the dynamic relationship between business operations and legal frameworks. It focuses on equipping learners with knowledge of key laws and regulations, including corporate, contract, labor, and intellectual property laws, that influence organizational decision-making.</p> <p><b>Course Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Students will be able to analyze the impact of legal frameworks on business operations, including corporate governance, contracts, and regulatory compliance.</li> <li>• Learners will develop the skills to identify and mitigate legal risks in business decisions while ensuring adherence to ethical and statutory requirements.</li> <li>• Students will demonstrate the ability to align business strategies with the legal environment, fostering sustainable and responsible organizational practices.</li> </ul>		
Syllabus:		Teaching Hours
<b>MODULE NO. 1: introduction to business environment</b> <b>UNIT 1:</b> Meaning, Definitions, Nature, Scope and Importance of Business Environment, Factors Affecting Environment to the Business <b>UNIT 2:</b> PESTLE-Political, Economic, Socio-cultural, Technological, Legal and Ecological environment, Opportunities and Threats as environmental issues to address by Businesses. <b>UNIT 3:</b> Introduction to Demographic environment, Size of Population, Age Structure, Other demographic trends.		06  06  04
		16

<p><b>MODULE NO. 2: Economic And Technological Environment.</b></p> <p><b>UNIT 1:</b> Liberalization, Privatization and Globalization (LPG) Globalization, Challenges Of International Business, Why Firms Go Global, Routes Of Globalization.</p> <p><b>UNIT 2:</b> Meaning and Nature of Economic Environment, Government Policies Role of WTO, IMF and World Bank in global economic development.</p> <p><b>UNIT 3:</b> Meaning, Features, Impact Of Technology On Business, Information Technology Act. Emerging Trends.</p>	<p>05</p> <p>06</p> <p>05</p>	<p>16</p>
<p><b>MODULE NO. 3: Social And Cultural Environment.</b></p> <p><b>UNIT 1:</b> Concept and meaning of social responsibility. Business and Ethics-Social Responsibility of Business-Its impact on Business Decisions.</p> <p><b>UNIT 2:</b> Societal Structure and Features, Entrepreneurial Society and its implications for business. Social responsibility of business, social audit, consumer rights and business.,</p> <p><b>UNIT 3:</b> Concept of culture, Business And Culture, Language, Culture And Organizational Behaviour, Impact of Culture on business growth.</p>	<p>07</p> <p>05</p> <p>04</p>	<p>16</p>
<p><b>MODULE NO. 4: Legal Environment.</b></p> <p><b>UNIT 1:</b> Introduction to legal environment of business.</p> <p><b>UNIT 2:</b> Law on Patents, Law on Consumer Protection, Law on Environmental Protection, Need for Clean energy and Reduction of Carbon footprint.</p> <p><b>UNIT 3:</b> Nature and Registration, Kinds of Companies, Memorandum of Association, Articles of Association, unfair Trade Practice.</p>	<p>02</p> <p>07</p> <p>07</p>	<p>16</p>
<p><b>Skill Developments Activities:</b></p> <ol style="list-style-type: none"> <li>1. Collect information on Information Technology and analyse its impact on business performance.</li> <li>2. Select three companies of your choice and make an extensive analysis of external and internal environment.</li> <li>3. Write a legal procedure for establishing a new venture.</li> <li>4. Prepare a flow chart describing the procedure to file application under Intellectual Property Right in India for a Patent/Copy Right.</li> </ol>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. F. Cherunilam, Business and Government, Himalaya Publishing House</li> <li>2. K. Ashwathappa, Essential of Business Environment, Himalaya Publishing House.</li> <li>3. K. Puri and S. K. Misra, Economic Environment of Business, Himalaya Publishing House.</li> <li>4. Buchholz, Business Environment and Public Policy; Implication for Management and Strategy formulation, Prentice Hall of India.</li> </ol>		


5. N.D. Kapoor & Business Laws and Management; Sultan Chand & Sons. Dinkar Pagare.
6. M.C. Kuchhal Mercantile Law; Vikas Publishing House, New Delhi.
7. M.C. Shukla A Manual of Mercantile Laws; Sultan Chand & Company, New Delhi.

**Note: Latest edition of text books may be used.**

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)****COURSE CODE: 1.7****NAME OF THE COURSE: INFORMATION TECHNOLOGY FOR MANAGERS**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.			
Course Objectives: The course aims to equip students with the knowledge and skills to leverage information technology (IT) for strategic decision-making and operational efficiency in organizations. It focuses on the role of IT in enabling business processes, enhancing customer experiences, and driving innovation.			
Course Outcomes: <ul style="list-style-type: none"><li>Students will be able to evaluate and leverage information technology to enhance business processes, decision-making, and organizational performance.</li><li>Learners will develop skills to analyse IT infrastructure, enterprise systems, and emerging</li></ul>			
Syllabus:		Teaching Hours	Total Hours
MODULE NO. 1: Information Technology			
UNIT 1: Introduction to information technology, Trends, software programming.		04	
UNIT 2: Emerging mobile digital platform, cloud computing and types of services.		06	16
UNIT 3: IOT and digitization, IOT impact, IOT Challenges.		06	
MODULE NO. 2: Concept of MIS			
UNIT 1: Management information system – Concept, Definition, Types of Systems used in Organisation.		04	
UNIT 2: Role of MIS in Organisation, Electronic Business, Electronic Commerce.		06	16
UNIT 3: Electronic Commerce Models, Types of E- Commerce, E-commerce marketing, M- commerce services and applications.		06	
MODULE NO. 3: Fundamentals of Artificial Intelligence			
UNIT 1: The historical evolution of Artificial Intelligence, Application of Artificial Intelligence, Problems in Artificial Intelligence.		04	
UNIT 2: Approaches used in Artificial Intelligence, Tools used in Artificial Intelligence, Different types of Artificial Intelligence Technology.		06	16
UNIT 3: Internet, World Wide Web, Internet Architectures, Cyber-crime, Malware and Its types, and Google Forms.		06	

<b>MODULE NO. 4: E-Business lab (Practical Lab has to conducted)</b> <b>UNIT 1:</b> Introduction Office Software: Use of MS-Office, Basics of MS-Word, MS-Excel, MS-PowerPoint. <b>UNIT 2:</b> Introduction Office Software: Use of MS- Office <b>UNIT 3:</b> Basics of MS-Word, MS-Excel, PowerPoint, Office Automation- E-office and their applications in business	04  06 06	16
<b>Skill Developments Activities:</b> <ul style="list-style-type: none"> <li>• Business Lab has to conduct.</li> <li>• Artifice Inelegancy Group Discussion.</li> </ul> Presentation of fortune five hundred company.		
<b>References:</b> <ol style="list-style-type: none"> <li>1. Sudalaimuthu &amp; Hariharan, Information Technology for Managers, Himalaya publications.</li> <li>2. D.Monley &amp; CS Parker, Understanding Computers Today &amp; Tomorrow, Cengage/Thomson</li> <li>3. ITL Education Solutions Ltd, Introduction to Computer Science, Pearson</li> <li>4. Kenneth. C. laudon, MIS. PEARSON. 2013</li> <li>5. Jaiswal &amp; Mital, MIS, Oxford University Press, Latest edition.</li> <li>6. Srinivasa K G, "Internet of Things", CENGAGE Leaning India, 2017.</li> <li>7. Sanjay Saxsena- MS Office 2000- Vikas Publishing House.</li> <li>8. Niranjan Shrivastava- Computer Applications in management, Dreamtech Press.</li> </ol> <p><b>Note: Latest edition of textbooks and reference Books may be used</b></p>		


  
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**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**COURSE CODE: 2.1**

**NAME OF THE COURSE: OPERATIONS AND QUALITY MANAGEMENT**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.			
<b>Course objective:</b> This course focuses on managing complex management system to produce and distribute product and services efficiently and effectively through various concepts of quality improvement tools for implementing quality culture in production industries.			
<b>Course Outcomes:</b> 1. Understand core concepts and strategies in Operations and Quality Management. 2. Implement quality frameworks such as TQM, Six Sigma, and ISO standards. 3. Solve real-world problems using forecasting, scheduling, and optimization tools, and Collaborate effectively to address operations and quality challenges.			
Syllabus:		Teaching Hours	Total Hours
<b>MODULE NO. 1:</b> Introduction to Production and Operations Management <b>UNIT 1:</b> Definition and Concepts, Difference between Products and Services, Recent Trends in Production and Operations Management. <b>UNIT 2:</b> Nature and Scope of Production and Operations Management, Types of Production Systems. <b>UNIT 3:</b> Strategic Role of Operations in Business, Operations Management in Services and Manufacturing		04 06 06	16
<b>MODULE NO. 2:</b> New Product Planning and Development (NPD) and Production Planning and Control <b>UNIT 1:</b> Introduction, Steps of NPD, New Product Selection or Development Process. CAD and CAM Models. <b>UNIT 2:</b> Production Process and Facility Layout, Types of Facility Layouts, Flexible Manufacturing and Lean Systems. <b>Unit 3:</b> Types of PPC, Aggregate Planning, Capacity and Material requirement Planning		04 06 06	16
<b>MODULE NO. 3:</b> Inventory Management and Control <b>Unit 1:</b> Definition and Concepts of inventory management <b>UNIT 2:</b> Inventory Management Problems EOQ (Economic Order Quantity), Reorder Point and Safety Stock Calculations, JIT, ABC and VED Analysis Problems <b>UNIT 3:</b> Supply Chain Management- Meaning, Features, Uses and Logistics Management		04 06 06	16

  
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<p><b>MODULE NO. 4:</b> Quality Management and Continuous Improvement</p> <p><b>UNIT 1:</b> Principles of Quality Management, Quality Gurus and their contribution to TQM Practices.</p> <p><b>UNIT 2:</b> Statistical Quality Control (SQC) Tools and Techniques: Bar Chart, Histogram, Pareto Analysis, Fishbone Diagram, Quality Function Deployment.</p> <p><b>UNIT 3:</b> Total Quality Management (TQM) Frameworks, Certifications- ISO 9001, ISO 14001, and Industry 4.0 Standards. Contemporary Practices - Quality Circles, Lean Six Sigma and Agile Quality.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>Skill Developments Activities:</b></p> <ol style="list-style-type: none"> <li>1. Process Mapping and Optimization Students analyze a real-world business operation and create a process flowchart.</li> <li>2. Industry Visit or Virtual Factory Tour: Visit a manufacturing or service organization to observe operations and quality management practices and submit a report analyzing their processes and systems.</li> </ol> <p>Case Studies on Six Sigma and TQM Implementation.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Production and Operations Management - Dipak Kumar Bhattacharyya</li> <li>2. Production and Operations Management - R. B. Khanna</li> <li>3. Operations Management - William J. Stevenson (Latest Edition)</li> <li>4. Quality Management for Organizational Excellence - David L. Goetsch and Stanley Davis</li> <li>5. Operations Management: Processes and Supply Chains - Krajewski, Malhotra, and Ritzman</li> <li>6. Lean Six Sigma Pocket Tool book by Michael L. George.</li> </ol>		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)****COURSE CODE: 2.2****NAME OF THE COURSE: MARKETING MANAGEMENT**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
<b>Pedagogy:</b> Lecturing in combination with Case analysis, Group discussion and Seminars.			
<b>Course objective:</b> <ul style="list-style-type: none"><li>This course is designed to help students to understand the concept of marketing management and learn about marketing process for different types of products and services.</li></ul>			
<b>Course specific outcomes:</b> <ul style="list-style-type: none"><li>Students will demonstrate strong conceptual knowledge in the functional area of marketing management.</li><li>Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.</li><li>Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.</li></ul>			
Syllabus:		Teaching Hours	Total Hours
<b>MODULE NO.1:</b> Introduction			
<b>UNIT 1:</b> Introduction to Marketing – Elements of Marketing Concepts – Functions of Marketing.		04	16
<b>UNIT 2:</b> Marketing Management Philosophies – Marketing process – Marketing environment.		06	
<b>UNIT 3:</b> – Marketing mix – Consumer market and Consumer Buying Behaviour.		06	
<b>MODULE NO. 2:</b> Product & Price Decision		04	16
<b>UNIT 1:</b> Product Decision - Market Segmentation- Positioning and Targeting.		06	
<b>UNIT 2:</b> Branding Strategies – Packaging as a Marketing tool, Concept of Product - Price Decision –		06	
<b>UNIT 3:</b> Price Decision Objectives – Pricing Policies – Pricing Methods and Strategies.		06	
<b>MODULE NO. 3:</b> Promotion & Distribution Decision			
<b>UNIT 1:</b> Promotion Decision – Kinds of Promotion – Tools and Techniques of Sales Promotion, Push and Pull Strategies.		04	16
<b>UNIT 2:</b> Advertising campaign – Developing advertising strategy, Evaluating advertising sales promotion – Developing the sales promotion programs.		06	
<b>UNIT 3:</b> Channel decision – Factors affecting channel choice – Channel Management Decision.		06	

<p><b>MODULE NO. 4:</b> Integrated Marketing Communication Skill Developments</p> <p><b>UNIT 1:</b> Integrated Marketing Communication –IMC strategies- Marketing Research – Procedure of Marketing research.</p> <p><b>UNIT 2:</b> Marketing Control – Marketing Audit – Direct Marketing, Holistic Marketing, Content Marketing – Social Media Marketing – Viral Marketing – Event Marketing.</p> <p><b>UNIT 3:</b> Holistic Marketing – Green Marketing – Content Marketing – Social Media Marketing – Viral Marketing – Event Marketing.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>Skill Developments Activities:</b></p> <ol style="list-style-type: none"> <li>1. Identify a company Marketing FMCG products and analyze its Marketing Strategies</li> <li>2. Prepare a report on strategies adopted by firms to create Brand awareness of Automobile cosmetics, electronics and jewelry products</li> <li>3. Prepare a report on the consumer buying behavior for lifestyle products and electronic goods.</li> <li>4. Design an advertisement for print and electronic media for the marketing of two wheelers and kids products and enact the same in the class.</li> <li>5. Live sales project for students.</li> </ol>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Philip Kotler: Marketing Management: Analysis- Planning and Control- PHI</li> <li>2. Cundiff- Still &amp; Govoni : Fundamental of Morden Marketing - PHI</li> <li>3. Ramaswamy V S &amp; Namakumari S: Marketing Management- Planning- Implementation and Control- Macmillan</li> <li>4. Michael J. Etzel- Marketing - TMH</li> <li>5. William O Bearden- Marketing principles and perspectives- International Edition</li> <li>6. 6 Advertising and Promotions IMC Perspectives- Belch and Belch - TMH</li> <li>7. 7 O'Guinn- Alien- Serpenik- Advertising and integrated Brand Promotion- Thomson Learning</li> </ol>		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)****COURSE CODE: 2.3****NAME OF THE COURSE: FINANCIAL MANAGEMENT**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
<b>Pedagogy:</b> Lecturing in combination with tutorials, Group discussion, Seminars and Case Analysis.			
<b>Course objective:</b>  The focus of this course is on the understanding of techniques and concepts and in showing their application to financial decision making. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.			
<b>Course Outcomes:</b> On Successful completion Student will demonstrate			
1) Understand the basic Concepts of Accounting and Finance.			
2) Prepare Journal Entries and subsidiary books			
3) Depreciation calculation by different methods.			
4) Prepare Trial balance and Financial Statements.			
Syllabus:		Teaching Hours	Total Hours
<b>MODULE 01: INTRODUCTION</b>			
<b>UNIT 1:</b> Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of finance functions.		04	16
<b>UNIT 2:</b> Financial Planning: Objectives and considerations.		06	
<b>UNIT 3:</b> capitalization- Over and under capitalization.		06	
<b>MODULE 02: CAPITAL STRUCTURE</b>			
<b>UNIT 1:</b> Optimum Capital Structure, Capital Structure.		04	16
<b>UNIT 2:</b> Theories, Features of sound Capital Mix.		06	
<b>UNIT 3:</b> Leverage - Financial and Operating leverage, Sources of Finance.		06	
<b>MODULE 03: WORKING CAPITAL MANAGEMENT</b>			
<b>UNIT 1:</b> Concept, Importance and Determinants, Sources of Working Capital Finance.		04	16
<b>UNIT 2:</b> Cash Management: Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables.		06	
<b>UNIT 3:</b> Inventory Management: Objective, Inventory Control Techniques.		06	

<b>MODULE 04: COST OF CAPITAL</b> <b>UNIT 1:</b> Concept, Importance of cost of capital. <b>UNIT 2:</b> Calculation of cost of capital of equity share, Preference Share, Debentures and retained Earnings. <b>UNIT 3:</b> Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting.	04 06 06	16
<b>Skill Development Activities :</b> <ol style="list-style-type: none"> <li>1) Preparing the Budgeting for Companies.</li> <li>2) Understanding the Financial Statements Analysis.</li> <li>3) Understanding the Cost Benefit Analysis.</li> <li>4) Doing Debt Management Exercise.</li> <li>5) Understanding the Investment simulations.</li> </ol>		
<b>References:</b> <ol style="list-style-type: none"> <li>1. Ravi M. Kishore , Financial Management, Taxman Publications.</li> <li>2. Khan and Jain, Financial Management, Tata Mc Graw-Hill.</li> <li>3. S.N.Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications.</li> <li>4. I.M.Pandey, Financial Management, Vikas Publishers.</li> <li>5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw- Hill.</li> </ol>		



**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)****COURSE CODE: 2.4****NAME OF THE COURSE: HUMAN RESOURCE MANAGEMENT**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
<b>Pedagogy:</b> Lecturing in combination with tutorials, Group discussion, Seminars and Case Analysis.			
<b>Course objective:</b> This course is designed t understand the concept of Human Resource Management and elucidate the concept of human resource planning, recruitment, training and development and other contemporary issues in organization.			
<b>Course Outcomes:</b> 1. Understand the HRM from a systematic and strategic perspective. 2. Describe the effective practices in the areas of recruitment, selection, training, performance appraisal and compensation. 3. To provide the insights about recent trends in the Human Resource Management.			
Syllabus		Teaching Hours	Total Hours
<b>Module 1: Fundamentals of Human Resource Management</b> <b>Unit 1: Introduction to HRM</b> Definition, scope, and importance of HRM, Evolution of HRM and strategic HRM, Role of HRM in achieving organizational goals. <b>Unit 2: Human Resource Planning</b> Workforce planning and demand-supply analysis, Job analysis, job design, and competency frameworks, Recruitment and selection strategies. <b>Unit 3: Employee Lifecycle Management</b> On boarding and orientation programs, Employee engagement and satisfaction, Retention strategies and managing attrition.		04  06  06	16
<b>Module 2: Talent Management and Development</b> <b>Unit 1: Performance Management Systems</b> Objectives and importance of performance management, Methods and tools for performance appraisal, providing feedback and managing underperformance. <b>Unit 2: Training and Development</b> Designing effective training programs, Techniques for skill development and learning, measuring the impact of training initiatives. <b>Unit 3: Career and Succession Planning</b> Identifying and nurturing talent, Leadership development and mentoring, Succession planning for critical roles.		04  06  06	16

<p><b>Module 3: Employee Relations and Legal Compliance</b></p> <p><b>Unit 1: Employee Relations</b> Building effective employee relations, Grievance handling and conflict resolution, Role of HR in maintaining organizational harmony.</p> <p><b>Unit 2: Labour Laws and Workplace Policies</b> Overview of key labour laws (e.g., industrial disputes, compensation, contracts), Workplace policies for safety, harassment prevention, and equality, Compliance and handling legal disputes.</p> <p><b>Unit 3: Ethics and Diversity in the Workplace</b> Ethical practices in HRM, Diversity, equity, and inclusion strategies, Creating an inclusive organizational culture.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>Module 4: Trends and Technology in HRM</b></p> <p><b>Unit 1: HR Analytics and Data-Driven Decision Making</b> Importance of HR analytics in decision-making, Tools and techniques for data analysis in HRM, Predictive analytics for workforce planning.</p> <p><b>Unit 2: Technology in HRM</b> Role of HR Information Systems (HRIS), Automation and AI in HR functions, Emerging trends like remote work and gig economy management.</p> <p><b>Unit 3: Global HRM</b> Managing cross-cultural teams and expatriates, Challenges of HRM in global organizations, Adapting HR practices to international standards and policies.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>Skill Development Activities:</b></p> <ol style="list-style-type: none"> <li>1) Role playing exercises.</li> <li>2) Interview simulations.</li> <li>3) Team building Activities.</li> <li>4) Performance Appraisal Exercise.</li> <li>5) Job description creation.</li> </ol>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Bernadin, Human Resource Management, Tata McGraw Hill, 8th edition 2012.</li> <li>2. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.</li> <li>3. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.</li> <li>4. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009</li> </ol>		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**COURSE CODE: 2.5**  
**NAME OF THE COURSE: ORGANISATION BEHAVIOUR**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
<b>Pedagogy:</b> Lecturing in combination with tutorials, Group discussion, Seminars and Case Analysis.			
<b>Course objective:</b> This course is to familiarize the students with Basic concepts of Behavioural process in the Organization and its effectiveness.			
<b>Course specific outcomes:</b> <ul style="list-style-type: none"><li>To elevate students’ awareness towards personality, perception and attitudes.</li><li>To understand group behaviour, organizational culture etc.</li><li>To enrich students knowledge by highlighting emerging trends in OB.</li></ul>			
Syllabus:		Teaching Hours	Total Hours
<b>Module 1:</b> Fundamentals of organization behaviour			
<b>Unit 1:</b> introduction to organization behaviour – fundamental concepts.		04	16
<b>Unit 2:</b> Nature and scope of organization behaviour, Historical perspective of OB.		06	
<b>Unit 3:</b> Models of organization behaviour, managerial, Organizational and Global Challenges to Organization Behaviour Manager.		06	
<b>Module 2:</b> The Individual			
<b>Unit 1:</b> Foundations of individual behaviour - individual differences, factors influencing individual behaviour.		04	16
<b>Unit 2:</b> Personality – concept of personality, determinants of personality, personality theories, cases.		04	
<b>Unit 3:</b> perception – Meaning and importance of perception, perception process, factors influencing perception, cases, attitudes – Nature of Attitudes, components of attitudes, Sources and measurements of attitude, changing attitudes and its barriers, cases.		08	
<b>Module 3:</b> The Group and Organization			
<b>Unit 1:</b> Foundation of group behaviour – meaning and nature of Group, Stages of Group Developmental and its Types, Group Norms cohesiveness, cases.		04	16
<b>Unit 2:</b> Motivation – Meaning and importance of motivation, motivational techniques, theories of motivation, cases.		06	
<b>Unit 3:</b> Employee counselling, Importance and functions of counselling, Transactional Analysis, Self - concept and Life positions. Leadership - Styles, Team building technics and participating management.		06	

<p><b>Module 4: Dynamics of Organization</b></p> <p><b>Unit 1:</b> Conflict management -Nature of conflict, types and Sources of conflict, conflict management, cases.</p> <p><b>Unit 2:</b> Organization culture – Meaning, characteristics and functions. Organization change and development- Meaning and nature of change, importance and change implementation, importance of organizational development, steps and technics of organizational development.</p> <p><b>Unit 3:</b> Neuro linguistics program- Meaning, importance, and applications of NLP</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>BOOKS FOR REFERENCE</b></p> <ol style="list-style-type: none"> <li>1. Robbins, S.P. Organizational Behaviour, Prentice Hall of India.</li> <li>2. Robert A. Baron and Jerald Green Berg, Organizational behaviour, Prentice Hall of India.</li> <li>3. Luthans,F. Organizational behaviour, Tata Mc-Graw Hill, New York.</li> <li>4. Keith Davis and Newstrom, Organizational behaviour, Tata Mc-Graw Hill, New York.</li> <li>5. Sharma,R.A. Organizational theory and behaviour, Tata Mc-Graw Hill, New York.</li> <li>6. Gergory Moorhead and Ricky W Griffin, Organizational behaviour, jaico publishing. House, Mumbai.</li> <li>7. Davis, Human Behaviour at Work and Organizational behaviour Tata Mc-Graw Hill, New York.</li> <li>8. Uday Pareek, Understanding Organizational behaviour, Oxford and IBH publications, Jaipur.</li> </ol>		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)****COURSE CODE: 2.6****NAME OF THE COURSE: OPERATIONS RESEARCH AND ANALYTICS**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.			
<b>Course Objective:</b> Operations Research and analytics aims to introduce students to the use of quantitative methods and techniques for effective decisions–making; model formulation and applications that are used in solving business decision problems.			
<b>Course Outcomes:</b> On successful completion Student will demonstrate <ul style="list-style-type: none"><li>• Operations Research and analytics aims to introduce students to the use of Mathematical models and techniques for effective decisions–making.</li><li>• Students will be able to Identify and develop operational research models from the verbal description of the real system.</li><li>• Course help to understand the mathematical tools that are needed to solve business problems.</li></ul>			
Syllabus:		Teaching Hours	Total Hours
<b>MODULE NO. 1: INTRODUCTION TO OPERATIONS RESEARCH AND ANALYTICS.</b> <b>UNIT 1:</b> Introduction to Operations Research: Meaning and definition, scope, objectives, phases, and limitations of Operations Research. <b>UNIT 2:</b> Introduction: What is analytics? Historical Overview of data analysis, types and application of Analytics, Descriptive analytics and Predictive analytics. <b>UNIT 3:</b> Introduction to Mathematical Models. Role of Mathematical models in business decisions.		06  06  04	16
<b>MODULE NO. 2: ASSIGNMENT AND TRANSPORTATION THEORY</b> <b>UNIT 1:</b> Introduction to Assignment Model, Formulation, Balanced and unbalanced problems, using Hungarian method for optimal solution. (Maximisation and Minimization Cases) <b>UNIT 2:</b> Concept of Travelling Salesman, Solving of problems. <b>UNIT 3:</b> Transportation Problem. Formulation, Finding basic feasible solutions–Northwest corner rule, least cost method and Vogel’s approximation method. Solution, unbalanced Transportation problem. Optimality test.		06  04  06	16
<b>MODULE NO. 3: LINEAR PROGRAMMING</b> <b>UNIT 1:</b> Introduction to linear Programming. <b>UNIT 2:</b> Formulation of LPP, Graphical solution of LPP. <b>UNIT 3:</b> Introduction to Simplex Model. Solutions to the problems of LPP using simplex method and Solution to Degeneracy.(Maximisation and Minimization Cases)		04  06  06	16


<p><b>MODULE NO. 4: NETWORK FUNDAMENTALS AND GAME THEORY</b></p> <p><b>UNIT 1:</b> Meaning Features, Describing components of Network and Drawing Network, Scheduling the Activities (PERT and CPM).</p> <p><b>UNIT 2:</b> Finding Critical Path, Calculating Total Float, Calculation of Variance.</p> <p><b>UNIT 3:</b> Concept of Game Theory, saddle point, Solution of games with saddle points and without saddle point using Arithmetic method. Dominance principle and Graphical method to solve problems.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>Skill Developments Activities:</b></p> <ol style="list-style-type: none"> <li>1. Hands-on exercises and projects using operation research techniques.</li> <li>2. Analyse Real-world examples and case studies from various industries</li> </ol>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. <b>Bhimasankaram Pochiraju, and Sridhar Seshadri</b>, Essentials of Business Analytics: An Introduction to the methodology and its application, Springer.</li> <li>2. <b>J K Sharma.</b>, “Operations Research Theory &amp; Applications , 3e”, Macmillan India Ltd, 2007.</li> <li>3. <b>P. K. Gupta and D. S. Hira</b>, “Operations Research”, S. Chand &amp; co., 2007.</li> <li>4. <b>S. D. Sharma</b> –Kedarnath Ramnath &amp; Co 2002.</li> <li>5. <b>Taha H. A.</b> Operations Research and Introduction,— Pearson Education edition 2. Operations Research,</li> </ol> <p><b>Note: Latest edition of text books may be used.</b></p>		



**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)****COURSE CODE: 2.7****NAME OF THE COURSE: RESEARCH METHODS AND TECHNIQUES**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
<b>Pedagogy:</b> Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.			
<b>Course objective:</b> The course aims to provide students with a comprehensive understanding of the research process, equipping them with the skills to design, conduct, and analyze research in the context of business and management.			
<b>Course Outcome:</b> <ul style="list-style-type: none"><li>Students will be able to design and formulate research problems, selecting appropriate research methods for addressing business and management questions.</li><li>Learners will develop the ability to analyze and interpret both qualitative and quantitative data, applying statistical tools and techniques for meaningful insights.</li><li>Students will be equipped to write clear, structured research reports and present findings effectively, adhering to ethical standards and academic writing conventions.</li></ul>			
Syllabus:		Teaching Hours	Teaching Hours
<b>Module 1: Introduction to Research Methodology</b>			
<b>Unit 1: Basics of Research</b> Definition, nature, and types of research &Importance of research in management, Research process and steps.		04	16
<b>Unit 2: Research Design</b> Types of research designs: exploratory, descriptive, and experimental Formulating research problems and hypotheses &Sampling techniques and methods		06	
<b>Unit 3: Literature Review and Secondary Data</b> Conducting a literature review, Identifying and reviewing academic sources & Utilizing secondary data in research.		06	
<b>Module 2: Data Collection and Analysis</b>			
<b>Unit 1: Data Collection Methods</b> Primary vs. secondary data, Qualitative and quantitative data collection techniques & Designing surveys, interviews, and focus groups.		04	16
<b>Unit 2: Measurement and Scaling Techniques</b> Measurement scales: nominal, ordinal, interval, ratio, Reliability and validity in research instruments & Designing effective questionnaires and scales.		06	
<b>Unit 3: Data Analysis Techniques</b> Descriptive statistics and data summarization, Inferential statistics: t-tests, chi-square tests, ANOVA & Using statistical software (e.g., SPSS, Excel) for data analysis.		06	

<p><b>Module 3: Qualitative and Quantitative Research</b></p> <p><b>Unit 1: Qualitative Research Methods</b> Characteristics of qualitative research, Methods: case studies, grounded theory, ethnography, and content analysis &amp; Analyzing qualitative data</p> <p><b>Unit 2: Quantitative Research Methods</b> Overview of quantitative research, Experimental design and hypothesis testing &amp; Correlation and regression analysis.</p> <p><b>Unit 3: Mixed-Methods Research</b> Integration of qualitative and quantitative approaches, Designing mixed-methods studies &amp; Advantages and challenges of mixed-methods research</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>Module 4: Report Writing and Ethical Issues in Research</b></p> <p><b>Unit 1: Research Report Writing</b> Structure of a research report: introduction, methodology, results, discussion, Writing effective research papers and thesis &amp; Citation styles (APA, MLA, Chicago, etc.)</p> <p><b>Unit 2: Ethical Issues in Research</b> Research ethics and integrity, Plagiarism and how to avoid it &amp; Ethical considerations in data collection and analysis.</p> <p><b>Unit 3: Presentation and Dissemination of Research Findings</b> Techniques for presenting research findings, Writing research articles for publication &amp; Communicating research results to diverse audiences.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p><b>Skill Developments Activities:</b></p> <ol style="list-style-type: none"> <li>1. Research problem identification exercise: Identify research gaps in a given topic</li> <li>2. Scale development exercise: Create a measurement scale for a given construct</li> <li>3. Report writing workshop: Write a research report</li> <li>4. Conducting a survey on current trends, issues or on product or service.</li> <li>5. Workshop on Advanced Excel and SPSS</li> </ol>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Research Method for Management and Commerce - K.V. Rao</li> <li>2. Research Methodology Methods and Techniques - C.R. Kothari</li> <li>3. Research Methods the basics - Nichoals Williams</li> <li>4. Business Research Methods - William G Zikmund</li> <li>5. Social Research Methods: Qualitative and Quantitative Approaches - W. Lawrence Neuman</li> <li>6. Methodology and Techniques of Social Research – Wilkinson. Bhadarkar.</li> <li>7. Assignment and Thesis Writing - Anderson.</li> </ol>		

  
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