

1st Semester MBA syllabus for AY 2024-25 onwards

MANAGEMENT & ORGANISATIONAL BEHAVIOUR			
Course Code	MBA101	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Objectives: This course will enable students</p> <ul style="list-style-type: none"> • To understand and analyse Management and Organisational Behaviour theories and models. • To classify and differentiate between the best methods to solve the problems. • To compare the appropriate framework for solving the problems at the workplace. • To apply Management and OB concepts to real-world business scenarios. 			
Module-1 (9 Hours)			
Introduction, Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, Historical evolution of Management thought, Contemporary issues in Management – sustainability, diversity, equity & inclusion in the workplace.			
Module-2(9 Hours)			
<p>Planning –Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. Organising–Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures. Leading – Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. Controlling – Meaning, Importance, Steps in the Control Process, Types of Control.</p>			
Module-3(7 Hours)			
Organisational Behaviour –Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, OB in a global context.			
Module-4(9 Hours)			
Introduction, MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation, Values in the workplace, Types of values, Perception –Meaning, Model of Perceptual process. Emotions in the workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management. Motivation – Meaning, Maslow’s Hierarchy of Needs, Four Drive Theory of Motivation.			
Module-5 (8 Hours)			
<p>Teams: Meaning of Teams, Advantages of Teams, Model of Team Effectiveness, Stages of Team Development. Power& Politics: Meaning, Sources, Contingencies of Power, Consequences of 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.</p>			
Module-6 (8 Hours)			
<p>Organisational Culture – Meaning, Elements of Organisational Culture, Importance of Organisational Culture. Organisational Change – Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour.</p>			

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 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 25Marks) 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 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have a sub-question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four questions from questions one to seven and question eight is compulsory.

Suggested Learning Resources:**Books**

1. Management– John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
2. Organizational Behavior–Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015.
3. Management & Organisational Behaviour – Laurie J. Mullins, 7/e, Prentice Hall, 2005.
4. Essentials of Management – Koontz, McGraw Hill, 8/e, 2014.
5. MGMT –Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
6. Organizational Behaviour – Fred Luthans, 12/e, McGraw Hill International, 2011.
7. Fast tracking to Managerial & CEO Roles- Ajit Singhvi & Sapta Sheel, Primedia E-Launch, 2022 1/e.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_mg104/preview
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview
- https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters
- <https://openstax.org/details/books/organizational-behavior>
- <https://www.classcentral.com/course/introduction-organisational-behaviour-11892>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities suggested

- Visit an Organisation and note the various functions played in a day.
- Conduct a professional event in the department and try to understand the various roles played by students in relation to Team and Organisational environment.
- Develop questions, interact with people in the Organisation and try to observe personality.
- Meet any Leader / HoD / Dean and observe the Management of various department and record the changes along with reasons for change.

Course Outcomes (Course Skill Set)

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

Sl. No.	Description	Bloom's Level
CO1	Gain practical experience in the field of Management and Organisational Behaviour.	L1
CO2	Acquire the conceptual knowledge of management, various functions of Management and theories in OB.	L3
CO3	Develop management and behavioural models related to attitude, perception, power, politics and conflict in workplace.	L2
CO4	Analysing the recent trends in Management and OB models.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

FINANCIAL ACCOUNTING & REPORTING			
Course Code	MBA102	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To enable the students to understand the conceptual framework of accounting, reporting and financial statements. • To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off. • To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making. 			
Module-1 (7 Hours)			
Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles (GAAP), Indian Accounting Standards, IFRS, (Theory only)			
Module-2 (9 Hours)			
Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cashbook only. (Theory and Problems).			
Module-3 (9 Hours)			
Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).			
Module-4 (9 Hours)			
Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).			
Module-5 (6 Hours)			
Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank pass book, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement (Tally may be used for preparation Bank reconciliation statement). (Theory and Problems).			
Module-6 (10 Hours)			
Depreciation and Emerging Issues in Accounting: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method).			
Emerging Areas in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Blockchain, AI in Accounting, Big Data in Accounting (Theory only).			

Assessment Details (both CIE and SEE)

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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 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 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:

Books

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.

Web links and Video Lectures (e-Resources):

- <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
- <https://journals.sagepub.com/home/jaf>
- https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-Revised.pdf
- <https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
- <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>
- <https://www.pdfdrive.com/accountancy-books.html>
- https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
- <https://www.coursera.org/lecture/uva-darden-financial-accounting/what-is-accounting-eXQEc>
- <https://www.youtube.com/watch?v=mq6KNVeTE3A>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- To collect Annual reports of the companies and analyze the financial statements using different techniques and presenting the same in the class.
- To get exposed to use of accounting software (preferably Tally or ERP).
- To identify the sustainability report of a company and study the contents.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Know what and how books of accounts and financial statements are prepared. .	L1
CO2	How to interpret financial statements of companies for decision making.	L1
CO3	Independently undertake financial statement analysis and take decisions.	L4,L6

Mapping of COS and Pos

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

ECONOMICS FOR DECISION MAKING			
Course Code	MBA103	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course Learning objectives: <ul style="list-style-type: none"> • To introduce the fundamentals, tools and theories of managerial economics. • To provide an understanding of the application of Economics in Business • To learn the basic Micro and Macro-economic concepts. • To understand Demand, Production, Cost, Profit and Market competitions with reference to firm and industry. 			
Module-1(7 Hours)			
Introduction: Managerial Economics: Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's model of growth maximization, Williamson's model of managerial discretion.			
Module-2(9 Hours)			
Demand Analysis 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. (Problems on Price elasticity of demand, and demand forecasting using Time-series method).			
Module-3(9 Hours)			
Cost Analysis & Production Analysis Concepts 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. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, Long- Run Average Cost (LAC) curve Break Even Analysis –Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA In Managerial decisions (Theory and simple problems).			
Module -4 (9 Hours)			
Market structure and Pricing Practices Perfect Competition: Features, Determination of price under perfect competition, Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Monopoly: Features, Pricing under monopoly, Price Discrimination. Descriptive Pricing Approaches: Loss leader pricing, Peak Load pricing, Transfer pricing.			
Module-5 (9 Hours)			
Indian Business Environment Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio– Cultural Environment, Global Environment. Private Sector, Growth, Problems and Prospects, SMEs, Significance in Indian economy, challenges and prospects. Fiscal policy and Monetary Policy: Meaning of Fiscal policy, three main types of fiscal policy – neutral policy, expansionary, and contractionary. Monetary policy: Meaning, Objectives of monetary policies: Controlling inflation, Managing employment levels, and Maintaining long-term interest rates. (Theory only)			
Module-6 (7 Hours)			

Indian Industrial Policy :New industrial policy 1991, **Production Linked Incentive (PLI)** scheme for Promoting manufacturing of Telecom & Networking Products in India, New economic initiatives proposed by Indian government for economic growth Private Sector-Growth- like Atma Nirbhar Bharath Abhiyan.

Assessment Details (both CIE and SEE)

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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 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 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- The SEE question paper should have the weightage of 80% theory and 20% problems.

Suggested Learning Resources:

Books

1. Managerial Economics by Dr. A.B. Kalkundrikar and Dr.Rajendra M. Inamdar, 2022
2. Managerial Economics by Geethika,Ghosh & Choudhury, McGrawHill 2/e,2011
3. Managerial Economics by Dominick Salvatore, Oxford Publishers, 2e, 2016
4. Managerial Economics by D.M Mithani, HPH publications, 2016
5. Managerial Economics by Samuelson & Marks, Wiley, 5/e,2015

Web links and Video Lectures (e-Resources):

- <https://www.edx.org/learn/managerial-economics>
- <https://www.indiabudget.gov.in/>
- https://onlinecourses.swayam2.ac.in/imb19_mg16/preview
- <https://www.youtube.com/watch?v=ZXDKdJO3V6Y>

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Skill Development Activities Suggested

- Assessment of Demand Elasticity–Price, Income and Cross
- 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 are expected to assess the impact of advertisement or sales promotion on the demand of a product
- An in-depth study of economic indicators on the growth rate and presentation on the same
- Analyze the impact of the Union Budget on different sectors of the Indian economy, fiscal discipline and disinvestment proposals of the GOI and presentation on the same
- 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.
- Use of MS Excel in the above mentioned activities should be encouraged.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	The student will understand the application of Economic Principles in Management decision making.	L2
CO2	The student will learn the microeconomic concepts and apply them for effective functioning of a Firm and Industry.	L3
CO3	The Student will be able to understand, assess and forecast the demand.	L5
CO4	The student will apply the concepts of production and cost for optimization of production	L3
CO5	The student will design competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.	L6
CO6	The student will be able to understand the impact of macroeconomic concepts.	L2

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3		1			3			
CO2	3	2		1			3		
CO3	2				1			1	
CO4	2		3		1				1
CO5	2			1	3		3		
CO6	3			1					2

BUSINESS STATISTICS			
Course Code	MBA104	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ol style="list-style-type: none"> 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 using correlation and regression analysis. 3. To equip 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 familiarize the students with analytical package SPSS. 			
Module-1 (8 Hours)			
Introduction to Statistics: Meaning and Definition, Importance, Types, 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, Moments and Kurtosis (Theory and Problems).			
Module-2: (7 Hours)			
Correlation and Regression: Correlation - Significance, Types, and Methods, Scatter diagram, Karl Pearson correlation, Spearman's Rank correlation, Regression, Significance, Linear Regression Analysis, Types of regression models, Lines of Regression, Standard error of Estimate (Theory and Problems).			
Module-3: (9 Hours)			
Probability Distribution: Concept of probability, Counting rules for determining number of outcomes - Permutation and Combination, Rules of probability- Addition and Multiplication, Baye's Theorem. Concept of Probability Distribution, Theoretical Probability Distributions - Binomial, Poisson, Normal (Problems only on Binomial, Poisson and Normal). (Theory and Problems).			
Module-4: (8 Hours)			
Time Series Analysis: Objectives, Variations in Time Series. Measurement of Trend, Graphic Method, Moving Average Method, Semi-Average Method, Least Square Method. Measurement of Seasonal Variations- Method of Simple Averages, Ratio to Trend Method-Ratio to Moving Average Method, Link Relative Method. (Theory and Problems).			
Module-5 : (8 Hours)			
Hypotheses Testing: Definition, Types, Procedure for testing, Errors in hypotheses testing. Parametric and Non-Parametric Tests -t-test, z-test, f-test, Chi-square test, u-test, K-W Test (problems on all tests).Analysis of Variance (theory only)			
Module-6: (10 Hours)			
Computer lab for Statistics: SPSS: Overview of SPSS, Creating, saving and editing files, Importing files from other formats. Transforming Variables - Compute, Multiple responses. Organization and Presentation of Information - Measures of Central Tendency and Variability, Frequency Distributions. Charts and Graphs, Hypotheses testing using means and cross-tabulation, Paired t, Independent Sample t, Chi- square. Correlation, Regression Analysis, Linear, Logistic, Analysis of Variance- One Way ANOVA, ANOVA in regression.			

(Mandatory all the students should be taught in the lab and give them the practical knowledge which will be beneficial for their research work and Industrial applications.)

Assessment Details (both CIE and SEE)

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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 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 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems.

Suggested Learning Resources:

Books

1. S C Gupta (2018), Fundamentals of Statistics, 7th edition Himalaya Publications.
2. J K Sharma (2020), Business Statistics 5th edition Vikas Publishing House.
3. S P Gupta (2021), Statistical Methods 46th edition Sultan Chand Publications.
4. C R Kothari (2015), Research Methodology- Methods and Techniques, Viswa Prakasam Publications.
5. William E. Wagner, III (2015), Using IBM SPSS- Statistics for Research Methods and Social Science Statistics 5th edition Sage Publications.

Web links and Video Lectures (e-Resources):

- Students should opt Swayam NPTEL Course on Business Statistics offered by Prof. M.K.Barua Dept. of Management studies IIT Roorkee.
- <https://www.youtube.com/watch?v=VDLyk6z8uCg> Swayam NPTEL Course on Business Statistics by Dr. P. M. Shiva Prasad, Department of Commerce, Teresian College, Mysuru.

Skill Development Activities Suggested

- Role Play Techniques
- Quizzes
- Field Surveys
- Assignments

Course outcome (Course Skill Set)

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

Sl. No.	Description	Blooms Level
CO1	Understand how to organize, manage, and present the data	L2
CO2	Use and apply a wide variety of specific statistical tools	L3
CO3	Understand the applications of probability in business	L4
CO4	Effectively interpret the results of statistical analysis	L5
CO5	Develop competence of using computer packages to solve the problems	L6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2
CO5	2	3							

MARKETING MANAGEMENT			
Course Code	MBA105	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To make students understand the fundamental concepts of marketing and environment in which marketing system operates. • To gain knowledge on consumer buying behaviour and influencing factors • To describe major bases for segment marketing, target marketing, and market positioning. • To develop a Conceptual framework, covering basic elements of the marketing mix. • To understand fundamental premise underlying market driven strategies and hands on practical approach. 			
Module-1 (7 Hours)			
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 of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.			
Module-2 (9 Hours)			
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.			
Module-3 (9 Hours)			
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, Pricing Procedure.			
Module-4 (9 Hours)			
Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System. 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. Push-pull strategies of promotion.			
Module-5 (9 Hours)			

Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.

Module-6 (7 Hours)

Emerging Trends in Marketing: Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.

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 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 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources:

Books

1. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition.
2. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha by Pearson publication, Latest Edition.
3. New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill, Latest Edition.
4. Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications, 2020.
5. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
6. Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.
7. Fundamentals of Marketing Management, Etzel M J B J Walker & William J Stanton by Tata Macgraw Hill, Latest edition.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/5fdx5Laavkc>
- <https://youtu.be/Ule8n6GgE1g>
- <https://youtu.be/ob5KWs3I3aY?t=131>
- <https://youtu.be/U1VWUHLhmdk>
- <https://youtu.be/iWuYUhSHXHg>
- https://youtu.be/IErR_YYfP3Y
- <https://youtu.be/mLv7MASrDIQ>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Sensitise the students to the market dynamics by visiting super markets and regulatory markets like APMC, etc.
- Students to study the buying pattern based on demographics of consumers.
- Students to draft advertising copy.
- Students to take any FMCG product and study the PCL of that product.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Comprehend the concepts of Marketing Management.	L1
CO2	Gain knowledge on consumer behaviour and buying process	L3
CO3	Understand concept of Product and Brand Management, Branding and Pricing strategies	L2
CO4	Identify marketing channels and the concept of product distribution, techniques of sales promotion	L4
CO5	Simply ideas into a viable marketing plan for various modes of marketing	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2	1		2				2		
CO3				3				2	
CO4		2		2					3
CO5		2			2				

MANAGERIAL COMMUNICATION			
Course Code	MBA106	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers. • To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively. • To introduce the students to some of the practices in managerial communication those are in vogue. • To prepare students to develop the art of business communication with emphasis on analysing business situations. • To train Students towards drafting business proposals. 			
Module-1 (7 Hours)			
Introduction: Meaning & Definition, Role, Classification, Purpose of communication, Communication Process, Characteristics of successful communication, Importance of communication in management, Communication structure in organization, Communication in conflict resolution, Communication in crisis. Communication and negotiation, Communication in a cross-cultural setting, Barriers to communication.			
Module-2 (9 Hours)			
Oral Communication: Meaning, Principles of successful oral communication, Barriers to oral communication, Conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Effectiveness of oral communication. Listening as a Communication Skill: Approaches to listening, how to be a better listener, Process of listening, Nonverbal communication: Meaning, classification.			
Module-3 (9 Hours)			
Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing, Writing, Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages. Types of Written Communication In Business: Business Letters: Introduction To Business Letters, Types of Business Letters, Writing Routine And Persuasive Letters, Positive And Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters.			
Module-4 (9 Hours)			
Business Reports: Purpose, Kinds and Objectives of reports , Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation , Writing memos, Media Management: The press release, Press conference, Media interviews.			
Group Communication: Meetings, Planning meetings, objectives , participants , timing , venue of meetings.			
Meeting Documentation: Notice, Agenda and Resolution & Minutes.			
Module-5 (9 Hours)			

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.

Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills.

Impact of Technological Advancement on Business Communication, Technology-enabled Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing.

Module-6 (7 Hours)

Presentation and Negotiation skills: Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for managers.

Negotiation skills: Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies.

Etiquette Advantage in Managerial Communication: Meaning, types and advantages of Etiquette.

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:

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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 same.

Semester End Examination:

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- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 percent theory in SEE.

Suggested Learning Resources:

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. Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e, 2017.
7. Contemporary Business Communication - Scot Ober-Biztantra, 5/e, 2015.
8. Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=yml9dx9nUco>
- <https://www.edx.org/learn/business-communications>
- https://onlinecourses.swayam2.ac.in/imb19_mg14/preview
- <https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org>
- <https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf>
- <http://www.mim.ac.mw/books/Business%20Communication.pdf>
- https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by
- <https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian-edition.pdf>
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://nptel.ac.in/courses/110105052>
- <https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatri-online-classes-3476.asp>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Students enact and analyze the non-verbal cues.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- 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.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Organize a mock press conference addressing to the launch of new product by an organization.
- Students should be given an assignment to draft a proposal to undertake research project.

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	The students will be aware of their communication skills and know their potential to become successful managers.	L1
CO2	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.	L3
CO3	The students will be introduced to the managerial communication practices in business those are in vogue.	L2
CO4	Students will get trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3