

RN SHETTY TRUST ®



ESTD.: 2001
An Institute with a Difference

RNS INSTITUTE OF TECHNOLOGY

Autonomous Institution affiliated to Visvesvaraya Technological University, Belagavi

Approved By AICTE, New Delhi. Accredited by NAAC 'A+' Grade

RR Nagar, Dr. Vishnuvardhan Road, Bengaluru - 560 098

Ph: (080) 28611880, 28611881 URL: www.rnsit.ac.in



Dr. R. N. Shetty
Founder



DEPARTMENT OF BUSINESS ADMINISTRATION

MASTER OF BUSINESS ADMINISTRATION

Scheme and Syllabus of I - IV Semesters

2026 SCHEME



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VISION

Building RNSIT into a World Class Institution.



MISSION

To impart high quality education in Engineering, Technology and Management with a difference, enabling students to excel in their career by

- Attracting quality students and preparing them with a strong foundation in fundamentals so as to achieve distinctions in various walks of life leading to outstanding contributions.
- Imparting value based, need based, choice based and skill based professional education to the aspiring youth and carving them into disciplined, World class professionals with social responsibility.
- Promoting excellence in Teaching, Research and Consultancy that galvanizes academic consciousness among Faculty and Students.
- Exposing Students to emerging frontiers of knowledge in various domains and make them suitable for Industry, Entrepreneurship, Higher studies, and Research & Development.
- Providing freedom of action and choice for all the Stakeholders with better visibility.

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Estd : 2001

MBA Scheme and Syllabus: 2026

**Semester 1-4
(As per NEP-2020)
(Effective from the academic year 2026 – 27)**



About RNSIT

RNS Institute of Technology, was established in the year 2001. It is the brainchild of Dr. R. N. Shetty, a well-known industrialist, and a great philanthropist. The institution was established with the sole purpose of imparting quality education in Engineering, Technology and Management. Being one of the premier engineering colleges in the country RNSIT is marching towards placing itself in the global map by excelling in academics and placements.

Lush green campus, state of the art infrastructure, well equipped laboratories, hundreds of activities, numerous new initiatives, consistent VTU ranks, path breaking placements, cultural extravaganza, Sports events, 5600 + students and 300 + faculty with all these RNSIT has become dream destination for engineering aspirants across the country.

Vision

Building RNSIT into a World Class Institution

Mission

To impart high-quality education in Engineering, Technology and Management with a difference, enabling students to excel in their career by

- Attracting quality Students and preparing them with a strong foundation in fundamentals so as to achieve distinctions in various walks of life leading to outstanding contributions
- Imparting value based, need based, choice based and skill based professional education to the aspiring youth and carving them into disciplined, World class Professionals with social responsibility
- Promoting excellence in Teaching, Research and Consultancy that galvanizes academic consciousness among Faculty and Students
- Exposing Students to emerging frontiers of knowledge in various domains and make them suitable for Industry, Entrepreneurship, Higher studies, and Research & Development
- Providing freedom of action and choice for all the Stakeholders with better visibility

About Department of Business Administration

Founded in 2004, MBA Program at RNS Institute of Technology, (RNSIT-MBA) has been in the forefront imparting high quality executive education and is one among the top five colleges in the state of Karnataka. State of the art infrastructure dedicated and qualified staff, highly conducive environment for teaching-learning process and a lush green campus are the hallmarks of this professionally managed institution. The institute is autonomous and affiliated to Visvesvaraya Technological University (VTU), Belgaum, approved by All India Council for Technical Education (AICTE), New Delhi, 'A+' Accredited by National Assessment and Accreditation Council (NAAC) and National Board of Accreditation (NBA).

Vision

“Fostering transformative impact on business and society through innovations in Management Education, Research and Entrepreneurship”.

Mission

- ❖ To develop professionally competent managers with social concern and high moral values.
- ❖ To offer inputs to the corporate world in enhancing productivity through research and consultancy and act as a nodal center for development.
- ❖ To impart management skills and capabilities with ample scope for individual growth.
- ❖ To cater to the corporate world by enhancing entrepreneurial skills among students.

Programme Educational Objectives [PEOs]

PEO1: Possess essential analytical and critical thinking skills to make graduates confident to solve business and social problems.

PEO2: Engage and succeed in professional career through team work, ethical behaviour, proactive involvement and effective communication.

PEO3: Demonstrate an understanding of the importance of lifelong learning through personal / professional development and sustainability.

PEO4: Assume managerial, leadership and entrepreneurial roles in their organizations and communities.

PEO5: Foster higher learning and succeed in academic and research pursuits.

Program Outcomes [Pos]

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Ability to develop value-based leadership.
4. Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goal contributing effectively to a team environment.
6. Recognize the need for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment.
7. Possess self-sustaining entrepreneurship qualities that encourages calculated risk taking.

Programme Specific Outcomes (PSOs)

The post graduate students of the department shall be able to

PSO1: Finance: Develop an understanding of the theories and models of financial processes and techniques to ensure better decision making.

PSO2: Marketing: Apply knowledge of marketing concepts and frameworks to gain insights on consumer and value centric ideas.

PSO3: Human Resource: Possess knowledge of concepts and methodologies to manage the dynamics of the human resource function.

PSO4: Business Analytics: Gain deeper insights into data driven decision making competencies by integrating knowledge of tools, models and developments in business analytics.

Scheme of Teaching and Examinations
MASTER OF BUSINESS ADMINISTRATION (MBA)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

1 st SEMESTER												
SL. NO.	COURSE TYPE	COURSE CODE	COURSE TITLE	TEACHING HOURS PER WEEK				EXAMINATION				CREDIT S
				THEORY LECTURE (L)	TUTORIAL (T)	PRACTICAL (P)	(TW + SL) */Sem (S)	DURATION IN HOURS	CIE MARKS	SEE MARKS	TOTAL MARKS	
1	PCC	26MBATH101	Management & Organizational Behaviour	4	0	0	60	3	50	50	100	4
2	PCC	26MBATH102	Financial Statement Analysis and Reporting	3	2	0	45	3	50	50	100	4
3	PCC	26MBATH103	Start-Ups and Entrepreneurship Development	4	0	0	60	3	50	50	100	4
4	PCC	26MBATH104	Marketing Management	4	0	0	60	3	50	50	100	4
5	PCC	26MBATH105	Business Research Methods	4	0	0	60	3	50	50	100	4
6	PCC	26MBATH106	Economics for Managers	4	0	0	60	3	50	50	100	4
7	PCC	26MBATH107	Corporate Communication	3	0	0	60	3	50	50	100	3
8	AEC	26MBAAE108	Excel with AI	-	-	-	-	-	-	-	-	0
TOTAL				26	2	0	405	-	350	350	700	27
9	Skill Lab	26MBASL109	Business Communication Lab	0	0	2	-	-	50	50	100	1
* TW – Term Work, SL – Self Learning												
Note: PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Each course carries Four credits and is designed for 60 hours of Teaching-Learning process (75 Hrs in 26MBATH102). The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc. Excel with AI-Level I shall be Non Credit Mandatory course.												
Note:												

1. Each Course has a theory component of 04 hrs. (04 credits, Except Financial Statement Reporting and Analysis Course) Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching-learning process.
 2. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases/Case Centre.
 3. The students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
 4. **Practical component:** Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
 5. **The students shall:**
 - (a) Gain confidence in modelling of management systems.
 - (b) Work on different software/s (tools) to Simulate, analyses and authenticate the output to interpret and conclude.
 - (c) Involve in case studies and field visits/ field work.
 - (d) Accustom with the use of standards/codes etc., to narrow the gap between academia and industry.
- All activities should lead to enhancement of students' abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.

2 nd SEMESTER												
SL NO	COURSE TYPE	COURSE CODE	COURSE TITLE	TEACHING HOURS PER WEEK				EXAMINATION				CREDITS
				LECTURE (L)	TUTORIAL (T)	PRACTICAL (P)	(TW+SL)* / Sem (S)	Duration In Hours	CIE MARKS	SEE MARKS	TOTAL MARKS	
1	PCC	26MBATH201	Human Resource Management	4	0	0	60	3	50	50	100	4
2	PCC	26MBATH202	Corporate Finance	3	2	0	45	3	50	50	100	4
3	PCC	26MBATH203	Quantitative Techniques for Managers	3	2	0	45	3	50	50	100	4
4	PCC	26MBATH204	Business, Government & Society	4	0	0	60	3	50	50	100	4
5	PCC	26MBATH205	Fundamentals of Business Analytics	3	0	2	45	3	50	50	100	4
6	PCC	26MBATH206	Logistics and Supply Chain Management	3	0	0	45	3	50	50	100	3
7	PCC	26MBATH207	Strategic Management	4	0	0	60	3	50	50	100	4
8	AEC	26MBAAE208	Societal Project (SDG)	-	-	-	-	-	-	-	-	0
TOTAL				24	4	2	360	-	350	350	700	27
9	Skill Lab	26MBASL209	AI for Managers Lab	0	0	2	30	2	50	50	100	1

Note: PCC: Professional Core Course, SEC: Skill Enhancement Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 60 hours Teaching – Learning process (75 Hrs in 26MBATH202, 26MBATH203). The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.

Note: 1. Each Course has a theory component of 05 hrs. (04 credits, Except Corporate Finance & Fundamentals of Business Analytics Course) Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching-learning process

2. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.

3. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.

4. **Societal Project - 26MBAAE208** (One week) to be carried out by the students after first SEMESTER during vacation and the report should be submitted by the students and is to be assessed internally during the second SEMESTER.

3 rd SEMESTER							
Core Courses							
Subject Code		Title of the Subject					
26MBATH301		Emerging Technologies for Business					
26MBATH302		International Business					
Specialization Courses							
Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
26MBAMM303	Consumer Behaviour	26MBAFM303	Strategic Cost Management	26MBAHR303	Recruitment & Selection	26MBABA303	Data Visualisation for Business
26MBAMM304	Sales & Retail Management	26MBAFM304	Security Analysis & Portfolio Management	26MBAHR304	Personal Growth and Interpersonal Effectiveness	26MBABA304	Python for Data Analytics
26MBAMM305	Services Marketing	26MBAFM305	Financial Technology	26MBAHR305	Industrial Relations & Legislations	26MBABA305	Business Intelligence for Managers
26MBAMM306	Luxury Marketing	26MBAFM306	Banking & Financial Services	26MBAHR306	Compensation & Reward Management	26MBABA306	Data Base Management Systems

Note: Student need to undergo an internship (6 Credits) for a period of 10 weeks during second and third SEMESTER and submit a report and assessed both internally as well as conducting final examination through evaluation and viva-voce during 4th Semester.

3rd SEMESTER DUAL SPECIALISATION					
Core Courses					
Subject Code		Title of the Subject			
26MBATH301		Emerging Technologies for Business			
26MBATH302		International Business			
Specialization Courses					
Finance & Marketing		Finance & Business Analytics		Finance & Human Resource Management	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
26MBAFM303	Strategic Cost Management	26MBAFM303	Strategic Cost Management	26MBAFM303	Strategic Cost Management
26MBAFM304	Security Analysis & Portfolio Management	26MBAFM304	Security Analysis & Portfolio Management	26MBAFM304	Security Analysis & Portfolio Management
26MBAMM303	Consumer Behaviour	26MBABA303	Data Visualisation for Business	26MBAHR303	Recruitment & Selection
26MBAMM304	Sales & Retail Management	26MBABA304	Python for Data Analytics	26MBAHR304	Personal Growth and Interpersonal Effectiveness

3rd SEMESTER DUAL SPECIALISATION					
Core Courses					
Subject Code		Title of the Subject			
26MBATH301		Emerging Technologies for Business			
26MBATH302		International Business			
Specialization Courses					
Marketing & Business Analytics		Marketing & Human Resources Management		Human Resource Management & Business Analytics	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
26MBAMM303	Consumer Behaviour	26MBAMM303	Consumer Behaviour	26MBAHR303	Recruitment & Selection
26MBAMM304	Sales & Retail Management	26MBAMM304	Sales & Retail Management	26MBAHR304	Personal Growth and Interpersonal Effectiveness
26MBABA305	Business Intelligence for Managers	26MBAHR303	Recruitment & Selection	26MBABA303	Data Visualization for Business
26MBABA306	Data Base Management Systems	26MBAHR304	Personal Growth and Interpersonal Effectiveness	26MBABA304	Python for Data Analytics

Department of Business Administration

(Scheme & Syllabus Effective from Academic Year 2026 – 27)

SL NO	COURSE TYPE	COURSE CODE	COURSE TITLE	TEACHING HOURS PER WEEK				EXAMINATION				CREDIT S
				L	T	P	(TW + SL)*Sem (S)	DURATION (HOURS)	CIE MARKS	SEE MARKS	TOTAL MARKS	
1	PCC	26MBATH301	Emerging Technologies for Business	3	0	0	45	3	50	50	100	3
2	PCC	26MBATH302	International Business	3	0	0	45	3	50	50	100	3
3	PEC	26MBAMM303	Consumer Behaviour	4	0	0	60	3	50	50	100	4
4	PEC	26MBAMM304	Sales & Retail Management	4	0	0	60	3	50	50	100	4
5	PEC	26MBAMM305	Services Marketing	4	0	0	60	3	50	50	100	4
6	PEC	26MBAMM306	Luxury Marketing	4	0	0	60	3	50	50	100	4
7	PEC	26MBAFM303	Strategic Cost Management	3	2	0	45	3	50	50	100	4
8	PEC	26MBAFM304	Security Analysis & Portfolio Management	3	2	0	45	3	50	50	100	4
9	PEC	26MBAFM305	Financial Technology	4	0	0	60	3	50	50	100	4
10	PEC	26MBAFM306	Banking & Financial Services	4	0	0	60	3	50	50	100	4
11	PEC	26MBABA303	Data Visualization for Business	3	0	2	45	3	50	50	100	4
12	PEC	26MBABA304	Python for Data Analytics	3	0	2	45	3	50	50	100	4
13	PEC	26MBABA305	Business Intelligence	3	0	2	45	3	50	50	100	4
14	PEC	26MBABA306	Data Base Management System	3	0	2	45	3	50	50	100	4
15	PEC	26MBAHR303	Recruitment & Selection	4	0	0	60	3	50	50	100	4
16	PEC	26MBAHR304	Personal Growth and Interpersonal Effectiveness	4	0	0	60	3	50	50	100	4
17	PEC	26MBAHR305	Industrial Relations & Legislations	4	0	0	60	3	50	50	100	4
18	PEC	26MBAHR306	Compensation & Reward Management	4	0	0	60	3	50	50	100	4
TOTAL				-	-	-	-	-	300	300	600	22

Note: PCC*: Professional Core Course, PEC: Professional Elective Course. SEC: Skill Enhancement Course Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 60 hours Teaching – Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.

Note:

1. Each Course has a theory component of 04 hrs (04 credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching – learning process
2. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
3. **Specialisation Choice Policy (Dual Specialisation)**
Students pursuing a **Dual Specialisation** (e.g., Finance & Marketing, Finance & Business Analytics, etc.) are required to select their **first two subjects of specialisation courses** exclusively from their two chosen specialisation streams during the 3rd Semester.

4 th SEMESTER							
Core Courses							
Subject Code				Title of the Subject			
26MBAAE401				Business Research & Publication Practice			
26MBAIN402				Internship			
Specialization Courses							
Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
26MBAMM403	Strategic Brand Management	26MBAFM403	Tax Management	26MBAHR403	Conflict and Negotiation Management	26MBABA403	Machine Learning for Business Decision- Making
26MBAMM404	Integrated Marketing Communications	26MBAFM404	International Financial Management	26MBAHR404	Global HRM	26MBABA404	Introduction to Generative AI
26MBAMM405	Digital Marketing	26MBAFM405	Financial Derivatives	26MBAHR405	HR Analytics	26MBABA405	Digital Analytics
26MBAMM406	B2B Marketing	26MBAFM406	Mergers, Acquisitions and Corporate Restructuring	26MBAHR406	Strategic Talent Management	26MBABA406	Big Data Analytics

4 th SEMESTER DUAL SPECIALISATION					
Core Courses					
Subject Code		Title of the Subject			
26MBAAE401		Business Research & Publication Practice			
26MBAIN402		Internship			
Specialization Courses					
Finance & Marketing		Finance & Business Analytics		Finance & Human Resource Management	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
26MBAFM403	Tax Management	26MBAFM403	Tax Management	26MBAFM403	Tax Management
26MBAFM404	International Financial Management	26MBAFM404	International Financial Management	26MBAFM404	International Financial Management
26MBAMM403	Strategic Brand Management	26MBABA403	Machine Learning for Business Decision- Making	26MBAHR403	Conflict and Negotiation Management
26MBAMM404	Integrated Marketing Communications	26MBABA404	Introduction to Generative AI	26MBAHR404	Global HRM

4 th SEMESTER DUAL SPECIALISATION					
Core Courses					
Subject Code		Title of the Subject			
26MBAAE401		Business Research & Publication Practice			
26MBAIN402		Internship			
Specialization Courses					
Marketing & Business Analytics		Marketing & Human Resources Management		Human Resource Management & Business Analytics	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
26MBAMM403	Strategic Brand Management	26MBAMM403	Strategic Brand Management	26MBAHR403	Conflict and Negotiation Management
26MBAMM404	Integrated Marketing Communications	26MBAMM404	Integrated Marketing Communications	26MBAHR404	Global HRM
26MBABA403	Machine Learning for Business Decision-Making	26MBAHR403	Conflict and Negotiation Management	26MBABA403	Machine Learning for Business Decision- Making
26MBABA404	Introduction to Generative AI	26MBAHR404	Global HRM	26MBABA404	Introduction to Generative A

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4 th SEMESTER												
Sl No	Course Type	Course Code	Course Title	TEACHING HOURS PER WEEK				EXAMINATION				CREDITS
				L	T	P	(Tw + Sl)*Sem (S)	Duration in Hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	26MBAAE401	Business Research & Publication Practice	0	0	2	15	-	50	50	100	2
	PCC	26MBAIN402	Internship	0	0	12	0	-	50	50	100	6
2	PEC	26MBAMM403	Strategic Brand Management	4	0	0	60	3	50	50	100	4
3	PEC	26MBAMM404	Integrated Marketing Communications	4	0	0	60	3	50	50	100	4
4	PEC	26MBAMM405	Digital Marketing	4	0	0	60	3	50	50	100	4
5	PEC	26MBAMM406	B2B Marketing	4	0	0	60	3	50	50	100	4
6	PEC	26MBAFM403	Tax Management	4	0	0	60	3	50	50	100	4
3	PEC	26MBAFM404	International Financial Management	4	0	0	60	3	50	50	100	4
4	PEC	26MBAFM405	Financial derivatives	4	0	0	60	3	50	50	100	4
5	PEC	26MBAFM406	Mergers, Acquisitions and Corporate Restructuring	4	0	0	60	3	50	50	100	4
6	PEC	26MBABA403	Machine Learning for Business Decision-Making	3	0	2	45	3	50	50	100	4
7	PEC	26MBABA404	Introduction to Generative AI	3	0	2	45	3	50	50	100	4
8	PEC	26MBABA405	Digital Analytics	3	0	2	45	3	50	50	100	4
9	PEC	26MBABA406	Big Data Analytics	3	0	2	45	3	50	50	100	4
10	PEC	26MBAHR403	Conflict and Negotiation Management	4	0	0	60	3	50	50	100	4
11	PEC	26MBAHR404	Global HRM	4	0	0	60	3	50	50	100	4
12	PEC	26MBAHR405	HR Analytics	4	0	0	60	3	50	50	100	4
13	PEC	26MBAHR406	Strategic Talent Management	4	0	0	60	3	50	50	100	4
TOTAL				-	-	-	-	-	300	300	600	24

TH-Theory Course

Note:

PCC*: Professional Core Course, **PEC:** Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only. Three credit courses are designed for 60 hours Teaching – Learning process.

The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lecturers, team activities, etc.

Note:

1. Each Course under Business Analytics has a theory component of 3 hrs and Practical Component of 2 hrs (4credits). The Time-Table allotment for each course should be 5 hrs.
2. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
3. **Specialisation Choice Policy (Dual Specialisation)**
 Students pursuing a **Dual Specialisation** (e.g., Finance & Marketing, Finance & Business Analytics, etc.) are required to select their **first two subjects of specialisation courses** exclusively from their two chosen specialisation streams during the 4th Semester.

FM/HR/MM/BA- Elective Course

AE-Ability Enhancement Course

SL-Skill Lab

IN-Internship/Project Study

I SEMESTER COURSES

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– I			
Course Title:	MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR		
Course Code:	26MBATH101	CIE MARKS	50
(L: T: P) + SL	(4:0:0) + (60 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. To understand and analyze Management and Organizational Behaviour theories and models. 2. To classify and differentiate between the best methods to solve the problems. 3. To compare the appropriate framework for solving the problems at the workplace. 4. To apply Management and OB concepts to real-world business scenarios			
Module-1: Introduction to Management:			12 Hours
Introduction: Meaning, Nature, Objectives, Importance, Functions of Management, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Evolution of Management Thought, Recent Trends in Management.			
Module-2: Functions of Management:			12 Hours
Planning -Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques. Organizing - Definitions, Importance, Principles, Types of Organization Structures, Span of Control, Centralization and Decentralization of Authority. Leadership – Meaning, Leadership Styles, Behavioral Approach, Contingency Approach, Transactional v/s Transformational Leadership. Controlling - Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Types of Control, Control Techniques.			
Module-3: Organisational Behaviour:			12 Hours
Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behavior, Models. Attitude - Meaning, Definition, Types, Components, Attitudes and Behaviour, Perception - Perception, Perceptual Process, Factors Influencing Perception, Personality - Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI), Motivation - Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.			
Module-4: Managing Human at Work:			12 Hours
Group Dynamics - Meaning of Group Behaviour, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour. Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.			
Module-5: Organizational Power, Politics & Culture:			12 Hours
Power and Politics - Nature of Power and Politics, Sources of Power for Individuals, Managing Organisational Politics. Culture - Definitions of Organisational Culture, Strong v/s Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.			

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXT BOOKS

1. Harold Koontz, Heinz Weihrich, Mark V Cannice: "Essentials of Management", McGraw Hill publishers, 11th edition 2021
2. Tony morden: "Principles of Management", Innovative business TEXTBOOKS publisher, 2021
3. Stephen P Robbins, Timothy A Judge, Neharika Vohra: "Organizational Behaviour", Pearson publishers, 18th edition 2022

REFERENCE BOOKS

1. Vibrant; Daum: "Principles of Management essentials you wanted to know", Callie Publishers, 2020
2. L M Prasad: "Principles & Practice of Management", Sultan Chand & Sons publisher, 10th edition 2010
3. Stephen P. Robbins: "Organizational Behaviour", Pearson publisher, 18th edition 2022

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- <https://www.mygreatlearning.com/academy/learn-for-free/courses/organizational-behaviour>
- <https://alison.com/course/organizational-behavior-and-management>
- <https://www.udemy.com/course/management-and-organizational-behavior/>
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments

-
- Seminar

MBA Program			
Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– I			
Course Title:	Financial Statement Analysis and Reporting		
Course Code:	26MBATH102	CIE MARKS	50
(L :T : P) + SL	(3:2:0) + (45 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. To understand the conceptual framework of accounting and reporting. 2. To prepare books of accounts and accounting records leading to final accounts and interpretation there-off. 3. To interpret the accounting information and analyze the financial statements for decision making.			
Module-1 Introduction to Accounting:			13 Hours
Meaning and objectives, Evolution of Accounting as a Social Science, Need, Book-Keeping, Distinction between Book-Keeping and Accounting, Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Relationship of Accounting with other Disciplines, Generally Accepted accounting Principles (GAAP), Indian Accounting Standards (Ind-AS), IFRS, Accounting Terminologies, (Theory only), Accounting equation (Theory and Problems).			
Module-2 Accounting Cycle:			16 Hours
Journal, Ledgers, Trial balance, subsidiary books including cash book with three column cash book (Problems on three column cash book only), Rectification of Errors. (Theory and Problems). introduction to AI-assisted recording, posting, and identification of errors in accounting processes using Claude AI.			
Module-3 Depreciation & BRS:			16 Hours
Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method). Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank passbook, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement. (Theory and Problems).			
Module-4 Final Accounts of Companies:			16 Hours
Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study on Final Accounts of Company (Theory and Problems). along with exposure to AI-supported preparation and review of financial statements using Fin Chat.			
Module-5 Analysis of Financial Statements and Cash Flow Statement			14 Hours
Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Common Size Statement, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Apply accounting concepts, principles, and the accounting equation to analyze basic financial transactions.
CO2	Analyze and record transactions through the accounting cycle including journal, ledger, trial balance, and rectification of errors.
CO3	Apply depreciation methods and prepare Bank Reconciliation Statements for practical financial problem-solving.
CO4	Prepare and evaluate final accounts of companies in vertical form with adjustments as per the Companies Act, 2013.
CO5	Analyze financial statements using ratios, trends, comparative statements, and cash flow statements for decision-making

PRACTICAL COMPONENTS

1	To collect Annual reports of the companies and analyze the financial statements using different techniques and presenting the same in the class.
2	To analyse the companies' cash flow statements and presenting the same in the class
3	To get exposed to use of accounting software (preferably Tally or ERP).

SELF STUDY

1. GAAP (Generally Accepted Accounting Principles)
2. Subsidiary Books excluding Cash Book
3. Du-Pont Analysis

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXT BOOKS

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 7/e, PHI, 2017.
2. A Text book of Accounting for Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 5/e, Vikas Publishing house (P) Ltd, 2022.
3. Tulsian's Financial Accounting, P C Tulsian, Tushar Tulsian & CA Bharat Tulsian, S Chand Publishing, 2023.

REFERENCE BOOKS

1. Financial Accounting for Management, Neelakantan Ramachandran, Ram Kumar Kakani Mc Graw Hill Publishing, 5/e, 2021.
2. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers, 2020

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- https://boslive.icai.org/sm_module.php?module=152
- <https://nptel.ac.in/courses/110107073>
- <https://www.youtube.com/watch?v=v-djL7SPw4c>
- [Foundations of Accounting & Finance - Course](#)

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program Outcome-Based Education (OBE) and Choice-Based Credit System (CBCS) SEMESTER-I			
Course Title:	Start-Ups and Entrepreneurship Development		
Course Code:	26MBATH103	CIE MARKS	50
(L: T: P) + SL	(4:0:0) + (60 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: - To understand the fundamentals of startups, entrepreneurship, and the process of creating new ventures. - To develop the ability to generate innovative business ideas and design effective business models. - To gain knowledge of funding options, business structures, and strategies for growth and expansion of startups. - To build skills in preparing business plans and understanding the role of the startup ecosystem, government support, and institutions in entrepreneurship development.			
Module 1 - Introduction to Startups & Entrepreneurship			12 Hours
Startups - Introduction, Rise of the Startup Economy; Stages of Startups. New venture launch – Steps, Early management decisions, and issues. Introduction to Entrepreneurship - Meaning of Entrepreneur - Functions of an Entrepreneur - Types of Entrepreneurs – Intrapreneur - Stages in the Entrepreneurial process. Introduction to Artificial Intelligence (AI) and Generative AI, AI as a catalyst for innovation and Entrepreneurship.			
Module 2 – Ideation and Business Model Development			12 Hours
Ideation – Relevance, converting ideas into business opportunities; Sources of New Ideas – Methods of Generating Ideas. Creativity and Innovation: Introduction, Creativity and Innovation Process, Sources of Innovation. – Creative Problem-Solving techniques. -AI for Idea Generation and opportunity recognition. Developing Business Model - Importance of Business Model - Components of an Effective Business Model, Osterwalder Business Model Canvas. Lean Startup Canvas vs Business Model Canvas, Platform business models, Freemium, subscription, and digital revenue models. Business Planning Process: Meaning of Business Plan - Business Plan Process - Advantages of Business Planning - Final Project Report with Feasibility Study - Preparing a Model Project Report for Starting a New Venture.			
Module 3 – Managing and Growing New Venture			12 Hours
New Venture Expansion Strategies: Market penetration, Product development, Diversification, Strategic alliance. Startup failure analysis and turnaround strategies. Global expansion strategies for startups. Financing of a New Venture: Estimating the Financial Needs of a New Venture and Preparation of Financial Plan, Sources of Personal Financing, Stages of Startup Financing (Pre-seed, Seed, Series A/B/C & Beyond, Exit). Forms of Business Organization: Sole Proprietorship, Partnership, Limited Liability Partnership, Joint Stock Companies, and Cooperatives.			

Module 4 – Start-up and Entrepreneurial Ecosystem	12 Hours
Startup ecosystem in India -Key components (startups, investors, institutions, policies, markets)-Government initiatives – Startup India, Make in India, Digital India - Role of incubators and accelerators. Venture Capital – Meaning, Types, and Stages. Angel Investors: Role and Types. Entrepreneurship and Government - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies, and grants, Institutions Supporting Entrepreneurs. A Brief Overview of Financial Institutions in India - SIDBI - NABARD - IDBI - SIDCO – Indian Institute of Entrepreneurship - DIC - Single Window	
Module 5 – Emerging Trends in Entrepreneurship Development	12 Hours
Digital Entrepreneurship, Meaning, Scope, and Opportunities. Social Entrepreneur, Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur, Meaning of Rural Entrepreneur, Potential Opportunities for Rural Entrepreneurship in India. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women. Tourism Entrepreneurship, Characteristics and Types of Tourism Entrepreneurship Innovation. Agri-Preneurship: Need, Opportunities, and Challenges.	

COURSE OUTCOMES:

After completing the course, the student will be able to:

CO1	Outline the startup economy, stages of venture creation, and apply entrepreneurial concepts to evaluate new venture launch processes
CO2	Apply ideation, creativity, and innovation techniques to generate and evaluate business opportunities and develop appropriate business models.
CO3	Identify new venture expansion strategy and evaluate financial planning, forms of business organization in the startup ecosystem.
CO4	Analyze the structure of the Indian startup ecosystem and evaluate policy frameworks and institutional support mechanisms to assess their impact on promoting entrepreneurship in India.
CO5	Appraise emerging trends in the area of entrepreneurship opportunities.

PRACTICAL COMPONENTS

1	Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
2	Discuss the characteristics and strategies adopted by new-age modern entrepreneurs/ Unicorns/startups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
3	Interview a local entrepreneur to find out his/her major motivations to start a business – which of the skills and characteristics do you find in the entrepreneur?
4	Study a local for-profit business and try to list out the positive social impacts of the business.
5	Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.

SELF STUDY

1. Start-up Ecosystem in India
2. Entrepreneurial Motivation – The Needs Framework, Manifest Needs Theory.
3. Policy measures for Technology startups & E-commerce startups

TEXT BOOKS

1. Vasant Desai, “The Dynamics of Entrepreneurial Development and Management,” Himalaya Publishing House, 2010
2. Donald F Kuratko and Richard M Hodgetts, “Entrepreneurship,” South-Western 2012
3. Dr.S.S Khanka, “ Entrepreneurial Development, “ S. Chand & Company 2013

REFERENCE BOOKS

1. Gupta S L & Arun Mittal “Entrepreneurship Development”, International Book House 2012
2. Sudha G S “Management and Entrepreneurship Development” Indus Valley Publication 2009

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. <https://alison.com/tag/entrepreneurship>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/entrepreneurial management>
3. <https://www.classcentral.com/subject/social-entrepreneurship>
4. <https://www.edx.org/learn/entrepreneurship>
5. <https://www.futurelearn.com/subjects/business-and-management courses/entrepreneurship>.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests, each of 50 marks, shall be conducted. The average of two Internal Assessment Tests shall be scaled down to 25 marks. In case an improvement test is provided, the best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination Field Work, MOOC's, and Class Participation, etc. (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance, and should maintain the necessary supporting documents for the same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. The exam duration shall be 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B, and C.
The minimum marks to be secured in CIE is 25 (50%) out of the allotted 50 marks to appear for SEE.			

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Case Study
- Simulation
- Quizzes
- Assignments
- Seminar

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– I			
Course Title:	MARKETING MANAGEMENT		
Course Code:	26MBATH104	CIE MARKS	50
(L :T : P) + SL	(4:0:0) + (60 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. To make students understand the fundamental concepts of marketing and environment in which marketing system operates. 2. To gain knowledge on consumer buying behaviour and influencing factors 3. To describe major bases for segment marketing, target marketing, and market positioning. 4. To develop a Conceptual framework, covering basic elements of the marketing mix. 5. To understand fundamental premise underlying market driven strategies and hands on practical approach			
Module1- Introduction to Marketing:			12 Hours
Importance of Marketing, Definitions of Market and Marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, Evolution of Marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in Environment Analysis, Characteristics (Micro and Macro), Marketing to the 21st Century Customer, Introduction to AI in Marketing - Use of chatbots and virtual assistants in customer interaction.			
Module-2: Analyzing Consumer Behaviour:			12 Hours
Meaning and Characteristics, Importance of Consumer Behaviour, Factors Influencing Consumer Behaviour, Consumer Characteristics Influencing Buying Behaviour Personal Factors and Cultural Factors. Consumer Buying Decision Process, Buying Roles, Buying Motives.			
Module-3: Product Management and Pricing:			12 Hours
Importance and Primary Objective of Product Management, Product Levels, Product Hierarchy, Classification of Products, Product Mix, Product Mix Strategies, Managing Product Life Cycle. New Product Development, Packing as a Marketing Tool, Role of Labelling in Packing. Concept of Branding, Brand Equity, Branding Strategies, Selecting Logo, Brand Extension- Effects; Brand Cannibalization and Brand Activation concepts; Introducing to Pricing, Significance of Pricing, Factor Influencing Pricing (Internal Factor and External Factor), Objectives, Pricing Strategies-Value Based, Cost Based, Market Based, Competitor Based, Pricing Procedure. AI in Product Strategy – “Amazon’s AI-Powered Recommendation System”			
Module-4: Distribution and Promotion:			12 Hours
Roles and Purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a Physical Distribution System, recent trends in Marketing channels in India. Promotions- Marketing Communications-Personal Selling, Sales promotion, Push-Pull strategies of promotion, difference between sales promotion and advertising, tools and techniques of sales promotion; AI in Place (Distribution) – Swiggy Delivery Tracking and Supply Chain Optimization			
Module-5: Market Segmentation, Targeting and Positioning:			12 Hours
Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation; Market Aggregation and strategies; Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning, Concept and types of positioning errors; Product Differentiation Strategies; AI in Consumer Behaviour – Consumer Segmentation using Google Analytics			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Comprehend the concepts of Marketing Management
CO2	Gain knowledge on consumer behaviour and buying process
CO3	Understand concept of Product and Brand Management, Branding and Pricing strategies
CO4	Identify marketing channels and the concept of product distribution, techniques of sales Promotion
CO5	Simply Ideas Into A Viable Marketing Plan For Various Modes Of Marketing

PRACTICAL COMPONENTS:

Using **ChatGPT / Copilot / Jasper** the following are to be initiated:

1	Students to develop a marketing plan for a new product launch, outlining strategies to reach the target audience effectively and achieve business objectives.
2	Design surveys, conduct focus groups, and analyze data to provide actionable insights for a company's marketing strategy
3	Platforms like HubSpot offer marketing simulation games where students can manage marketing campaigns, budget allocations, and measure ROI in a simulated business environment.
4	Students to conduct a SWOT analysis for a company like Tesla to evaluate its market position and strategic opportunities

SELF STUDY

1. Chatbot and AI-Powered customer service
2. Influencer marketing
3. Augmented and virtual reality in marketing products and services

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. Ramaswamy & Namakumari : "Marketing Management-Indian context, Global perspective ", Sage Publications publisher, Latest
2. Kotler, Keller, Koshy & Jha: " Marketing Management: A South Asian Perspective ", Pearson Publication publisher, Latest
3. Merle Crawford and Anthony Di Benedetto: "New Product Management", McGraw Hill Publication publisher, Latest

REFERENCE BOOKS

1. Ramesh Kumar: " Advertisement Brands & Consumer Behaviour", Sage Publication publisher, 2020
2. Neelamegham S: " Marketing in India: Text and Cases ", Vikas Publication publisher, Latest
3. Lamb, Hair, Mc Danniel: "Marketing", Cengage Publication publisher, Latest

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- <https://www.coursera.org/learn/wharton-marketing>
- <https://www.coursera.org/professional-certificates/google-digital-marketing-ecommerce>
- <https://www.coursera.org/specializations/marketing-strategy>
- <https://www.coursera.org/learn/brand>

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– I			
Course Title:	Business Research Methods		
Course Code:	26MBATH105	CIE MARKS	50
(L :T : P) + SL	(4:0:0) + (60 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. To understand the basic components of research design. 2. To gain an insight into the applications of research methods. 3. To equip students with various research analytical tools used in business research. 4. To provide the insights of IPR and IPR system in India			
Module1- Introduction to Business Research:			12 Hours
Meaning, Types, Process Of Research- Management Problem, Defining The Research Problem, Formulating The Research Hypothesis, Developing The Research Proposals, Research Design Formulation, Sampling Design, Planning And Collecting The Data For Research, Data Analysis And Interpretation. Research Application In Business Decisions, Ethical Issues In Business Research. Features Of A Good Research Study. AI in Research Problem Identification and Literature Review. Illustrative Tool - Research Rabbit.			
Module-2: Business Research Design:			12 Hours
Business Research Design: Meaning, types and significance of research design, errors affecting research design. Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies. Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre-experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.			
Module-3: Sampling:			12 Hours
Sampling: Concepts, Types of Sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling, Non-Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling. AI in Sampling Design and Sample Selection. Illustrative Tool - Qualtrics XM.			
Module-4: Data Collection:			12 Hours
Data Collection: Meaning, types, Data collection methods: Observations, survey and interview techniques, Questionnaire Design: Meaning, process of designing questionnaire. Qualitative Techniques of data collection Secondary data Sources: advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, Multi-Dimensional Scaling: Non-comparative scaling techniques. AI in Survey Design, Questionnaire Development, and Data Collection. Illustrative Tool - Survey Monkey.			
Module-5: Data Analysis and Report Writing & IPR:			12 Hours
Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation. AI in Data Analysis, Report Preparation - Illustrative Tools - IBM SPSS. Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India. AI Illustrative Tools - Google Patents.			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Explain the concepts, processes, ethical principles, and applications of business research, including AI-assisted tools for problem identification and literature review.
CO2	Design appropriate research methodologies by selecting suitable research designs, sampling techniques, and data collection methods for business research problems.
CO3	Apply measurement and scaling techniques, develop effective research instruments, and utilize AI-enabled tools for questionnaire design and data collection.
CO4	Analyze and interpret research data using appropriate statistical techniques and prepare professional research reports using data analysis software and AI-assisted tools.
CO5	Evaluate the significance of Intellectual Property Rights (IPR), various forms of intellectual property, and their role in innovation, business strategy, and the Indian IPR system.

PRACTICAL COMPONENTS:

1	Identify and formulate business research problems, prepare research objectives and hypotheses, and perform AI-assisted literature reviews using tools such as Research Rabbit.
2	Design research studies by selecting appropriate research designs, sampling techniques, and developing structured questionnaires using AI tools such as Qualtrics XM or SurveyMonkey.
3	Collect, organize, and analyze quantitative and qualitative data using spreadsheet software and IBM SPSS, supported by AI for data preparation, coding, interpretation, and visualization.
4	Prepare professional research reports by interpreting research findings, generating tables and charts, and using AI tools for report writing, proofreading, referencing, and presentation.
5	Explore Intellectual Property Rights (IPR) by identifying patents, trademarks, copyrights, and industrial designs using Google Patents and other AI-enabled platforms, and assess their relevance to business innovation and entrepreneurship.

SELF STUDY

- Social Media Analytics
- AGILE Research Methods
- Mixed Method Research

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.

- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

- S. N. Murthy & U. Bhojanna: "Business Research Methods", Excel Books, 3rd Edition, 2016.
- Donald R. Cooper & Pamela S. Schindler: "Business Research Methods", TMH, 9th Edition, 2007.
- C R Kothari: "Research Methodology", Viswa Prakasam Publication, 2014.

REFERENCE BOOKS

- M M Munshi & K Gayathri Reddy: "Research Methods", HPH, 2015.
- Neeraj, P., & Khusdeep, D.: "Intellectual Property Rights, India", PHI Learning Private Limited, 2014.
- Lamb, Hair, Mc Danniel: "Marketing", Cengage, Latest Edition.

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- <https://www.coursera.org/learn/research-methods>
- <https://www.coursera.org/learn/quantitative-methods>
- <https://www.coursera.org/specializations/social-science>

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– I			
Course Title:	ECONOMICS FOR MANAGERS		
Course Code:	26MBATH106	CIE MARKS	50
(L: T : P) + SL	(4:0:0) + (60 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. To impart conceptual and practical knowhow pertaining to solving industrial problems from an economic perspective. 2. To Apply Microeconomics and Macroeconomics' concepts to analyse Business Problems and in Strategic Decisions 3. To Evaluate the Digital Transformation, Sustainability and Global Economic Policies on Business Strategic Decisions			
Module 1 -INTRODUCTION OF ECONOMICS AND DEMAND ANALYSIS			12 Hours
Managerial Economics – Meaning, Nature, Scope & Significance; The five fundamental principles of managerial economics; Theory of Demand – Demand Determinants; Law of Demand & Exceptions; Elasticity of Demand-Price, Income and cross elasticity – meaning, types and relevance. (Only Theory); Demand Forecasting – Relevance & Methods; (Theory Only); Supply – Meaning & Determinants; Law of Supply. Chatbot Case Study — How firms like Amazon use AI to personalize demand and influence elasticity.			
Module 2- PRODUCTION & COST ANALYSIS			12 Hours
Production function: Law of variable proportions; Law of returns to scale; Economies and diseconomies of scale; Types of cost, revenue concepts, Short run and Long run cost output relations; Breakeven Analysis – Meaning, Assumptions & managerial applications; numerical problems in BEA.			
Module 3 - MARKET STRUCTURES AND STRATEGY			12 Hours
Perfect Competition – Meaning, Features, Price output determination; Monopoly – Features, Sources, Short run & Long run pricing under monopoly; Price Discrimination – Meaning, Types (Degrees) & Relevance; Monopolistic Competition – Meaning, Features, Short run & Long run pricing; Product Differentiation; Oligopoly – Meaning, Features, Kinked demand curve concept; Cartels – an overview. Descriptive pricing approaches; market skimming vs penetration; product bundling; captive product pricing, prestige pricing, peak load pricing and loss leader pricing concepts.			
Module 4 - MACROECONOMICS AND POLICY ANALYSIS			12 Hours
Macroeconomics: An overview; National Income – concept, inclusion and exclusions, methods of computation and difficulties in measurement; Business cycles: concept, features and phases, Inflation: meaning, causes and control measures; Geopolitics - Indian and global economic environment and its implications.			
Module 5 - Economic Policies & Globalization			12 Hours
Industrial Policy – Need, New Industrial Policy 1991 – aims & components; Monetary Policy – Meaning, objectives, instruments (credit control tools); Fiscal Policy – Meaning, objectives & instruments; WTO – Role, Functions & Impact of WTO on Indian Economy; RBI & Monetary Policy Dashboards — AI-based dashboards tracking credit control instruments in real time.			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Relate the role of economics in tackling various managerial problems faced by organizations & review dynamics of their market demand.
CO2	Illustrate problems pertaining to optimization of costs and maximization of returns from production.
CO3	Apply theories of pricing under different market forms and serve as a base for setting price policies for entrepreneurs.
CO4	Examine factors contributing to the performance and stability of an economy from a macro standpoint.
CO5	Interpret monetary and fiscal components of an economy and use it as a basis for business idea analysis.

PRACTICAL COMPONENTS

1	Submit a report on the demand forecasting of any service of your choice. (Indicate the objective, variables used, forecasting technique employed and other assumptions for the calculation)
2	Review the practices and the working of a Cartel from any part of the world. Illustrate its impact on Indian Economy.
3	Suggest a pricing strategy to be employed by a firm in any sector (F&B, Textile, Healthcare, IT etc.) by reviewing their demand potential and analyzing their market structure in detail. Furnish a document.
4	Review the Financial Report By GOI

SELF STUDY

1. Basics of Investment, Consumption and Capital functions from a macroeconomic perspective.
2. An overview of major economic indices and their impact on various sectors
3. Market Equilibrium and its dynamics

SEMESTEREND EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc(B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXT BOOKS

1. eethika, Piyali, Purba Roy: "Managerial Economics", McGraw-Hill publishers, 3rd edition 2017
2. M Mithani: "Managerial Economics", HPH Publications publisher, 2016
3. K Misra, VK Puri: "Economic **Environment of Business**", HPH Publications publishers, Latest

REFERENCE BOOKS

1. Craig Petersen, Cris Lewis: "Managerial Economics", Pearson publishers, Latest
2. Varshney & Maheswari: "Managerial Economics, Texts, problems and cases", Sultan Chand & sons' publishers, 2nd edition 2021
3. Nilanjan Banik: "The Indian Economy: A Macroeconomic Perspective", SAGE publisher, 2017

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- <https://www.coursera.org/specializations/managerial-economics-business-analysis>
- <https://elearn.nptel.ac.in/shop/nptel/foundation-course-in-managerial-economics/>
- <https://www.conted.ox.ac.uk/courses/macroeconomics-an-introduction-online>
- <https://www.edx.org/learn/macroeconomics>

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program			
Module-5: Case method of learning:			9 Hours
Outcome Based Education (OBE) and Choice Based Credit System (CBCS)			
SEMESTER - I			
Understanding the Case Method & Types of Cases, Overcoming the Difficulties of Case Method, Reading a Case Properly, Case Analysis & Preparation for Case Preparation. Presenting a Case Solution (Oral & Written).			
Course Title:	CORPORATE COMMUNICATION		
Course Code:	26MBATH107	CIE MARKS	50
Writing Personal Branding (3.00) + I (45 Hours / Sem)	SEE MARKS	SEE MARKS	50
Credits:	3	EXAM HOURS	3
COURSE LEARNING OBJECTIVES:			
Etiquette Advantages in Managerial Communication: Meaning, Types & Advantages of Etiquette, Business / Workplace Etiquette, Explain the Fundamentals of Etiquette, Dress and Impression of Corporate Etiquette, Technology and Business Communication, Organizational Communication Networks (Intranet, Internet) E-Mails, SMS, IM (Collaborative Platforms), Teleconferencing, Videoconferencing, AI Assisted Communication Tools skills in professional and managerial (ChatGPT, Copilot).			
3. Develop business correspondence, reports, presentations, and corporate documents using appropriate communication techniques. 4. Analyze corporate communication strategies for managing internal communication, stakeholder relationships, and organizational image. 5. Demonstrate effective interpersonal, team communication, negotiation, and conflict-resolution skills in diverse business environments. 6. Evaluate the role of digital media, public relations, crisis communication, and corporate branding in building and maintaining organizational reputation			
Module1- Business Communication Introduction:			9 Hours
Introduction, Classification of communication, Purpose of Communication, Communication Process, Characteristics of Successful Communication (7 Cs), Importance of Communication in Workplace, Communication Structure in Organization, Barriers to Communication, Communication in Conflict Resolution, Communication in Crisis. Communication And Negotiation, Communication in a Cross-Cultural Setting, Ethical Communication			
Module-2: Oral Communication:			9 Hours
Meaning, Principles of Successful Oral Communication, Barriers to Oral Communication, Conversation Control, Reflection and Empathy: Two Sides of Effective Oral Communication. Modes of Oral Communication, Effectiveness of Oral Communication. Feedback Mechanisms in Oral Communication (giving & receiving constructive feedback), Role of Nonverbal Cues in Professional Settings (kinesics, proxemics, paralanguage). Public Speaking & Presentation Skills. Listening as a Communication Skill: Approaches to Listening, How to Be a Better Listener, Process of Listening. Nonverbal Communication: Meaning & Classification.			
Module-3: Written Communication:			9 Hours
Purpose of Writing, Clarity in Writing, Principles of Effective Writing, Approaching the Writing Process Systematically: The 3X3 Writing Process for Business Communication Prewriting, Writing, Revising. Audience Analysis, Writing Positive, Neutral, Persuasive and Bad-News Messages. Business Letters: Introduction & Types of Business Letters, Routine & Persuasive Letters, Positive & Negative Letters, Recommendation Letters, Thank You Letters, Employee Reviews.			
Module-4: Business Reports:			9 Hours
Purpose, Kinds and Objectives of Reports, Organization & Preparing Reports, Short and Long Reports. Writing Proposals & Memos: Writing Proposals (structure & preparation), Internal vs. External Proposals, Writing Memos (purpose, format). Media Management: The Press Release, Press Conference, Media Interviews, Social Media & Digital Communication for Business. Group Communication & Meetings: Planning Meetings (Objectives, Participants, Timing, Venue), Types of Meetings (Formal, Informal, Statutory, Board), Virtual Meetings & Remote Communication Etiquette. Meeting Documentation: Notice, Agenda and Resolution & Minutes, Chairman's Report /Chairperson's Role in Documentation.			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Explain the concepts, principles, and importance of corporate communication in business organizations.
CO2	Apply effective oral, written, and non-verbal communication skills in professional and managerial contexts.
CO3	Prepare business correspondence, reports, proposals, and professional presentations using appropriate communication techniques.
CO4	Analyze corporate communication strategies to manage stakeholder relationships, organizational image, and corporate reputation.
CO5	Evaluate the role of digital media, public relations, and crisis communication in achieving organizational communication objectives

PRACTICAL COMPONENTS:

1	Drafting professional emails, business letters, memos, notices, and circulars.
2	Business simulation: students plan and resource a mock product launch using SWOT & SMART goals.
3	Role-play: conflict resolution between two departments-debrief with structured feedback form.
4	Practicing negotiation, conflict resolution, workplace communication, and managerial interactions.
5	Draft, design, and publish an internal communication for a fictional organization.

SELF STUDY

1. Watch a TED Talk or documentary on a business leader.
2. Select any listed company's annual report; evaluate its communication effectiveness on tone, clarity.

SEMESTEREND EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case

			improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

- Cornelissen, J. (2023). Corporate Communication: A Guide to Theory and Practice (7th ed.). SAGE Publications.
- Chaturvedi, P. D., & Chaturvedi, M. (2020). Business Communication: Concepts, Cases and Applications (4th ed.). Pearson Education.
- Ober, S., & Newman, A. (2018). Communicating in Business (8th ed.). Cengage Learning.

REFERENCE BOOKS

- Raman, M., & Singh, P. Business Communication. Oxford University Press.
- Bovee, C. L., & Thill, J. V. Business Communication Today. Pearson.
- Lesikar, R. V., Flatley, M. E., Rentz, K., & Pande, N. Business Communication: Making Connections in a Digital World. McGraw Hill.
- Chishti, S., & Barberis, J. (Eds.). (2016). The FINTECH Book — not applicable to this course; omit unless discussing financial-sector communication.
- Argenti, P. A. Corporate Communication. McGraw Hill.

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. [vtuonline.net/assets/pdf/Syllabus/MBA_\(HR_MM_FM\)_1st_&_4th_SEM.pdf?utm_source=chatgpt.com](http://vtuonline.net/assets/pdf/Syllabus/MBA_(HR_MM_FM)_1st_&_4th_SEM.pdf?utm_source=chatgpt.com)
2. nptel.ac.in/?utm_source=chatgpt.com
3. Weblinks | Online Resources
4. Corporate Communication – Video Lectures and Web Resources SAGE Companion Resources
5. Business Communication Resource Library – Writing, Presentations and Professional Communication University of Pennsylvania – Wharton

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL BASED LEARNING

- Quizzes

-
- Assignments
 - Seminar

MBA Program			
Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– I			
Course Title:	EXCEL with AI		
Course Code:	26MBAAE108	CIE MARKS	50
(L :T : P) + SL	(0:0:0)	SEE MARKS	50
Credits:	0	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. Develop proficiency in Microsoft Excel to efficiently organize, analyze, and manage business data. 2. Apply Excel formulas, functions, and analytical tools to solve real-world business problems. 3. Create professional reports and dashboards to support data-driven decision-making and workplace productivity.			
Module1- Excel Fundamentals & Interface:			5 Hours
Self-Awareness & Introspection (3 Hours): Conducting a class-wide SWOC Analysis to map internal leadership traits; exploring the Bates ExPI "Character" (Authenticity and Integrity); applying Erving Goffman's Front-stage vs. Back-stage theory to professional image management; establishing SMART Goals for communication transformation. Alignment & Structured Logic (3 Hours): Mastery of the Minto Pyramid Principle (Answer First logic); implementing the SCQA (Situation, Complication, Question, Answer) framework to frame persuasive business narratives; applying MECE Logic (Mutually Exclusive, Collectively Exhaustive) to remove analytical gaps			
Module-2: Formatting & Data Organization			5 Hours
Introduction to Power Query vs. formulas; Power Query Editor interface: Query Settings, Applied Steps, and M language intro; Importing data from CSV, Excel, web pages, and folders; Data cleaning: detecting types, replacing values/errors, removing duplicates, and trimming text; Data Transformation: Grouping rows, pivoting/unpivoting columns, and adding custom/index columns; Merging queries (Joins) and Appending queries (UNION); Loading data to Tables, PivotTables, or the Data Model			
Module-3: Essential Formulas & Arithmetic:			6 Hours
Understanding formulas: operators (+, -, *, /, ^, &); Cell references: Relative (A1), Absolut (\$A\$1), and Mixed; SUM, AVERAGE, MIN, MAX, COUNT, COUNTA, and COUNTBLANK; ROUND, ROUNDUP, ROUNDDOWN, INT, and MOD; Using ranges and named ranges (Name Manager); Formula AutoComplete and function ScreenTips; Tracing precedents and dependents—formula auditing.			
Module-4: Logical, Text & Reference Functions:			6 Hours
Logical Functions: IF, nested IF (up to 3 levels), IFS (Office 365), AND, OR, NOT, IFERROR, and IFNA; Text Functions: LEFT, RIGHT, MID, LEN, FIND, SEARCH, UPPER, LOWER, PROPER, TRIM, and CLEAN; CONCATENATE vs. & vs. TEXTJOIN; TEXT function for formatting numbers as text; VALUE and DATEVALUE conversions; Lookup Functions: VLOOKUP (exact vs. approximate), HLOOKUP, XLOOKUP (wildcards, not-found handling), and INDEX/MATCH.			
Module-5: Data Tools, Visualisation & Collaboration:			6 Hours
Date and Time: TODAY(), NOW(), DATE(), YEAR, NETWORKDAYS, and DATEDIF; Data Validation: list, date, and custom formulas; Charts: column, bar, line, pie, scatter, and combo charts; Sparklines and Map charts (Office 365); Funnel, Waterfall, and Sunburst charts; Data Tools: Sorting (multi-level), AutoFilter, Advanced Filter, and SUBTOTAL; Introduction to PivotTables: creating from a table, grouping dates, and Slicers; Protection: passwords for cells/sheets, and version history.			

PRACTICAL COMPONENTS:

1. 100% Hands-on Lab Sessions: Direct application of interface navigation and cell formatting. · Structured Workbook Building: Designing print-ready layouts and professional formatting. · Formula Auditing Exercises: Practical tracing of precedents and dependents in complex worksheets.
2. Interactive Data Labs: Building basic PivotTables and dynamic charts using real-world data sets.
3. Cloud Collaboration Exercises: Using Office 365 for co-authoring, comments, and versioning.

Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE Component A (Practical Labs)	25		Class Assignment Assigned during classes
CIE Component B (Assignments)	25	-	Assignment Assigned After Classes.
Total CIE (A+B)	50	25 (50%)	Combined internal evaluation.
SEE Component C	50	20 (40%)	Lab Exam (Practical Exam in lab)
CIE + SEE (A+B+C)	100	50 (50%)	Final cumulative performance metric.
· The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– I			
Course Title:	Business Communication Lab		
Course Code:	26MBASL109	CIE MARKS	50
(L :T : P) + SL	(0:0:2)	SEE MARKS	50
Credits:	1	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. To establish a leadership baseline through self-introspection and master top-down communication logic. 2. To align spoken English mechanics with executive presence standards and master strategic writing 3. To apply psychological frameworks for persuasion and resolve workplace conflicts using validated instruments			
Module1- Self-Awareness & Structured Logic			6 Hours
Self-Awareness & Introspection (3 Hours): Conducting a class-wide SWOC Analysis to map internal leadership traits; exploring the Bates ExPI "Character" (Authenticity and Integrity); applying Erving Goffman's Front-stage vs. Back-stage theory to professional image management; establishing SMART Goals for communication transformation. Alignment & Structured Logic (3 Hours): Mastery of the Minto Pyramid Principle (Answer First logic); implementing the SCQA (Situation, Complication, Question, Answer) framework to frame persuasive business narratives; applying MECE Logic (Mutually Exclusive, Collectively Exhaustive) to remove analytical gaps			
Module-2: Branding, Strategic Writing & Spoken English			6 Hours
Executive Branding: Mastering the 60-second Professional Introduction (Headline, Spark ,Horizon, Question). Strategic Writing: Transitioning from Topic Titles to Action Titles (insight driven headlines); utilizing the Ghost Deck (Dot-Dash Storyline) method to test horizontal and vertical logic before visual design. Spoken English & Vocal Presence: Training in vocal modulation (pitch, tone, volume); Fluency Labs (JAM and Extempore sessions) to reduce verbal fillers; mastering camera-facing eye contact for virtual/hybrid leadership			
Module-3: Persuasion, Negotiation & Conflict Management:			6 Hours
Psychology of Persuasion: Integrating Cialdini's 7 Principles (Reciprocity, Social Proof, Authority, etc.) into executive proposals to increase stakeholder buy-in. Negotiation & Conflict Resolution: Identifying personal default styles using the Thomas-Kilmann Instrument (TKI) (Competing, Collaborating, etc.). Difficult Conversations: Applying the CCL SBI Model (Situation-Behaviour-Impact) to provide corrective feedback without triggering defensiveness; transitioning to dialogue through SBII (Inquiring About Intent)..			
Module-4: AI Workflows, Innovation & Business Acumen:			6 Hours
Generative AI Workflows: Mastering Prompt Engineering (Role, Context, Task, Format, Tone); using AI for audience profiling and document summarization; implementing Human-in-the-Loop quality control to ensure factual accuracy and brand alignment. Innovation & Pitching: Developing professional Pitch Decks and business models to persuade internal or external boards. Business Acumen: News Analysis (Corporate/Economy) to optimize info for executive-ready insights			
Module-5: Capstone: "Managing Up" & Boardroom Simulation:			6 Hours
Managing Up Paradigm: Shifting to a proactive, solutions-oriented partnership with senior leadership; anticipating boss's needs and adopting their communication style. Capstone Simulation: A comprehensive boardroom simulation where students pitch an AI-assisted business proposal and defend it during a rigorous Q&A Defense to test composure, presence, and agility.			

COURSE OUTCOMES: After successfully completing the course, the student will be able to:

CO1	Demonstrate self-transformation through diagnostic SWOC mapping and SMART goal alignment
CO2	Execute agile decision-making and resolve rifts using TKI conflict modes and the SBI feedback framework
CO3	Influence stakeholders by integrating Cialdini's principles and leveraging Generative AI workflows
CO4	Examine the role of budgets and variances in improving cost effectiveness and profitability.
CO5	Assess Managing Up capabilities through high-stakes boardroom simulations and Q&A defence

PRACTICAL COMPONENTS

1	Written Personal Transformation Blueprint: Combining SWOC, Bates ExPI core analysis, and SMART goals
2	Recorded Video Resume: Evaluated for vocal modulation, camera mechanics, and STAR-method storytelling
3	Conflict Role-Play Simulation: Practical application of TKI modes and SBI feedback scripts to resolve workplace rifts
4	AI Workflow Audit: Submitting a prompt-chain and revised business brief developed through LLM collaboration
5	Managing Up Mock Press: Defending a strategic proposal under hostile questioning from a "mock board"

SELF-STUDY:

1. Industry Synthesis: Refer to ZINNOV and NASSCOM reports for sector-specific business acumen.
2. Advanced Persuasion: Mastery of Cialdini's Influence principles in non-verbal contexts.
3. Case Studies: Reviewing the Johnson & Johnson Tylenol crisis and Toyota's brand recovery models.

Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE Component A (Practical Labs)	25	-	Internal assessment of 5 unit-wise practical labs (5 marks each).
CIE Component B (Assignments)	25	-	Evaluation of 1-page Strategic Brief, Video Resume, and AI Prompt Chain.
Total CIE (A+B)	50	25 (50%)	Combined internal evaluation.
SEE Component C (Viva Voce)	50	20 (40%)	External Practical Viva conducted by an external examiner focusing on capstone defence.
CIE + SEE (A+B+C)	100	50 (50%)	Final cumulative performance metric.
· The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

II SEMESTER COURSES

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	HUMAN RESOURCE MANAGEMENT		
Course Code:	26MBATH201	CIE MARKS	50
(L :T : P) + SL	(4:0:0) + (60 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. Orient learners to the challenges solve the workplace problems through Human Resources Management intervention. 2. Assess the impact of application of different approaches of HRM for solving the complex issues an problems at the workplace. 3. Develop critical insights into the concept and conceptual understanding of theories and various functions of Human Resources Management.			
Module 1- Introduction to HRM			12 Hours
Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of SHRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, Introduction to Strategic HRM, Human Resource Management and Firm Performance with special reference to financial contribution. {Use ChatGPT / Copilot / Jasper to generate HR policy drafts and compare them with traditional HR manuals.}			
Module 2- HR Planning			12 Hours
Introduction to HRP, Importance of HR Planning, HR Analytics in HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis, Job Description and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections. {Use LinkedIn Talent Insights or Eightfold.ai to simulate workforce planning and demand forecasting.}			
Module 3- Performance Management and Appraisal			12 Hours
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems (Rating & Grading System, MBO, HAYSCORE, 360 ⁰ , TQM Models of PMS),Future of Performance Management. {Use Lattice / CultureAmp / Leapsome to simulate performance dashboards.}			
Module 4- Compensation and Benefits			12 Hours
Introduction, Definitions, Total Compensation Philosophy, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits. Industrial Relations: Decent Workplace, International Labour Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. {Use AI compensation benchmarking tools (e.g., Payscale AI, Mercer Talent All-in-One)}			
Module 5- Future trends in Human Resource Management:			12 Hours
Future trends in Human Resource Management: Hybrid work model, Employee skill development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, multi-generational workforces and All-in-One HR tools. {Explore AI-driven workforce analytics (Visier, People Strong) for diversity & inclusion dashboards.}			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.
CO2	Summarize conceptual insight of Human Resource and various functions of HR.
CO3	Identify personnel, managerial and welfare aspects of HR.
CO4	Examine knowledge about the future trends in HRM.
CO5	Analyze the knowledge of industrial relations.

PRACTICAL COMPONENTS:

Using **ChatGPT / Copilot / Jasper** the following are to be initiated:

1	Students are expected visit an organization and know the various HR roles in the organization.
2	Identify the important positions in your organization and conduct mock interviews
3	Presentation by students about the Difference in Adoption of Human Resource Management
4	Role plays for acquainting and addressing HR challenges

SELF STUDY

1. Assessment of Factors Affecting the Innovation Process in organisations
2. Innovative Human Resource Management Practices in India.
3. Sustainable and innovative Human Resource Management.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc(B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. Amitabha Sengupta: "Human Resource Management: Concepts", Sage Publication India Pvt. Ltd publisher, 2019
2. R. C. Sharma, Nipun Sharma: "Human Resource Management: Theory and Practices", Sage Publication India Pvt. Ltd publishers, 2019

REFERENCE BOOKS

2. K Aswathappa and Sadhna Dash: "Human Resource Management: Text and Cases", McGrawHill publishers, 10th edition 2023
3. V.S.P Rao: "Human Resource Management", Taxxman publisher, 2019

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- <https://www.my-mooc.com/en/mooc/preparing-to-manage-human-resources>
- <https://www.mooc-list.com/tags/human-resources>
- <https://www.coursera.org/professional-certificates/hrci-human-resource-associate>
- <https://www.coursera.org/learn/human-resources-analytics>
- <https://www.coursera.org/specializations/human-resource-management>
- https://onlinecourses.swayam2.ac.in/cec24_mg09/preview

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	CORPORATE FINANCE		
Course Code:	26MBATH202	CIE MARKS	50
(L :T : P) + SL	(3:2:0) + (45 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. To familiarize the students with basic concepts of financial management and financial system. 2. To understand the concept of time value of money and its implication. 3. To evaluate investment proposals. 4. To understand the management of working capital in an organization. 5. To analyze the capital structure and dividend decision of an organization			
Module1- Introduction Financial Management:			15 Hours
Financial Management: Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas Fintech - Definition, Foundation and Drivers of Fintech, Regulatory changes. Emerging areas in Financial Management: Risk Management- Behavioral Finance- Financial Engineering- Derivatives (Theory). Transforming Finances-Money Management with AI-Applications & benefits. AI for financial forecasting (Theory) Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & Preparation of loan amortization schedule. (Theory & Problem). Preparation of Amortization schedule using Excel with AI as well as through financial calculator. (including Tutorial class of 5 Hours on Problem solving)			
Module-2: Long term sources of Finance & Cost of Capital:			15 Hours
Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity-Crowd funding (Theory Only). Cost of Capital: Basic Concepts-Components and computation of cost of capital- Cost of debentures-cost of term loans-cost of preferential capital-cost of equity (Dividend discounting and CAPM model)- Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem). (including Tutorial class of 6 Hours on Problem solving)			
Module-3: Investment Decisions:			15 Hours
Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process- Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem). (including Tutorial class of 7 Hours on Problem solving)			
Module-4: Capital Structure and Dividend Decisions:			15 Hours
Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- EBIT and EPS analysis-Return of Investment (ROI) & Return on Earnings (ROE) analysis (Theory & Problem). Automated FP&A (Financial Planning & Analysis): Leveraging AI for "what-if" scenario planning and real-time stress testing of capital structures. Corporate Actions- Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split, Share buy-back and Spin offs (Theory only) (including Tutorial class of 6 Hours on Problem solving)			
Module-5: Working Capital Management:			15 Hours
Working Capital Management: Sources of working capital-Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem). (including Tutorial class of 6 Hours on Problem solving)			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the basic terminologies and goals of financial management.
CO2	Interpret the weighted average cost of capital (WACC) in financial decision-making.
CO3	Assess the impact of capital structure on EPS and factors affecting capital structure.
CO4	Analyze investment projects using capital budgeting techniques.
CO5	Determine the working capital financing strategy for a hypothetical firm.

PRACTICAL COMPONENTS: Using **Chat GPT / Copilot / Jasper** the following are to be initiated:

1	Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
2	Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
3	Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
4	Students can study any five companies' capital structure
5	Students can do Company analysis for select companies using profitability and liquidity ratios.

SELF STUDY

1. Non-Banking Financial Companies (NBFCs)
2. Behavioral Finance
3. Venture Capital-Angel Investing.
4. Digital Finance

SEMESTEREND EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of both the Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of Two IAT can be considered.
Assignments, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. M.Y. Khan & P.K. Jain: "Financial Management", TMH publishers, 7th edition 2017
2. Prasanna Chandra: "Financial Management", TMH publisher, 10th edition 2019
3. I.M. Pandey: "Financial Management", Vikas Publishing publisher, 11th edition 2015

REFERENCE BOOKS

1. Ravi M Kishor : "Financial Management", Taxmann's publisher, 6th edition
2. Rajiv Srivastava & Anil Misra: "Financial Management", Oxford University press publishers, 2nd edition
3. Sudhindra Bhat: "Financial Management Principles And Practice", Excel Books publisher, 2nd edition

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

1. <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-tohelp-you-master-financial-management-and-analysis-e158595305.HTML>
2. <https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.HTML>
3. https://www.youtube.com/watch?v=CCQwz_Gwo6o
4. <https://www.digimat.in/nptel/courses/video/110107144/L01.html>

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL BASED LEARNING

- Quizzes
- Assignments

-
- Seminar

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	QUANTITATIVE TECHNIQUES FOR MANAGERS		
Course Code:	26MBATH203	CIE MARKS	50
(L :T : P) + SL	(3:2:0) + (45 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. Orient learners to the core ideas and applications of decision sciences in business. 2. Assess the usage of statistical concepts and tools in managerial decisions. 3. Develop critical insights into the concept, frameworks, and models used to optimization problems in organizations.			
Module-1: DESCRIPTIVE STATISTICS			17 Hours
Statistics Analysis – Introduction, stages and applications of statistics; descriptive vs. inferential statistics; relationship with business analytics; Overview of Descriptive, Predictive and Prescriptive models; Statistical Measures: Measures of central tendency: Mean, Median & Mode; Measures of Dispersion – Quartile/Mean/Standard Deviation – Absolute and Relative measures (theory and numerical problems)			
Module-2: PREDICTIVE MODELS			17 Hours
Correlation analysis – Bivariate only (problems on Karl Pearson and Spearman’s Rank correlation); Regression – an overview; regression models; linear regression – simple and multiple; logistic regression; [problems only on simple regression]; Time series – objectives and components; Measurement of trend – least squares and moving averages method [theory and problems]			
Module-3: INFERENTIAL STATISTICS			17 Hours
Inferential Statistics – An overview and methods; Testing of Hypothesis: Hypothesis – meaning, types, steps in testing, concepts of tails of test, level of significance and p – value; Parametric tests – Z test, T test, F Test, One way and Two-way ANOVA; Non Parametric tests – Chi Square test, Kruskal Wallis test and Mann – Whitney U test. [theory and problems];			
Module-4: OPTIMIZATION MODELS			14 Hours
Introduction to Optimization models; An overview of operations research; Resource allocation models – linear programming; assumptions, components, applications and limitations. Numerical problems on Formulation of linear programming and solution by graphical method; Transportation Problem – an overview; Initial Basic Feasible Solutions to transportation problem using NWCR, LCM and VAM (all cases) [theory and numerical problems]			
Module-5: PROJECT MANAGEMENT			10 Hours
Introduction to project management and network analysis; phases of project management; work breakdown structure (WBS); activities, events and precedence relationships; network representation - rules for network construction; Techniques of project management: Critical Path Method (CPM); Program Evaluation and Review Technique (PERT); estimation of critical path; expected project duration and variance; probability of project completion within a specified time; [Theory and numerical problems] time–cost trade-off and project crashing (theory only); applications of network analysis in manufacturing, construction, IT, logistics and service projects.			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand various conceptual aspects of descriptive statistics.
CO2	Outline the relevance of data driven decision making by assimilating data relationship and prediction tools.
CO3	Build the ability to apply hypothesis testing techniques for validating business assumptions and making informed managerial decisions.
CO4	Examine the resource allocation optimization techniques and model driven business decisions.
CO5	Evaluate project performance by determining critical paths, project completion times, and activity floats using network analysis methods.

PRACTICAL COMPONENTS: Using JMP software [[Statistics Knowledge Portal](#) | [Introduction to Statistics | JMP](#)] and [[Capabilities | JMP](#)], the following are to be initiated:

1	Analyse real datasets using statistical tools to generate actionable business insights and support decision-making.
2	Apply probability models and decision techniques to evaluate risk and choose optimal business strategies.
3	Formulate and solve resource allocation problems using techniques like linear programming and Excel Solver.
4	Use forecasting methods and simulation techniques to predict trends and assess business scenarios.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

RECOMMENDED BOOKS:

1. Gupta, S. C., & Kapoor, V. K. (2020). *Fundamentals of mathematical statistics* (12th ed.). Sultan Chand & Sons.
2. Sharma, J. K. (2022). *Operations research: Theory and applications* (7th ed.). Laxmi Publications.
3. Vohra, N. D. (2017). *Quantitative techniques in management* (6th ed.). McGraw Hill Education.

REFERENCE BOOKS:

1. Levine, D. M., Stephan, D. F., Szabat, K. A., & Berenson, M. L. (2020). *Statistics for managers using Microsoft Excel* (9th ed.). Pearson.
2. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2023). *Statistics for business and economics* (15th ed.). Cengage Learning.
3. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to operations research* (11th ed.). McGraw Hill.

Activity-Based Learning (Suggested Activities In Class)/Practical-Based Learning

- Quizzes
- Assignments
- Seminar

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	BUSINESS, GOVERNMENT & SOCIETY		
Course Code:	26MBATH204	CIE MARKS	50
(L :T : P) + SL	(4:0:0) + (60 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
1. Orient learners to the core ideas of the B-G-S inter linkage and its aims. 2. Assess the impact of ethics, governance, environment and social responsibility on business. 3. Develop critical insights into the concept and applications of select branches of mercantile law with a view to understand legal environment of business.			
Module-1 : Introduction			12 Hours
An overview of the B-G-S terminologies; Importance of analysis of BGS inter relationship to managers; Models of BGS relationship – Market Capitalism Model, Dominance Model, Countervailing forces Model & Stakeholders model; Obligations of Business to Society; Global and Historical Perspectives of the BGS.			
Module-2 : Corporate Governance & Business Ethics			12 Hours
Corporate Governance – Definition, Historical Background, Need & Relevance; Corporate & Control Models; OECD Principles; Mechanisms of Corporate Governance; Dimensions/Obligations in Governance. Business Ethics – Meaning, Nature, Scope & Relevance; Sources of ethical knowledge for Business; Ethical Organizations; An overview of major unethical issues at workplace/business.			
Module-3 : Environmental Concerns & Social Responsibility			12 Hours
MNCs & Environmentalism; International issues; Role of Stakeholders in environmental preservation; Costs & Benefits of environmental regulation; Key strategies for industrial pollution prevention; Sustainable Development – meaning & relevance. CSR: Meaning, Nature & types of CSR; Triple Bottom Line; Best practices of CSR – features; Arguments in Favour and Against CSR.			
Module-4 : Business Law – I			12 Hours
Law of Contract – Indian Contract Act, 1872 – Meaning, types and essentials of a valid Contract; Law of Agency – Modes of creating and terminating an Agency; Types of agents; Law of Bailment & Pledge – Essentials of Bailment; Duties and of Bailor & Bailee; Bailment vs. Pledge; Sale of Goods Act – Essentials of a Contract of Sale; Condition & Warranties – Implied Conditions & Warranties; Caveat Emptor – Meaning & Exceptions; Rights of an Unpaid Seller.			
Module-5 : Business Law – II			12 Hours
Company Law – Meaning & Characteristics of joint stock companies; Corporate veil & its lifting; Classification of Companies; Public vs. Private Companies; One Person Company; Role of Promoters & Preliminary Contracts; Stages in formation of a company; Company Documents – Overview of MOA & AOA; Doctrine of Ultra-vires & Doctrine of indoor management; Prospectus – Meaning, Contents, Misstatements in Prospectus; Company Meetings – Types & Prerequisites; Resolutions – An overview; Winding up of Companies – Modes.			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Demonstrate and Relate critical understanding of BGS interrelationship.
CO2	Identify insights into factors leading to governance and ethical performance of corporations and changing trends in corporate governance.
CO3	Examine dynamics of the self, groups and of the organizations in their stance towards environmentalism and social responsibility.
CO4	Justify the applications of legal principles in real life scenarios of entering into contracts of various types.
CO5	Develop an in-depth understanding of legal provisions concerning the formation, working and management of joint stock companies.

PRACTICAL COMPONENTS

1	Identify three firms (from three different nations) that failed due to mis-governance/corporate frauds. Design a report covering the reasons, the effects and the actions initiated thereof.
2	Interview an Environmentalist/Green Warrior operating in your city. Document the proceedings and discussions as regards the impact and results of their efforts and actions.
3	Conduct a mini project on ‘reviewing the CSR measures’ of any organization of your choice.
4	Organize a debate/seminar centred on theme of BGS relationship.

SELF STUDY

- Sustainable Development Goals (SDGs) of the U. N [Vision 2030] and the role of managers and entrepreneurs in achieving it.
- Legislation pertaining to IT, Cyber Security, Consumer Protection and Intellectual Property.

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXT BOOKS:

RECOMMENDED BOOKS

1. Steiner, J. F. (2017). *Business, government, and society: A managerial perspective, text and cases*. McGraw-Hill.
2. Fernando, A. C. (2018). *Corporate governance: Principles, policies and practices* (3rd ed.). Pearson.
3. Kapoor, N. D. (2018). *Elements of mercantile law*. Sultan Chand & Sons.

REFERENCE BOOKS

1. Lawrence, A. T., & Weber, J. (2020). *Business and society* (16th ed.). McGraw-Hill.
2. Ghosh, B. N. (2017). *Business ethics and corporate governance*. Tata McGraw-Hill.
3. Shika, N., & Sharma, G. (2018). *Corporate governance in India: Principles and policies*. Cengage.

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL-BASED LEARNING

- Quizzes
- Assignments
- Seminar
- Debates

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	FUNDAMENTALS OF BUSINESS ANALYTICS		
Course Code:	26MBATH205	CIE MARKS	50
(L :T : P) + SL	(3:0:2) + (45 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. The student will be able to apply business analytics fundamentals in decision making process. 2. The student will be able to understand the application of descriptive analytics. 3. The student will be able to understand the application of predictive analytics and prescriptive analytics in business decisions 4. The student will be able to understanding application of clustering algorithms and its importance in business 5. The student will be able to understand the application of business analytics in various sectors.			
Module1- Introduction to business analytics:			15 Hours
Definition, Data Driven Decision Making; Concepts of Descriptive Analytics, Predictive Analytics, Prescriptive Analytics; Techniques: Descriptive, Predictive and Prescriptive; Big Data Analytics, Web and Social Media Analytics; Introduction to Machine Learning Algorithms; Framework for Decision Making; Analytics Capability Building; Roadmap and Challenges, Difference between traditional analytics and AI analytics			
Module-2: Data Analytics:			15 Hours
Introduction to Descriptive Analytics, Data Types and Scales: Structured and Unstructured data, Cross-sectional, Time series and Panel Data; Data Measurement scales: Nominal, Ordinal, Interval and Ratio; Summary statistics: Central Tendency, variation and shape measures; Data Visualization: Histogram, Bar chart, Scatter plot, Coxcomb chart, Box Plot and Tree Map, Power BI with AI visuals.			
Module-3: Predictive Analytics:			15 Hours
Introduction to Simple Linear Regression, Model Building, Estimation of parameters and Interpretation, Validation of SLR model, Outlier Analysis; Introduction to Multiple Linear Regression, Model Building and Interpretation, KNIME – Workflow-based predictive analytics.			
Module-4: Prescriptive Analytics:			15 Hours
Introduction, Linear Programming Model Building, Assumptions, Sensitivity Analysis in LPP (Only Theory), free and open-source software to solve LPP(GLPK,PuLP) Unsupervised algorithms- Introduction to unsupervised learning, Introduction to clustering and PCA (Only Theory), Introduction to Distance measures: Euclidean, Manhattan and Minkowski, Applications in Business, Usage of JAMOVl tools			
Module-5: Application of Analytics:			15 Hours
Application of Analytics- application in business support function, Analytics in Industries- Telecom, Retail, Health Care, Widely Used Application of Analytics- anatomy of social media analytics, Study of AI applications in predictive, marketing, finance, HR, operations, healthcare, retail, and real-time analytics.			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	To apply business analytics fundamentals in decision making process.
CO2	To understand the application of descriptive analytics.
CO3	To demonstrate the application of predictive analytics and prescriptive analytics in business decisions
CO4	To examine the application of clustering algorithms and its importance in business
CO5	The student will be able to understand the application of business analytics in various sectors.

PRACTICAL COMPONENTS: Using **ChatGPT / Copilot / Jasper** the following are to be initiated:

1	Analyze real-world dataset by performing data cleaning, visualization, and generating meaningful business insights using tools like Excel or Power BI.
2	Apply predictive analytics techniques such as correlation and regression to solve business problems and interpret the results for decision-making.
3	Design and develop interactive dashboards to present key performance indicators and support managerial decisions.
4	Work on case-based problems where they identify issues, analyze data, and recommend data-driven solutions.
5	Present their analytical findings through reports and presentations, enhancing both technical and communication skills

SELF STUDY

1. Real-world datasets and practice data cleaning, visualization, and basic analysis Learning and Types of Learning.
2. Apply advanced analytics techniques such as regression, classification, or forecasting using online resources and tools like Excel, SPSS, or Python.

SEMESTEREND EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc(B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. Business Analytics: The Science of Data-Driven Decision Making, 2nd Edition, U Dinesh Kumar, Wiley India, 2021
2. Data Mining for Business Analytics, (An Indian Adaptation): Concepts, Techniques and Applications in Python, Galit Shmueli; Peter C. Bruce; Peter Gedeck; Nitin R. Patel; O.P. Wali, Wiley India, 2023
3. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.

REFERENCE BOOKS

1. Data Analytics using Python, Bharti Motwani, Wiley India, 2020
2. Data Analytics with R, Bharti Motwani, Wiley India, 2020
3. Fundamentals of Business Analytics, 2nd Edition, R.N. Prasad, Seema Acharya, Wiley India, 2016

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- <https://www.udemy.com/course/master-in-business-analytics/?>
- <https://www.udemy.com/course/statisticsforbusiness/?>
- <https://www.udemy.com/course/business-analytics/?>

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	LOGISTICS & SUPPLY CHAIN MANAGEMENT		
Course Code:	26MBATH206	CIE MARKS	50
(L :T : P) + SL	(3:0:0) + (45 Hours/Sem)	SEE MARKS	50
Credits:	3	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. To provide foundational understanding of logistics and its role in business. 2. To introduce the principles and challenges of supply chain management. 3. To enable strategic thinking in logistics planning and system design. 4. To explain inventory management techniques and their business impact. 5. To familiarize students with distribution network design and transportation systems.			
Module1- Introduction to Logistics Management:			7 Hours
Meaning and Definition of Logistics, Objectives , Types, needs of Logistics, Evolution of logistics, Logistics Industry in India. Logistical Activities, Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements, Last and first mile Logistics, Collaborative logistics strategies between logistics provider, supplier and customer			
Module-2: Introduction to Supply chain Concepts & Digital supply chain:			9 Hours
Introduction to Supply chain Concepts, significance and key challenges. Scope of SCM- historical perspective, essential features, Drivers of SCM, decision phases-process view, supply chain frame work, key issues in SCM and benefits. Managing uncertainty in Supply Chain, (Bullwhip Effect), Circular economy in supply chain Role of computer/ IT in supply chain management, Digital supply chain & Industry 4.0, supply chain cyber security & Risk Resilience, Benchmarking concept, features and implementation. Vendor Managed Inventory, CPFRP, and Customer Service Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics.			
Module-3: Introduction to Logistics planning, E-commerce & Warehousing:			10 Hours
E-commerce & Digital Supply Chains, Strategic Logistic plan, Operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, logistic environment assessment, Pricing in logistics, Warehousing- scope, primary functions. Efficient Warehouse Management System, Types of Warehouses, Automated Warehousing system			
Module-4: Introduction to Inventory Concepts:			10 Hours
Introduction to Inventory Concepts: various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventories, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.			
Module-5: Introduction to Distribution Management:			9 Hours
Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice. Hub & Spoke v/s Distributed Warehouses. Mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, Packaging Issues in Transportation, role of containerization, Hazards in transportation, State of Ocean Transport, global alliances			

SEMESTER END EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.

- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - Module 1:** Q1 or Q2
 - Module 2:** Q3 or Q4
 - Module 3:** Q5 or Q6
 - Module 4:** Q7 or Q8
 - Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc(B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

- Coyle, Bardi, Longley: “Logistic approach to Supply Chain Management”, Cengage Learning publishers, Latest Edition .
- Sunil Chopra, Peter Meindl, D.V. Kalr :“ Supply Chain Management- Strategy, Planning and Operation”, Pearson publishers, Latest Edition.
- Donald J Bowersox:” Supply chain Logistics Management” Mc Graw Hill , 4th edition.

REFERENCE BOOKS

- Martin Christopher: “Logistics and Supply Chain Management”, Pearson Education publishers, Latest edition.

2. John J. Coyle, C. John Langley Jr., Robert A. Novack: “The Management of Business Logistics: A Supply Chain Perspective” Cengage Learning, Latest edition.
3. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi: “Designing and Managing the Supply Chain”, McGraw-Hill Education, Latest edition.

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- <https://www.coursera.org/learn/supply-chain-logistics>
- <https://www.coursera.org/specializations/supplychainfia>
- <https://www.coursera.org/learn/logistics-excellence>
- <https://www.coursera.org/learn/operations-management-quality-and-supply-chain>

ACTIVITY-BASED LEARNING (SUGGESTED ACTIVITIES IN CLASS)/PRACTICAL BASED LEARNING

- Quizzes
- Assignments
- Seminar

Module 5 - Strategy Evaluation:			12 Hours
The Process of Evaluating Strategies, Strategy Evaluation Framework, Balanced Score Card, Characteristics of an Effective Evaluation System, Contingency Planning, 21st Century Challenges in Strategic Management			
MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	STRATEGIC MANAGEMENT		
Course Code:	26MBATH207	CIE MARKS	50
(L: T : P) + SL	(4:0:0) + (60 Hours/Sem)	SEE MARKS	50
Credits:	4	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. Development of an understanding of fundamental concepts in Strategic Management 2. To evaluate various business strategies in dynamic market environments 3. To gain insights into various strategic management models			
Module 1 - Overview of Strategic Management:			12 Hours
Meaning of Strategy and Strategic Management, Stages of Strategic Management, The Strategic Management Model, Benefits of Strategic Management, Key Terms in Strategic Management, Competitive Advantage, Strategists, Vision, Mission, Long Term Objectives, Strategies, Annual Objectives and Policies Role of AI in strategic decision making , AI-assisted strategy tools (ChatGPT, Notion AI, Gemini for market insights)			
Module 2 - External & Internal Assessment:			12 Hours
External Assessment: The Process of Performing an External Audit, Nature of an External Audit, Key External Forces, Industry Analysis, Competitive Forces, Competitive Analysis-Porter’s Five Forces Model, Key Success Factors Internal Assessment: Nature of Internal Audit, Key Internal Forces, The Process of Performing Internal Audit, Resource Based View (RBV), Integrating Strategy and Culture, SWOT Analysis, Value Chain Analysis, Bench Marking, Internal Factor Evaluation Matrix Use AI tools to conduct automated PESTLE and industry analysis (Edraw.AI, Claude)			
Module 3 - Strategy Formulation:			12 Hours
The Business Vision and Mission, Process of Developing Vision and Mission, Importance of Vision and Mission Statement, Characteristics of Mission Statement, Long Term Objectives, Types of Strategies, Levels of Strategies, Integration Strategies, Intensive Strategies, Diversification Strategies, Defensive Strategies, Porters Generic Strategies, Blue Ocean Strategy AI Tools • ChatGPT – Generate draft vision and mission statements based on company data. • Notion AI – Refine mission statements and align them with organizational values. Student Activity • Use AI to generate a vision statement for a startup and evaluate its clarity and strategic alignment.			
Module 4 - Strategy Implementation:			12 Hours
Nature of Strategy Implementation, Annual Objectives, Policies, Resource Allocation, Managing Conflicts, Restructuring, Reengineering and E-Engineering, Linking Performance and Pay to Strategies, Creating a Strategy-Supportive Culture, Operations Concerns in Implementing Strategies AI Tools • Grammarly – Draft and refine organizational policies. • ChatGPT – Generate policy guidelines for different departments. Activity: • Create HR or finance policy drafts using AI.			

COURSE OUTCOMES:

After successfully completing the course, the student will be able to:

CO1	Understand the concept of Strategic Management, its relevance, Characteristics, process nature, and purpose
CO2	Interpret how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations, and gain a competitive advantage.
CO3	Apply strategy at different levels of an organization to achieve a competitive advantage.
CO4	Analyse the strategic drive-in multinational firms and their decisions in different markets.
CO5	Evaluate strategy implementation and the control measures for effective decision-making.

PRACTICAL COMPONENTS

- 1 Analysing the Mission and Vision statements of selected Indian companies.
- 2 Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc. (Industry Note to be submitted))
- 3 Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
- 4 Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- 5 Conduct SWOT analysis of companies around your campus.

SELF STUDY

1. AI in Strategic Decision Making
2. Leveraging Digital Marketing Strategies.

SEMESTEREND EXAMS (SEE) QUESTION PAPER PATTERN

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper is divided into **5 modules**.
- Each module contains **two alternative questions**.
- The question numbers are arranged as:
 - **Module 1:** Q1 or Q2
 - **Module 2:** Q3 or Q4
 - **Module 3:** Q5 or Q6
 - **Module 4:** Q7 or Q8
 - **Module 5:** Q9 or Q10
- Each question consists of **three sub-questions: (a), (b), and (c)**.
- The sub-questions carry **3 marks, 7 marks, and 10 marks**, respectively.
- Each complete question carries a total of **20 marks**.
- The entire question paper comprises **10 questions**, from which students answer **one question from each module (5 questions in total)**.
- The maximum marks for the examination are **100** (5 × 20 marks).

ASSESSMENT DETAILS (Both CIE and SEE)			
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE – IA Tests (A)	25	-	Two tests each of 50 marks shall be conducted. Average of Two Internal Assessment Tests shall be scaled down to 25 marks. In case improvement test is provided, best of two IAT can be considered.
Assignments, Case analysis, Presentations, Quiz, Simulation, Experimentation, Mini Project, Oral Examination, Field Work, MOOC's and Class Participation etc (B)	25	-	Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same
Total CIE (A+B)	50	25 (50%)	CIE Evaluation is done for a maximum of 50 marks
SEE (C)	50	20 (40%)	SEE is a theory exam conducted for 100 marks and scaled down to 50 marks. Exam duration shall be for 3 hours.
CIE + SEE (A+B+C)	100	50 (50%)	Final marks shall be the sum of marks scored in Components A, B and C.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			

TEXTBOOKS

1. Arthur A. Thompson Jr, Margaret A. Peteraf, John E. Gamble, A. J. Strickland III, Arun K. Jain: "Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases", McGraw Hill Education publishers, 19th edition 2017
2. Robert M. Grant: "Contemporary Strategy Analysis", Wiley India publisher, 10th edition

REFERENCE BOOKS

1. Fred R David: "Strategic Management", PHI publisher, Latest Edition
2. John Parnell: "Strategy Management: Theory & Practice", Biztantra publisher, 2004
3. John A. Pearce Richard B. Robinson: "Strategic Management: Planning for Domestic and Global Competition", McGraw Hill Education publishers, 14th edition 2015

WEBLINKS AND VIDEO LECTURES(E-RESOURCES):

- <https://www.coursera.org/learn/strategic-management>
- <https://www.classcentral.com/course/strategic-management-4279>
- <https://www.my-mooc.com/en/mooc/strategic-management-iimb-st101x/>
- <https://alison.com/courses/diploma-in-strategic-management-revised/content>

BASED LEARNING

- Quizzes
- Assignments
- Seminar

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	SOCIETAL PROJECT		
Course Code:	26MBAAE208	CIE MARKS	00
(L :T : P) + SL	(0:0:0)	SEE MARKS	00
Credits:	0	EXAM HOURS	00
COURSE LEARNING OBJECTIVES: 1. To understand the social issues and to promote the social interests among students. 2. To undertake studies and Projects, which have a social bearing on the Society. 3. To enhance human values and help meet basic and complex needs of the society			
GUIDELINES			
1. It is a Non-Credit and a mandatory Course. 2. The duration of the Project is ONE week 3. Students should undertake the project between First and Second SSEMESTER 4. Students need to identify any one of the social issues individually and collect and analyse relevant data. Group Projects are not permitted. 5. Students should get guidance from the Internal/External Guide regarding identification, collection of data and for preparations of Societal Project Report. However External Guide/Certificate is not mandatory. 6. Students can approach any NGOs, Trust and such similar Organisation to identify the Societal issues OR they can identify the general societal issues for the purpose of study. 7. The Institute is required to issue a certificate on successful completion of Societal Project and certified by Guide, HOD and Principal 8. Students should submit a report with a minimum of 10 pages in the prescribed format. 9. The institute should conduct the viva-voce examination after submission of the Societal Project Report. 10. The Institute shall prepare a suitable rubric to assess the eligibility of societal project of students. With successful completion of the Societal project, student may be awarded the MBA degree. 11. Normal binding is suggested for the report.			

GENERAL FORMAT OF THE SOCIETAL PROJECT REPORT

1. Cover page
2. General Introduction of the Societal Project
3. Background of the Social issues. (at past, present and the future)
4. Identification of the Social issue/s
5. Review of Literature (Minimum Five)
6. Data analysis/Results and Discussion (Primary or secondary)
7. Suggestions to overcome issues.
8. Conclusion

FORMAT OF COVER PAGE				
(Title of the Social Project Report) Submitted by (Student Name) (USN) Submitted to RNS INSTITUTE OF TECHNOLOGY AUTONOMOUS INSTITUTE UNDER VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI				
In partial fulfilment of the requirements for the award of the degree of MASTER OF BUSINESS ADMINISTRATION Under the guidance of <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top; padding: 5px;"> INTERNAL GUIDE (Name & Designation) (Institute Logo) Department of Business Administration RNS INSTITUTE OF TECHNOLOGY (Month & Year of submission) </td> <td style="width: 50%; vertical-align: top; padding: 5px;"> EXTERNALGUIDE (Name & Designation) </td> </tr> </table>		INTERNAL GUIDE (Name & Designation) (Institute Logo) Department of Business Administration RNS INSTITUTE OF TECHNOLOGY (Month & Year of submission)	EXTERNALGUIDE (Name & Designation)	
INTERNAL GUIDE (Name & Designation) (Institute Logo) Department of Business Administration RNS INSTITUTE OF TECHNOLOGY (Month & Year of submission)	EXTERNALGUIDE (Name & Designation)			
FORMAT OF CERTIFICATE				
This is to certify that (Name of the Student) bearing USN (xxxx), is a bona fide student of Master of Business Administration Program of RNS INSTITUTE OF TECHNOLOGY (Batch), an Autonomous Institution under Visvesvaraya Technological University, Belagavi. Societal Project report on “(Title of Report)” is prepared by Him/her under the guidance of (Name of the Guide), as mandatory requirements for the award of the degree of Master of Business Administration. <table style="width: 100%;"> <tr> <td style="width: 33%; text-align: center; padding: 5px;">Signature of Internal Guide</td> <td style="width: 33%; text-align: center; padding: 5px;">Signature of HOD</td> <td style="width: 33%; text-align: center; padding: 5px;">Signature of Principal</td> </tr> </table>		Signature of Internal Guide	Signature of HOD	Signature of Principal
Signature of Internal Guide	Signature of HOD	Signature of Principal		

DECLARATION

I, **(Student Name)**, hereby declare that the Societal Project report entitled “**(Title)**” with reference to **(Name of the Organization with place)** prepared by me under the guidance of **(Guide Name & Designation)** of MBA Department, **(Institute name)** and external assistance by **(External Guide Name, Designation and Organization)**. I also declare that this Societal Project work is towards the mandatory requirement of the Institute Regulations for the award of degree of Master of Business Administration by RNS Institute of Technology, Bengaluru. I have undergone a Societal project for a period of One week. I further declare that this Societal Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:

Date:

Signature of the Student

MBA Program Outcome Based Education (OBE) and Choice Based Credit System (CBCS) SEMESTER– II			
Course Title:	AI for Managers Lab		
Course Code:	26MBASL209	CIE MARKS	50
(L :T : P) + SL	(0:0:2)	SEE MARKS	50
Credits:	01	EXAM HOURS	3
COURSE LEARNING OBJECTIVES: 1. Apply advanced Excel functions and tools to analyze complex business data efficiently. 2. Build dynamic dashboards and automated reports to support business intelligence and decision-making. 3. Leverage advanced data analysis and automation features to improve productivity and operational efficiency			
Module1- Advanced Formulas & Array Functions:			6 Hours
Dynamic Arrays (Office 365): SPILL behavior; FILTER function for single and multiple criteria; SORT and SORTBY functions; UNIQUE and SEQUENCE functions; Multi-criteria calculations: COUNTIFS, SUMIFS, and AVERAGEIFS; SUMPRODUCT for weighted calculations			
Module-2: Power Query: Import, Clean & Transform:			6 Hours
Introduction to Power Query vs. formulas; Power Query Editor interface: Query Settings, Applied Steps, and M language intro; Importing data from CSV, Excel, web pages, and folders; Data cleaning: detecting types, replacing values/errors, removing duplicates, and trimming text; Data Transformation: Grouping rows, pivoting/unpivoting columns, and adding custom/index columns; Merging queries (Joins) and Appending queries (UNION); Loading data to Tables, PivotTables, or the Data Model.			
Module-3: Advanced PivotTables & Power:			6 Hours
Advanced Value Field Settings: % of total, running total, and rank; Calculated fields and calculated items; Multiple consolidation ranges; Introduction to the Data Model (Power Pivot) and creating relationships instead of VLOOKUP; DAX (Data Analysis Expressions) basics: SUM, COUNT, CALCULATE, and RELATED; Understanding the star schema concept.			
Module-4: Dashboard Design & Advanced Visuals:			6 Hours
Dashboard design principles: layout, whitespace, color, and hierarchy; Dynamic named ranges using OFFSET + COUNTA for charts; Form Controls: dropdowns, scroll bars, and option buttons linked to cells; Slicers controlling multiple PivotTables; Advanced charts: Waterfall, Funnel, Box & Whisker, and Histograms; KPI cards using shapes and icons; Protecting dashboard layouts.			
Module-5: AI Features, Macros & Capstone:			6 Hours
Excel's Built-in AI: Flash Fill (AI-powered pattern recognition), Analyse Data (Ideas/Copilot), and smart features; Introduction to VBA: Macro Recorder, absolute vs. relative references, and running macros via shortcut keys or buttons; VBA Editor (Alt+F11) basics; What-If Analysis: Goal Seek, Scenario Manager, and Data Tables; FORECAST.ETS for time-series forecasting; Final capstone project integration			

PRACTICAL COMPONENTS:

1	Power Query Pipeline Building: Creating automated data cleaning workflows from external sources.		
2	Data Model Construction: Building relationships between multiple tables to replace nested VLOOKUPs.		
3	Interactive Dashboard Project: Designing a professional dashboard with slicers and form controls.		
4	VBA Macro Automation: Recording and editing basic macros to automate repetitive formatting.		
5	Comprehensive Capstone Project: Applying all Excel skills to a real-world business scenario including Power Query, Data Model, and Dashboarding		
Assessment Type	Maximum Marks	Minimum Passing Marks	Evaluation Details
CIE Component A (Practical Labs)	25	-	Class Assignment (Assigned during classes)
CIE Component B (Assignments)	25	-	Assignment (Assigned After Classes)
Total CIE (A+B)	50	25 (50%)	Combined internal evaluation.
SEE Component C	50	25 (50%)	Lab Exam (Practical Exam in lab)
CIE + SEE (A+B+C)	100	50 (50%)	Final cumulative performance metric.
The minimum marks to be secured in CIE is 25 (50%) out of allotted 50 marks to appear for SEE.			