

B.M.S. COLLEGE OF ENGINEERING, BASAVANGUDI, BANGALORE-560 019.

Department of Management Studies & Research Centre



Curriculum for MBA for the Academic year 2026-28



B.M.S. College of Engineering

Department of Management Studies and Research Centre

Introduction to BMSCE MBA

The Department of Management Studies & Research Centre was started in 1992 with an objective of imparting quality Management Education. With an initial intake of 60, the Department increased its intake to 120 in the year 2011 and 180 in the year 2025. It was approved as a Research Centre in the year 2005 by VTU, Belgaum. The Department has been striving to offer quality Management Education through a team of qualified and experienced faculty members. It also offers various value-added programmes such as guest lectures, seminars, workshops, case-based learning, course assignments, meet the CEO series, industrial visits etc., to prepare the students to face the challenges in the corporate world. The Department has an exclusive placement cell to handle training needs of the students, project and final placements. The programme is accredited by NBA for 2025-2028 and is autonomous under VTU.

VISION

Develop leaders through Quality Management Education, Research and entrepreneurship contributing to the Society

MISSION

- To enhance the knowledge and capabilities to meet the Global challenges through suitable curriculum.
- To be concerned and connected with societal issues.
- To foster collaborative contributions through training.
- To inculcate a sense of professional ethics, commitment and integrity

Program Educational Objectives

- PEO 1: Graduates will acquire holistic knowledge, required skills and attitude to excel as management professionals.
- PEO 2: Graduates will be able to solve business problems through effective communication and cross functional teamwork.
- PEO3. Graduates will be equipped with values to build trust and respect in their careers by upholding credibility and integrity.

Program Outcomes

- PO1. Apply knowledge of management theories and practices to solve business problems
- PO2. Foster Analytical and critical thinking abilities for data-based decision making
- PO3. Ability to develop Value based Leadership ability
- PO4. Ability to understand, analyze, communicate global, economic, legal, and ethical aspects of business
- PO5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to the team environment
- PO6. Ability to develop entrepreneurial thinking and business acumen
- PO7. Ability to foster research skills and their applications in the respective domain

SCHEME OF TEACHING AND EXAMINATION

B.M.S. College of Engineering Department of Management Studies and Research Centre MASTER OF BUSINESS ADMINISTRATION (MBA)												
I SEMESTER												
Sl. No.	Course	Course Code	Course Title	Teaching Hours				Examination				Credits
				Theory	Practical Component	Credits	Total Hours / Semester	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	26MBA1PCMO	Management and Organizational Behaviour	56	00	64	120	03	50	50	100	04
2	PCC	26MBA1PCFA	Financial Accounting & Reporting	56	00	64	120	03	50	50	100	04
3	PCC	26MBA1PCED	Economics for Decision Making	56	00	64	120	03	50	50	100	04
4	PCC	26MBA1PCBS	Business Statistics	42	28	50	120	03	50	50	100	04
5	PCC	26MBA1PCMM	Marketing Management	56	00	64	120	03	50	50	100	04
6	PCC	26MBA1PCMC	Managerial Communication	28	28	34	90	03	50	50	100	03
7	AEC	26MBA1AEES	Employability skills for Managers	00	28	2	30	00	50	00	50	01
8	SEC	26MBA1SEAB	Application of Business Tools -1	00	-	-	30	-	-	-	-	NCM C
TOTAL							750		350	300	650	24
Note: PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. AEC: Ability Enhancement Courses. SEC: Skill Enhancement Course												
1 practical credit for MBA104 will be focused on statistical software. 4 Credit theory courses are designed for 56 hours Teaching and a Term work of 64 hours. 3 Credit theory courses are designed for 42 hours Teaching and a term work of 48 hours. 4 credit courses with 3 credit theory and 1 credit practical courses are designed for 70 teaching hours (42 hours theory 28 hours of practical) and a term work of 50 hours. 3 credit courses with 2 Theory + 1 Practical are designed for 56 hours (28 hours of theory and 28 hours of practical) Teaching hours and 34 hours of term work. 1 practical credit for MBA107 will be focused on employability skills.												

Note:

1. Each Course has a theory component of 04 hrs. (04 credits) and 03 hrs. (03 credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. Practical components 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. A minimum of 20% of marks may be allocated for application-oriented questions in the SEE Question Paper.
3. The 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.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. The students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
6. Practical component/ Term Work/Skill Development Activities: 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.
7. The students shall
 - a. Gain confidence in modeling of management systems.
 - b. Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude.
 - c. Involve in case studies and field visits/ field work.
 - d. Accustomed to 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 awareness etc.

8. Societal project 26MBA2AESP (one week) shall be a 1 credit course. The students should identify and study problems faced by the society. The students must submit a report to the respective guides. This shall be a course on lines of ability enhancement courses and shall be undertaken after the first semester and before commencement of the second semester during vacation. The student will submit a report at the end of the course. The student is required to score a minimum 50% for passing this course.

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II SEMESTER

Sl. No.	Course	Course Code	Course Title	Teaching Hours				Examination				Credits
				Theory	Practical Component	TW & SL	Total Hours / Semester	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	26MBA2PCHR	Human Resources Management	56	00	64	120	03	50	50	100	04
2	PCC	26MBA2PCFM	Financial Management	56	00	64	120	03	50	50	100	04
3	PCC	26MBA2PCRM	Research Methodology and IPR	56	00	64	120	03	50	50	100	04
4	PCC	26MBA2PCOR	Operations Research	56	00	64	120	03	50	50	100	04
5	PCC	26MBA2PCIB	International Business Management	56	00	64	120	03	50	50	100	04
6	PCC	26MBA2PCEN	Entrepreneurship Development	42	00	48	90	03	50	50	100	03
7	AEC	26MBA2AESP	Societal Project	00	28	02	30	00	50	00	50	01
8	SEC	26MBA2SEAB	Application of Business Tools - II	-	-	-	30	-	-	-	-	NCMC
TOTAL							750		350	300	650	24

Note: PCC: Professional Core Course, AEC: Ability Enhancement Courses, SEC: Skill Enhancement Course

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

- 4 Credit theory courses are designed for 56 hours Teaching and a Term work of 64 hours.
- 3 Credit theory courses are designed for 42 hours Teaching and a term work of 48 hours.
- 1 credit practical courses are designed for 28 hours of practical teaching hours and term work of 2 hours.

Note:

1. Each Course has a theory component of 04 hrs. (04 credits) and 03 hrs. (03 credits) Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. Practical components 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. A minimum of 20% of marks may be allocated for application-oriented questions in the SEE Question Paper.
3. The 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.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student

and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.

5. The students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
6. Practical component/ Term Work/Skill Development Activities
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.
7. The students shall
 - a. Gain confidence in modeling of management systems.
 - b. Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude.
 - c. Involve in case studies and field visits/ field work.
 - d. Accustomed to 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.
8. Organization Study - 26MBA3PCOS (four weeks) to be carried out by students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.

Skill Lab

All students shall successfully complete any two skill labs, carrying 01 credit each as part of the curriculum. Each skill lab shall consist of 20-30 hours of hands-on, application - oriented learning and students shall earn a total of 02 credits by completing any two skill labs, 1 each in a year.

Skill lab options are listed below:

1. Business Communication Lab
2. Business Analytics Lab
3. AI For Managers Lab
4. Sales & Negotiation Lab
5. Digital Marketing Lab
6. Financial Modeling Lab
7. Entrepreneurship & Innovation Lab
8. HR competency Lab

9. Business Research Lab
10. Project Management Lab
11. Business Simulation Lab
12. Design Thinking & Innovation Lab
13. Operations Excellence Lab

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III SEMESTER

Sl. No.	Course	Subject Code				Teaching Hours				Examination				Credits
		Marketing	Finance	Human Resources	Business Analytics	Theory	Practical Component	TW & SL	Total Hours / Semester	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC*	26MBA3PCLS*	26MBA3PCLS*	26MBA3PCLS*	26MBA3PCLS*	56	00	64	120	03	50	50	100	04
2	PCC*	26MBA3PCCG*	26MBA3PCCG*	26MBA3PCCG*	26MBA3PCCG*	56	00	64	120	03	50	50	100	04
3	PEC	26MBAMM313	26MBAFM313	26MBAHR313	26MBABA313	56	00	64	120	03	50	50	100	04
4	PEC	26MBAMM314	26MBAFM314	26MBAHR314	26MBABA314	56	00	64	120	03	50	50	100	04
5	PEC	26MBAMM315	26MBAFM315	26MBAHR315	26MBABA315	56	00	64	120	03	50	50	100	04
6	PEC	26MBAMM316	26MBAFM316	26MBAHR316	26MBABA316	56	00	64	120	03	50	50	100	04
7	PCC*	26MBA3PCOS*	26MBA3PCOS*	26MBA3PCOS*	26MBA3PCOS*	-	120	-	120	-	50	50	100	04
Total									840		350	350	700	28

Note:

- 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.
- BA Courses has a theory component of 3 hours and Practical Component of 2 hours (4 credits). For BA Time table allotment should be 5 hrs. per week. Practical components 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.
- A minimum of 20% of marks may be allocated for application-oriented questions in the SEE Question Paper.
- The 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.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
- The students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
- Practical component/ Term Work/Skill Development Activities
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.
- The students shall:

- a. Gain confidence in modeling of management systems.
- b. Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude.
- c. Involve in case studies and field visits/ field work.
- d. Accustomed to 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.

9. In case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in case of Dual specialization, the students will be studying 2 core subjects and First 2 subjects in any two specializations. For Example, 2 core, 2 marketing and 2 HR specialization subjects, etc.,
10. Project Work- 26MBA4PCPR (six weeks) to be carried out by students after the third semester and the report should be submitted by the students during the fourth semester.

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III SEMESTER - Core 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
26MBA3PCLS*	Logistics and Supply Chain Management	26MBA3PCLS*	Logistics and Supply Chain Management	26MBA3PCLS*	Logistics and Supply Chain Management	26MBA3PCLS*	Logistics and Supply Chain Management
26MBA3PCCG*	Corporate Governance and Business Ethics	26MBA3PCCG*	Corporate Governance and Business Ethics	26MBA3PCCG*	Corporate Governance and Business Ethics	26MBA3PCCG*	Corporate Governance and Business Ethics

Specialization Courses

Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Resource Professional Elective Courses		Business Analytics Professional Elective Courses	
26MBAMM313	Consumer Behaviour	26MBAFM313	Strategic Cost Management	26MBAHR313	Strategic Talent Management	26MBA BA313	Data Visualization and Story Telling
26MBAMM314	Services Marketing	26MBAFM314	Banking & Fintech	26MBAHR314	Industrial Relations and Legislations	26MBA BA314	Database Management Systems
26MBAMM315	Sales & Retail Management	26MBAFM315	Investment Analysis and Portfolio Management	26MBAHR315	Organizational Change and Development	26MBA BA315	Introduction to Data Science and Python Programming
26MBAMM316	Rural Marketing	26MBAFM316	Advanced Financial Management	26MBAHR316	Conflict Management	26MBABA316	Operations Analytics
26MBA3PCOS*	Organization Study	26MBA3PCOS*	Organization Study	26MBA3PCOS*	Organization Study	26MBA3PCOS*	Organization Study

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IV SEMESTER (Core Courses and Dual Specialization)

Sl. No	Course	Subject Code				Teaching Hours				Examination				Credit
		Marketing	Finance	Human Resource	Business Analytics	Theory	Practical Component	TW & SL	Total Hours / Semester	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC*	26MBA4PCET*	26MBA4PCET*	26MBA4PCET*	26MBA4PCET*	28	28	34	90	03	50	50	100	3
2	PCC*	26MBA4PCCS*	26MBA4PCCS*	26MBA4PCCS*	26MBA4PCCS*	28	28	34	90	03	50	50	100	3
3	PEC	26MBAMM413	26MBAFM413	26MBAHR413	26MBABA413	28	28	34	90	03	50	50	100	3
4	PEC	26MBAMM414	26MBAFM414	26MBAHR414	26MBABA414	28	28	34	90	03	50	50	100	3
5	PEC	26MBAMM415	26MBAFM415	26MBAHR415	26MBABA415	28	28	34	90	03	50	50	100	3
6	PEC	26MBAMM416	26MBAFM416	26MBAHR416	26MBABA416	28	28	34	90	03	50	50	100	3
7	PCC*	26MBA4PCPR*	26MBA4PCPR*	26MBA4PCPR*	26MBA4PCPR*	-	180		180	-	50	50	100	6
		Total							720		350	350	700	24

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).

3 credit courses-2 Theory + 1 Practical are designed for 56 hours (28 hours of theory and 28 hours of practical) Teaching hours and 34 hours of term work.

Note:

1. Each Course has a theory component of 2 hours and Practical Component of 2 hours (3credits). The Time-Table allotment for each course should be 4 hrs.
2. A minimum of 20% of marks may be allocated for application-oriented questions in the SEE Question Paper.
3. In case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in case of dual specialization, the students will be studying 2 core subjects and first 2 subjects in any two specializations.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
5. The 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.

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IV SEMESTER - Core 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
26MBA4PCET*	Emerging Technologies for Business	26MBA4PCET*	Emerging Technologies for Business	26MBA4PCET*	Emerging Technologies for Business	26MBA4PCET*	Emerging Technologies for Business
26MBA4PCCS*	Corporate Strategy	26MBA4PCCS*	Corporate Strategy	26MBA4PCCS*	Corporate Strategy	26MBA4PCCS*	Corporate Strategy

Specialization Courses

Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Professional Elective Courses		Business Analytics Professional Elective Courses	
26MBAMM413	Strategic Brand Management	26MBAFM413	Tax Management	26MBAHR413	Learning and Development	26MBABA413	Artificial Intelligence for Business
26MBAMM414	Integrated Marketing Communication	26MBAFM414	International Financial Management	26MBAHR414	International HRM	26MBABA414	Social Media Analytics
26MBAMM415	Digital and Social Media Marketing	26MBAFM415	Risk Management – Insurance and Derivatives	26MBAHR415	Personal Growth and Interpersonal Effectiveness	26MBABA415	Machine Learning
26MBAMM416	B2B Marketing	26MBAFM416	Mergers, Acquisitions and Corporate Restructuring	26MBAHR416	HR Analytics	26MBABA416	Strategic Business Intelligence
26MBA4PCPR*	Project Work	26MBA4PCPR*	Project Work	26MBA4PCPR*	Project Work	26MBA4PCPR*	Project Work

MANAGEMENT & ORGANISATIONAL BEHAVIOUR			
Course Code	26MBA1PCMO	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L: T: P)	4:0:0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	56:0:0:64	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course Objectives 1) To understand the concepts, theories & practices in Management and Organisational Behaviour. 2) To analyse the business situation and make the right decisions. 3) To develop skills to identify business problems and apply right tools and techniques to solve it 4) To apply Management and OB concepts learnt to real-world business scenarios.			
Module-1			
Introduction: Meaning, Objectives, Differences between Administration and Management, Managerial skills required at various, Functions of Management, Managerial roles, Historical evolution of Management thoughts -Scientific management principles, Principles of administrative management, Bureaucratic management, Human Relations theory-Hawthorne studies, Modern management theories-Systems theory, Contingency theory, Chaos theory; Contemporary issues in Management – sustainability, diversity, equity & inclusion in the Workplace.			
Number of Hours: 12			
Module-2			
Planning –Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques- MBO & SWOT. Organising –Meaning, Process, Types of Departmentation, levels in the hierarchy-span of control, Types of Organisation structures - line and staff, matrix structure, project structure, boundaryless structure. Staffing - Overview Leading – Meaning, types of Leaders, Leadership, Leadership styles, Theories of leadership-trait theories, behavioural theories-Managerial Grid, Situational Leadership- Fielder’s Contingency theory, Hersey Blanchard’s maturity-immaturity Model. Controlling – Meaning, Importance, Steps in the Control Process, control mechanisms, Types of Control- budgetary and non-budgetary. Application of AI in Management functions			
Number of Hours: 12			
Module-3			
Organisational Behaviour -Introduction, Meaning, History of Organisational Behaviour, Contributing disciplines to OB, challenges and opportunities of OB, OB in a global context. Personality - Definition, Determinants, Types, Traits, Big Five model of personality and personality attributes influencing OB. Exercise: Administration of Big Five Model and action plan for Self-Development			

Values in the workplace: Types of values, understanding workplace values. Perception– Meaning, factors influencing perception, Model of Perceptual process, perceptual errors. Emotions in the workplace: Types of emotions, managing emotions at work. Attitudes and Behaviour: Sources of attitudes, types of attitudes, changing attitudes, work related attitudes. Number of Hours: 12
Module-4
Stress: Work-related stress and its management. Motivation– Meaning, theories- Content - Maslow’s Hierarchy of Needs, Herzberg’s two factor theory, Alderfer’s ERG model, McClelland’s Need Achievement theory, McGregor’s Theory X and Y, Process theories - Vroom’s and ADAM’s equity theory. Teams: Meaning of Teams, Advantages of Teams, Model of Team Effectiveness, Stages of Team Development. Number of Hours: 10
Module-5
Power & Politics: Meaning, Sources, Contingencies of Power, Consequences of Power, Power & Politics in organisation. Conflict and Negotiation in the workplace: Constructive & Relationship conflict, Conflict Process Model, Structural sources of Conflict Management, Resolving conflict through negotiation and Third-Party Conflict Resolution. Organisational Culture: Meaning, Elements of Organizational Culture, Importance of Organisational Culture. Organisational Change: Meaning, Kurt Lewin’s change process, Resistance to change Number of Hours: 10
Textbooks: 1. Management: A Global, Innovative and Entrepreneurial Perspective-Heinz Weihrich, Mark V Cannice, Harold Koontz; McGraw-Hill Education, 2019 (15th Edition) 2. Organizational Behaviour - Stephen Robbins, Timothy A Judge, Neharika Vora - Pearson Education, India, 18th Edition 3. Organizational Behavior–Steven L. McShane & Mary Ann Von Glinow, 8/e, McGraw Hill Education, 2017. Reference books / Manuals: 1. Management & Organisational Behaviour – Laurie J. Mullins, Gary Rees 13th/e, Pearson, 2023. 2. MGMT 9, Principles of Management –Chuck Williams 9/e, Cengage Learning, 2017. 3. Organizational Behaviour, An evidence based approach- Fred Luthans, Brett C. Luthans, Kyle W. Luthans 13/e, McGraw Hill International, 2015. Skill Development Activities: 1. Visit an Organisation and note the various functions played in a day. 2. Planning of Management fest or any other student activity 3. Self-awareness through psychometric tools such as JOHARI WINDOW and MBTI 4. Meet any person in Leadership roles, interact with them and record the challenges encountered 5. Presentations on case studies aligning with the modules of the course.

Assessment Structure (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum mark. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/course, if the student secures not less than 50% of the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination).

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a. Tests (for 25 Marks) and
- b. Assignments, Quiz, Simulations, Experimentation, Mini projects, oral examinations, fieldwork etc., (for 25 Marks) conducted in this course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain relevant supporting documents for this.

Semester End Examination:

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

- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.
- The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory.

Course Outcomes

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

Sl. No.	Description
CO1	Explain the principles, theories, and functions of management and organizational behaviour, and analyse their relevance in contemporary organizations.
CO2	Apply management functions, leadership approaches, planning tools, organizational structures, and AI-enabled management practices to solve organizational problems.
CO3	Analyse individual and group behaviour in organizations by evaluating personality, perception, values, emotions, motivation, stress, and team dynamics to improve workplace effectiveness.
CO4	Evaluate organizational issues related to power, politics, conflict, negotiation, culture, and change, and recommend appropriate managerial strategies for organizational effectiveness and sustainable development.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2					
CO2	3		2				
CO3		3			3		
CO4			3	3			

FINANCIAL ACCOUNTING & REPORTING			
Course Code	26MBA1PCFA	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0:0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	56: 0: 0:64	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course 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 analyse the financial statements for decision making.			
Module-1			
Introduction to Accounting Meaning, objectives, need and scope of accounting; Types of Accounting – Financial, Cost and Management Accounting; Users of Accounting Information; Accounting as a tool for managerial decision-making; Accounting concepts and conventions; Accounting equation; Basics of Generally Accepted Accounting Principles (GAAP), Indian Accounting Standards (Ind-AS) and International Financial Reporting Standards (IFRS) (Theory only); Window Dressing, Creative Accounting and Earnings Management (Theory only); Ethics in Accounting and Financial Reporting; Introduction to Accounting Information Systems (AIS), ERP, Cloud Accounting and the role of Artificial Intelligence in Accounting (Theory only). Number of Hours: 10			
Module-2			
Accounting Cycle Journal; Ledger; Trial Balance; Subsidiary Books (Theory only and Problems on Three Column Cash Book); Trial Balance. Number of Hours: 12			
Module-3			
Preparation of Financial Statements Final Accounts of Sole Proprietorship: Preparation of Trading Account, Profit & Loss Account and Balance Sheet in Horizontal Form with Adjustments (Problems). Final Accounts of Companies: Preparation of Trading Account, Profit & Loss Account, Profit & Loss Appropriation Account and Balance Sheet in Horizontal Form with Adjustments (Problems). Number of Hours: 14			
Module-4			
Analysis and Interpretation of Financial Statements Meaning, Objectives and Importance; Comparative Financial Statements; Common Size Statements; Trend Analysis; Ratio Analysis – Liquidity, Profitability, Solvency, Activity and			

Market Ratios; Preparation of Financial Statements using Financial Ratios (Problems); Interpretation of Financial Statements for Managerial Decision Making; Benchmarking and Industry Comparison; Case Studies based on Listed Companies.

Number of Hours: 10

Module-5

Depreciation, Inventory Valuation and Contemporary Accounting Practices

Depreciation: Meaning, Characteristics, Causes and Methods of Depreciation; Tax Implications of Depreciation; Problems on Straight Line Method (SLM) and Written Down Value (WDV) Method.

Inventory Valuation: Meaning, Objectives and Methods of Inventory Valuation – FIFO, LIFO and Weighted Average Method (Problems).

Corporate Financial Reporting and Governance: Corporate Governance and Financial Reporting; Sustainability Reporting (ESG and BRSR) (Theory only); Role of Internal Controls and Auditors in Financial Reporting (Theory only); Contemporary Developments in Accounting including Digital Accounting, Automation and AI-enabled Accounting Practices (Theory only).

Number of Hours: 10

Textbooks:

1. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2024). Financial Accounting (8th ed.). Vikas Publishing House Pvt. Ltd.
2. Narayanaswamy, R. (2023). Financial Accounting: A Managerial Perspective (7th ed.). PHI Learning Pvt. Ltd.
3. Jain, S. P., & Narang, K. L. (2024). Advanced Accountancy – Volume I (latest revised ed.). Kalyani Publishers.

Reference books / Manuals:

1. Tulsian, P. C., & Tulsian, B. (2024). Financial Accounting (3rd ed.). S. Chand Publishing.
2. Bhattacharyya, A. K. (2023). Financial Accounting for Business Managers (6th ed.). PHI Learning Pvt. Ltd.
3. Hanif, M., & Mukherjee, A. (2023). Financial Accounting (3rd ed.). McGraw Hill Education (India).

Skill Development Activities:

1. To collect Annual reports of the companies and analyze the financial statements using different techniques and presenting the same in the class.
2. Students will be asked to analyze different scenarios from Module 1 to Module 5

Assessment Structure (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a. Tests (for 25Marks) and
- b. Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for the same.

Semester End Examination:

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

- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.
- The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory.

Theory – 25%; Problems – 75%

Course Outcomes

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

Sl. No.	Description
CO1	Explain the fundamental concepts, principles, standards, and ethical practices of accounting, and describe their role in managerial decision-making.
CO2	Prepare accounting records and financial statements by applying the accounting cycle, accounting standards, and relevant accounting procedures.
CO3	Analyse financial statements using comparative statements, common-size statements, trend analysis, ratio analysis, and cash flow statements to evaluate the financial performance and position of business organizations.
CO4	Evaluate accounting information and financial reports to support managerial decisions by interpreting financial results, identifying reporting practices, and assessing contemporary issues in accounting, including corporate governance, sustainability reporting, and digital accounting.

Mapping of COs and POs

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			3			
CO2		3			2		
CO3		3				2	
CO4				3			3

ECONOMICS FOR DECISION MAKING			
Course Code	26MBA1PCED	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4:0:0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	56: 0: 0: 64	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course Objectives: 1. To introduce the fundamental concepts and theories of micro and macroeconomics. 2. To provide an understanding of the application of micro economics in Business decision making. 3. To understand and apply concepts of Demand, Production, Cost, Profit and Market competitions with reference to firm and industry.			
Module-1			
Introduction: Managerial Economics: Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Decision making process – Six steps to decision making. Relationship of Managerial economics with other subjects. Basic Economic concepts: Opportunity cost, Equimarginal Principle, Incremental concept, Time perspective, Time value of money (Theory only). Number of Hours: 12			
Module-2			
Demand Analysis: Demand and Demand determinants, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price, Income & Cross elasticity, Promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply. Demand forecasting: Meaning & Significance, Methods of demand forecasting. (Theory & Problems on Elasticity of demand.) Number of Hours: 12			
Module-3			
Cost Analysis & Production Analysis: Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, Long- Run Average Cost (LAC) curve. Concept of Production, production function with one variable input - Law of Variable Proportion, Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Break Even Analysis–Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA in Managerial decisions. (Theory only) Number of Hours: 10			
Module-4			
Market structure and Pricing Practices: Prescriptive pricing approaches: Perfect Competition: Features, Determination of price under perfect competition, Government intervention in pricing, Monopolistic Competition: Features,			

Pricing Under monopolistic competition in the short run and long run. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Monopoly: Features, Pricing under monopoly, Price Discrimination. Descriptive Pricing Approaches: Loss leader pricing, Peak Load pricing, Product life cycle pricing, price skimming, penetration pricing. Impact of AI in price optimisation. (Theory only)	Number of Hours: 10
Module-5	
Indian Macro Business Environment: Basic macroeconomic concepts, Public and Private Sector, Growth, Problems and Prospects, MSMEs, Significance in Indian economy, challenges and prospects. Fiscal policy and Monetary Policy: Meaning of Fiscal policy and objectives, meaning and Objectives of monetary policy. Indian Industrial Policy: New industrial policy 1991, Production Linked Incentive (PLI) scheme for Promoting manufacturing of Telecom & Networking Products in India, National Income, Methods of Measuring National Income. New economic initiatives proposed by Indian government for economic growth Private Sector- Growth- like Atma Nirbhar Bharath Abhiyan. Make in India. Impact of AI on structural un employment. (Theory only).	Number of Hours: 12
Textbooks: 1. Managerial Economics by RL Varshney and KL Maheshwari, Sultan Chand and sons 22/e, 2021. 2. Managerial Economics by Geethika, Ghosh & Choudhury, McGrawHill 2/e, 2011 3. Economic Environment of Business by Misra & Puri, HPH, 12/e, 2022 4. Indian Economy - Datt & Sundharam, S Chand Publishing, 73rd Edition, 2024 Reference books / Manuals: 4. Managerial Economics by Samuelson & Marks, Wiley, 5/e, 2015 5. Economic Environment of Business by Misra & Puri, HPH, 12/e, 2022 Skill Development Activities suggested: 1. Assessment of Demand Elasticity–Price, Income and Cross. 2. Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India. Students may also assess the impact of advertisement or sales promotion on the demand of a product. 3. Case analysis on topics from modules 1 to 5 and presentation of the same. 4. Analyze the impact of the Union Budget on different sectors of the Indian economy. 5. A study on the effect of monetary policy on banking and NBFCs. A debate can be held on the pros and cons of the monetary policy Assessment Structure (both CIE and SEE) The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together	

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Semester End Examination:

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- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.

The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory

Course Outcomes

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

Sl. No.	Description
CO1	Understand and analyze the impact of micro and macroeconomic concepts on economic development and business functioning
CO2	Appraise the microeconomic concepts and apply them for effective functioning of a Firm and Industry.
CO3	Understand, assess and forecast the demand and apply the concepts of production and cost for business decision making
CO4	Design competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3						
CO2				3			
CO3		3					
CO4						2	

BUSINESS STATISTICS			
Course Code	26MBA1PCBS	Scheme	2026
Type of Course	PCC	Semester	1
Teaching Hours/Week (L:T:P)	3:0:2	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	42:0:28:50	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course Objectives 1. To facilitate the students to compute the various measures of central tendency and dispersion using descriptive statistics. 2. To enhance the skills to visualize and estimate the relationship between variables. 3. To equip them with the skills of decision-making using probability techniques. 4. To empower with the knowledge of trend analysis. 5. To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests. 6. To give exposure to business analytics concepts. 7. To familiarize the students with the analytical package SPSS and MS excel.			
Module-1			
Introduction to Statistics: Meaning and Definition, Importance, Descriptive and Inferential Statistics. Metrics and data classification Data Distribution, Introduction of Statistical Data Distributions, Discrete and Continuous Distributions, Properties of Distributions. Measures of Central Tendency -Arithmetic mean, Geometric mean, Harmonic mean, Median, Quartiles, Deciles, Percentiles, Mode. Measures of Dispersion -Range, Quartile deviation, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness, Kurtosis (Theory and Problems). Number of Hours:10			
Module-2			
Correlation and Regression: Correlation - Significance, Types, and Methods, Scatter diagram, Karl Pearson correlation, Spearman's Rank correlation, Regression, Significance, Linear Regression Analysis, Lines of Regression, Standard error of Estimate. (Theory and Problems). Number of Hours: (8 Hours)			
Module-3			
Probability Distribution: Concept of Probability Distribution, Theoretical Probability Distributions - Binomial, Poisson, Normal (Theory and Problems). Bayes' Theorem. Hypotheses Testing: Definition, Types, Procedure for testing, Errors in hypotheses testing. Parametric and Non-Parametric Tests - t-test, z-test, Two-way Analysis of Variance, Chi-square test (problems on all tests). Number of Hours:14			
Module-4			

Time Series Analysis: Objectives, Variations in Time Series. Measurement of Trend, Graphic Method, Moving Average Method, Semi-Average Method, Least Square Method. Theory and Problems). Measurement of Seasonal Variations- Method of Simple Averages, Ratio to Trend Method- Ratio to Moving Average Method, Link Relative Method. (Concept).

Number of Hours:12

Module-5

Introduction to Business analytics: Scope and importance of Business analytics.

Decision models – Descriptive decision models, Predictive Decision Models, Prescriptive (Theory).

Decision Models: Business Analytics Applications: Management of customer relationships; Financial and marketing activities; Supply chain management; Human resource planning; Pricing decisions; Sport team game strategies.

Business Analyst versus Data scientist, Types of problems solved, skills and tools required, career paths, BI tools and programming languages essential for business analysts. (Theory)

Number of Hours:12

Textbooks:

- 1) S C Gupta (2018), Fundamentals of Statistics, 7th edition Himalaya Publications.
- 2) U. Dinesh Kumar (2020) Business Analytics: The Science of Data-driven Decision Making, Wiley India
- 3) J K Sharma (2020), Business Statistics 5th edition Vikas Publishing House.
- 4) Business Analytics – Methods, Models and Decisions, James R. Evans, 1st edition, Prentice Hall, 2013

Reference books / Manuals:

- 1) S P Gupta (2021), Statistical Methods 46th edition Sultan Chand Publications.
- 2) C R Kothari (2015), Research Methodology- Methods and Techniques, Viswa Prakasam Publications.
- 3) William E. Wagner, III (2015), Using IBM SPSS- Statistics for Research Methods and Social Science Statistics 5th edition Sage Publications.

Skill Development Activities suggested:

1. Business Analytics Applications in various domains like Management of customer relationships, financial management, Marketing, Supply chain management, Human resources, Sports Management, Hospitality Management, Tourism Management, Operations Management etc to be studied
2. Computer lab for Statistics: SPSS / Excel
3. Creating a visual dashboard to real time data sets to analyse and make decisions.
4. Mini projects, with secondary or primary data collection and analysis: Apply statistical skills to analyse the datasets on environmental, social, and economic challenges.

Assessment Details (both CIE and SEE)

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CIE Marks shall be based on:

- a) Tests (for 25Marks) and assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for the same.

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

- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.
- The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory.

Course Outcomes

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

Sl. No.	Description
CO1	Apply Business Analytics concepts in various business domains
CO2	Evaluate descriptive statistics, probability and conduct hypothesis testing in Business contexts.
CO3	Develop predictive analytical models using business data and Analyse time series data using various techniques.
CO4	Design appropriate business decision models in various domains

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		3					
CO2				3			
CO3							3
CO4		3					

MARKETING MANAGEMENT			
Course Code	26MBA1PCMM	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L: T:P)	4:0:0	CIE Marks	50
Total Hours of Pedagogy L/T/P/SL&TW:	56:0:0:64	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course Objectives: 1. Understand the fundamental concepts, philosophies, and environmental forces influencing marketing management in contemporary business. 2. Analyze market segmentation, targeting, positioning strategies, and consumer buying behaviour for effective marketing decisions. 3. Examine product, branding, pricing, distribution, and promotion strategies used in competitive markets. 4. Develop marketing plans by integrating traditional and emerging marketing approaches including digital, green, societal, and relationship marketing. 5. Apply marketing concepts and analytical tools to solve practical business and customer-related problems.			
Module-1			
Introduction to Marketing: 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 and 7Ps of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.			
Number of Hours:10			
Module-2			
Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning.			
Number of Hours:12			
Module-3			
Analysing Consumer Behaviour: 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. The black box model of consumer behaviour. Psychological factors consumer.			
Number of Hours:10			
Module-4			
Product management and Pricing: 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 labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension- effects. 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.	Number of Hours:11
Module-5	
Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Omni Channel. Promotions- Marketing communications- Integrated Marketing Communications (IMC)- communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising, SEO. Push-pull strategies of promotion. Sales Pipeline. Marketing planning, Emerging trends in marketing, Digital and social media Marketing, Green Marketing, Societal Marketing, Premiumization, Relationship Marketing.	
	Number of Hours:10
Textbooks: 1. Marketing Management by Philip Kotler, Kevin Lane Keller, Alexander Cerven, Jagdish N. Sheth, 17th Edition, Pearson publication. 2. Principles of Marketing by Philip Kotler, Gary Armstrong <i>et al.</i>, 19th Edition – Pearson publication. Reference books / Manuals: 1) Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition. 2) New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill, Latest Edition. 3) Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications, 2020. 4) Marketing in India: Text and Cases by Neelamegham S by Vikas publication, 5) Marketing by Lamb, Hair, Mc Daniel by Cengage Learning, Latest edition.	
Skill Development Activities 1. Conduct a consumer survey to study buying behaviour for a selected product or service. 2. Identify and analyse the segmentation, targeting, and positioning strategies of a local company. 3. Prepare a comparative analysis of traditional marketing and digital marketing practices used by businesses in your area. 4. Study the branding and promotional strategies adopted by leading brands in a selected industry. 5. Develop a basic marketing plan for a new product including pricing, promotion, distribution, and positioning strategies.	

Assessment Details (both CIE and SEE)

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- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.
- The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory

Course Outcomes

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

	Description
CO1	Apply fundamental marketing concepts, environmental analysis, and STP strategies to analyze business market situations.
CO2	Analyze consumer buying behaviour and factors influencing customer decision-making in diverse market contexts.
CO3	Evaluate product, branding, pricing, distribution, and promotion strategies for achieving organizational marketing objectives.
CO4	Design integrated marketing plans incorporating digital, social, green, and relationship marketing approaches for contemporary business environments.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3						
CO2				3		2	2
CO3	3			3		2	
CO4	3			3		2	2

MANAGERIAL COMMUNICATION			
Course Code	26MBA1PCMC	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	2: 0: 1	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	28: 0: 28: 34	SEE Marks	50
Credits	3	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives			
1. To develop managerial communication competence for organisational and business situations. 2. To develop precision, clarity and effectiveness in managerial and business writing. 3. To understand communication in managerial contexts including conflict, crisis, negotiation and cross-cultural situations. 4. To develop competence in business reports, proposals, presentations, meetings and negotiation. 5. To apply ethical and responsible communication practices, including appropriate use of AI.			
Module-1			
Foundations and Managerial Context of Communication Meaning and definition; role, classification and purpose of communication; communication process; characteristics of successful communication; importance of communication in management; communication structure in organisations; communication in conflict resolution; crisis communication; communication and negotiation; cross-cultural communication; ethical communication and responsible use of AI in professional contexts. Practical: case-based identification and resolution of managerial communication barriers; conflict/crisis communication role plays; negotiation communication exercises. Number of Hours: 10			
Module-2			
Meaning of Oral Communication, Principles of Successful Oral Communication, Barriers, Conversation Control, Reflection & Empathy, Modes of Oral Communication, Listening Process and Approaches Practical: Oral presentations, conversation control exercises, listening activities, empathy-building exercises, nonverbal communication demonstrations, group discussions Number of Hours:12			
Module-3			
Purpose and principles of effective business writing; clarity, conciseness and correctness; systematic writing process (3X3 process); audience analysis; positive, neutral, persuasive and bad-news messages; business correspondence; impact of technology on business communication; communication networks, intranet, internet, e-mail, SMS, teleconferencing and videoconferencing.			

Practical: drafting business letters, recommendation letters, thank-you letters, official e-mails and other managerial correspondence. Impact of Technological Advancement on Business Communication, Technology-enabled Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing. Number of Hours: 10
Module-4
Business reports and report organisation; writing business proposals; memos; media management; presentation concepts, elements, design and delivery; advanced visual support for managers; AI-assisted presentation development; negotiation concepts, nature and need, factors affecting negotiation, stages and strategies; group communication and meetings; planning meetings, objectives, participants, timing and venue; meeting documentation—notice, agenda, resolutions and minutes. Practical: reports and proposals, press releases, business presentations, negotiation role plays, meeting planning and preparation of notice, agenda, minutes and resolutions. Number of Hours: 14
Module-5
Case method of learning: Understanding the case method of learning, different types of cases overcoming the difficulties of the case method, reading a case properly, case analysis approaches, analyzing the case, dos and don'ts for case preparation. Etiquette Advantage in Managerial Communication: Meaning, types and advantages of Etiquette. Legal aspects in communication: Invasion of privacy, Misrepresentation & fraud. Practical : case presentation exercises, etiquette simulations, professional behavior activities, legal communication scenario analysis and discussions Number of Hours:10
Textbooks: Books 1) Business Communication: Concepts, Cases and Applications- Chaturvedi P. D, & Mukesh Chaturvedi, 4/e, Pearson Education, 2020. 2) Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018. 3) Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002. 4) Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017. 5) Business Communication: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014. 6) Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

Skill Development Activities

- 1) Students enact and analyse the non-verbal cues.
- 2) Demonstrating using Communication Equipment's like Intercoms, email etc.
- 3) Demonstrating Video conferencing & teleconferencing in the class.
- 4) Conduct a mock meeting of students in the class identifying an issue of their concern.
The students should prepare notice, agenda and minutes of the meeting.
- 5) Each student gives a presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- 6) Organize a mock press conference addressing the launch of a new product by an organization.
- 7) Students should be given an assignment to draft a proposal to undertake a research project.

Assessment Structure (both CIE and SEE)**Assessment Details (both CIE and SEE)**

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- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.

The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory

Course Outcomes

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

Sl. No.	Description
CO1	The students will be aware of their communication skills and know their potential to become successful managers.
CO2	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.
CO3	The students will be introduced to the managerial communication practices in business that are in vogue.
CO4	Students will get trained in the art of drafting business proposals and business communication with emphasis on analysing business situations.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		1					
CO2			2				
CO3				3			
CO4					1		

EMPLOYABILITY SKILLS FOR MANAGERS			
Course Code	26MBA1AEES	Scheme	2026
Type of Course	AEC	Semester	1
Teaching Hours/Week (L:T:P)	0:0: 2	CIE Marks	50
Total Hours of Pedagogy per semester L/T/P/SL&TW:	0:0:28:2	SEE Marks	50
Credits	1	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	2
Course outcome (Course Skill Set) At the end of the course, the student will be able to: • Communicate effectively in oral and written forms in business and workplace situations. • Prepare professional career documents including resume, cover letter, LinkedIn profile, and email communication. • Perform effectively in interviews, group discussions, presentations, and recruitment processes. • Apply teamwork, leadership, workplace etiquette, and professional behaviour in organisational settings. • Demonstrate employability readiness through digital skills, career planning, confidence, and professional conduct.			
Module-1			
Self-Management and Personal Effectiveness Meaning of employability skills, Self-awareness - Understanding self, personality and attitude, Self-confidence and self-motivation, Self-management - Personal SWOT analysis, Positive attitude and workplace behaviour, Growth mindset - Goal setting and career aspiration planning, Personal development - Time management and Personal development, personal discipline.			
			Number of Hours:04
Module-2			
Communication Skills for Employability Communication process and barriers, Verbal and non-verbal communication, listening skills, Workplace conversations, Business speaking and confidence building, Professional email writing, Telephone and virtual meeting etiquette, Cross-cultural communication basics. Leadership basics for young managers, Workplace discipline - Emotional intelligence.			
			Number of Hours:06
Module-3			
Career Readiness and Job Search Skills Job readiness - Career planning and employability mapping, Resume writing- Resume preparation. Cover letter writing, Career Planning - Job search strategy, understanding job descriptions, Employment search skills - Professional networking, LinkedIn and digital identity, Building personal brand. Professional behaviour - Workplace etiquette, corporate grooming and executive presence, Team effectiveness - Teamwork and collaboration.			
			Number of Hours:06
Module-4			
Interview, Group Discussion and Presentation Skills Interview readiness - Group discussion process and evaluation, GD strategies and participation techniques, Presentation skill - Interview preparation, HR interview and behavioural interview questions, Self-introduction and elevator pitch, Public speaking - Business presentation design,			

Presentation delivery, Workplace confidence - Handling questions professionally.
Number of Hours:06
Module-5
Digital Employability and Career Development Digital Employability, AI Literacy and Career Development Digital workplace and digital literacy for managers: productivity and collaboration tools for workplace use; ICT readiness using spreadsheets, presentation software, cloud-based collaboration platforms, and virtual communication tools; AI literacy for managers—introduction to Artificial Intelligence and Generative AI, business applications of AI, awareness of AI productivity tools, fundamentals of prompt writing, AI-assisted business communication and career development; ethical and responsible use of AI, including academic integrity, data privacy, bias, and misinformation; online professional communication and digital etiquette; continuous learning, digital upskilling, career progression planning, and future skills for managers in the AI-enabled workplace.
Number of Hours:06
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): Text books: 1. National Skill Development Corporation – Employability Skills Student Handbook 2. Verma, Shalini. Employability Skills. New Delhi: Pearson Education India, latest edition. 3. Rao, M. S. Soft Skills – Enhancing Employability: Connecting Campus with Corporate. New Delhi: I.K. International Publishing House Pvt. Ltd., 2013. 4. Bovée, Courtland L., and John V. Thill. Business Communication Today. Noida: Pearson Education, latest edition. 5. Ramesh, Gopalaswamy, and Mahadevan Ramesh. The ACE of Soft Skills: Attitude, Communication and Etiquette for Success. New Delhi: Pearson Education India, 2010. Reference books / Manuals: 1. Raman, Meenakshi, and Sharma, Sangeeta. Technical Communication: Principles and Practice. New Delhi: Oxford University Press. 2. Krishna Mohan, and Meera Banerji. Developing Communication Skills. New Delhi: Macmillan Publishers India Ltd 3. Patterson, Kerry, Grenny, Joseph, McMillan, Ron, and Switzler, Al. Crucial Conversations: Tools for Talking When Stakes Are High. New York: McGraw-Hill Education.

Web links and Video Lectures (e-Resources):

- a) https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com
(Developing Soft Skills and Personality)
- b) https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com
(Enhancing Soft Skills and Personality)
- c) https://onlinecourses.swayam2.ac.in/imb25_mg100/preview?utm_source=chatgpt.com
(Soft Skills (IIT Roorkee))
- d) https://onlinecourses.swayam2.ac.in/imb25_mg100/preview?utm_source=chatgpt.com

(Indian Institute of Management Bangalore (SWAYAM))

Teaching-Learning Process (Innovative Delivery Methods):

The following are sample strategies that educators may adopt to enhance the effectiveness of the teaching-learning process and facilitate the achievement of course outcomes.

1. Mock Interviews and Assessment Centre Exercises.
2. Business Role Plays and Simulation Games.
3. Case-Based Learning and Reflection Journals.
4. Industry Expert Sessions and Alumni Mentoring.
5. MOOCs (SWAYAM/NPTEL) and AI-Assisted Learning Activities

Assessment Structure:

The assessment in each course is divided equally between Continuous Internal Evaluation (CIE) and the Semester End Examination (SEE), with each carrying 50% weightage.

- To qualify and become eligible to appear for SEE, in the **CIE**, a student must score at least **40% of 50 marks**, i.e., **20 marks**.
- To pass the **SEE**, a student must score at least **35% of 50 marks**, i.e., **18 marks**.
- Notwithstanding the above, a student is considered to have **passed the course**, provided the combined total of **CIE and SEE** is at least **40 out of 100 marks**.

Continuous Comprehensive Assessments (CCA) + Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of two Internal Assessment Tests (IA) shall be conducted, carrying a total of 25 marks.

In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

It is recommended to include a maximum of two learning activities as part of the CCA to foster the holistic development of students. These activities shall be:

Sl. No.	Name of the Learning activity	Maximum Marks
1.	Mock Interviews and Assessment Centre Exercises.	5
2.	Business Role Plays and Simulation Games.	5
3.	Case-Based Learning and Reflection Journals.	5
4.	Industry Expert Sessions and Alumni Mentoring.	5
5.	MOOCs (SWAYAM/NPTEL) and AI-Assisted Learning Activities	5

Suggested Learning Activities may include (but are not limited to):

- Course Project
- Case Study Presentation
- Programming Assignment
- Tool/Software Exploration
- Literature Review
- Open Book Test

Suggested Innovative Delivery Methods may include (but are not limited to):

- Flipped Classroom
- Problem-Based Learning (PBL)
- Case-Based Teaching
- Simulation and Virtual Labs
- Partial Delivery of course by Industry expert/ industrial visits
- ICT-Enabled Teaching
- Role Play

Continuous Internal Evaluation (CIE)

The CIE marks shall be decided based on internal tests and other outcome-based activities. The continuous internal evaluation shall be carried out by the teacher handling the course.

Out of 50 marks earmarked for CIE, 25 marks shall be assigned for internal tests. The first test shall be conducted after completing two modules of the syllabus and the second one after completing the remaining three modules.

The remaining 25 marks shall be assigned for Continuous Course Assessment (CCA), conducted as per the rubrics listed in the assessment section of the respective syllabus.

A student shall obtain a minimum of 40% marks or 20 out of 50 marks allotted to CIE to become eligible to appear for the SEE.

Passing requirement in SEE

For a pass in the Semester End Examination (SEE), a student shall secure a minimum of 35 marks out of 100.

For the declaration of a pass grade, the sum of the Continuous Internal Evaluation (CIE) marks (out of 50) marks and the SEE marks scaled down to 50 shall be greater than or equal to 40 marks. If the total (CIE + SEE) is less than 40 marks, the student shall be awarded the grade 'F' (Fail).

APPLICATION OF BUSINESS TOOLS - I			
Course Code	26MBA1SEAB	Scheme	2026
Type of Course	SEC	Semester	I
Teaching Hours/Week (L:T:P)	0: 0: 2	CIE Marks	-
Total Hours of Pedagogy per semester L /T/P/SL&TW:	0: 0: 28 :02	SEE Marks	-
Credits	-	Total Marks	-
Examination type (Noncredit course)	Practical	Exam Hours	-
Course outcome (Course Skill Set) At the end of the course, the student will be able to: 1. Understand the basics of Python programming 2. Describe data acquisition and analysis techniques using Python 3. Identify Python libraries and describe their uses 4. Descriptive and inferential analysis of data and modelling using Python			
Module-1			
Python foundations Setup: Python for business analytics, installing Anaconda, Jupyter cells and kernel behaviour, print, and how to read a traceback. Using Google Colab. Variables and data types, Operators, Strings, Conditionals, Loops Number of Hours: 06			
Module-2			
Data structures and functions Lists, Comprehensions, tuples, dictionaries, sets, functions, stack. Number of Hours:06			
Module-3			
Files, NumPy and pandas Modules, file handling -Text, CSV, Binary; exceptions, Library NumPy operations, Introduction to Pandas Number of Hours: 06			
Module-4			
Cleaning and visualization Missing data and duplicates, text and dates, Outliers, groupby, joins, Matplotlib and Seaborn Number of Hours: 0 6			
Module-5			
Statistics and modelling Descriptive and inferential statistics, Regression: Linear and Logistic regression Number of Hours: 06			

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): Text books:

1. Mastering python for Data science, Samir Madhavan, PACKT publishing, 2015
2. Python made simple, Rydhn Beri, bpb, 2019

Web links and Video Lectures (e-Resources):

1. <https://developers.google.com/edu/python>
2. <https://www.geeksforgeeks.org/python/python-programming-language-tutorial/>

Teaching-Learning Process

1. Concept Lectures
2. Programming

Assessment Structure:

The assessment in each course is Continuous Internal Evaluation (CIE): To qualify and become eligible to appear for **CIE**, a student must score at least **50% of 50 marks, i.e., 25 marks**.

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of two Internal Lab Assessment Tests (IA) shall be conducted, carrying a total of 25 marks. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks. It is recommended to include a maximum of two learning activities as part of the CCA to foster the holistic development of students. These activities shall be:

These activities shall be:

Sl. No.	Name of the Learning activity	Maximum Marks
1	Lab Report/Lab Record assessed after every module- i.e., 2 Continuous Evaluations of 10 marks each averaged to 10 marks	10
2	Viva/Presentation- Programming	15

II SEMESTER

HUMAN RESOURCES MANAGEMENT			
Course Code	26MBA2PCHR	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L: T:P)	4:0:0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	56: 0: 0: 64	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course Objectives: 1. Understand and appreciate the Human Resources Management principles and practices. 2. Apply and solve the workplace problems through Human Resources Management intervention. 3. Able to analyse the complex people related issues at the workplace & know how to solve it. 4. Design and develop a framework to deal with the HR problems in the organization.			
Module-1			
Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Human Resource Management and Personnel Management, role of personnel manager and HR manager, qualities of HR Professional, Changing role of HR in India, Opportunities and Globalization and its impact on HR.			
			Number of Hours: 10
Module-2			
Job analysis: definition, Process of Job Analysis: Job Description and Job Specification HR Planning: Importance of HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Barriers to HR Planning; The Challenges for HRP. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Strategy, Recruitment Process, Sources, Evaluation of Recruitment Process, Future Trends in Recruitment; Selection Process; Types of Selection Tests & interviews; Factors Influencing Selection.			
			Number of Hours: 10
Module-3			
Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Training and Development: Difference between training & development, Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Implementation- Methods of training, Training evaluation, Executive Development programs. Career planning and Development: Meaning, need, career development actions – internal mobility and external mobility			
			Number of Hours: 12
Module-4			
Compensation and Benefits: Introduction, Definitions, Forms of Pay, External and Internal Factors that determine compensation, job evaluation, Establishing Pay structure, Total Rewards System-Basic, variable pay & Employee Benefits. Industrial Relations: Harmonious Workplace, role of International Labour Organisation in 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.			
			Number of Hours: 12

Module-5

Technology in HRM:

Use of Artificial Intelligence and Machine Learning to automate HR functions:

- Talent Acquisition & Onboarding using Applicant Tracking Systems (ATS), AI-Driven Screening, virtual onboarding platforms;
- Performance and talent Management-Continuous Performance Management, Succession Planning & Career Mapping, Learning Management Systems (LMS)
- Employee administration-HRIS, Payroll and benefits administration, employee self-service portal.
- Employee Experience & Engagement-Employee Sentiment & Feedback Tools, AI Chatbots, Collaboration & Communication Tools

People Analytics & Workforce Planning- Predictive Analytics, Diversity, Equity & Inclusion tech, productivity monitoring

Emerging Technologies & Security-AI Governance and Ethics, Block chain in HR.

Number of Hours: 12

Textbooks:

1. Essentials of Human Resource Management and Industrial relations- P subba rao
- HPH - 2023 edition
2. Managing Human Resources – Bohlander et.al, – Cengage Learning 17 Ed., 2015
3. Human Resource Management 15th Edition - Mathis Robert L - Cengage Learning
- 2017
4. Human Resource Management: Concepts authored by Amitabha Sengupta by
Sage Publication India Pvt. Ltd. 2019 edition.

Reference books / Manuals:

1. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
2. Human Resource Management by V.S.P Rao, 2014 edition.

Skill development activities:

1. Prepare a mini report on any one company covering all their HR activities
2. Situation based Exercises to apply the HR concepts studied.
3. Case Study analysis of HR problems faced by organisations
4. Role Plays based on HR situations
5. Overview of new labour codes

Assessment Structure (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25 Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for the same.

Semester End Examination:

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

- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.

The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory

Course Outcomes

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

Sl. No.	Description
CO1	Understand and apply fundamental concepts, theories and practices of Human Resource Management to solve organizational people-management problems
CO2	Analyse the business environment and align HR strategies for effective data-informed decision making
CO3	Evaluate various HR systems to develop ethical, value-based and organization-aligned people solutions.
CO4	Integrate emerging HR technologies, people analytics, AI/ML and HRIS to address contemporary human resource challenges from ethical and entrepreneurial perspectives

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3					
CO2		3			3		
CO3			3	3	3		
CO4				3		3	3

FINANCIAL MANAGEMENT			
Course Code	26MBA2PCFM	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4:0:0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	56:0:0:64	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course Objectives - Understand the principles, theories and objectives of financial management, financial markets and emerging financial technologies. - Apply capital budgeting techniques to investment decisions. - Estimate the cost of capital and determine the optimal capital structure. - Describe working capital management Concepts and financial policies			
Module-1			
Introduction: Financial Management: Meaning and scope- objectives of Financial Management- role and functions of finance managers. Interface of Financial Management with other functional areas. (Theory). Indian Financial System: Structure-Types-Financial Markets- Financial Instruments-Financial institutions and financial services. (Theory). Emerging areas in Financial Management: Behavioural Finance -Financial Engineering-Fintech in Finance -Sustainable Finance and ESG integrations-Artificial and Data Analytics-Introduction to Derivatives (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 & loan amortization schedule. (Theory & Problem).			
			Number of Hours:12
Module-2			
Short term sources of Finance -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)			
			Number of Hours:10
Module-3			
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).AI based Cost of capital estimation (Theory & Problem).			
			Number of Hours:10

Module-4

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.

Applications of Artificial Intelligence and Machine Learning in capital budgeting. (Theory & Problem).

Number of Hours:14

Module-5

Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis- Return of Investment (ROI) & Return on Earnings (ROE) analysis (Theory & Problem). Dividend Decisions & policies – Factors affecting the dividend policy – types of Dividends Policy, forms of dividend-bonus issue-stock split.AI based Dividend sustainability analysis (Theory only).

Number of Hours:10

Textbooks:

1. Financial Management: Text, Problems and Cases – M.Y. Khan & P.K. Jain, McGraw Hill, 8th Edition, 2023
2. Financial Management: Theory & Practice – Prasanna Chandra, McGraw Hill, 11th Edition, 2023.
3. Financial Management – Ravi M. Kishore, Taxmann Publications, 9th Edition, 2023.

Reference books / Manuals:

1. Financial Management: A Step-by-Step Approach – N.R. Parasuraman Cengage, 2nd Edition, 2019.
2. Financial Management – I. M. Pandey, Pearson, 13th Edition, 2024.

Skill Development Activities:

1. Analyse the annual reports of two listed companies and identify their long-term and short-term financing source.
2. Solve real-life capital budgeting cases using NPV, IRR, PI, and Payback methods
3. Present weekly financial market updates using RBI, NSE, and BSE data.
4. Collect financial data from CMIE Prowess, NSE, RBI, or World Bank databases and perform a descriptive statistics and regression analysis using SPSS, Jamovi or Python.
5. Develop a working capital management model using Excel.

Assessment Structure (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

1. Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

2. CIE Marks shall be based on:

a) Tests (for 25Marks) and

Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for the same.

3. Semester End Examination:

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

- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.
- The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory.

Theory – 25%; Problems – 75%

Course Outcomes

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

Sl. No.	Description
CO1	Apply the principles of financial management, financial markets, and long-term and short-term financing decisions to develop value-maximizing financial strategies for business organizations.
CO2	Analyse investment, financing, dividend, and working capital decisions using quantitative financial techniques to solve complex managerial problems and optimize organizational performance.
CO3	Interpret and communicate financial analyses, market trends, and financing alternatives through professional reports, presentations, and evidence-based recommendations for diverse stakeholders.
CO4	Develop the ability to continuously update knowledge of evolving financial markets, regulations, investment instruments, and research advancements

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2					
CO2	2	3					
CO3			2				
CO4							2

RESEARCH METHODOLOGY AND IPR			
Course Code	26MBA2PCRM	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4:0:0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	56:0:0:64	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course 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.			
Module-1			
Introduction to Business Research: Meaning, types, significance of research, 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. Motives in doing research, Research Application in business decisions, Ethical issues in business research. Features of a good research study.			
			Number of Hours: 10
Module-2			
Business Research Design: Meaning, types and significance of research design, Process 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.			
			Number of Hours: 12
Module-3			
Sampling: Concepts, Types of Sampling, Process 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. Determination of Sample size: Sample size calculation for mean and proportion 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: Meaning, advantages and disadvantages.			
			Number of Hours: 12

Module-4
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. Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation – Univariate (measures of central tendency, dispersion, skewness) Bivariate (correlation, regression, hypothesis testing - parametric and non-parametric – t, z, chi square, ANOVA) and Multivariate techniques (basic concepts and techniques), Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation. Number of Hours: 12
Module-5
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, IPRs- Invention and Creativity-Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs) A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS, Industrial Designs-Integrated Circuits- Geographical Indications-Establishment of WIPO-Application and Procedures. Number of Hours: 10
Textbooks: 1. Research Methodology – Concepts and cases – Deepak Chawla and Neena Sondhi – 2nd Edition, Vikas Publication 2016. 2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007. 3. Marketing Research – An Applied orientation- Naresh K Malhotra, Satyabhusan Dash Pearson- Seventh Edition, 2016-ISBN- 978-93-325-5569-3 4. Business Research Methods: S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016. <u>Reference books / Manuals:</u> 1. Management Research Methodology: Integration of Principles, Methods and Techniques: K. N. Krishnaswamy, Appa Iyer Sivakumar, & M. Mathirajan, Pearson 2009 2. Research Methods for Business: A Skill Building Approach: Uma Sekaran & Roger Bougie, John Wiley & Sons, 2016 3. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015. 4. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited. Skill Development Activities: 1. Identify research problems and collect relevant literature for data analysis. 2. Write the research design by using Exploratory and Descriptive Research methods. 3. Prepare the questionnaire on any chosen topic like -brand awareness, effectiveness of training in public sector organization, Investor's attitude towards Mutual funds in any financial institutions etc. 4. Conduct Market survey to investigate consumer perception towards any FMCG.

5. Demonstrate Report writing and Presentation methods.
6. Study Intellectual Property challenges in the field of business.

Assessment Structure (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation: There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a. Tests (for 25 Marks) and
- b. Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. 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.

Semester End Examination:

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.
- The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory.

Course Outcomes

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

Sl. No.	Description
CO1	Explain the principles of research methodology, fundamental concepts, stages, and processes of research.

CO2	Apply appropriate research methods, tools, and analytical techniques to design and conduct systematic investigations.
CO3	Analyse and interpret qualitative and quantitative research data to draw valid conclusions and contribute to evidence-based knowledge creation.
CO4	Evaluate the role of patents, copyrights, trademarks, and ethical principles in protecting intellectual property and promoting responsible research and innovation.

Mapping of Cos and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3						
CO2		3					2
CO3					2		3
CO4				3			

OPERATIONS RESEARCH			
Course Code	26MBA2PCOR	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	56:0:0:64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives 1. To understand the fundamental concepts, principles, and applications of Operations Research 2. To develop and solve optimisation models to address resource allocation and production planning problems 3. To apply Operations Research techniques to improve decision-making under different business scenarios 4. To plan, schedule, and monitor projects using CPM and PERT to ensure efficient project execution and resource utilisation			
Module-1			
Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)			
Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory).			
AI-Assisted Decision Making: Introduction to AI in Operations Research, Using AI tools to formulate optimisation problems, and AI-assisted interpretation of OR solutions for managerial decisions			
Number of Hours: 10			
Module-2			
Linear programming: Linear Programming Problem (LPP), Generalised LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimisation and maximisation)			
Number of Hours: 12			
Module-3			
Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in the transportation problem by the Modified Distribution (MODI) method. Unbalanced T.P. Maximisation T.P. Degeneracy in transportation problems (theory), application of transportation problems. (Theory and Problems).			

Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximisation assignment problems. (Theory and Problems)

Number of Hours:12

Module-4

Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods).

Job Sequencing- n jobs on 2 machines, n jobs on 3 machines, n jobs on m machines. Sequencing of 2 jobs on machines. (Theory and Problems).

Number of Hours:10

Module-5

Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (**Theory only**)

Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems). Crashing of Projects.

Number of Hours:12

Textbooks:

1. Quantitative Techniques in management, N D Vohra McGraw Hill 2015.
2. Operation research, J. K. Sharma, McMillan Publication 2014

Reference books / Manuals:

1. An Introduction to Management Science Quantitative Approaches to Decision Making: David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J Cochran, Cengage 14E
2. Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal
3. Operation Research H.A. Taha, Person Publication 2012
4. Pannerselvam R, (2016), Operations Research, 2 nd Edition, PHI
5. Operations Research: Applications and Algorithms, Wayne L. Winston, 4th Edition, Cengage
6. <https://www.lindo.com/downloads/PDF/LindoUsersManual.pdf>
7. <https://www.lindo.com/downloads/PDF/LINGO.pdf>

Skill Development Activities:

1. To comprehend the operation research models in a business setting
2. Analyse various organisational problems using LPP, Assignments and Game theory principles.
3. Applying techniques of OR for project management

Assessment Structure (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for the same.

Semester End Examination:

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

- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks.
- Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module.

The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory.

Course Outcomes

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

CO	Course Objective
CO1	Explain the concepts and analytical models of Operations Research for business decision-making.
CO2	Develop mathematical models using Operations Research techniques to solve business problems.
CO3	Analyse business problems and evaluate alternative solutions for rational decision-making in dynamic business environments.
CO4	Apply project management techniques such as CPM and PERT to plan, schedule, and control business projects.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		3					
CO2							3
CO3				3			
CO4				3			

INTERNATIONAL BUSINESS MANAGEMENT			
Course Code	26MBA2PCIB	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L: T:P)	4:0:0	CIE Marks	50
Total Hours of Pedagogy L/T/P/SL&TW:	56:0:0:64	SEE Marks	50
Credits	04	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course Objectives 1. Understand the global business environment and international trade systems influencing business operations. 2. Analyze cultural, political, economic, and legal factors affecting multinational business decisions. 3. Evaluate international market entry strategies and global competitive approaches. 4. Examine international operations including marketing, finance, human resource management, and supply chain management. 5. Develop strategic perspectives on emerging issues such as globalization, sustainability, digital transformation, and geopolitical risk.			
Module-1			
Introduction to International Business and Globalization Introduction to International Business: Meaning, nature, and scope of international business, drivers of globalization, globalization of markets and production, changing demographics of the global economy, national differences in political economy. International Trade and Investment Environment: Political systems, economic systems, legal systems, economic development, ethics and social responsibility in international business.			
Number of Hours:10			
Module-2			
Theories of International Business: International Trade Theories: Mercantilism, absolute advantage, comparative advantage, Heckscher–Ohlin theory, product life cycle theory, Porter’s diamond model. Institutions Supporting International Trade: WTO, IMF, World Bank, regional economic integration, trade blocs and international agreements.			
Number of Hours:10			
Module-3			
International Trade, Strategy, and Market Entry International Trade and Investment Theories: Government intervention in trade, tariffs, quotas, subsidies, foreign direct investment, regional economic integration. International Market Entry Strategies: Exporting, licensing, franchising, turnkey projects, strategic alliances, joint ventures, mergers and acquisitions, wholly owned subsidiaries. Global Strategy and Competitive Advantage: Global standardization strategy, localization strategy, transnational strategy, international strategy, strategic alliances and global competitiveness.			
Number of Hours:12			
Module-4			
International Business Operations and Functional Strategies International Marketing Management: Global market segmentation, international branding, product adaptation, pricing strategies, international distribution and promotion strategies, digital globalization. Global			

Production and Supply Chain Management: Global sourcing, outsourcing, logistics, supply chain coordination, operational challenges in global markets. **International Human Resource Management:** Staffing approaches, recruitment and selection, training and development, compensation management, performance management in multinational corporations. **International Financial Management:** Sources of international finance, international capital budgeting, working capital management, transfer pricing, risk management.

Number of Hours:11

Module-5

Emerging Trends and Contemporary Issues in International Business Digital Transformation in International Business: E-commerce, AI in global business, digital platforms, global innovation networks. **Sustainability and Green Business:** ESG practices, sustainable global supply chains, climate change and international business. **Geopolitics and International Risk:** Trade wars, sanctions, Brexit, global crises, business continuity and resilience. **Emerging Markets and Future of Global Business:** Opportunities in emerging economies, global entrepreneurship, inclusive globalization, future trends in international business.

Number of Hours:10

Textbooks:

1. International Business: competing in the global market place, Charles W L Hill, Tata McGraw-Hill., 12th Edition, 2018.
2. International Business: Environments and Operations, John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 18th edition, 2026
3. International Business, Czinkota, Ronkainen & Gupta, Cambridge University Press, 9th edition, 2021

Reference books / Manuals:

1. International Business: V. K. Bhalla, S Chand, 1/e, 2013.
2. The International Business Environment: Anant K. Sundaram/ J. Stewart Black-Prentice Hall.
3. The International Business Environment Janet Morrison Mac Millan Palgrave, 200

Skill Development Activities

1. Conduct a comparative analysis of the business environments of two countries using PESTLE framework.
2. Identify multinational companies operating in your region and analyse their market entry strategies.
3. Study the impact of cultural differences on international business negotiations and communication.
4. Analyse the export-import opportunities of a local product in international markets.
5. Prepare a country risk analysis report for a selected foreign market considering political, economic, legal, and cultural factors.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for the same.

Semester End Examination:

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

- The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have a sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to five in the pattern of 3, 7 & 10 Marks and question number six is compulsory. 100 percent theory in SEE.

Course outcomes

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

Sl. No.	Description
CO1	Apply concepts, theories, and frameworks of international business to analyze global business environments and trade systems.
CO2	Analyze the impact of cultural, political, legal, economic, and ethical factors on international business decisions and multinational operations.
CO3	Evaluate international market entry strategies, global competitive strategies, and functional business operations in multinational corporations.
CO4	Develop strategic solutions for contemporary international business challenges involving digital transformation, sustainability, global risks, and emerging markets.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2					
CO2	2			3			
CO3	2	3					
CO4			2	3		3	

ENTREPRENEURSHIP DEVELOPMENT			
Course Code	26MBA2PCEN	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	3: 0: 0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	42:0:0:48	SEE Marks	50
Credits	03	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives: 1. To develop and strengthen entrepreneurial qualities and motivation among students. 2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. 3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. 4. To make students understand the ways of starting a company of their own.			
Module-1			
Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity, the innovation Process, Sources of New Ideas, Methods of Generating Ideas, Creative Problem Solving Social Entrepreneur, Meaning of Social Entrepreneur, Rural Entrepreneur.			
			Number of Hours: 10
Module-2 (8 Hours)			
Developing Business Model: Importance of Business Model, Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Assignment: Designing a Business Model Canvas. Using AI tools for Business Model Canvas development, business plan drafting, customer persona creation, market research, competitor analysis, and financial assumptions.			
			Number of Hours: 08
Module-3			
Launch, Business Development, Growth & Financing: Preparing for the new venture launch – early management decisions. Business Development: Meaning and scope of business development; identifying business opportunities; customer acquisition and relationship development; market expansion strategies; strategic partnerships and alliances; sales and revenue growth; networking and business development strategies for start-ups.			

Getting Financing or Funding for the New Venture: Estimating the financial needs of a new venture and preparation of a financial plan, Sources of Personal Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing

Number of Hours: 08

Module-4

Entrepreneurship Development 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 - DIC.

Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs,

Family Business - challenges and issues. stages of Family business. Succession planning,

Number of Hours: 08

Module-5

Process of Company Incorporation; process of registration of a private limited company, a public limited company, a partnership; Four stages of Start Up.

Intellectual property protection and Ethics: Patents, Copyright - Trademark- Geographical indications, Ethical and social responsibility and challenges.

Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, meaning, scope and opportunities.

Number of Hours: 08

Reference Books

1. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.
2. Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.
3. Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.
4. Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009
5. Entrepreneurship Development and Small Business Enterprises (3rd Edition) | By Pearson Charantimath Poornima M.

Skill Development Activities:

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.

1. **Practical Component:** Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/start-ups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
2. Analyse the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non- family investors?
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 impact 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.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for the same.

SEE

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

The question paper will have 6 full questions carrying equal marks. Out of 6 questions 5 will be module wise and question No.6 will be a case study from any module.

Each full question is for 20 marks.

Each full question will have a sub-question of 3, 7 and 10 covering all the topics under each Module. The students will have to answer five full questions; selecting four questions from questions one to five and question six is compulsory.

Course Outcomes

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

Sl. No.	Description
CO1	Identify and evaluate entrepreneurial opportunities and demonstrate creative thinking in developing potential business ventures.
CO2	Analyze and appraise various business models and business plans across different sectors to <u>determine their feasibility</u> and effectiveness.
CO3	Differentiate various forms of business organizations and examine sources of funding and institutional support available for entrepreneurs
CO4	Interpret and apply relevant legal and regulatory requirements in the establishment and operation of business ventures.

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1						3	
CO2	3						
CO3						2	
CO4				3			

SOCIETAL PROJECT			
Course Code	26MBA2AESP	Scheme	2026
Type of Course	AEC	Semester	II
Teaching Hours (L: T:P)	0	CIE Marks	50
Total Hours of Pedagogy L/T/P/SL & TW	0:0:28:02	SEE Marks	0
Credits	1	Total Marks	50
Examination Type (SEE)	NA	Exam Hours	0
COURSE OBJECTIVES			
<i>To understand the social issues and to promote the social interests among students.</i> <i>To undertake studies and Projects, which have a social bearing on the Society.</i> <i>To enhance human values and help meet basic and complex needs of the society.</i>			
GUIDELINES			
- It is a One Credit Course. - The duration of the Project is ONE week - Students should undertake the project between First and Second Semester - Students need to identify any one of the social issues individually and collect relevant data. Group Projects are not permitted. - 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. - Students can approach any NGOs, Trust and such similar Organization to identify the societal issues OR they can identify the general societal issues for the purpose of study. - Students should submit a report with a minimum of 10 pages in the prescribed format. - The institute should conduct the viva-voce examination after submission of the Societal Project Report and assessed for 50 marks. - Without successful completion of the societal project, student may not be awarded the MBA degree.			
GENERAL FORMAT OF THE SOCIETAL PROJECT REPORT			
- Cover page - General Introduction of the Societal Project - Background of the Social issues. (at past, present and the future) - Identification of the Social issue/s - Review of Literature (Minimum Five) - Data analysis/Results and Discussion (Primary or secondary) - Suggestions to overcome issues. - Conclusion			

CO	Course Outcome Description
CO1	Identify and explain a relevant societal issue by examining its background, causes, stakeholders, and significance in the local or broader social context.
CO2	Apply appropriate methods to collect and organize relevant primary and/or secondary data related to the identified societal issue.
CO3	Analyze and interpret evidence using appropriate qualitative and/or quantitative approaches to draw meaningful conclusions about the societal issue.
CO4	Propose feasible and socially responsible recommendations to address the identified issue, demonstrating human values, empathy, and commitment to societal well-being.

Mapping of COs and POs

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			3	3			2
CO2		3		2			3
CO3		3		2			3
CO4			3	3	2		2

APPLICATION OF BUSINESS TOOLS - II			
Course Code	26MBA2SEAB	Scheme	2026
Type of Course	SEC	Semester	II
Teaching Hours/Week (L:T:P)	0: 0: 2	CIE Marks	-
Total Hours of Pedagogy per semester L /T/P/SL&TW:	0: 0: 28 :02	SEE Marks	-
Credits	-	Total Marks	-
Examination type (Noncredit course)	Practical	Exam Hours	NA
Course outcome (Course Skill Set) At the end of the course, the student will be able to: • Apply basic statistical functions using M S Excel • Perform financial and logical functions using MS Excel • Perform time series forecasting using MS Excel • Represent data in different visualization forms using Jamovi • Perform hypothesis testing using Jamovi.			
Module-1			
Basics and Reference functions using MS Excel Introduction; Basics Revision, Subtotal Function, Look-up and Reference function: V Look up and H Look up; Formula errors Number of Hours: 4			
Module-2			
Financial functions, Logical functions and Pivot table in MS Excel Finance Functions –Loan amortization with suitable case Logical Functions – If, And, Or, Count if and Sum if Pivot table: Using Pivot table for data analysis; Create database for Pivot; Analyzing data with Pivot tables; Producing a report with Pivot table; Solver and Goal Seek Number of Hours: 5			
Module-3			
Time Series Forecasting using MS Excel Introduction to Time series analysis, components of time series, Time Series Plots, Trend Analysis, Seasonality, Moving Averages and Exponential Smoothing. Number of Hours: 5			
Module-4			
Introduction and data visualization in Jamovi Measurement of Central tendency and Measurement of Dispersion Installing JAMOMI and Navigating JAMOMI, Measures of Central Tendency and Measures of Dispersion (Mean, Mode, Median; Variance, SD) Data visualization: Histograms, Bar graphs and Scatterplots Frequency distributions, histograms, stem-and-leaf displays, cross-tabulation, bar charts, pie charts, and scatter plots. Data Preparation: Editing, coding, data entry, cross-tabulation, and graphical displays using MS Excel Number of Hours: 8			

Module-5

Hypothesis Testing: Meaning, Null and Alternative Hypothesis, Parametric and Non-Parametric tests, Correlation and Regression

Parametric and non-parametric tests: t-test, Z Test, F Test, Chi Square test, One Way ANOVA, Two Way ANOVA, Implementation of all the concepts in other statistical tools like SPSS.

Number of Hours: 8

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): Text books:

Statistics for Managers Using Microsoft Excel, David M. Levin; et al, Pearson Education, 8/e, 2018 BSTAT: A South-Asian Perspective, Erald Keller; Hitesh Arora, Cengage Learning, 2016

Reference books / Manuals:

Learning Statistics with Jamovi, Danielle J. Navarro & David R. Foxcroft, E book, 2022

Web links and Video Lectures (e-Resources): https://onlinecourses.swayam2.ac.in/imb24_mg56/preview
https://onlinecourses.nptel.ac.in/noc22_mg35/preview

Teaching-Learning Process (Innovative Delivery Methods):

Case based delivery methods- As a sales analyst—calculate monthly revenue and identify top-performing products.

Problem and Scenario based learning-cleaning, organizing and analyzing data and representing it graphically.

Assessment Structure: The assessment in each course is Continuous Internal Evaluation (CIE) To qualify and become eligible a student must score at least **50% of 50 marks, i.e., 25 marks.**

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted, carrying a total of **25 marks**. In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

It is recommended to include **a maximum of two learning activities** as part of the CCA to foster the **holistic development of students**. These activities shall be:

Sl. No.	Name of the Learning activity	Maximum Marks
1	Mini research project — original data collection and full analysis	15
2	Quiz on Identifying the right type of chart and test	10